

Report On
A study on the effectiveness of employee selection process of Scholastica
Pvt.Ltd(Ascent Group)

By
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ID: 20104074

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration (BBA)

BRAC Business School
BRAC University
December 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Adiba Tabassum Monisha

20104074

Supervisor's Full Name & Signature:

Riyashad Ahmed

Assistant Professor, BRAC Business School, BRAC university

Letter of Transmittal

Riyashad Ahmed

Assistant Professor

BRAC Business School

BRAC University

Kha-224 Merul Badda, Dhaka-1212

Subject: A study on the effectiveness of employee selection process of Scholastica

Pvt.Ltd(Ascent Group)

Dear Sir,

I am glad to submit my report on the 'A study on the effectiveness of employee selection process of Scholastica Pvt.Ltd(Ascent Group)', a subject assigned to me by your directive. I have exerted considerable effort to finalize the report by incorporating the requisite information and suggested recommendations succinctly and comprehensively to the best of my capability.

I am confident that the report will meet the expectations.

Sincerely yours,

Adiba Tabassum Monisha

20104074

BRAC Business School

BRAC University

December, 2024

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Ascent Group and the undersigned student at BRAC University.....

Acknowledgement

My internship with Ascent Group gave me a fantastic opportunity to advance both professionally and academically. I count it a blessing that I was able to work closely with a group of such accomplished professionals. I want to sincerely thank everyone who helped with the creation of this internship report by offering advice and support. First and foremost, I would like to express my sincere gratitude and appreciation to my academic internship supervisor and faculty Mr. Riyashad Ahmed for helping me select the topic of this report and for giving me pertinent guidance and instructions during my internship program. I appreciate that he has always been available to me when I needed advice or help from him in order to finish this report. I would want to express my appreciation to Ms. Nadia Zamal Chowdhury, the Deputy General Manager (Scholastica/SPEED) and my organizational supervisor. I appreciate her clear guidance and directions about my work-related duties. I am also grateful for her kind greeting and her wonderful guidance. I would like to convey my appreciation to my coworkers at Ascent Group for their kind disposition and cooperative spirit during my internship.

Executive Summary

This report primarily focusses on the employee selection processes of the Ascent group. The employee selection process efficacy for Ascent Group employees is evident. The report is conducted from the viewpoint of an intern; however, it demonstrates a comprehensive understanding of the organizational training and development process. This paper employs a mixed-methods research methodology. Consequently, it encompasses both qualitative and quantitative considerations. Information has been gathered from both primary and secondary sources. The survey method was mostly utilized to get employees' opinions on the training and development process at Ascent Group.

The survey results indicate the overall satisfaction, value, efficacy, feedback, and involvement of employees with Ascent's employee selection process. All ten participants expressed various insights that led to multiple recommendations for the enhancement of the company's future recruitment initiatives. While the overall sentiment on the recruitment programs is predominantly positive, specific areas for improvement have been identified. Participants underscored the importance of continuous evaluation of program effectiveness, the implementation of more updated, rigorous and evaluative employee analysis strategies. These observations underscore the necessity of perpetually evaluating and modifying employee selection programs to better effectively meet the evolving needs and preferences of employees and organizational goals.

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List of Acronyms:

HR- Human Resource

AG- Ascent Group

OCSAR- Office of career Services and Alumni Relations

SPEED- Service for Professional Educational Enterprise Development

BDT- Bangladeshi taka

CRM-Customer relationship management

Chapter-1: OVERVIEW OF THE INTERNSHIP

1.1 Student Information: Name, ID, Program and Major/Specialization

Student Name: Adiba Tabassum Monisha

ID:20104074

Program: Bachelor of Business Administration

Major: Marketing and Human Resource Management

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

Period of internship: 3 months (15th January 2024 to 15th April 2024)

Company name: Ascent Group (Scholastica)

Department: Operations

Address: House 3D, Road 2A, Block J, Baridhara, Dhaka 1212.

1.2.2 Internship Company Supervisor's Information

Name of company Supervisor: Nadia Zamal Chowdhury

Position: Deputy General Manager

1.2.3 Job Scope – Job Description/Duties/Responsibilities

I was assigned as an intern at the operations department of Ascent Group which is also known as SPEED (Services for professional education and enterprise development) under the guidance of Ms. Nadia Zamal Chowdhury.

DUTIES AND RESPONSIBILITIES

- Assist and coordinate training sessions with the professional trainers for the external companies who hired SPEED to help their employees to develop their skills and knowledge. :
- Creating content plans as part of proposals for SPEED and Scholastica.
- Conduct research on the trending topics related to training and development to support the creation of the operations division initiatives and programs.
- Assist the operations team with administrative tasks such as filling paperwork, regularly updating databases, checking emails, responding to calls.
- Support planning departmental events, such as social gatherings and group events to elevate employee's satisfaction and motivation.
- Assist in overseeing training sessions for the existing company employees, especially informing the employees about the training initiatives, scheduling their appointments and keeping track of their attendance for the existing company employees.
- Searching Content and writing story script for the department's official YouTube channel.
- Creating animations and videos using different applications and tools such as adobe illustrator, Canva etc. for the YouTube channel by teaming up with the department's graphic designers.
- Regularly updating the database of the employees in excel files mainly regarding their training progress and how they are able to improve their performance.
- Scheduling social media content plans on a daily basis in order to boost the company's existence in the social network organically.

As an intern in the operations department at Ascent group, my role involved assisting numerous operational tasks and programs under the guidance of the company's experienced professionals. I assisted in the department's General administrative functions and also participated in various projects crucial to the development of the company. My internship in Ascent Group provided me with the opportunity to learn about the numerous aspects of the management process including the resource management and system development of a company.

1.3 Internship Outcomes:

1.3.1 Student's Contribution to the Company

Throughout my internship journey I accounted for a significant amount of work and time in various projects and initiatives. As part of the SPEED's work is to provide training to employees of external companies, I have assisted the professional trainer in the training sessions, for instance by assisting as an instructor, ensuring the execution of the sessions in given budget, evaluating the performance of the individuals and updating their performance in the session and providing the necessary feedback to ensure that they have been prepared for the future performance in corporate world. To attract more clients for the department and the company as a whole, an active appearance in social media is vital in this advanced age. To ensure the success of the initiative in being more active and engaging organically that too without any monetary backing, I researched and created contents that helped reach a wider audience helping grow the social media appearance. Owing to my curiosity and eagerness to learn, I was able to contribute considerably to the department, which led to the department's processes being optimized and increased productivity.

1.3.2 Benefits to the Student

My internship at Ascent Group has given me the remarkable opportunity to gain invaluable knowledge and experience in the operations department, allowing me to use my theoretical understanding taught in the classroom into the real world. The internship program helped me grasp

a variety of concepts and topics including project management, data analysis, problem solving, communication and collaboration, social media management, marketing techniques etc. These experiences and practical knowledge are necessary for a successful career in different fields of business be that in the marketing sector, operations sector or other. To further add, being able to work in the professional field gave me the ability to gain a better insight into the complexities and cultures of the business world, which helped me to develop a better perspective and comprehensive understanding of the business realm as a whole.

1.3.3 Problems/Difficulties Faced During the Internship Period

Even though the internship offered me a lot of learning opportunities, there were some challenges that I had to encounter and overcome. One of the challenges that I faced was the fast-paced nature of the work environment, especially during the time when new projects accumulated in a particular time frame. In order to manage multiple projects at once in the given timeframe and achieve deadlines, proper management of time and prioritizing skills were necessary. As a result, I had to develop and enhance the required skills during my internship. Moreover, initially I faced some challenges in navigating some software applications used by SPEED for their content creation and data retention. However, over time with the valuable instructions and support from my supervisor and colleagues I was able to overcome the obstacles and get a better understanding of the process and procedures.

1.3.4 Recommendations (to the company on future internships)

- I became aware of Ascent Group's internship opportunity through BRAC university's OCSAR website. But as I mentioned about the program with my other friends, I realized that a significant portion of my friends were not aware of the job offer. Not only this, they did not have the knowledge of Scholastica providing the employment opportunity to interns

in the first place. Majority of young individuals depend highly on social media platforms such as university specific Facebook communities when seeking job openings. As a result, I believe using social media platforms to promote and facilitate job opportunities along with the utilization of internal university portals by Ascent Group will help attract a large pool of potential candidates to work for them.

