

AN ANALYSIS OF SELECTION PROCESS OF NEWSPAPER AGENCIES IN BANGLADESH

Md. Rifayat Islam*
Saida Sultana^a

Abstract

Human Resource Management is an important and integral part of any organization. HRM practice differs from organization to organization. With a pool of applicant, the next step is to select the best candidates for the job selecting the right people for the right place is an essential phenomenon as a company's goal and objectives highly depend on that selection. Different organization use different selection tool to select the employees from a pool of candidates. This paper focused on local newspaper's selection process of employees with the objective of understanding the HRM practice of the newspaper agencies in Bangladesh. Information has been taken from The Daily Prothom Alo, The Daily Dundee Barta and The Daily Amar Desh. Analyzing their selection process briefly done firstly and the compare and contrast between their selection process have made through perceptual mapping. It has been identified that The Daily Prothom Alo has more structured selection process than other two newspapers and also The Daily Prothom Alo is the most popular newspaper among the three different newspapers that have considered in this paper.

Key Words: Amar Desh, Dundee Barta, Perceptual Mapping, Prothom Alo, Selection Process.

INTRODUCTION

Human Resource Management is a concerned with the "people" dimension in management. It involves all management decision and practices

* Corresponding author. Contact rifayat@msn.com. He is working as a Product Specialist in Grameenphone Ltd (Leading Telecom Operator), Bangladesh.

a. She is working as a teaching assistant under the dept. of Business Administration of East West University, Bangladesh. She obtained MBA degree from the same university.

that directly affect or influence the people or human resources who work for the organizational. HRM is one of the intangible resources that need to be processed in efficient manner (Lundy and Cowling, 1996). To look at HRM more specifically, experts suggest that it's a process consisting of four functions - of human resources - Acquisition; Development; Motivation and Maintenance. In less academic terms, it might describe those function on getting people, preparing them activating them and keeping them. In recent business world, HRM plays a vital role in the organization. The design of formal systems in an organization to ensure effective and efficient use of human talent to accomplish organizational goals. HRM is the policies and practices involved in carrying out the people or human resource aspects of a management positions, including recruiting, screening, training, rewarding and appraising involving all management decisions and practices that directly affect the people, or human resources, who work for the organization. Human Resource Management is an important and integral part of any organization. HRM practice differs from organization to organization. There are different sections of Human Resource Management and Selection process is one of them. Selection process is a critical one for any organization as through the selection a company has to select the right people for the right place in order to achieve the organizational goals and objectives. This paper analyzed the selection process of newspaper agencies in Bangladesh. The newspaper agencies are playing a vital role in the social development of our country through providing updated and authentic information and news from home and abroad. The employees as well as the reporters of newspaper agencies are helping to provide the authentic news to the general people. They are heart of the newspaper agencies and they have contributed a lot through providing news and facts to people. The specific objectives of the study are:

i) To find out the selection process of newspaper agencies.

ii) To understand the difference in the selection process of the newspaper agencies.

iii) To identify the different methods in selecting reporters for the newspaper.

iv) To gain the knowledge about the management style in the newspaper agencies.

Employee selection is the comprehensive process of putting right men on right job. A competency approach is always taken by organizations in case of selection process. The main reason for an organization to create a competency-based system that focuses on having the right people with right skills at the right time is that it helps in accomplishing business targets. An established selection or recruitment process is a proven tool for an organization's success (Jens Rowold, Simone Kauffeld, 2009). In order to select journalists for a newspaper, agencies focus on the right competencies because of journalism involves gathering, interpretation and presentation of news and other items of topical interest, involving some or all of the following tasks: conducting interviews, attending events, constructing reports and stories, undertaking special assignments and researching the background to stories. In Bangladesh newspaper agencies as well going through screening process put heavy emphasis on clips and journalistic experience.

