



# Employee Selection: A Case Study on Channel I

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**Abstract:** The research is based on Inventory Management at Channel I. The purpose of this research is to understand how the company manages the inventories which affect the costing procedure. Channel I is part of the Impress Group of Companies. The history of the company dates back to the 1985, when it started to plant tea. Since the very beginning, the company was highly successful in generating increased demand for its products which eventually justified local production. Channel I today is one of the leading and fastest growing diversified business houses in the country employing over 10000 people. Channel I have a strong market focus and is anticipating continued future growth by leveraging business capabilities and importing superior product brands and markets. In particular it is very interested in developing a strong import market in Bangladesh. To meet the future demand it has invested over US 50 million dollar. Inventory is the physical stock of goods maintained in an organization for its smooth sunning. In accounting language it may mean stock of finished goods only. In a manufacturing concern, it may include raw materials, work-in-progress and stores etc. In the form of materials or supplies to be consumed in the production process or in the rendering of services.

**Keywords:** Employee Selection, Channel I, Inventory Management

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## 1. Introduction

In every field of study, theoretical course work and the field experience play major role to shape the knowledge and skill of a student. In case of business studies the real life experience make the difference in a bigger aspect. To achieve excellence business studies always tries to reflect the real life scenario and the theoretical assumptions side by side. Due to the ever changing nature of business organizations today almost every business schools and institutes are arranging internship programs. In one side as a business student the course works build my basic and this very internship program gives me the real life exposure in one of the well-known corporate of Bangladesh- Impress Group.

Every organization is affected by the rapid change in today's fast pace and extremely competitive business environment. It had become a critical challenge for employers to attain best talent and good employment and at the same time sustain economic growth in the global era. The topic of Quality in Higher Education has received significant attention over the past two decades, with many contributions suggesting how quality should be defined and measured within an educational, service-oriented context (Finnie & Usher, 2005; Garvin, 1984; Harvey & Green, 1993; Van

Kemenade, Pupius, & Hardjono, 2008). Regardless of progress made, questions remain as to how well institutions of Higher Education prepare graduates to meet the challenges, in constantly evolving and demanding work environments (Hills, Robertson, Walker, Adey, & Nixon, 2003; Rubin & Dierdorff, 2009). Some suggest that undergraduate business education is failing to adequately prepare graduates for today's workplaces (e.g., Andrews & Higson, 2008; Jackson).

Selection procedure of Channel I is very competitive. The take different types of viva and written exams to select an employee for their organization and they also give chance to new graduates in their company. Their employee selection procedure is so strong that their turnover ratio is the least in this industry. So they successfully select the best and loyal employee. Human Resource Department set exams and they also invite different individuals to take the exam. Their Human Resource Department is very strong and very helpful.

## 2. Literature Review

The term of competency is used to refer to the capability or ability. It is a set of associated but different sets of behavior structured around an underlying construct which is also known as intent. Hamel & Prahalad (1994) described

competency as “the collective learning in the organization, especially how to co-ordinate diverse production skills and integrate multiple streams of technologies”. Competencies can be accumulated within an individual and represent a capacity to perform at some future point (Boam & Sparrow, 1992; Le Deist & Winterton, 2005). Competency may be viewed as a characteristic of an individual that is casually related to job performance (Spencer & Spencer, 1993). Recent research on graduate employment addresses generic competencies as skills, abilities and attributes that complement the field of specialization of employees for work performance (Mitchell, 2003). Perception is defined as perceives or views, it also synonym with word acceptance (Liu & Gentle, 2005; Smart & Cappel, 2006) or could be best described with depicting or portraying or thinking about something (Dewan Bahasa Dan Pustaka, 2005). Furthermore, perception shows an evaluation made by persons (Choi, Kim and Lee, 2000). In addition, the information level is believed could influence their perception regarding on certain things (Abd Ghafar, 2003). Occupational performance is “the ability to perceive, desire, recall, plan and carry out roles, routines, tasks and sub-tasks for the purpose of self-maintenance, productivity, leisure and rest to response to demands of the internal and/or external environment (Chapparo & Ranka, 1997). Similarly, Cole & Tufano (2008) define occupational performance as the physical and mental abilities that underlie skilled occupational performance.

Graduate recruitment and selection forms an essential part in the central activities underlying the management of human resources within many organizations. These activities include the acquisition of talent, training and developing the talent, and eventually rewarding the performance of the acquired talent. As such, the recruitment and selection process forms an integral part of the works undertaken by human resource management and other specialists involved in the graduate and recruitment process. According to Mohamed Branine (2008, p. 500) “graduate recruitment and selection process refers to the process of searching for and obtaining potential job applicants from graduates in sufficient quantity and quality so that potential employers can select the most suitable candidates to fill in their job vacancies (p. 500).” Universally, there is commonly accepted strategy or commonly agreed procedure of recruiting and selecting graduates due to the different recruiting needs and selection methods among many employers. The differences and variations in recruiting and selection methods among employers are dependent on the operations, size, and needs (Sackett & Lievens, 2008). The graduate recruitment and selection process is structured in such a manner that it involves planned rational activities comprising of particular sequentially linked phases within the employee resourcing process.