- Ascent Group may choose to introduce an intern orientation program. The event may include familiarizing the interns with the company's policies, acquainting them with other employees and giving them a proper welcome to work with them.
- High performing interns should be integrated into the long-term workforce i.e. the company should create better opportunities and expand their job openings or develop clear paths for high achieving individuals working in the internship program to transition into permanent employment.

Ascent Group provides intensive training sessions for their permanent employees and also gives them the chance to receive participation certificates which helps add value to their resume and improve career prospects. However, as the interns are young individuals, the majority of whom are just beginning their career should also be given the opportunity to participate in the training programs, industry certification and provide them access to online tools, as this will boost their future career potential and scope. Acknowledging the substantial contribution and achievement by the interns and honoring their accomplishments will increase the possibility of the return of the employees to the organization or promoting upcoming internship opportunity in the company.

Chapter 2: Organization Part

2.1 Introduction

This chapter aims to provide a comprehensive insight of the organizational structure, management techniques, marketing practices, market positioning, financial performance, operations management and practices of Ascent Group Bangladesh. The primary purpose of the chapter is to establish an initial framework of the organization's effectiveness in employee's selection process and the training and development program within the organization.

2.2 Overview and Historical Background of the company

Ms. Yasmeen Murshed, the founder of Ascent Group, established the organization in 1977. Initially the school operated in a two storied building in Dhanmondi originally known as 'Scholastica Tutorial' which has since become 'Scholastica'. Using English as the main medium of administration while giving Bangla equal significance, the institution was formed with the aim of providing all of its pupils a comprehensive and balanced education. The primary objective of Scholastica is to foster inquisitive, well informed and compassionate youthful individuals who are willing and prepared to face the challenges of the new age 'global village'. Their goal will be to grow up and contribute to the community and the society as a whole by becoming a responsible citizen, be respectful towards individuals from different backgrounds and cultures and accept them as equals. From humble origins, the institution has since grown to become one of the biggest and most prominent schools in Bangladesh, having multiple campuses operating throughout the capital city.



Figure 1: Logo of Scholastica

Scholastica has gained recognition for being a trailblazer in the education sector of Bangladesh for being one of the private schools to provide:

- English Language as the primary learning curriculum.
- Distinctive campuses with an array of facilities including swimming pool, conference rooms and several hard courts.
- Advanced science labs integrated into the secondary school curriculum
- Recruitment of foreign experts to devise the educational system.
- Opportunity to Foster international connections by means of athletic endeavors and travel
- Delivering necessary international-level management and teacher certification
- Incorporating modern technology to record and manage data and information
- Introducing internship program
- Recruitment of competent educational counselors

Syeda Madiha Murshed, the managing director of Scholastica has the most crucial impact in transforming Scholastica from a small tutorial into the country's one of the most reputable educational institutions. Under her direction and supervision, the organization has been developing and thriving which is reflected in the standing as an Ascent Group member and its continued devotion in providing quality education.

2.2.1 Vision and Mission

With regard to Suppliers, customers, and Partners, Ascent aims to be a valued partner. It aspires to be the foremost Solution provider to its integral stakeholders and Strive in the industry it is operating. Ascent is devoted to providing a meaningful and lasting contribution in the lives of their employees, students, customers and colleagues.

2.2.2 Organizational Structure

An organization's chain of command that typically spans from executives and senior management to employees in the lower management, is known as a hierarchical structure. As for the hierarchical structure of Ascent Group the chairman and managing director is responsible for the organizational management overlooking the administration. However, in the recent past the Managing director is the only one who is actively involved in the supervision of all the Head of Directors, Executives, Principals and Directors as the Chairman has been out of the country for a while.

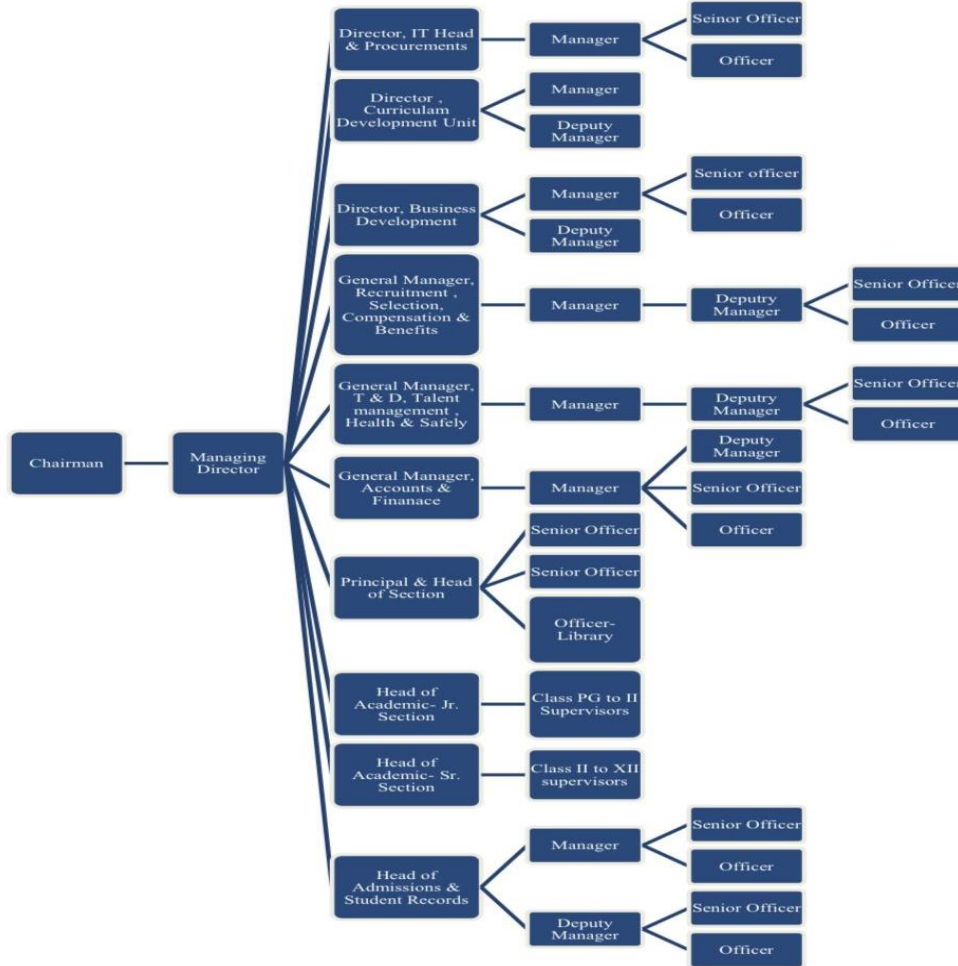


Figure 2: Hierarchy of AC Group (Source: Hierarchy theme adopted from HR

2.3 Management Practices

2.3.1 Organization leadership style

Democratic leadership styles, which is also known as ‘Participative leadership’ or ‘Shared leadership’ encourages employees to share their opinion helping them set goals, evaluate performances or share input in the management process. In the case of Ascent Group Bangladesh, it can be seen that the company practices democratic leadership, however at times certain aspects of authoritarian and laissez-faire leadership are also seen. The company values the opinions of the employees and highly encourages them to take part in the process of decision making. The

employees are urged to collaborate and share their valuable input in order to improve the quality of performance of the employees and the company as a whole. As mentioned earlier, Ascent Group's management style also incorporates authoritarian leadership, specifically in sectors where employees are Extensively trained and are well experienced such as Services, retail, knowledge and infotech sectors. In such cases, the managers give authority to the employees to take decisions regarding their field of expertise and complete their duties on their own. The autonomy Given to the employees by the management helps build a sense of trust and empowerment among the employees leading to an increased contribution to the company's success and growth.

In many respects, to achieve the goals and objectives of the company Ascent Group's leadership style plays a crucial role. To further add, democratic and participatory leadership style leads to employees being updated to the company's objectives, plans and requirements as it encourages employees to be more candid and accountable for their actions. Employees are encouraged to be more open, transparent and work closely with team members which promotes clear communication further helping them connect and collaborate effectively.