THEORETICAL BACKGROUND

Selection decisions significantly affect the organization's ability to meet its business planning needs and strategic objectives. With a pool of applicant, the next step is to select the best candidates for the job. This usually means whittling down the applicant pool by using the screening tools. Transparent procedures of selection and promotion provide equal opportunities of promotion and career development to the employees (Rosenblatt and Shirom 2006). Selecting the right employee is important for three different reasons. First, own performance of an employee always depends in part on the subordinates. Employee with the right skills and attributes will do a better job for the company. Second, it is important because it's costly to recruit and hire employees. Third, it is

important because of the legal implications of incompetent hiring. Although recruitment and selection are often viewed as separate processes, recent studies are increasingly showing that the two processes have considerable interactive effects. Negative reactions to selection procedures have been shown to correlate with attraction, intent to pursue, job recommendations, and intentions to accept a job offer (Hausknecht et al., 2004).

Any organization that intends to compete through people must take the utmost care with how it chose organizational members, especially those at managerial ranks. These decisions have a critical impact on the organization's ability to compete, as well as each and every job applicant's life. Even a small number of poor staffing decisions can have a significant impact upon the goals of the organization (Clark, 1992). Personnel selection is the process by which companies decide who will or will not be allowed into organizations. Several generic standards should be met in any selection process. Reliability, validity, generalizability, utility and legality are those standards. According to (Murphy, 1986), effective recruiting is necessary in order to generate the types of selection ratios needed to make selection systems more effective.

In modern world, HRM is the solution of several of the problem which influences the capability of work to provide for individual growth. Selection is a subject of activity where numerous essential issues dealing with employees and employers arise and solved (Purcell and Boxall 2003). Turnover is also a persistent problem in organizations (Abbasi & Hollman, 2000; Price, 1989). So that, properly selecting the right people for an organization is one of the top priorities. Employees, who can contribute with their competency in long run, are getting preferred in selection process. Modern business anticipates their employees should be positive and take responsibility for developing their expertise. Employees are expected to be devoted to excellent performance appraisal standards. Organizations require employees who are active, committed and enthralled to their job. (Ruth & Ruth, 1998) promulgates that the management efficiently involve their employees in their works and receive high performance among employees. This can be done through

right selection of candidates, proper training, power sharing, work-information sharing, knowledge or employee skills and performance reward systems.

Selection process typically follows a standard pattern beginning with an initial screening interview and concluding with the final employment decision. Organizations are trying to implement some automated procedure to select eligible employees. A study concluded that the face of personnel selection has changed substantially due to the increased use of information technology (the internet) for administering, delivering, and scoring tests (Chapman and Webster, 2003). The selection process typically consists of these steps:

- Initial Screening Interview
- Completing the application form
- Employment test
- Comprehensive interview
- Background investigation
- A conditional job offer
- Medical or Physical examination
- The permanent job offer

Each step represents a decision point requiring some affirmative feedback for the process to continue. Each step in the process seeks to expand the organization's knowledge about the applicant's background, abilities, motivation and it increases the information from which decision makers will make their prediction and final choice. In the contemporary business environment, companies are faced with critical challenge to recruit and retain qualified employees (Langan, 2000). Organizations are developing their own selection process beyond the traditional one. Both public and private companies, including governmental agencies, are re-thinking traditional personnel selection processes and recruiting methods (Mooney, 2002).

Human resources are the important variable for the sustainability and growth of any organization. The process starts the recruitment of good quality employees and selection of the precise people for the precise jobs. Employee's engagement is directly related on the selection of right people for right jobs (Hunter & Schmidt,

1983). When the employees are accepted in the decisions making process in dealing routine matters it has a successful impact on the organizations. If these actions and decisions are predisposed by their individual inner drives and enthusiasm it is assumed that employees are fully engaged and are working in positive direction (Iaffaldano & Muchinsky, 1985). employees should be selected, recruited and retained wisely as a part of Human Resource Management. Furthermore, Katou et al (2007) elaborated that recruitment and selection process, is a part and parcel of HRM system which includes improved organizational profits at the end. It steers organizational management to put more emphasize on these HRM practices (recruitment and selection). Bernard O' Meara (2009) described that the procedure of job analysis defines finally the selection criteria of the job. (Arnold et al., 2005; Cooper and Robertson, 1995; Peppas, 2002) stated that according to the criteria a person is evaluated according to that role and the organization. Those factors are essential in deciding the person to be selected.

