The Indicators of Bad Selection in Private Organizations of Bangladesh

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ABSTRACT

Purpose: The aim of this study is to recognize bad selection or wrongly selected employee in the organization. To do so, a variety of signs or symptoms of bad selection were described and closely reviewed in the literature.

Methodology: To quantify and discover various measures of bad selection, this study used survey methodology. Questionnaire was prepared form the construct of the literature review. Cochran's formula was used to determine the adequacy of sample size to find out the authentic result. From various Bangladeshi private organizations, a total of 418 responses were obtained from people who are involved in employee selection process for the 2020-21 year. To analyze the data frequency analysis was done for the close ended questions and content analysis was done for one open ended question.

Findings: On an average 6.09 alternatives have been chosen by the respondents from the given list of indicators of wrong hire. The finding also shows some other indicators to recognize bad selection, are offensive demeanors, apathy, and failure to lead.

Originality/Value: This research demonstrates that organizations have to be careful about the signs of bad selection or wrong hire. Timely identification of the bad selection can help organization to take remedial steps and mitigate the negative consequences throughout the organization. This research may help organization to understand different indicators of bad selection

Keywords: Bad selection; Bangladesh; human resource management, private organization.

JEL Code: M1, M5

1. INTRODUCTION

Human Resource is the key asset for the growth and prosperity of any organization. In today's technology based competitive world human resources serve as a source of expertise, which is something that every company strives for (O'Donovan, 2019). That's why recruitment and selection process gain importance as it helps to determine the HR inputs in the organization (Usmani, 2020; Saridakis, Lai & Cooper, 2017).

An organization has to make many critical decisions in their day-to-day activity; recruitment and selection are one of them (Sutherland & Jordaan, 2004). Recruitment and selection is a vigorous and multifaceted part in the organization (Hunckler, 2018; Ma & Allen, 2009). Encouraging and attracting probable applicant to apply for a job is called recruitment, while making choice from a pool of applicant by assessing different attributes with the purpose to employ them is called selection (Stoilkovska, IIieva & Gjakovski, 2015; Boxall & Purcell 2008; Breaugh & Starke, 2000). Accurate selection aligns prospective applicants' competencies and emotions with the needs of the organization. Organizational progress depends on the successful procurement of eligible applicants (Dharshini & Seleena, 2020), but few organizations formally assess their recruiting and selection system (Carlson, Connerly & Mecham, 2002; Hacker, 1997). Through proper hiring decisions an organization can fulfill its targets, improve the quality of services and customers satisfaction as well as bring welfare to the staff Dale (2003). Huselid (1995) also showed a positive co-relation between effective selection and financial performance of the organization.

There are many research (Rozario, Venkatraman & Abbas, 2019; Menon & Thompson, 2016; Young, Glazer and Siver, 2018; Ng & Sears, 2010) on cost of selection errors, impact of wrong hire on organization, consequences of bad hiring decision. Most of the research (Kanyemba, Iwu & Allen-Ile, 2015; Ramzy, Bedawy & Maher, 2018) focused on the after effect of bad hire or wrong selection. Some research (Sutherland & Wöcke, 2011) can be found on the causes of selection error/wrong hire. There are varieties of reasons for the selection error or bad hire. But how do we come to know that bad selection happened in the organization is the main question that need to be answered. Only then we will be able to take remedial action against bad selection. Only few research can be found addressing the area. There is a research gap in this area and more study need to be done in the area.

So, the aim of this research is to find out the indicators, symptoms of the bad selection/wrong hire so that a manager can have a quick insight that selection error occurred in the organization and can take a quick and appropriate action to reduce its negative effect within the organization.

