



BUS 400

**A STUDY ON THE RECRUITMENT AND SELECTION PROCESS OF
EDISON GROUP**

Submitted to:

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*A Study on the Recruitment and Selection Process of
EDISON Group*

Letter of Transmittal

December 13, 2018

Mr. Md. Fazla Mohiuddin

Lecturer

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Subject: Submission of Internship Report.

Dear Sir,

With due respect, I am hereby submitting my internship report on “A Study on the Recruitment and Selection Process of EDISON Group”. I have got the opportunity to work at EDISON Group in Strategic Human Resources (SHR) department particularly in the recruitment process under the supervision of Aleya Ferdousi, Manager who is also the Head of Recruitment team.

The most relevant information has been gathered in the preparation of this report. I have put my sincere effort in order to give this report a presentable as well as and make it as informative and precise as possible. Therefore, I hope, you will appreciate my work and it would be a great pleasure for me if you find this report useful and informative to have an apparent perspective on the issue.

Overall, it has been a great honor to work under your active supervision and I thank you for your continuous guidance and support throughout the making of this report.

Kind Regards,

Farian Nusrat Mumu

Student ID: 15104006

BRAC Business School

BRAC University

Letter of Endorsement

December 13, 2018

To Whom It May Concern,

The Internship Report entitled “**A Study on the Recruitment and Selection Process of EDISON Group**” has been submitted to the BRAC Business School department, in partial fulfillment of the requirements for the degree of Bachelor of Business Administration, on December 13, 2018 by **Ms. Farian Nusrat Mumu, ID # 15104006**. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

Sincerely,

Mr. Md. Fazla Mohiuddin

Lecturer & Internship Supervisor

BRAC Business School

BRAC University

Acknowledgement

It gives me immense pleasure to thank few individuals for their cordial cooperation and encouragement, who have contributed directly or indirectly in preparing this internship report.

Firstly, I am greatly thankful to my honorable internship advisor, Mr. Md. Fazla Mohiuddin for giving his valuable time and guidance while I was preparing this report. I am grateful to him for his proper instructions, suggestions and evaluations, which have helped me to generate this report in a proper way.

My gratitude also goes to entire BRAC Business School for arranging Internship Program that facilitates integration of theoretical knowledge with real life situation.

I would like to thank my organization, EDISON Group for giving me the opportunity to work with an excellent corporate environment.

Furthermore, I show my sincerest gratitude to the Head of SHR of EDISON Group, Mr. Ahmed Pasha who is a veteran HR professional in the industry. I have learnt many things from his extraordinary experiences and knowledge.

My effortless thanks and respect goes to my supervisor Ms. Aleya Ferdousi, the manager of SHR department of EDISON Group. Throughout my internship period, she has helped me with her experience and knowledge to learn many HR related activities and tasks.

My sincere thanks also goes toward the other SHR team members who have been absolute pleasure to work with and have been very supportive in furnishing the internship report.

Writing this report has been a great experience to me. It is my conviction that this learning experience will always be a source of help in my education life.

Executive Summary

This research paper has been developed on the basis of my 3 months internship period at EDISON Group where I have been assigned as an intern of Strategic Human Resources (SHR) department. The main objective of the report is to identify general practices that EDISON Group uses to recruit and select its employees and identify new measures to make the process further advanced. Firstly, the report provides an overview of EDISON Group and its 12 concerns. In this section the reports also talks about the activities which I have been performing as an intern of the company. The 'Literature Review' section discusses general practices involved in the recruitment and selection process as per experts' opinions. Later in the 'Analysis and Interpretation of the Data' section, the report provides an elaboration of the recruitment and selected process of EDISON Group based on the practical experience gathered throughout the internship period as well as information collected from employees and internal documents. After which the entire process involved in the company is measured against the practices mentioned in the literature review section. Here the company's recruitment and selection practices are also compared with the recruitment and selection practice used in a similar business group, Walton Group. On the basis of the analysis provided in the former section, the report then discusses the findings regarding the recruitment and selection process practices used in EDISON Group,. Next, the report identifies possible ways in which the EDISON Group can further advance its entire recruitment and selection process. The 'References' section provides the traces of all information collected from secondary sources.