METHODOLOGY

Through depth interviews of the employees of three different newspaper agencies this study has been conducted to gain qualitative insights and understanding about the selection process and different dimensions of selection process of these newspaper agencies.

FINDINGS

The Daily Prothom Alo is the most popular newspaper in Bangladesh at this moment. They have a strong pool of reporters who are dedicated and responsible to their job responsibility. They have reporters in the every districts of our country. Apart from that, in different cities of different countries they have also a strong pool of experienced as well as potential journalist. The Daily Prothom Alo has their own corporate rules and regulation. They are acting as like a highly potential corporate house of our country. The Daily Prothom Alo was published firstly at 4th November in 1998.

40,00,000 (Approximately) copies are daily published at this moment it is the highest publication among all the newspaper in Bangladesh. The Daily Prothom Alo is always against Drugs. They arrange different types seminar and campaign on anti-drugs. The Daily Prothom Alo is also always with the acid victims and flood affected people. Always they help these types of people from their own fund.

There are two different types of selection process in The Daily Prothom Alo. These are given below in figures.

Insert Figure-1 here

Insert Figure-2 here

The Daily Dundee Barta is one of the popular newspapers in the Narayangonj city for recent couple of years. It is a local newspaper and totally locally published from Naryangonj. Most of the journalists of this newspaper are recruited locally. They have a strong pool of journalist who has a free access in their locality. It is not familiar in other districts or other countries of the Bangladesh. But the local people of Narayangonj always prefer The Daily Dundee Barta than any other newspaper. They say this newspaper portrays the life of their locality. The Daily Dundee Barta was published firstly at 18th January in 2002. 3200 (Approximately) copies are daily published at this moment for only the local people of Naryangonj. Selection process of the Daily Dundee Barta is given in below figure.

Insert Figure-3 here

The Daily Amar Desh is one of the popular newspapers at this moment in Bangladesh. In every districts and thanas they have journalist who is highly devoted to provide authentic information and news for the people of Bangladesh. The Daily Amar Desh was published firstly at 22nd November in 2003. 2,00,000 (Approximately) copies are daily published at this moment for the people of the Bangladesh. Selection process of the Daily Amar Desh is given in below figure.

Insert Figure-4 here

Compare and Contrast in the Selection Process

A comparison and contrast of the findings illustrated below about the selection process of the three different newspapers. Perceptual Mapping was considered for making the comparison and contrast among these three different newspapers.

CONCLUSION

In a simple word Human Resource Management means policies, practices and systems that influence employees' behavior, attitudes and performance. Selection is one of the integral parts of Human Resource Management to select the right people for a right position. According to (Muchinsky, 2004), it needs to explore out ways to selection practices to practitioners and to overcome potential resistance. This paper analyzed three different newspaper's selection process of our country. They use different selection tools for selecting their employee. They should try to set up a structured employee selection process that will minimize their time and cost which will help them to reach their objectives and goals. The Daily Prothom Alo has already established a formalized selection process for selection the best one for their newspaper. The Daily Amar Desh and The Daily Dundee Barta is trying to develop in their selection process to make it more structured and formalized for selecting employees. It is expected all the newspaper agencies in Bangladesh will form a structured selection process which will ensure ultimate HRM practice. Some recommendations were mentioned that the newspaper agencies may apply in their selection process:

- Selection should be based on efficiency.
- Political infighting should be avoided.
- External recruiting from other newspapers should be more effective.
- Give advertisement in reputed newspaper
- Follow standard of selection process
- MIS should be established
- Orientation program should be started as early as possible
- Selection cost should be reduced by applying better policy for selection.
- Efficient viva board is essential.

Selection is the process which links the employers with the employees. So a good selection requires a methodical approach to the problem of finding the best matched person for the job. It can be concluded that selection process needs to be included in strategic HRM planning of all organizations to enhance the stability, profitability and sustainability of the organizations for future.