2. LITERATURE REVIEW

Good employee is necessary for the organization's growth and success. Proper employee selection can help an organization brings the talented employees. The managers should have enough information to make selection decision from a pool of applicant (Rozario et al. 2019; Okusanya & Oseji, 2012). It has piqued the interest of both professionals and scholars throughout the past decade because of the characteristics stated here (Ehrenfried & Holzner, 2019; Ryan & Ployhart, 2014). The selection process is being investigated in order to find out the optimum practice and to enhance it continuously (Buckley, Norris & Wiese, 2000; Acikgoz, 2019). From a number of perspectives and aspects, the selection process should be examined, evaluated, and grasped (Breaugh, 2008). Proper understanding of the employee selection process can help us to identify bad selection/wrong hire in the organization by giving us idea about some indicator of bad selection which in return will help us to take remedial measures quickly (Ramzy et al. 2018; Young et al. 2018)

2.1 Employee Selection Process

Due to the increased demand for high-tech professions, recruitment and selection process is becoming more prominent in the HRM area (Hunckler, 2018; Bolden-Barrett, 2018). Employees anticipate spending significantly less time with a single company and do not believe in the notion of "employment for life"(Smith, 2018; Pichault & McKeown, 2019). The process of selecting the most qualified and deserving individual or individuals from a pool of candidates is known as selection. (Usmani, 2020; Marquis and Huston, 2009). According to Rothwell (2010), selection is an allied method for meeting the company's present demands, which involves the organization proposing for job vacancies in order to determine how well qualified internal applicants are. Following the completion of the initial recruiting process and the development of a pool of possible candidates, the company selects the best prospects for the job (Dharshini & Seleena, 2020; Stoilkovska et al. 2015; Newell, 2005). Sourcing, screening, and choosing are the three steps of the selection process (Rajesh, Kandaswamy, Rakesh, 2018).

2.2 Bad Selection

Most supervisors are aware of the issues that arise as a result of selection mistakes, but they continue to make them. Businesses are always so adamant about demonstrating that their hiring method is error-free that they not only fail to consider hiring mistakes, but also save them for longer than necessary in the vain hope that they will turn out (Buchen, 2007). If

eligible persons are picked based on the correct combination of competencies for the job, selection will be effective (Compton, Morrissey and Nankervis, 2014).The difference between reality and expectation between both parties often results in bad selection (Blenkinsopp & Zdunczyk, 2005). When a candidate enters an organization and it becomes clear after a while that he or she is not behaving as expected, this is referred to as bad selection (Young et al. 2018). Organizations anticipate good attitudes from their new hires, but when the employee's activities violate the company's code of ethics and regulations and have the potential to impair employee relationships and overall performance, the company recognizes that the new hire was a bad selection (Ramzy et al. 2018). Still many organizations fails to practice effective recruitment and selection even though they are investing enormous effort, time, money for it and thus ultimately that results in loss of profit and reduced business competitiveness (Ryan & Tippins, 2004; Davis, 2005; Boxall & Purcell, 2008). Validity coefficient of the best recruitment and selection techniques was 0.6 (Dale, 2003) so selection errors or bad selection can occur even when the processes have been cautiously designed and performed.

In their pioneering work on human resource management measurement, Fitz-enz and Davison (2002) propose that assessing the quality of a new employee will begin just 6 months after appointment. Sutherland & Wöcke (2011) found that the majority of issues (81 percent) were discovered within the first six months.

2.3 Indicator of Bad Selection

What factors contribute to someone being a bad selection? According to DeLoatch (2018) managers identify bad hires when they encounter that the new hire was unable to achieve the required level of work, unable to work together with the rest of the group, will not be reliable with his attendance at work or at least one of these three signs.

Young et al. (2018) stated that demanding, explosive, liar, passive aggressive, making drama, are some of the characteristics of bad selection. They also added poor job performance, resistance to change, not taking responsibility for own actions, can't work well with others, poor work ethics are some signs of problem employees.

Lack of expected skills, bad attitude, lack of knowledge of the position, always late, asking too many question, always make complain, arrogance, make errors all the time, always referencing past job, unwilling to adjust to new situations , absenteeism are some of the signs of a bad selection suggested by Lingard (2016) and Rolton (2017).

Other than these, Sutherland & Wöcke (2011) found lack of accountability and responsibility, dishonesty and unethical practices, disagreements which are some of the indicators of bad employee selection.