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Organizational Overview

EDISON Group

Being one of the encouraging and evolving conglomerate, EDISON Group has been founded with the view to enhancing all aspects of its customers' lives through powerful brands, reliable products and services. The group, currently having 12 concerns of its own, has made diversified investment in Technology, Communication, Power, Real Estate, Electronics and Value Added Service sectors in Bangladesh. The 12 wings include:

1. SB Tel Enterprise Limited: Symphony
2. EDISON Electronics
3. EDISON Express Limited
4. EDISON Footwear Limited
5. EDISON Logistics Limited
6. EDISON Power Bangladesh Limited
7. EDISON Properties Limited
8. LiteTEL
9. MoMAGIC
10. PETELCO Substation & Generators
11. Pickaboo.com
12. Pink Creative Limited

Vision

EDISON Group's long term vision is "To be a responsible, respectable and prominent company".

Mission

The company's ongoing mission is "Delivering difference to be the best in every market we serve, to the benefit of our customers and our stakeholders".

Values

- They are *customer driven* through product quality, service excellence, consumer benefit and experiences, reasonable price and profit.
- They are *employee oriented* through dignity and respect, competitive salary and benefits, performance driven reward system, open, fair and transparent culture, career growth, personal development and empowerment.
- They are *socially responsible* through environment friendly activities, commitment to the people and the society.
- They are *ethical & transparent* through compliance to applicable laws, showing integrity and ethical standard both internally and externally and by avoiding conflict of interest.
- They *value their stakeholders* through trust and respect to their partners (local and foreign vendors, lenders and channel partners), win-win situation and long term partnership.

Milestones

2008: Launched SYMPHONY brand. Became country representative of Siemens Home Appliance.

2009: Introduced EDISON Power (Generator). Formed EDISON Group.

2010: SYMPHONY became market leader.

2011: Started Symphony Accessories.

2012: Started VAS business with Momagic (India). Awarded “Excellence in mobile handset and best partner-2012” by MediaTek. SYMPHONY introduced android Smart phone and Tablet. The group has been rated as AA.

2013: Introduced EDISON Electronic Limited and EDISON Logistics Limited. Awarded “Best quality for mobile handset in Bangladesh” by MediaTek. The group has been rated as AA+.

2014: Introduced EDISON Properties. Awarded “Best Brand Award” as 5th Local Brand by Bangladesh Brand Forum. SYMPHONY launched Firefox OS. Crossed 1 million mobile phone sales in 1 month 1st time in Bangladesh. Launched EDISON Securities.

2015: SYMPHONY launched Android One. Launched Heilo. Symphony became No. 1 Bangladeshi brand. Started EDISON Footwear.

2016: Sustained No. 1 Handset brand position. Pickaboo started its operation.

2017: Started substation factory, Auto brick project and SIEMENS Component Business. Pink Creative started its operation.

Wings of EDISON Group

Currently, there are 12 concerns of EDISON Group. Each of these are described below:



SB Tel Enterprise Limited: Symphony

SB Tel Enterprise Limited is the first company of EDISON Group which was established back in 2008. During the same year, it started mobile phone business under the SYMPHONY brand

which has been providing new experience to the consumers through continuous innovation and product diversification ever since. Since its introduction at the end of 2008, the brand Symphony has emerged as the fastest growing leading mobile handset brand in the country, within a short span of time. Symphony has been the market leader in the handset segment in 2010 due to the relentless work of the company to ensure exemplary services at all times and ability to provide stable and consistent solutions.

What makes Symphony Mobile the preferred choice to the customers of Bangladesh is its aggressive pricing strategy, contemporary features & styling, international quality, strong distribution network and after sales service.

EDISON Electronics

EDISON Electronics deals with the brand outlets of Symphony Mobile phone and Accessories. Presently, there are more than 100 brand outlets of Symphony under EDISON Electronics. It helps to sustain the integrity of the Symphony Mobile brand as well as build the brand equity by serving as a business partner.

EDISON Express Limited

EDISON Express Limited has been in the courier distribution business since 2016. It is a full service 3PL, which provides custom-built solutions in supply chain management, warehousing, e-Commerce delivery, and trucking solutions.