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<<http://www.dowjones.com/djcom/careers/wsj-interns.asp>>

Figure 1: General Procedure of Selection in Prothom Alo

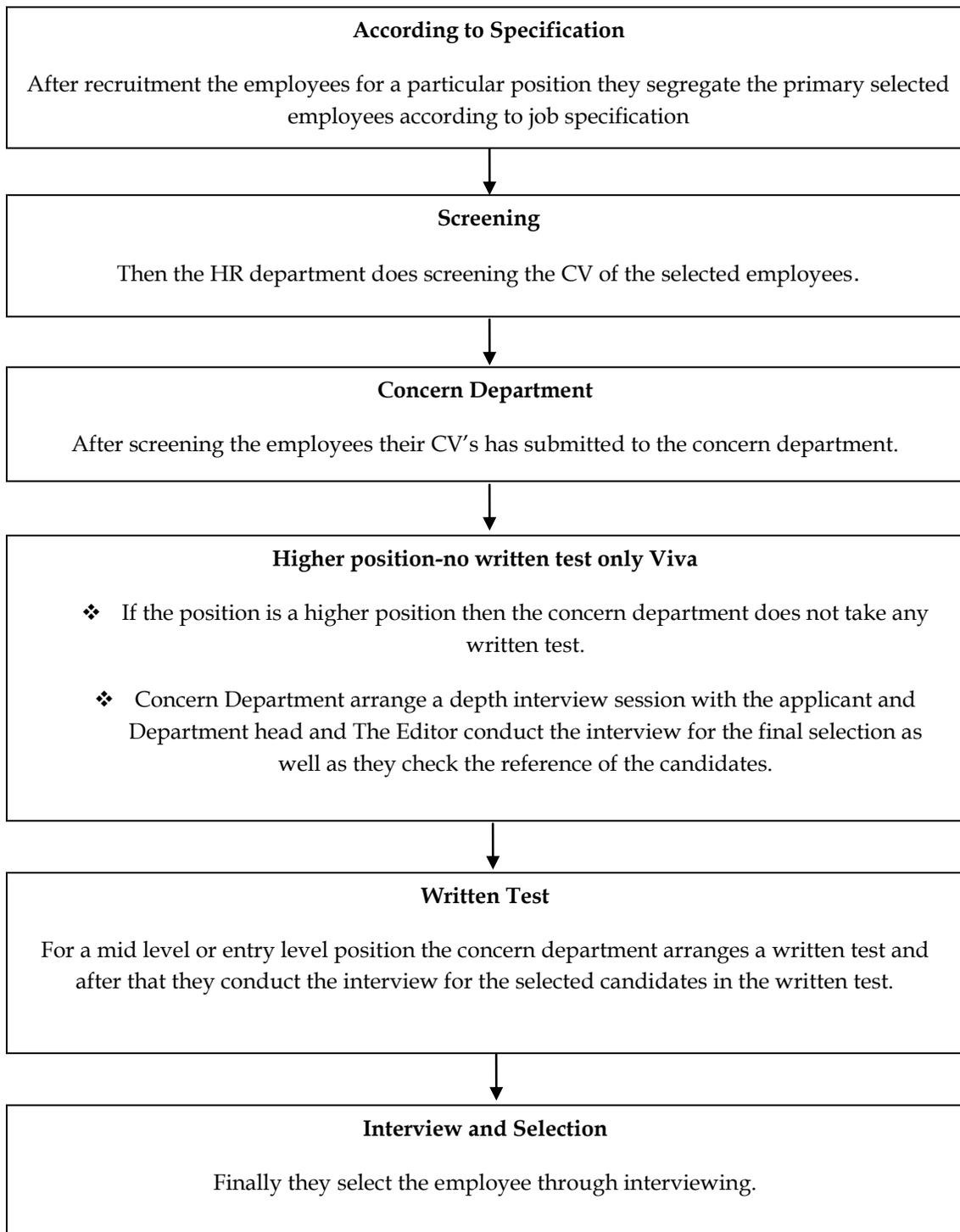


Figure 2: Selection Procedure of Journalist in Prothom Alo