According to Ramzy et al. (2018) Disruptive behavior is defined as actions that break a company's code of ethics and laws and have the potential to harm employee relationships and overall performance. According to numerous studies, workplace dysfunctional behavior is on the rise, including sexual harassment, lying, and bullying (Gill, Meyer, Lee, Shin & Yoon, 2011; Reid & Ramarajan, 2016). Sadruddin (2013) connects verbal and physical abuse to the present state of women across the globe. According to Merkin (2009) the most prevalent sort of abuse is sexual harassment, which is a form of utterly immoral and unpleasant professional behavior.

There are numerous additional types of dysfunctional conduct, including stealing, arrogance, alcohol abuse, prolonging break times, and many others (Esfahani & Shahbazi, 2014). These all are actually a clear sign of wrongly selected people or bad employee selection.

Theft, fraud, and damaging business property are examples of extreme aberrant behavior that indicate bad selection (Gill et al. 2011). Furthermore, it may be classified as unethical actions such as being violent, spreading rumors, lying, jealously, withholding work, or even being absent without good reason (Salin, 2015).

Employees are mistreated or intimidated as a result of work-related events that might jeopardize their mental and physical health (Aytaç & Dursun, 2012). Workplace violence may have a negative impact on a company's core operation by reducing quality of work life, as well as increasing absentee and attrition rates (Heponiemi, Kouvonen, Virtanen, Vänskä, & Elovainio, 2014).

2.4 Remedial Methods to Bad Selection

According to new study, underperforming individuals may cost a company $6,000 to $8,000 per day by lowering the enthusiasm and productivity of the entire team (Menon & Thompson, 2016).Managers must determine how to respond to a bad hire after it has been detected (the time it takes for this to happen may vary greatly). There are several key options available, each of which requires an investment of time, cash, and other expenses such as legal fees or severance compensation. When a recruiting error occurs, immediate action is required to rectify the situation (Bossidy, 2001; Davis, 2005; Hacker, 1997). Bad selection is seen as a significant issue that requires management knowledge as well as the execution of appropriate

measures (Ramzy et al. 2018). Such causes of bad selection must be addressed; otherwise, they will have a detrimental impact on the overall functioning of the company (MacKenzie, Garavan & Carbery, 2015; Van Fleet & Van Fleet, 2012). The lack of a code of ethics and management's inability to respond directly and take remedial action in the face of badly selected person are significant factors that contribute to dysfunctional behavior at work (Shabrawy & Afifi, 2014). Manzoni and Barsoux (1998) point out that if poor performance is not resolved, tensions may persist, with long-term implications for both sides. Developmental guidance, work restructuring, posting, resignation or joint termination etc. are some options for correcting a bad selection decision (Dale, 2003). The intervention's payback can be determined by its efficiency and main situational factors, improvement of results, either dramatically or slightly, or termination if discrepancies are irreconcilable. Seeking new recruits, on the other hand, may be expensive and time-consuming. Organizations must contend with the damaging effects of psychological contract breaches caused by selection flaws, as they have far-reaching implications in the organization (Blenkinsopp & Zdunczyk, 2005).

3. METHODOLOGY

3.1 Research Design

Qualitative and quantitative research strategies are the two major approaches that may be used. Qualitative data is made up of meanings represented in words (Fossey, Harvey, McDermott & Davidson, 2002), Quantitative data, on the other hand, suggests interpretations derived from numbers (Saunders Lewis and Thornhill, 2019). Quantitative data is often specific (Collis & Hussey, 2014). For examining and analyzing the obtained quantitative data, several tools such as statistics, charts, and graphs are available (Saunders et al. 2019). This research is mostly based on quantitative approach with one area for qualitative understanding.

3.2 Data Collection Process

For data collection, the research uses a survey methodology. The survey's target population was uncertain. The survey questionnaire was created using the findings of the literature review. The survey questionnaire has closed ended questions, Likert scale, and one open ended question. The respondents are experts from various Bangladeshi private organizations who are engaged in the employee selection process. The responses were collected from 2020-21.

3.3 Sample Size:

Many books have showed how to calculate the sample size for a survey from a population e.g., Cochran (1977), Kish (1995), Lohr (1999), McLennan, W. (1999). The aim of the estimation is to find an appropriate sample size that will enable us to accurately predict outcomes for the entire population. To calculate the appropriate sample size for the survey, we used Cochran's formula.