2.3.2 Human resource planning process of the organization

The Human Resource Management division of Ascent Group is crucial for the organization's development and culture. I was recruited by the organization's HR representative who also introduced me to the company. Since I joined the company as an intern, I have noticed similar behavior in all the other employees, which made me grasp the concept and the pattern of the company's HR role. The management structure of the company's HR division is very systematic and clearly defined. The division's main work is to review, recruit, investigate and compensate the staff members. Not only that, the HR is also responsible for planning certain events and

activities for the team's refreshment and development. Ascent Group has a number of different fields offering distinct job opportunities. When it comes to recruiting, the company tries to attract candidates whose values and aim align with the company's vision and values. Candidates that are passionate for a fulfilling career and willing to work hard for professional growth are mainly encouraged to apply and recruit for the positions.

2.3.3 Recruitment and selection process

Ascent Group undertakes both internal and external recruitment processes in order to ensure a successful recruitment process. In terms of internal recruitment, the company considers the employees working within the organization to fill the vacancy or position. On the other hand, Certain steps are needed to be followed for external recruitment. For instance, attracting the best candidates, a selection process, shortlisting, interviews and the final selection.

2.3.4 Compensation System

Ascent Group's Compensation structure keeping the industry competitiveness and fairness intact is up to standard and attractive enough to sustain and motivate the remarkable workforce. Some of the company's benefits and compensation structures are outlined below:

- Monthly salary (Given during the first week of each month)
- Two bonuses for festivals (amounting 60% of total salary)
- Subsequent to confirmation of a permanent job, employees are given an increased increment. (Depending on their performance)
- Annual compensation assessment
- Healthcare coverage program (for employee, partner and one child), incentives ranging from 150000 to 600000 BDT based on the job holder's position.

- Annual leave, paid leave, hajj leave, maternity leave, unpaid leave, marital leave, casual leave and other supplementary leave benefits.

2.3.5 Training and development initiatives

Ascent Group's training and development include the following significant initiatives:

- Lecturette: Majority of SPEED's training courses do not involve long lectures, if the level is for Beginners or Pre-Beginners or if an introductory session is required, lectures might take some time to inform the participants about a new topic prior to the class session. At most 20 minutes is spent on reading aloud to the participants by the lecturer.
- Discussion: It is deduced that group conversations are more effective than one-way lectures if compared, as they tend to be more interactive. Trainees contribute only when necessary whereas the trainer does most of the talking. Moreover, when the subject conveyed to the class is well covered a lecture is not necessary. For example, instructors in an English class with advanced learning participants with prior knowledge of the topic are likely to use simple discussion to bring forward past knowledge in order to move forward to the next topic.
- Games and Simulations: Numerous activities are involved by SPEED for the participants in the discussion depending on the courses.
 - Intra- Company games: Trainees form teams that function as 'units' inside the firm. Subsequently, they are assigned to devise or decide the company's strategic direction. The aim of the game is to teach cooperation techniques, collaboration and promote the growth of teamwork skills.
 - Inter- organization games: Trainees are organized and formed into teams who are responsible for serving as representatives of the 'organizations' in the same industry. The teams are then required to take part in a highly competitive market

where they are expected to make informed choices. The primary objective of the game is to teach the employees about the interdependence of actions and decision making.

- Business Games: This game is Implemented when the training focuses on developing soft skills or leadership skills among the participants. Business games are models of real-life firms, industries or teams.
- In basket technique: This technique gives trainees access to a basket comprising all the employment tasks which they are required to prioritize accordingly. Later, their responses are compared to real employees. This game educates the participants on decision-making and how to manage their time accordingly.
- Case study: case studies can be of two types, written or video. These case studies involve practical or fictional business scenarios, the challenges of which the trainees are required to overcome or come up with solutions to the problems. There are no right or incorrect solutions for such case studies; rather it is to evaluate the creativity and response of the participants.
- Role playing: This game is conducted by SPEED in its language classes along with lessons on decision-making and interpersonal skills. Trainees are assigned with situations and rules where they are required to act out the scenes physically. For the trainees to practice speaking, they are provided with real world settings and are required to create dialogues in the context of actual situations.

2.3.6 Performance appraisal system

Ascent Group Bangladesh conducts a very detailed and serious performance assessment method.

The major elements of the company's performance evaluation system are:

- Frequent feedback: During the whole performance cycle managers give employees regular feedback regarding their goals, strengths, areas of improvement, potential and growth opportunities. Employees are encouraged to communicate openly, fostering an open line of communication in the organization and are also made aware of the performance expectations.
- Performance metrics: Ascent Group uses numerous performance indicators to impartially evaluate employee performance. Project outcomes, customer feedback, Personality evaluation, KPI among the many metrics.
- Recognition and rewards: Acknowledging the accomplishment and contribution of the employees and celebrating them are always an integral part of Ascent Group's success. The company puts an increased importance on awarding its employees for their remarkable work that contributes to the firm's accomplishments as a whole. In order to motivate the hyper performing employees, the company provides them with bonuses, public recognition and also promotions, depending on their personal performance.
- Continuous improvement: to promote employee involvement, productivity and company success, Ascent Group repeatedly evaluates and adjusts its performance appraisal methodology. Feedback from manager and employees are also taken into consideration in order to make further improvements.

2.4 Marketing Practices

One of the main marketing aspects of Ascent Group Bangladesh's marketing strategy is its market positioning. To establish the company's identity, the organization emphasizes its distinct value offerings and distinguishing characters. Ascent Group Bangladesh embraces a tactical

approach, where it highlights its strengths involving innovation, Creative approaches, remarkable customer service and client centric operations.

Ascent Group Bangladesh adapts markedly with the ever evolving, marketing media landscape.

The organization uses both conventional and digital means to reach its potential and target audience fully. It ensures a strong online presence in numerous social media networks such as Facebook, YouTube and Instagram to further boost their brand visibility.

2.4.1 4ps of Marketing at Ascent group

- **Product:** Keeping the needs and expectations of Ascent Group's target market it offers a wide range of goods and services. Backed up by creative ideas, remarkable services and customer centric processes. Its portfolio contains:
 - Libraries
 - Publishing house
 - Space
 - Technology
 - Knowledge
- **Price:** Ascent Group Bangladesh undertakes competitive pricing strategy for its goods and services. The company aims the pricing strategy to represent the value of its products alongside being appealing to the customers. Pricing mostly depends on demand, prices charged by the rivals, cost of production and perceived value. Scholastica's core knowledge sector covers the following expenses:
 - School fees: Single yearly tuition fee. No separate additional annual fee.

- Admission charge: There are two sections to the admission fee i.e. The security deposit fee and the actual admission fee.
- Place: Ascent Group Bangladesh keeping the needs and wants of its customer in mind uses numerous channels in order to make its goods and services as accessible as possible to its target audience and their existing customer base. The company leverages Internet platforms, partnerships, distribution networks, and direct sales. The company, by using multi-channel strategy makes its products and services specifically available for customers in areas such as Gulshan, Mirpur and Uttara.
- Promotion: Ascent group in order to increase its market appearance and enhance engagement with customers utilizes a comprehensive promotional campaign. Included are influencer collaborations, sponsorships, social media, marketing public relations advertising etc. Social media platforms that are mostly used by Ascent group are Facebook, LinkedIn and the conventional newspapers, such as the Dhaka Tribune, The Business Standard, The Daily Star.

The usage of the 4ps framework by Ascent Group enables the company to position its products and services in the market, expand the organization, attract new customers and retain the existing ones. Competitive pricing, distribution strategy, product, build its brand and remain competitive in the industry.

2.5 Financial Performance and Accounting Practices

Ascent Group's financial reports or information are not open to the public as a result, they are not published in any public platforms. However, it can be deduced from the salary status of the employees in the company that it is doing well for itself, and transitioning into a more stable financial status.