Speaking of the roles, the recruitment and selection process plays a pivotally important role in any organization as far as shaping the performance and effectiveness is concerned. For instance, if organizations are capable of acquiring workers with the requisite skills, knowledge, and

aptitudes, then, it becomes obvious that these organizations are capable of making accurate predictions regarding the future abilities of the selected employees/workers. This premise suggests that following an effective and efficient strategy in recruiting and selecting workers enables organizations to avoid undesirable costs such as high staff turnover costs, poor performance among workers, and dissatisfied customers (Raybould, and Sheedy, 2005). Eventually, it engenders a mutually beneficial employment relationship within the organization and it can be evidenced by increased commitment among the involved workers. To this purpose, the recruitment and selection process forms an integral part in the organizational process of leading and managing people and the recruitment and selection process is increasingly important in the strengthening of competitive advantage within that organization.

In situations where interviews were conducted, a combination of both single and panel interviews was used with variations in compositions of members in the interviewing panel (Mohamed, 2008, p. 506).

It can be said that one major benefit to employers of graduates with such competencies (like resourcefulness and innovativeness) is a better prospect in attaining business success in the workplace under conditions of increasing competitiveness (Quek & Soon, 1999)

### 3. Objectives of the Research

The objectives of the research are as follows-

- To have an idea about the background of Channel I.
- To identify of the organizational structure & how co-ordination among different set of activities is made.
- To set a general idea about operating procedures and functions.

### 4. Research Methodology

The following methodology was followed throughout the study .The study is based on both primary as well as secondary data. Data regarding the organization profile collected in the following ways:

*Primary ways:* The primary data are those which are collected for the first time and thus happen to be original in character. These types of data were collected from personal conversation with the personnel’s of Channel I and from the various financial documents which were not publicly published by performing my internship program there. *Secondary ways:* The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process.

*Data Collection Techniques:* Some of the primary data were collected by observing others doing their jobs, much of the primary data were collected by the informal interviewing of the company officials, Most of the secondary data were collected by the review and study of relevant reports and documents.

### 5. Organizational Overview

Channel I is a privately owned television network in Bangladesh. It is owned by the Impress Group, among the largest conglomerates in Bangladesh with interests in textiles, pharmaceuticals and media.

The Impress Group first moved beyond textile production and into television in the early 1980s under the tutelage of Faridur Reza Sagor, who had heretofore worked at state-run Bangladesh Television (BTV) on a freelance basis. The initial steps into television involved setting up Impress Telefilm, which produced small mini-series and one-off shows for BTV.

In the 1997, Impress Group looked into starting up its own satellite channel. Channel I was launched in the June 1, 1997, broadcasting pre-recorded programs 12 hours day. Within two years of its official launch, Channel I began broadcasting 24 hours a day and became the first digital channel in Bangladesh.

Currently, Channel I competes with several other domestic satellite channels, including ATN Bangla, Ekushey TV and NTV. For the past decade, the channel has held the highest market share among non-terrestrial channels in Bangladesh.

It currently broadcasts satellite transmissions using PanAm Sat, which covers most of Asia and parts of Australia. Channel I started transmissions on October 1, 1999. It broadcast many educational programs.

Channel I is also the first satellite channel in Bangladesh to broadcast modern western themed telefilms such as PLAY directed by M-SIB.

### 6. Data Analysis and Results

Cross-sectional method of study was used whereby data was collected at a single point in time. Self-administered questionnaires were used as an approach to collect data. Since this is a pilot study, only 35 questionnaires were distributed to different employers of different organization. All the samples chosen for pilot test were from the same population in the actual survey (Malhotra & Birks, 1999). Data collection began in October 2014 and ends at November 2014 in two months' time frame. All questioners were returned and used in the study. The respondents are human resource managers and functional managers.

The methodology of research employed was through survey questionnaires. A survey instrument with 1-5 Likert scale and consisted of three main sections. Section A, respondents were asked to rate the level of importance of 20 competencies they attributed as important attributed for the industries. Section B, they were also asked to rate the level of performance of the business graduates demonstrated for each competency and Section C focused on respondents' profile.

The 20 competencies items used in this study were adapted from Quek (2005) which had been checked and validated. The data collected was reviewed and entered in SPSS 18.0 software for descriptive and inferential statistical analysis.

Respondent's Profile.

A total of 45 questionnaires were distributed to managers of nine main local commercial banks in Malaysia and 34 completed questionnaires were received for this study, i.e. a total of 71% response rate. Respondents' characteristics were presented in Table 1 below. Majority of the respondents are female (70.6%) and holding first degree qualification (64.7%). Majority of these managers have been working for more the 10 years with the current establishment (44.1%) and the age of over 35 years old (41.2%).