Necessary Sample Size = (Z-score)^2 X StdDev(1-StdDev)/(Margin of error)^2

Here we choose a 95% confidence level, 0.5 standard deviation, and a margin of error (confidence interval) of +/- 5%.

Necessary Sample Size = {(1.96)2 x .5(.5)} / (.05)^2

$$= (3.8416 \text{ x } .25) / .0025$$

$$= 0.9604 / 0.0025$$

$$= 384.16$$

$$= 385 \text{ respondents are needed}$$

So, to have a representative result there should be at least 385 responses for our study. Respondents for this study came from a wide range of organizations who are engaged in employee hiring. For the research, there were a total of 418 usable answers.

3.4 Data Analysis Method:

The questionnaire contains closed ended questions, Likert scale and one open ended question. To analysis the closed ended questions and Likert scale we simply use descriptive statistics and find out the percentage of each responses (Saunders et al. 2019). To evaluate the open-ended responses, content analysis was utilized (Hsieh, & Shannon, 2005; Fossey et al. 2002)

4. RESULT AND FINDINGS

The employees are chosen using a variety of recruiting strategies, as seen in Table 1. Sometimes organizations use third party agency or social networks for quick fill up the positions, which could be a potential source of wrong selection for the organization.

Table 1: *Source of new hire*

External via using a consultant e.g.	External via social networking	External via HR department's	Internal via promotion , transfer	other

head-hunter or recruitment agency		recruitment		
11.4 %	16.4 %	46.3 %	22.6 %	3.2 %

As the data from the first two columns of Table 2 were added together, the findings are somewhat surprising in that 32.7 percent and 41.7 percent of respondents said that during the hiring process, they were not worried with whether the candidate could do the job or culturally fit for the organization, respectively. This mindset of the employer may cause wrong hire in the organization.

Table 2: *Employee selection criterion*

Main concern about applicant-	Not at all	To a limited extent	Somewhat	To a large extent	To a great extent
Could do the job	13.2 %	19.5%	22.3%	29.4%	15.6%
Would fit in the organization	18.3%	23.4%	31.6%	19.5%	7.2%

Table 3: *The amount of time it took to realize there was a problem*

1-3 months	4-6month	7-9 months	10 -12 months	more than a year
5.4%	27.8%	35.2%	25.2%	6.4%

Table 3 reveals how long it took for respondents to realize they had made a bad hire. The majority (60.4%) of problems became evident in between 7 - 12 months. In their landmark work on measurement in human resource management, Fitz-enz and Davison (2002) recommend that a new employee's quality evaluation could perhaps begin 6 months following their hire. Our findings also support with the statement. Majority of the selection error detected after 6 months.

Table 4: *Indications that the appointee was not a good fit*

Sl.	Indicators	Frequency	%
1	Didn't perform to required level	337	80.62
2	Did not demonstrate expected attitudes	282	67.46
3	Missed deadlines	252	60.29
4	Did not have expected knowledge	234	55.98
5	Avoided accountability	233	55.74
6	Did not demonstrate expected skills	216	51.67
7	Didn't fit into organization culture	185	44.26

8	Low levels of energy	167	39.95
9	Avoided conflict – didn't deal with issues	136	32.54
10	Was a source of discontent	134	32.06
11	Didn't get involved with company systems	118	28.23
12	Caused dissension in the organization	116	27.75
13	Dishonesty or unethical behavior	83	19.86
14	Other, please specify	52	12.44

Respondents were asked what proof they had that a bad selection had been made. The respondent was given the option of selecting any number of choices from a list of possibilities. The options are generated from the literature reviews. Table 4 shows the potential indicators of wrong hire. The respondents choose an average of 6.09 alternatives, demonstrating first and foremost how common the signs and symptoms of a bad hire are.

Content analysis was used to examine the "other" responses, and the data presented was divided into three groups: Firstly, "offensive demeanors" such as alcoholism, inappropriate internet usage, abuse, harassment. Second, the workers exhibited "apathy", a lack of motivation, zeal, and dedication, as well as the capacity to deal with pressure. Finally, the appointee's "failure to lead" is a concern. This data adds to the body of knowledge about the value of and results in making selection decisions.