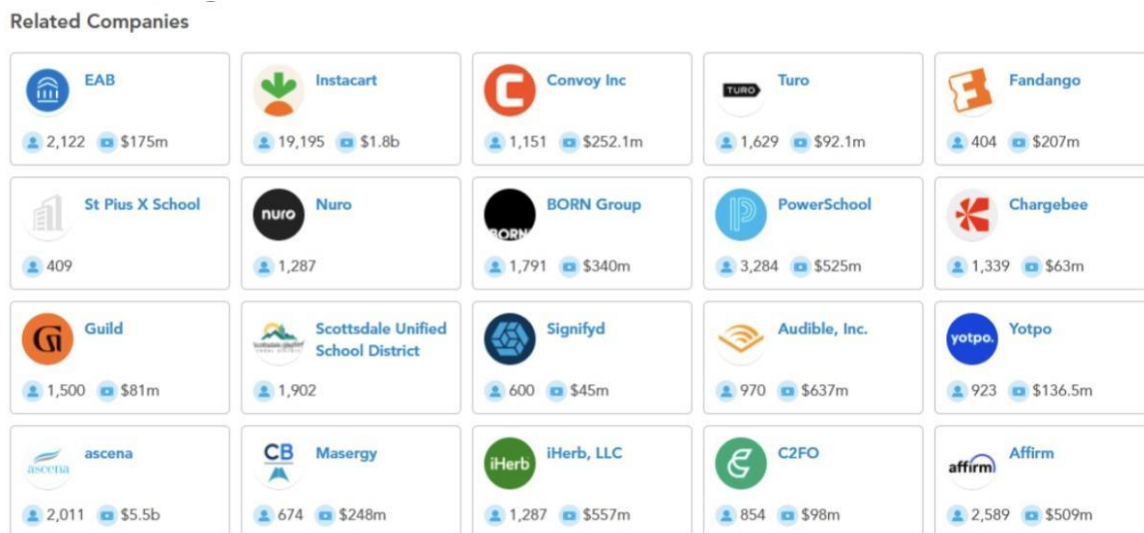
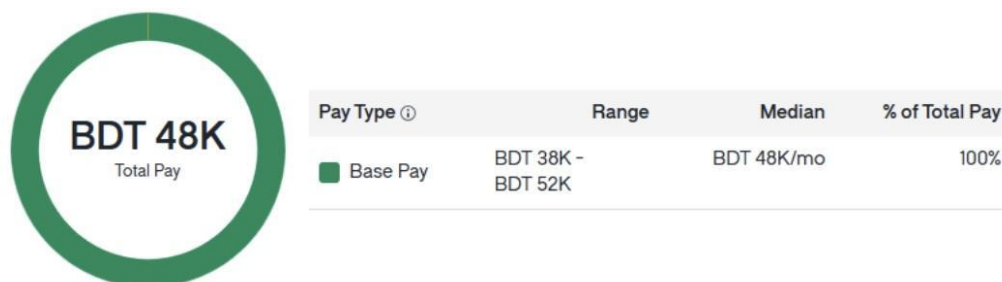


Figure 3: Salary status of employee

Source: <https://scholasticabd.com/academics/curriculum.php>

To further add, Ascent Group assists with financial operations, document registration, tax reports on a quarterly, monthly and annual schedules. The organization generates around \$2.4 million yearly. The business is slowly getting closer to its main goal.



Source: https://www.glassdoor.com/Monthly-Pay/Scholastica-Teacher-Bangladesh-Monthly-Pay-EJI_IE560628.0,11_KO12,19_IL.20,30_IN27.htm

Ascent group provides financial audits using its auditor partners. These services include unbiased and objective professional financial statements and corporate bookkeeping assessment. The

annual audit reports developed in compliance with the international audit guidelines are accepted by the Romanian Chamber of Financial Auditors. The audits also propose the optimal accounting practices benchmarking the organization's core financial parameters.

2.6: Operations Management and Information System Practices

2.6.1 Supply Chain Management

One of the top, strategic priorities to boost productivity and ensure seamless product delivery of Ascent Group is its supply chain management. The firm incorporates advanced technologies and optimal practices to manage the supply chain from sourcing to distribution. To gain maximum operational efficiency the company comprises supplier engagement, inventory control and logistics management.

2.6.2 Information Systems and Technology Integration

An essential Ascent Group member helped integrate advanced information, systems and technology in the company greatly enhancing the organization's operations. Ascent Group uses modern technology to enhance efficiency, productivity, decision-making, and other operational functions. Departmental information systems are interconnected in order to enhance collaboration and ensure easy flow of data. Comprising company specific software such as ERM, ERP etc.

2.6.3 Process Optimization

Ascent Group Bangladesh put significant emphasis on repeated process optimization, which is considered to be one of the core elements of the company's operation management policy. The company undertakes regular evaluations in order to enhance its operational processes, boost efficiency, minimize inefficiency and increase productivity. As a result, the dedication towards

the enhancement permeates all the facets of the organization, be that service delivery, manufacturing or administrative procedures.

2.6.4 Quality Control Measures

Ascent Group Bangladesh prioritizes the quality of its products and services significantly. The organization incorporates numerous quality control methods throughout the operational process in order to ensure meeting or going above and beyond clients' expectations in terms of quality. The organization's commitment to quality is supported by conducting rigorous testing, inspection and industry parameters.

2.6.5 Sustainability Initiatives

Ascent group Bangladesh Highly values social and environmental responsibility due to which it lessens its ecological imprint and tries to incorporate activities that are beneficial to the community as a whole. It includes energy, efficiency, waste reduction, and community engagement.

2.7 Industry and Competitive Analysis

Education system of Bangladesh

Education is the backbone of a nation. Education has the ability to bring a nation out of poverty and rise to its pinnacle. Children in elementary and secondary school should be taught concepts that will help them enhance their behavior and discipline in order for them to grow into morally upright adults, and good citizens. On the other hand, higher education helps shape students for their future careers, helping them develop the necessary skills and abilities to survive in the practical environment and further enhancing their knowledge on political, environmental issues. In order to develop a good workforce and people who care deeply about progress, the

Bangladeshi educational system must comprise topics and courses in their course curriculum helping the students be more informed about the country's economy, society and Sustainable Development Goals (SDGs). The government of Bangladesh provides an extensive amount of funds to the education sector. Both the private and public schools, universities and colleges receive government funding. Additionally, one of the Bangladeshi laws covers secondary education, free to those aged 6 to 18. Bangladesh encourages and highly supports education for everyone as a result the 15 of the state institutes are funded by the government via UGC.

2.7.1 SWOT Analysis of Scholastica

One of the most common methods utilized by organizations to evaluate their current situation and future position is SWOT analysis. SWOT analysis is often used by organizations as a crucial component for the strategic planning process, and to analyze different divisions and projects within the organization.



Figure 4: SWOT Analysis

Based on the information collected from Scholastica school here is a SWOT analysis:

- Strengths

- Campus location: Scholastica positioned its campus throughout Dhaka city very strategically. Three of the campuses of the institution are located in Uttara, one of which is known as the Senior campus that is located in sector 01 of Uttara. The other Uttara campuses are located in sector 03 and 07, which are known as junior campuses. The other senior campus is located in Mirpur, while the Dhanmondi location is classified as a junior campus.
- Unique environment: The environment of a school is a very crucial factor for the growth and development of a student in terms of many aspects. The campuses of Scholastica certainly have the required environment as all the campuses have a playground for their students, and the campuses are very open leading to it not being congested or crowded.
- Weaknesses
 - Lack of Tech know-how in Student records: Scholastica partially maintains and records its data of students in a paper-based document method. This method not only leads to significant wastage of time during working hours but also increases the likelihood of making mistakes. Employing a soft copy documentation approach is likely to save plenty of hours from a regular work schedule.
 - Workload management: Mismanagement of workload, and its uneven distribution in the various departments of Scholastica is a common occurrence. For instance, one department remains free all day without any task being assigned. On the other hand, other departments are piled up with work having to complete the tasks and work from morning till afternoon. As a result, the employees that are having to

work more than those of other departments, become demotivated and experience monotony at work, resulting in decreased productivity. As a result, if the work is assigned evenly by the upper administration, the overall result is likely to be favorable and lead the institution's operation to function smoothly.

- Opportunities

- Market expansion: The industry in which Scholastica is operating has significant potential for growth and market expansion. However, Scholastica has not utilized the golden opportunity. Even though they are ruling in the areas such as Uttara, Mirpur and Dhanmondi there are other larger markets such as Banani and Khilgaon which have great potential and opportunity for growth.
- Press and media coverage: Scholastica by conducting awareness campaigns and implementing social initiatives can get more media coverage and attention, helping them increase their student enrolment due to its popularity and positive social impact in the community.