Table 1. Respondent's Profile.

Items	%(f)	Items	%(f)
Education level:		Gender:	
HR Manager	64.7(22)	Male	29.4 (10)
CEO	23.5(8)	Female	70.6 (24)
Others	11.8 (4)	Age:	
Length of Current Service:		< 25	2.86 (1)
< 1 year	8.8 (3)	26-30	20.00 (7)
1-5 years	20.6 (7)	31-35	28.57 (10)
6-10 years	26.5 (9)	> 35	42.85 (15)
> 10 years	44.1 (15)		

#### Respondent's Response

Here we ask our respondents about the candidate background related question. And the results are:

- When we ask the respondents about the schooling mode of the candidates or applicants the results are like 71% believe that applicants from English Medium school students are more preferable than Bangla Medium students due to their command over English.
- After that we ask them about the university where the applicant complete their graduation. And the results are like, 43% respondents believe that they preferred Public University Students and 29% believe that foreign students are preferable, 23% thinks Private University students are good applicants and the remaining believes that this is indifferent.
- When they were asked about the gender priority their response were like 71% thinks male candidates are better for job where 29% people believe that female are better candidates in jobs.
- There are lots of departments in an organization. Now here the preference of the respondents. 10 people things that majoring in Marketing will give them an advantage for job as marketing department is very important for an organization. But there are others who thinks different like 5 people chose Finance, 6 people chose Accounting, 5 for HRM, 4 for Management, 2 for MIS, 2 for Banking, 1 others.
- CGPA is a very important factor for jobs. And the results also show the same point. Here most of the people things that CGPA from 3.50-3.79 will be more preferable for a candidate. But 5 respondents thinks that 3.80-4.00 is important, 8 people give weigh in 3.30-3.49 and 6 people thinks 3.00-3.29 is also good CGPA for an applicant and only 1 person things that 2.70-2.99 is enough for a job.

Now we ask about the skills of an applicant. And the

responses are like:

Here we can see that the respondents put weigh in different skills according to them. So if they have to choose any applicant they would have looking this kind of skills in an applicant. According to the survey communication skills, time management, willingness to learn, self-confidence are the most important skills for an applicant.

## 7. Findings

In the 21<sup>st</sup> century the competition has increased. Now employers are most likely selecting candidates for their organization through different exams and look for different skills. Most of the employers are looking for public university students. Results are very important to create an impression in any organization as most of the people think that results are very important.

- One must have different types of skills.
- Now every organization arranges written test and viva exam for selecting any employee which makes the competition tougher.
- Communication skills, decision making skills, leadership skills, adaptability skills are very important for an applicant to have as employers are looking for this kind of skills often.
- Good CGPA may takes a candidate to viva board but that candidate needs to have skills.
- Male candidates are more preferable for jobs.
- Organization emphasize on marketing department more than other departments.

## 8. Recommendation

Individuals have various reasons for choosing to continue their formal education but common to all must be the expectation that their degree and development during their courses will enhance employability in the future. This study has shown that many employers, especially, employers are seeking 'well rounded graduates', who have a degree and are also equipped with and aware of the range of skills and qualities that can be transferred to the workplace. However, it was observed that the commonest occurring factor that was cited as inhibiting graduate recruitment into media industry, was, 'most graduate entrants have serious skills gap, initiative and have weak interpersonal skills. Thus, individuals should not only concentrate on attaining academic qualifications but must also learn to develop the skills and qualities that future employers from all sizes of organizations will require in the workplace and expect graduates to demonstrate within the context of the work situation.

## 9. Conclusion

*On the basis of the foregoing, the following conclusions may be drawn from the research:*

- Most employers indicated that they do recruit graduates

into their companies. This seems to reflect the results of a study found that 34% of the 1,033 companies surveyed had recruited at least one recent or experienced graduate in the preceding five years. However, responses from some respondent companies also show that employers have no career progression or path and hence no obvious "organization-defined" career paths for graduates to respond positively towards.

- Also, employers do recruit graduates for a wide range of jobs, thus from administrative type jobs such as secretaries and administrative staff, customer service, training and so on to more technical jobs such as: computing (IT), marketing, finance, accounting and the like.
- The study also indicated that transferable skills and qualities do play an important role in the potential employability of graduates with small and medium sized companies.
- In general, studies have shown that employers particularly emphasize communication skills as one of the most important skills required of graduates. With regards to graduate retention after employment, the results of the study would seem to suggest that media industry interviewed did not have such strong convictions regarding the long- term retention of graduates. For example, an employer in manufacturing expected to retain graduates for approximately two years and acknowledged that it was difficult for employer to fulfill a graduate's long term aspirations due to the apparent lack of career progression. Another firm, an estate developer suggested that perhaps fresh graduates would use the SME work experience as a means of 'reality testing' and work towards achieving a stable career which was expected to be with other, larger organizations.

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