EDISON Footwear Limited

EDISON Footwear Limited is EDISON Group's latest venture. The footwear products manufactured in the company are created exclusively to be exported to foreign countries. It has a fully compliant factory with capacity of average 6000 pairs per day.

EDISON Logistics Limited

EDISON Logistics Limited's logistical solutions include: Distribution, Air Freight, Ocean Freight, Sea/Air Service, Customs Clearance, Warehousing, Inland Haulage and Trucking and QC facilities.

EDISON Power Bangladesh Limited

EDISON Power Bangladesh Limited was established in the year of 2008 with a view to providing customized energy solutions to its customers by becoming the custom power specialist.

EDISON Properties Limited

EDISON Properties Limited, started its journey back in 2010, with the extensive commitment of proper quality, convenience, security, comfort of living and assurance that would be able to solve its customers' daily housing problem as well meet their living needs. EDISON Properties provides elegant and well-constructed homes for its customers' family.

LiteTEL

After the success of the premium brand like Symphony Mobile and Helio, EDISON Group has brought a new brand named LiteTEL through its slogan "Joy of Sharing" to ensure the mass use of mobile phone in Bangladesh. It has been introduced by keeping the following features into consideration: cost effective prices, quality and good service and customer convenience.

MoMAGIC

EDISON Communications and MoMAGIC Technologies Hong Kong Ltd. is aiming to provide device VAS in Bangladesh market soon which is to work as Mobile VAS Technology and Business Enabler and provide Turnkey Solution of VAS Business from feature phones to smart phones.

PETELCO Substation & Generators

PETELCO stands for Power Engineering Technology Company Bangladesh Limited. It is one of the growing companies with the products of Substation and its equipment as Transformer, PFI (Power Factor Improvement) Plant, HT (High Tension) Switchgear, LT (Low Tension) Switchgear, incorporating with a number of high skilled, qualified and committed engineers and technicians.

Pickaboo.com

Launched in 2016 as a one-stop shopping destination, Pickaboo, offers the widest range of products in categories ranging from Electronics to Household Appliances, Computing & Accessories Fashion, Latest Smart Phones, Camera, Health Equipment, Makeup and Perfumes. It offers free returns as well as various payment methods including Cash on Delivery, Online Payments, and bKash with all of its products.

Pink Creative Limited

Pink Creative Limited started its journey on April, 2017 as an advertisement agency in Bangladesh, with a passion of taking challenges and creating new ones in advertising sector.

Internship Activities

I have been working in EDISON Group as an intern of Strategic Human Resources (SHR) department since September 19, 2018 and which will end in December 19, 2018 (3 months period). I have been working under the active supervision of the Recruitment Head of the SHR department. Most of the activities which I perform are exclusively related to the Recruitment process. However, I have also performed other HR activities as per instruction given to me.

The activities that I have been performing throughout my internship period are listed below:

- Communicating with sorted applicants for interview via phone call and SMS
- Conducting written exam and Excel test
- Checking Excel test scripts
- Communicating with employees regarding bank account opening related issues
- Preparing needed documentation before interview session
- Preparing comparison statement of shortlisted candidates
- Preparing selected applicants' joining approval form
- Preserving backup CV
- Providing support in delivering post joining logistics and bank items
- Reconciliation of employee personal files
- Reconciliation of provident fund and gratuity forms

Introduction to the Report

Rationale of the study

The underlying principle behind this study is to identify general practices that EDISON Group uses to recruit and select its employees and compare the processes with that of described by various experts as well as of Walton Group which is a similar business group; with the view to recognizing new measures to make the company's processes further advanced.

Statement of the Problems

This study aims to analyze each aspect of the recruitment and selection process of EDISON Group and identify the scope for improvement to make the process more cutting-edge.

Scope of the Research

This research provides an analysis on each activities involved in the recruitment and selection process of EDISON Group.

Since this study analyzes the process of recruitment and selection, there was no need to take a population sample. Thus, the report does not contain any target population and survey questionnaires.

Limitation of the Study

One of the major limitations of the research is the time constraint. As the role of an intern requires the office time of a full-time employee, it could get hard to manage time to conduct the research properly. Moreover, companies maintain high confidentiality regarding their

processes and policies; as a result, it has not been possible to get an in-depth analysis of their recruitment and selection process.