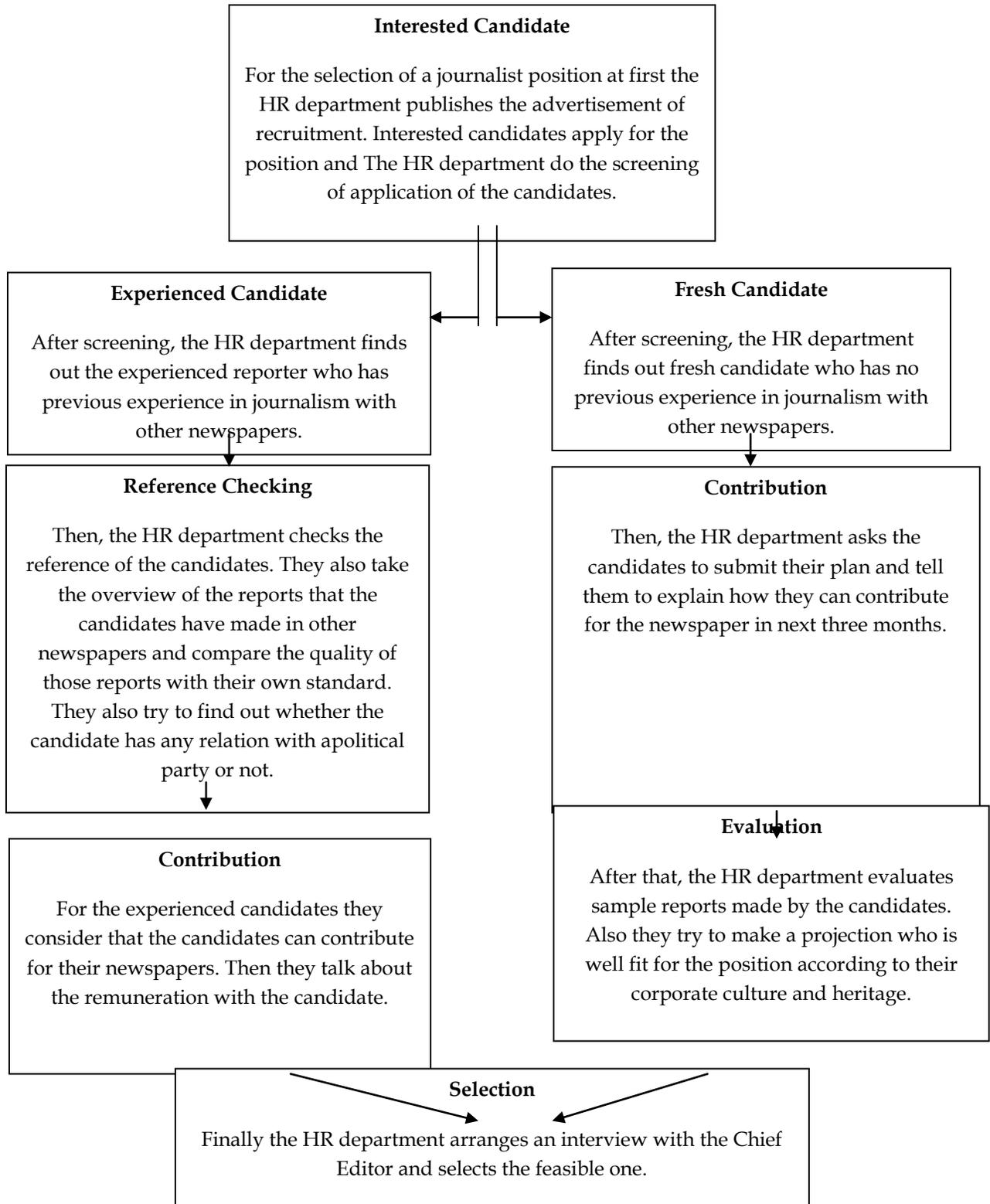


Figure 3: Selection Procedure of The Daily Dundee Barta

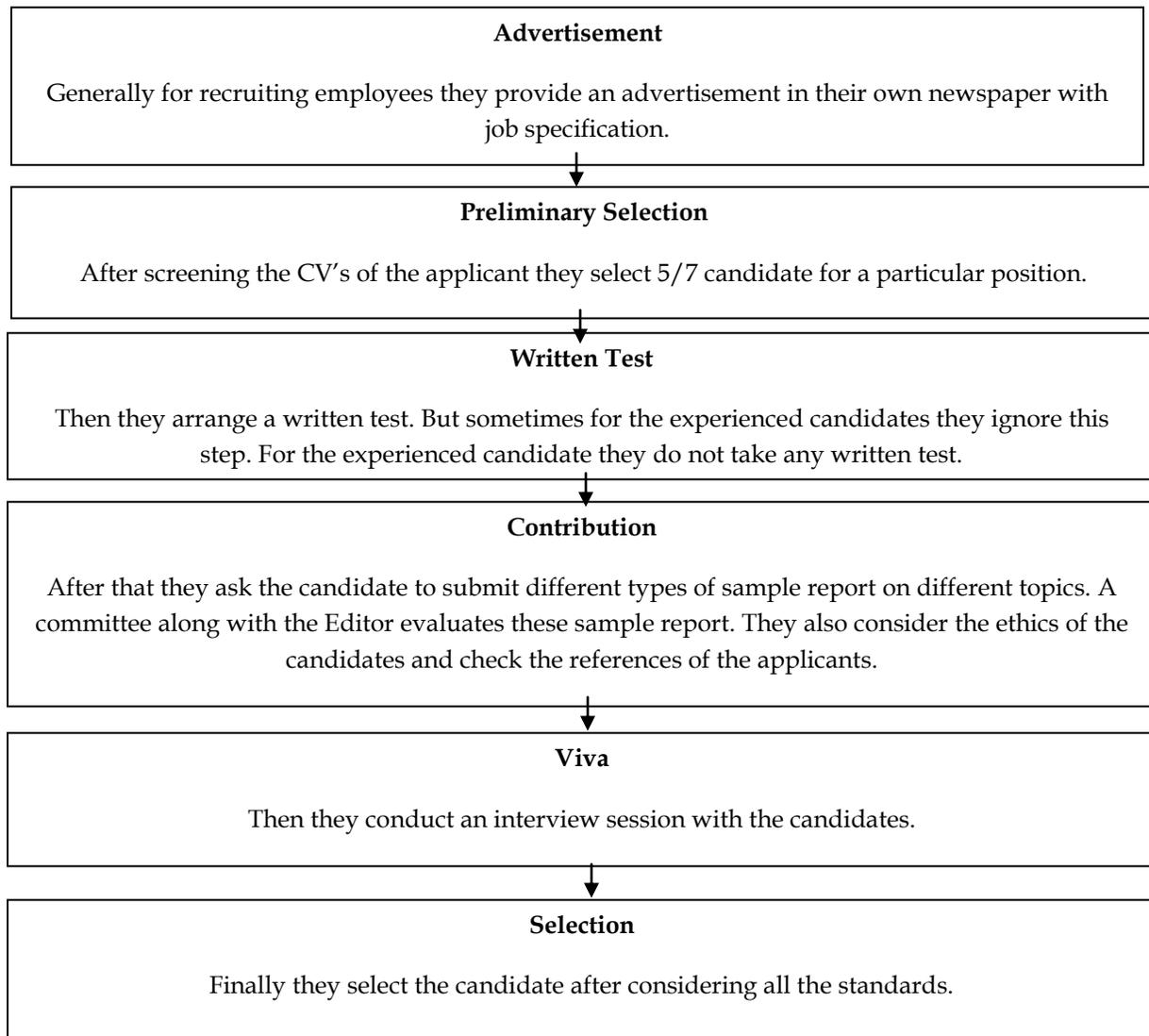