- Threats

- Tuition fee fluctuation: even though Scholastica's tuition fees are lower when compared to other prominent English medium schools, if due to any reason their cost increases leading to their payment procedures to be modified then Scholastica will seem less appealing to their clients and their risk of losing existing students and the potential ones will increase as they will become less competitive compared to their rivals.
- Similar competition: Scholastica has some very high-profile competition with other prominent schools in the market such as Maple Leaf International School,

Mastermind School, Sunnydale School, South breeze etc. therefore, it is important for Scholastica to Abstain itself from making any judgements that could lead to detrimental effect on the guardians’ impressions, leading them to switching to other schools. It is also very crucial for the company to monitor its competitors' activities in order to avoid losing market share and maintain a strong competitive position.

2.7.2 Porter’s Five Forces Analysis



Figure 5: Five Forces Model

- Threat of new entrants: the industry in which Ascent Group Bangladesh is operating is quite competitive. Such an industry usually draws attention to new entrants. The New organizations intend to capitalize on untapped markets and take advantage of the market opportunities. However, factors such as economies of scale, brand image, regulatory restrictions, market entry legislations, and proprietary technology acts as entry barriers. Loyal customer base and the organization’s strong market position might refrain new entrants from obtaining market share or obtaining a foothold in the market.
- Bargaining power of supplier: Ascent Group heavily depends on suppliers for equipment, raw materials and other resources. However, there are a significant amount of such raw material providers in the industry, giving the suppliers very little bargaining leverage as

the availability of substitute suppliers significantly decreases their bargaining power. To further reduce the power of suppliers, Ascent Group can bargain advantageous terms and conditions along with establishing long term partnerships.

- Bargaining power of buyers: Ascent Group has a large client base involving diverse companies and individuals. Bargaining power of buyers depends on a number of things such as the availability of substitutes, switching costs, the number of purchases etc. The bargaining power varies from industry to industry, depending on the factors mentioned above, however, in some markets buyers are said to have more influence if they are able to bargain lower costs or shift to their competitors. In the case of Ascent group, the value proposition and unique offerings of the company may retain their customers and reduce their purchasing power.
- Threat of substitute products or services: Ascent Group has increased possibility of facing competition from comparable solutions and similar technology which could act as threat to their offerings. Availability of substitutes is determined by the choices of clients, functionality of the goods, price and quality. To decrease competition, the company differentiates its goods and services from those of the rivals enhancing their products or services. Alternative attractiveness can also be reduced by the company by fostering strong client relationships and offering excellent service.
- Competitive Rivalry: In this sector, the competition and rivalry are fierce. Ascent Group experiences such rivalry regularly from both new entrance and established long-standing rivals all of whom are competing for increased market share through pricing strategies, promotion, innovation and customer support. Some of the consequences of competition are aggressive marketing, price wars and product differentiation. Ascent group is able to

stay ahead of competition and maintain an edge over the rivals in the industry due to its strong brand reputation and customer focus approach.

2.8: Summary and Conclusions

Ascent Group Bangladesh is a multifaceted organization with an extended history that provides its customers with quality education and innovative solutions. Managing Director Ms. Syeda Madiha Murshed along with Mrs. Yasmeen Murshed has led Ascent Group towards excellence and continues progress with their inspirational leadership. Ascent Group Bangladesh's hierarchical structure suggests general managers, principles, directors and department heads to be overseen by the Managing Director. Initially the company started as Scholastica Tutorial, the organization has now expanded into various markets including education services, retail in infotech and places. The leadership style i.e. participative and democratic leadership is followed by the company in order to encourage teamwork, innovation and employee empowerment. Ascent Group's human resource planning process places an extreme emphasis on recruiting, screening and employee engagement. Not only that it focuses on attracting, retaining and developing extraordinary talents. When it comes to branding the company positions their brand in the market using their own differentiators and value propositions. In order to reach the target audience, raise brand knowledge, engagement and media exposure Ascent Group uses both conventional and digital marketing. Over the years Ascent Group is moving forward with a stable financial position and expanding its business with the contribution of talented individuals whom they are able to attract, retain and reward Through their robust compensation policies. Additionally, they are able to acquire corporate success through the development and training which values Loyalty of their workforce, employee progress and job fulfillment. Operational effectiveness, customer satisfaction and employee productivity are ensured by certain initiatives

incorporated by Ascent Group in their company policies such as technology integration, management quality assurance, efficiency improvement and sustainability. SWOT analysis shows the company's position in the nation's education industry and a comprehensive study on the competitiveness and the industry. On the other hand, Porter's five forces study portrays a clear picture of the company's market and competitive framework.

2.9 Recommendations/Implications

With the ever-evolving client demands and expectations Ascent Group Should emphasize on prioritizing innovation in order to satisfy the customers. Even though the company uses numerous marketing techniques so as to further remain competitive, boost their brand awareness and gain more market share they should put additional focus on improving and adapting new marketing strategies. People in this advanced world depend highly on social media. As a result, the company should grasp the opportunity of using different social media platforms, and techniques to attract and reach more people such as using innovative content marketing and tailored advertising. The company has been using the same training and development techniques for quite some time now, it should spend more time and resources on advanced training and development strategies to enhance employee skills, learning, provide empowerment and promote growth and mobility. This will help boost employee attention and company productivity. Public is more aware than they have ever been, comprising social responsibility and sustainable development in the company's sustainability initiative will attract more customers as the company's influence on the environment will lessen. For instance - usage of renewable energy, incorporating waste reduction, techniques and community engagement.

Chapter 3: Effectiveness of employee's selection process of Scholastica pct. ltd **(ascent group)**

3.1 Introduction

This chapter aims to perform a comprehensive analysis on Scholastica's recruitment and selection process emphasizing on the importance of selecting the right pool of employees in order to gain organizational success. As organizations acknowledge the importance of having a highly skilled and flexible workforce, it is also very essential to determine the effectiveness of these strategies. The main objective of this chapter is to analyze the effectiveness of the employee selection process of scholastica, the strategies followed by the HR while an applicant rejects the job offer,

3.1.1 Problem Statement

An effective employee selection process is very important for recruiting and hiring the most qualified pool of employees, which in turn influences the success of a company. While effective employee selection bears much importance on organizational development, Ascent Group illustrates challenges in optimizing the current procedure. If an organization is regularly unable to identify and attract talents, it would reduce productivity and increase turnover rates in adverse ways on organizational growth. As a result, the employee selection process of Ascent Group needs to be evaluated to see the effectiveness and to point out areas for improvement which can help the organization realize its needs by having qualified people.

3.1.2 Objectives

- The primary purpose is to identify the employee selection process and the necessary activities implemented by the firm to assess their efficacy.
- To examine the perceptions of prospective employees of Ascent Group on the recruitment process and evaluate their degree of satisfaction.
- To identify the difficulties and opportunities that impede the effective selection process of Ascent group.

3.1.4 What They Are Doing Best

Different positive approaches are embodied in the employee selection process at Ascent Group, adding up to be effective. One of the vital positive aspects of the organization's selection process includes taking great consideration of preferences to referred candidates. In that perspective, such a referral mechanism leverages the network of existing employees in attracting competent people who will most likely fit into the culture and perform better. The HR department at Ascent Group contributes positively through counseling and advisory support during the pre-screenings of applications to improve applicant quality. Additionally, by the organization's emphasis on pre-employment assessments, it is clear that it does not take any shortcuts in respect to verification of the skills and abilities of the candidates. Though areas like improvement in communication exist, this trend of assessments contributes towards informed decision-making. Lastly, Ascent Group focuses on employee experience by trying to ensure satisfaction with the interview process and clarity of communication. These are the good practices that shape up comprehensive and decent employee selection at Ascent Group. Building on such strengths and improving areas identified for improvement will see the organization achieve its goals by ensuring it attracts and hires high-caliber candidates.

3.2 Literature Review

The effectiveness of an employee selection process is paramount for firms to recruit, attract and retain highly qualified employees best suited for the job contributing to the ultimate success of the organization. A well-designed selection process ensures an enhanced work environment resulting from increased job satisfaction, productivity further promoting organizational growth, mainly due to hiring the right people matching the befitting roles.