Table 5: *How organization deals with bad selection*

Sl.	Ways to handle	Frequency	%
1	Informal counseling	283	67.7
2	Coaching or mentoring program	256	61.3
3	formal performance improvement program	241	57.6
4	Gave tough feedback soon after problem was noticed	202	48.4
5	Intensive training	173	41.5
6	Verbal warning	163	39.1
7	Gave tough feedback a few months after problem was noticed	156	37.4
8	Below average increase given	135	32.3
9	Written warning	123	29.4
10	Employee resigned of own accord	114	27.3
11	Gave employee no increase/ increment	92	22.1
12	Dismissal	82	19.7
13	Loss of bonus	76	18.2
14	Transfer	71	17.1
15	Final written warning	60	14.3

16	Redesigned the employee's job	53	12.6
17	Advised employee that he/she has no future in the company	41	9.8
18	Ignored the employee's performance and hoped the employee would self-correct	34	8.1
19	Reached a financial settlement with the employee	33	7.8
20	Ignored the employee's performance as felt it was inappropriate to tackle a new employee's performance problems	32	7.6
21	Reduction of status/position	31	7.3
22	Isolated or marginalized the employee	29	7
23	Reduction of benefits	27	6.5
24	Other, please specify	23	5.5

The respondents were questioned about their reactions to the bad hire. They were asked to check off how many different approaches they had used on a chart. These different approaches are generated from the literature review of the study. There is a possibility of some biasness in this self-reporting. Table 5 summarizes the findings. The respondents checked 6.41 of the items on average, showing that they had sought a variety of approaches to dealing with the bad selection.

Table 6: *Bad selection resolved or not*

Yes – employee dismissed or left	Yes – employee's performance improved	No – employee still in employment and performing poorly
47.2%	27.6%	25.2%

The participants were asked if the issue was resolved. The outcome is shown Table 6. The result shows that only 27.6 % respondents believe that performance of the badly selected employee improved and solved the problem. But in majority cases (47.2 %) the problem have been solved either by dismissal or employee left the job by own accord. There is also a matter of concern that 25.2 % respondents think that problem can't be solved, and poor performance is still continuing.

Table 7: *The organization's impact from wrongly selected employee*

Extremely limited or no impact	Impact on employee's immediate area only	Impact felt in several additional work areas	Impact across the organization	Impact was of a long-term nature and may have strategic implications
5.2%	51.3%	23.9 %	11.3%	8.3%

The degree to which the bad selection had affected the company was asked of the respondents. The negative effect of a selection error was stated to be negligible or perceived only in the immediate work unit by 56.5 percent (first two column) of respondents, but the negative impact of a bad selection was broadly felt in 43.5 percent (last three column) of the situations. It's possible that any of this data is underreported.

5. LIMITATION OF THE STUDY

This research has been done broadly regardless of any specific industry or sector or organization, as the topic itself has a broader influence. This research aims to find out the all possible indicators of bad selection. But the indicator of the bad selection may differ from industry to industry, organization to organization. Due to time and resource constrain an in-depth analysis can't be done through face to face interview with the HR professionals. Aging the perception of the HR managers has been addressed here but not the employees who have been selected.

6. RECOMMENDATION

Following are some management suggestions based on our findings:

- Managers and human resource experts need to be aware of the signs of bad selection in order to persuade both participants to follow best practices.

- Organizations must constantly assess the efficacy of their selection processes and report the findings to management, either by teaching or through incorporating better practices into current practice.

- The data revealed that while all recruiting approaches can lead to poor selection, a lack of investigation into Person-Organization and Person-Job Match could be the root of many of the issues.

- It takes 7-12 months to spot poor selection. Rapid and well-formulated solutions are required in response to them, based on proof of what actually works.

7. CONCLUSION

To summarize, much research has been conducted on the predictive potential of recruiting and selection processes, but little has been done on the signs or indicators of poor selection. We've seen that the issue with poor hiring doesn't end with the candidate's nomination, and that the repercussions are far-reaching if the company doesn't move to understand and resolve the problem. Future study into bad selection should concentrate on studies on how managers

should remedy and reduce the effects of bad selection, as well as employee expectations of bad selection.

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