Figure 4: Selection Procedure of The Daily Amar Desh

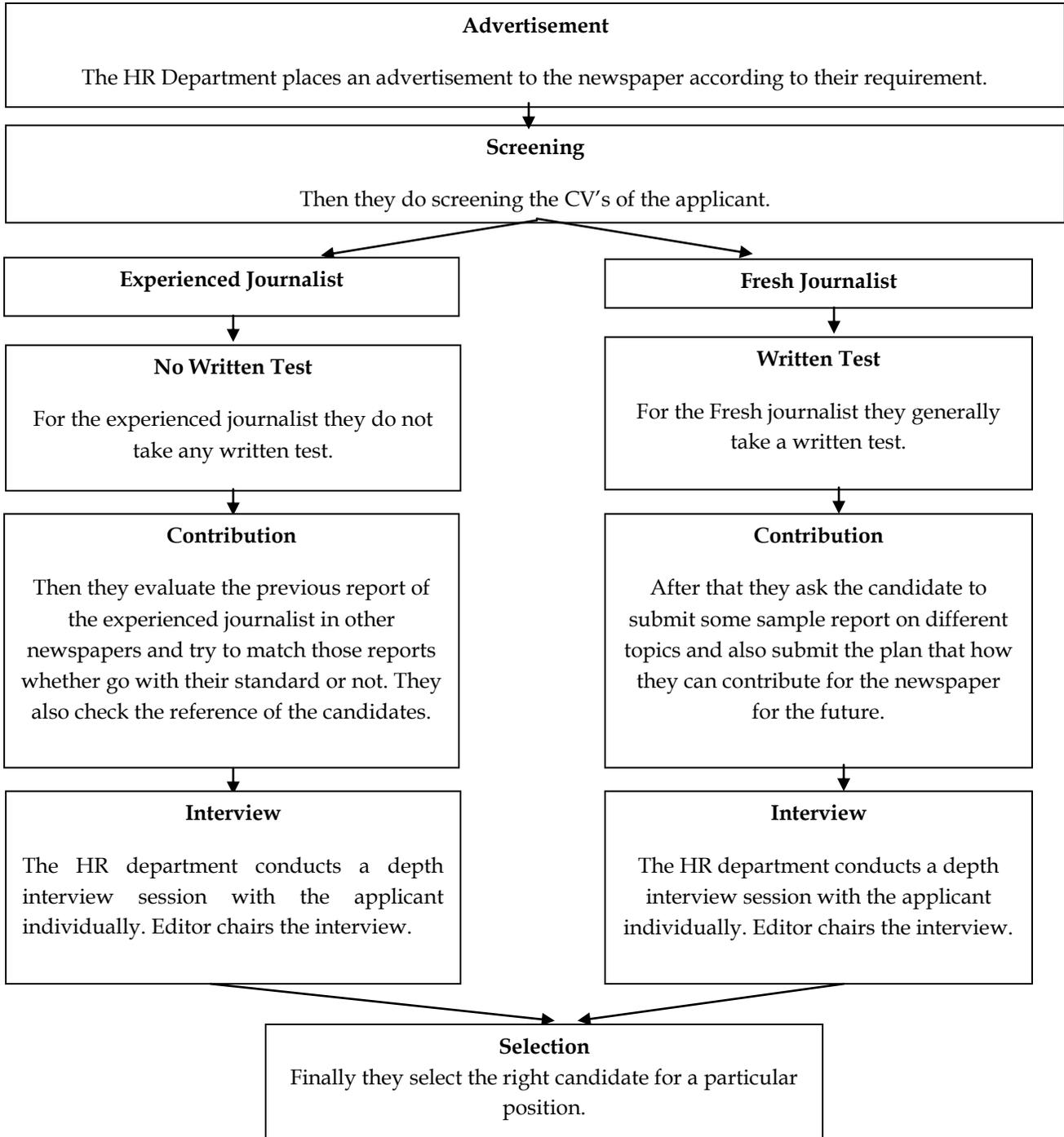


Figure 5: Perceptual Mapping among 3 Newspapers