There are a number of studies that emphasized the importance of employee selection practices in various ways. For example, Anguini's et al., 2010; Campbell & Campbell, 1997; McDaniel et al., 2016 cited research evidence showing the linkage between valid selection methods and positive organizational outcomes. The same evidence also suggested that organizations with sound processes for selection are more likely to generate employees possessing necessary skills, knowledge, and abilities that could lead to better performance.

Poor selection techniques, on the other hand, may have dire organizational repercussions in the forms of high turnover rates, low morale among remaining workers, and organizational efficiency. [Cleveland et al., 2001; Griffeth & Hom, 2001; Pulakos et al., 2000].

Consequently, considering these crucial factors such as conducting proper job analysis, implementing valid selection techniques and making the whole process rational, reliable and impartial will effectively demonstrate to the existing employees and the targeted candidates that the organization have genuine concern and well-planned organizational goals which they will be able to achieve through an effective employee selection process.

3.3 Methodology

The report is mixed method research as it is written using both qualitative and quantitative research methodologies. The survey-based research analysis process was conducted using a quantitative method on the other hand, a qualitative method is applied for the theoretical analysis on the effectiveness of the employee selection process. Chart analysis and data sources bear a quantitative approach.

3.3.1 Sources of Data

Primary and secondary data have been used in this report. Primary data have been gathered by the means of direct contact with the firm and an employee questionnaire survey of the HR personnel. Secondary data have been collected from numerous sources such as literature reviews, journals, newspapers, the yearly report of the company, reliable prior research, and the organization's website and other internet sites.

3.3.2 Process of Questionnaire Survey:

- Objective: Identification and collection of data about perceptions of existing employees in Ascent Group about the effectiveness of the employee selection process.
- Process: Desirable to design and provide a structured questionnaire to the employees write the relevancy of the selection process, the strategies and the usefulness and how this has impacted job performance and their ability in attracting and retaining their desired employees.
- Data accumulation: The feedback from the questionnaire.
- Data Analysis: statistical methods are used in order to summarize the responses further portraying them using trends with the help of quantitative analysis. Open-ended questions will be thematically analyzed for qualitative insights.

3.3.3 Sample size:

HR department was the target sector for carrying out the survey analysis. The participants were the employees at a senior management level and junior management level. Currently, Ascent group's HR department of the corporate head office has 15 employees among whom 10

employees responded to the survey analysis. Full concern and consent have been given to the employees during the survey process.

3.4 Findings and analysis

All findings and analysis depend on employee participation. However, due to organizational policy and confidentiality the employees from internal departments could not participate in the survey. As a result, HR departments are the core team where the research was conducted. I believe the situation on the effectiveness of the employee selection process of the organization could be better understood and reflected from the objectives of the employees.



Figure 6: Background of the employees

Figure 6., represents the background of the employees who participated in this survey. From the point of view of employee background, it can be deduced that participants were HR officer, HR analyst, HR intern, HR secretary and Junior manager, Manager.

CORE SEARCHES:

Ascent Group does proper “Job Analysis” before “Selection Process” begins
10 responses

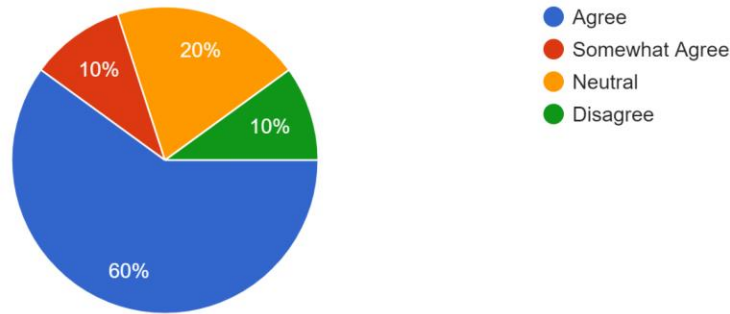


Figure 7: Employee response 1

Figure 7, represents the response on the initiative of Ascent group of conducting proper job analysis before the selection process of the employees in Ascent Group.

By the information obtained from the questionnaire survey, it clearly shows that most of them acknowledge that Ascent Group is committed to proper job analyses prior to establishing the selection.

Overall, 60% agreed, 10% somewhat agreed and 10% were neutral which clearly reflects a greater satisfactory response from the employees of the company's job analysis practice.

However, the 10% who disagreed showed that further investigation was needed, and if more specific comments could be obtained from these respondents about what went wrong in the job analysis process, it would indeed be very useful. This could at least be done through surveys to hear their grievances and suggestions or, even better, through in-depth interviews.

Ascent Group prefers referred candidates only

10 responses

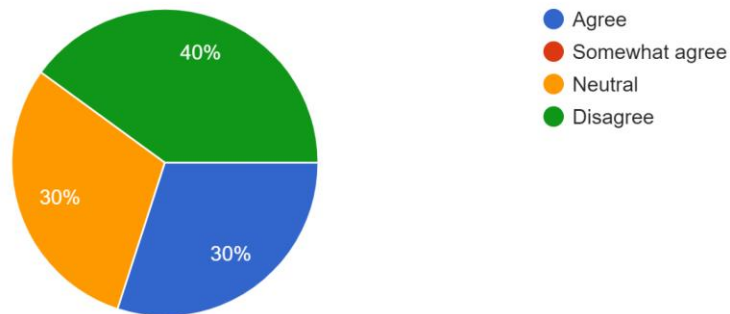


Figure 8: Employee response 2

Figure 8, represents a worrying trend in Ascent Group's hiring practices, it is evident in the survey data: a significant biasness for candidates who have been recommended. Although recommendations are a good way to find talent, depending only on them can narrow the field of possibilities and leave out competent people from a variety of backgrounds.

From the responses we can depict that 30% of the respondents agreed and 30% are neutral to the statement. This preference of referred candidates can result to a lack of diversity and make it more difficult for the firm to attract top performers from diverse backgrounds. It is vitally important to reevaluate this methodology and contemplate implementing strategies to expand the pool of potential candidates and assure an equitable and comprehensive recruitment process.

Ascent Group only looks for experienced employee during selection process.

10 responses

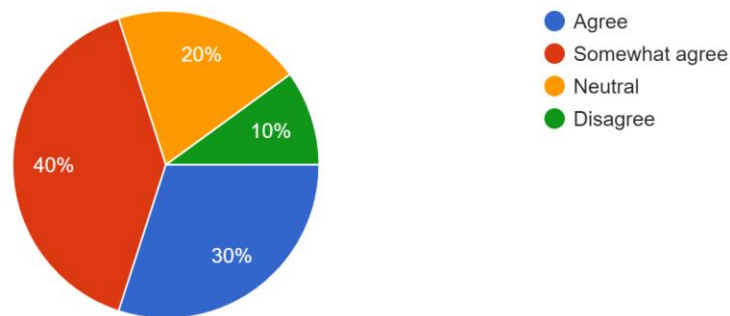


Figure 9: Employee response 3

According to figure 9, which shows the employees intake on Ascent Group's Focus on Experienced Candidates indicates a potential bias in Ascent Group's employee selection process, with a significant preference for experienced candidates. The survey shows 30% agreed to the statement that Ascent group mostly prefers experienced candidates and 40% somewhat agreed to it. Experience is a valuable asset, however, relying solely on it may restrict the pool of potential candidates and miss out on promising talent with tremendous potential.

By focusing on particular skills and competencies rather than only on years of experience, Ascent Group can recognize candidates who may not have considerable work experience but have the potential to shine in the role. In addition to that, initiating mentorship programs or rotational task can provide opportunities for less experienced candidates to develop their expertise and gain valuable knowledge within the organization. However, 10% disagreed and 20% were neutral with this statement.

Resume screening and shortlisting methods used by the organization is satisfactory

10 responses

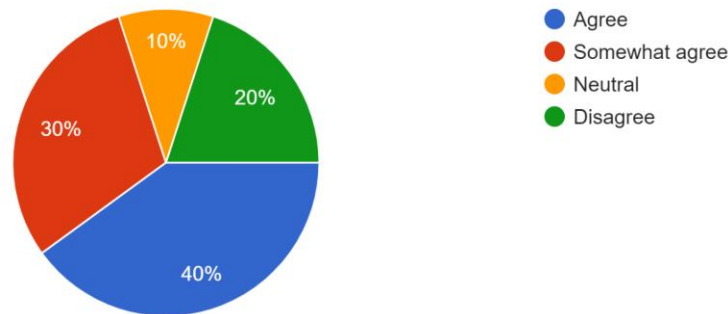


Figure 10: Employee response 4

Figure 10, portrays a favorable assessment of Ascent Group's resume screening and shortlisting practices. A significant majority of respondents (70%) either agree or somewhat agree that these approaches are satisfactory. As a result, the statistics provide an insight indicating that Ascent Group is proficiently assessing candidates' credentials and are recruiting those who satisfy the requisite standards.

It is noteworthy that 30% of the respondent's conveyed neutrality or disagreement, suggesting possible areas for improvement. Additional investigation is required to identify particular issues and recommendations for refining the resume screening and shortlisting process. This may necessitate conducting comprehensive interviews or focus groups with employees to gain more nuanced feedback.

While most respondents' express satisfaction with Ascent Group's current procedure, there is possibility for enhancement to maintain an efficient, equitable, and effective selection procedure.

Do you believe that during your first interview the organization makes a clear understanding to job candidates about job responsibility & job description?

10 responses

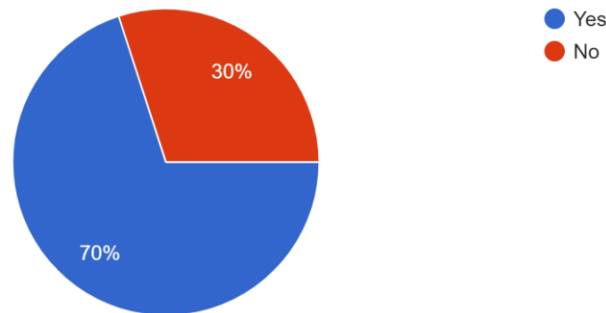


Figure 11: Employee response 5

Figure 11 reveals that a substantial majority of respondents (70%) perceive that Ascent Group proficiently conveys job responsibilities and descriptions during the initial interview. This indicates that the organization effectively offers clarity and transparency to prospective candidates.

Nonetheless, according to the statistics there is a scope of improvement in this area given 30% of participants indicated dissatisfaction with the clarity presented during the interview process. In order to enhance the communication and expectations of the work force conducting additional study is crucial as it will help pinpoint precise issues and provide recommendations. The additional research may include conducting wide-ranging discussions or focus groups with the workforce to gather constructive information and feedback.

Majority of the respondents' expressed satisfaction with the Ascent Group's communication initiatives. However, if Ascent Group considers identifying the concerns expressed by the minority of applicants it will improve the clarity of job descriptions and requirements which can create a more satisfactory applicant experience and reduce the likelihood of misunderstandings and discrepancies between applicants and the position.

Did you ever see any mismatch issue about education qualification of job candidates in your organization?.

10 responses

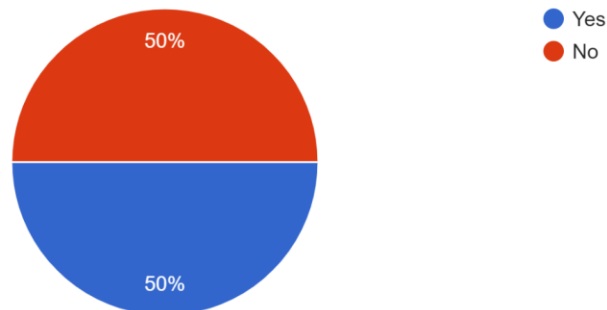


Figure 12: Employee response 6

The survey data reveals in Ascent Group's employee selection process 50% of respondents have encountered mismatches between the education qualifications claimed by job candidates and their actual qualifications. This reflects a vital gap in the firm's potentiality to substantiate educational credentials correctly.

To address this issue, Ascent Group a more severe background inspection and verification process should be implemented in their course of action. For example, the inclusion of collaboration with third-party verification services or conducting direct contact with educational institutions to authenticate candidates' academic credentials. Not only that Ascent Group should clearly communicate its expectations about educational qualifications to the candidates during the hiring process to minimize misunderstandings and make certain that candidates submit authentic information. However, 50% of the participants have disagreed to have encountered this problem. Which also displays a positive impression.

Nevertheless, by strengthening its verification procedure, Ascent Group can enhance the precision of its employee selection and lessen the risk of recruiting candidates with inflated or incorrect educational credentials.

Do potential candidates refuse Ascent Group's Job offer?

10 responses

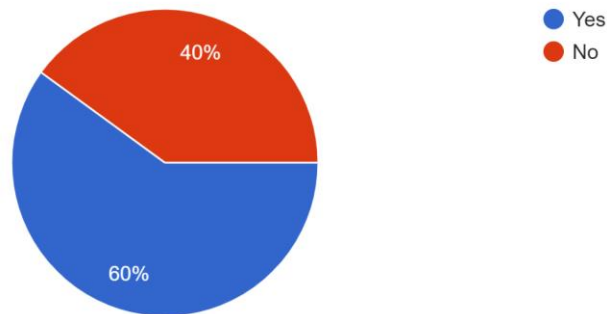


Figure 13: Employee response 7

It can be illustrated from the survey data that a major percentage of potential applicants (60%) does not accept job offers from Ascent Group. This implies a possible problem with Ascent Group's recruitment and selection process or the position itself.

In order to reduce or eliminate this issue, Ascent Group could implement additional research to comprehend the factors that are leading to candidate rejections. The additional research may include conducting exit interviews with unsuccessful candidates or by assessing reflections from successful hires. By taking the aspects that affect candidates' judgments into consideration and understanding employee perspective, the company can enhance its recruitment process and reduce job offer rejections and make the job offer or the job position itself more attractive to prospective candidates.

Furthermore, analyzing the job descriptions, remuneration packages, and organizational culture can promote the recognition of opportunities for growth. Positioning the roles and benefits provided with market standards and applicant expectations might increase the prospect of acceptance.

What steps does your company take when a job candidate rejects their job offer?

10 responses

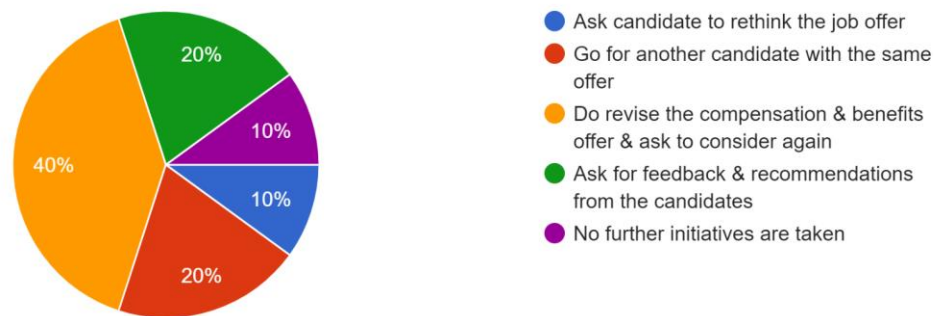


Figure 14: Employee response 8

The data indicates that 10% answerers of the survey said Ascent group acknowledge to job offer rejections by asking candidates to reconsider. Although this course of action might work in some situations, it's important to comprehend the underlying causes of rejections.

Ascent Group actively looks into input from rejected candidates, according to just 20% of respondents. This illustrates a lost chance to get insightful data and improve the hiring procedure. The corporation can find areas for improvement, including pay packages, job descriptions, or company culture, by aggressively seeking input.

Additionally, the survey data shows that Ascent Group is open to revise offers or provide extra benefits in 40% of cases. While this demonstrates a willingness to accommodate candidates, it's important to make certain that these revisions are based on a detailed understanding of the causes for rejection and are not simply reactive measures. Only 10% said no further initiatives are taken and 20% respondents said the organization goes to other candidates with the same offer.

Overall, while Ascent Group's responses to job offer rejections illustrates a certain level of flexibility, there is a need to strengthen the organization's efforts to gather feedback and address

the fundamental causes for rejections. By doing so, Ascent Group can enhance its recruitment procedure and increase the rate of job acceptance offers.

How satisfied are you with the effectiveness of the interviewing process and other selection instrument of Ascent Group? (1 being very dissatisfied, 5 being very satisfied)

10 responses

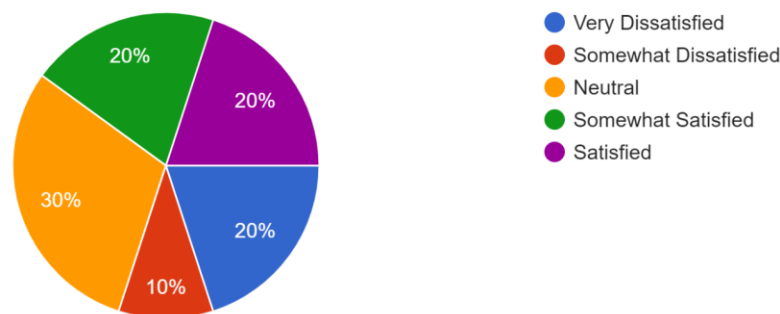


Figure 15: Employee response 9

Figure 15 displays different responses regarding the efficacy of the organization's interviewing process and additional selection tools. 20% percent of the participants expressed satisfaction, while 30% showed varied degrees of discontent, underscoring areas need enhancement. Specifically, 20% of respondents expressed dissatisfaction with the interviewing process, suggesting potential problems such as misalignment between the interview process and job criteria etc. Furthermore, 30% of respondents indicated neutrality, suggesting that although the process was satisfactory, there was scope for improvement.

According to these findings Ascent Group should try to evaluate and enhance its interviewing methodologies in order to guarantee a more uniform and efficient employee assessment. Some of the tactics may involve equipping assessors with uniform training, implementation of organized interview practices, and aligning interview studies with the detailed demands of the position.

By focusing on these aspects, Ascent Group may enhance the quality of its applicant evaluations and augment the probability of selecting the most appropriate persons for available roles

Do you think there are areas of improvement in the recruitment process of Ascent Group?
10 responses

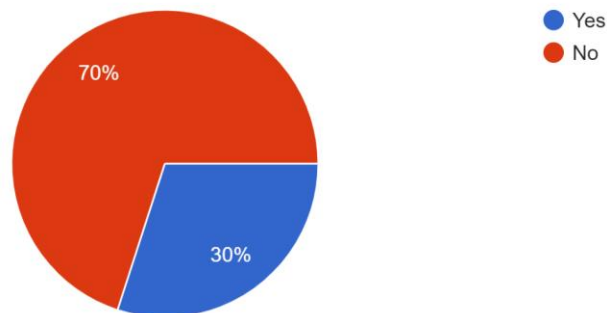


Figure 16: Employee response 10

The survey data indicates that of 30% respondents perceive opportunities for enhancement in Ascent Group's recruitment process. This signifies the necessity for the business to reassess its existing procedures and pinpoint certain areas for improvement.

However, 70% percent of respondents indicated satisfaction with the current approach from which we can depict that majority of the employees do not think any further improvements are required.

Additional analysis should be conducted to comprehend the particular issues and recommendations presented by respondents, which can guide focused enhancements in the recruitment process. By recognizing the necessity for enhancement and implementing proactive measures to solve identified deficiencies, Ascent Group can augment the efficacy of its recruitment initiatives and attract premier talent.

3.5 Summary and Conclusion

An in-depth assessment of the employee selection process provided by Ascent Group uncovers significant insights on their efficacy and influence on the quality recruitment and organizational achievement. This report offers an in-depth assessment of the employee recruitment process at Ascent Group. A combination of primary research methods, including direct observation and survey questionnaires, as well as secondary research methods, such as literature review and analysis of corporate documents helped evaluate and gain comprehensive knowledge about the recruitment process. The statistics gathered from the survey questionnaires and other secondary research methods suggest that the workforce consider Ascent Group's recruitment and selection process quite satisfactory.

Ascent Group conducts a proficient job analysis, utilizes employee recommendations, and delivers a great interview experience. Not only that, the organization's dedication to being unbiased and including all-inclusive strategies is apparent in its activities which helps prevent any discrimination in the work place. However, according to the survey data there are a number of areas that have the possibility of improvement in the selecting process. Firstly, the organization may be limiting the talent pool given it prefers experienced individuals hindering its capacity to attract high-potential fresh graduates. Secondly, most candidates these days prefer efficient methods for the screening process rather than some of the unnecessary extended screening stages included in Ascent Group's recruitment process. Thirdly, although pre-employment evaluations are utilized, supplementary assessments may be required to achieve a more detailed comprehension of applicants' skills and competencies.

The survey data reveals a necessity for enhancement in the clarity of job descriptions and requirements communicated to candidates. Most of the participants of the survey expressed

fulfilment in this particular area, however, there still remains potential for enhancement. The employee selection process of the firm is likely to be more fruitful and efficient if the firm is able to study methods to lessen job offer rejections, as this specifies probable areas for improvement in the recruitment procedure or the position itself. Eventually, Ascent Group's emphasis on employee experience is commendable. The company's initiatives to facilitate a favorable interview process and maintain transparent communication reflect a dedication to attracting and keeping premier talent. Nonetheless, there exists potential for enhancement in specific domains, particularly in accelerating the duration of the selection process and facilitating a more efficient experience for candidates.

In conclusion, Ascent Group's personnel selection process exhibits multiple strengths, although there are aspects that require enhancement. By rectifying the identified deficiencies and utilizing the strengths, the business can improve the efficacy of its recruitment strategies and attract premier talent, so fostering its long-term success.

3.6 Areas of improvement

Ascent Group's employee selection process, while demonstrating and implementing numerous strong strategies, presents certain drawbacks that hinder its effectiveness in attracting and hiring the best talent. A key point of concern is that there seems to be a preference for experienced candidates over fresh graduates. While experience is an added advantage, limiting the selection of employees strictly to experienced ones will short-circuit the potential pool of candidates and eventually miss prospective promising talent with high potential. Added to that, some candidates dislike a very prolonged process of selection and therefore welcome the existence of another shorter and easier procedure. Moreover, pre-employment assessment tools are used rarely, and they cannot provide full-scale estimates of candidates' skills and abilities. As a result,

unnecessary steps should be eliminated and be replaced with comprehensive procedures of assessment which might involve aptitude tests, personality assessments, or even simulations that will help in the selection of candidates more appropriately. The vagueness of the post and the requirements in the interview will just lead to further misconceptions and mismatches between applicants and the vacancy. A clearly spelled-out job description from the beginning will enable applicants to have a proper view of the post and its requirements. Without proper alignment between the requirements and expectations from the position and the organizational goals, their efficacy and relevance may suffer. Lastly, addressing these issues will help Ascent Group Bangladesh to implement an effective employment selection process.

3.7 Recommendations for Improvements

1. Broaden the candidate pool:

- Minimize dependence on referrals: Although referrals can be beneficial, excessive reliance on them may restrict the range of prospective candidates.
- Engage in job fairs and college recruitment initiatives: Establish connections with prospective candidates from varied backgrounds.

2. Reevaluate the emphasis on experienced candidates:

- Acknowledge the potential of fresh graduates: Ascent Group should try to understand the benefits of recruiting recent graduates who may offer distinctive talents and varied viewpoints.
- Less experienced candidates who have the potential to thrive given the opportunity should be provided with mentorship programs or rotational projects to allowing them to develop their skills and obtain useful experience within the organization.

3. Optimize the selection process:

- Identify and remove unnecessary stages: Minimize the time and effort needed for applicants to conclude the application process.
- Ensure clear communication and timelines: Maintain candidates' awareness of the position of their application and provide continuous and immediate feedback.

4. Improve job descriptions and expectations:

- Provide clear and detailed job descriptions: The organization should make sure that candidates possess a detailed understanding of the job requirement and expectations in order to avoid misunderstandings as well as helping the firm enhance productivity.

5. Address the problems that rejected candidates mentioned:

- Interview departing candidates: Gather insight by conducting exit interviews of the applicants who reject the job offer in order to understand the rationale of the rejection.
- Implement adjustments in response to feedback: The raised issues by the candidates should be solved by making essential changes to improve the experience of the future recruitment process.

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