Objective(s) of the Report

The objective of this research is to analyze the activities involved in the recruitment and selection process of EDISON Group against the predefined activities describe by various experts as well as with the recruitment and selection process of Walton Group; and identify ways to further improve the entire process of the company.

Literature Review

Recruitment

Flippo (1971) provides the definition of recruitment as the process of searching for potential employees and stimulating the candidates to apply for jobs. Sarma (2008) further explains that recruitment is not only the activity that satisfies the needs of the company, it is also an action that influences the future of the organization and its sustainable development.

Sources of Recruitment

Bogatova (2017) in his thesis paper, states that in order to hire the most desirable and talented employees, it is important to identify the best skills and specifications needed, as well as to choose the most appropriate sources where the applicants can be reached.

Authors such as Sarma (2008), Rao (2009), Rashmi (2010) etc., divides the sources of recruitment into 2 groups: (i) Internal recruitment sources and (ii) External recruitment sources.

Internal Sources

According to Sarma (2017), internal sources include the existing workforce of an organization, employee referrals, former employees and previous applicants.

Internal Recruitment: Sarma (2008) states that whenever the new position arises, somebody within the organization is upgraded, transferred, promoted or sometimes demoted. He further explains that this type of recruitment seeks likely candidates for vacancies from among those who are already on a pay-roll of an organization. He adds that current employees can be informed of an open position by internal advertisements, e-mail or in person.

Employee Referrals: According to Rashmi (2010), employee referrals is one of the oldest sources of recruitment which could save up to 70% of the costs to the company than any other sources. Rao (2009) states that, as existing employees are well aware of the skills, qualifications, behavior and experience of their friends or acquaintances as well as of the job requirements; they can make a suitable match between a candidate and the vacancy. Therefore, most of the time, according to Rao (2009), applicants through employee referrals would likely be a great asset for the company as they are aware of the organizational culture and have a positive feel to the organization.

External Sources

There are various types of external sources according to different experts. According to Patel & Rana (2007), there are much more external sources than internal; and it is important to identify them. They identify that, external recruitment can be expensive and time-consuming; however, it is possible to reduce these disadvantages to some extent with the help of good planning.

Advertisement: Bogatova (2017) says that advertisement is one of the oldest and frequently used sources of recruitment, but it requires a good funding and creativity. He adds that advertisements can be done in both printed media e.g. newspapers, magazines, professional sources and electronic media e.g. television, radio, telephone, online advertising. The author gives an emphasis on careful planning in terms of content, location and timing in order to create a large response which often results in hiring. He says that initially, it is important to define the audience the company wants to reach and clearly state the desired skills a candidate should

have. According to Arthur (2005), the following advertisement placement strategies should be applied in order to increase the chances of finding first-class applicants via advertising: 1) capture the job hunter's attention; 2) hold the job hunter's attention; 3) design the ad to be the last one a job hunter wants to read. Arthur (2005) and Rashmi (2010) further explain that it is important to carefully consider the location of the advertisement, its title, placement of the logo and graphics; provide just enough information and use the right language.

Campus Recruitment: Rao (2009) states that different types of organizations can find inexperienced candidates from various fields of study in educational institutions like colleges and universities. Patel & Rana (2007) as well as Rashmi (2010) mention that some organizations have long-term cooperation with such institutions, especially when the field of study is very precise and specific specialists are needed. The authors, recognizing a problem state that candidates from that source are usually available only once in a year and lots of them have similar backgrounds and knowledge, unfortunately. However, they also identify an important advantage and state that applicants most of the time do not have much working experience; as a result, they can be trained to suit the organizational needs.

Recruiting Firms: According to Arthur (2005) and (Patel & Rana 2007), there are two types of recruiting firms: (i) Employment agencies: generally used for junior level, clerical, semi-skilled positions and (ii) Executive search firms: focusing on professional openings and usually undertake the complete recruitment process. Arthur (2005) says that this kind of external source of recruitment is generally relatively expensive and often a company relies on the choice of the recruiting firm; however, as it has access to a large labor pool; there are higher chances of bringing a great candidate more quickly than a company on its own. The author suggests that it is important to choose the right agency to work with; therefore, a thorough research should be conducted. Rashmi (2010) identifying one of the advantages says that, the process helps the company to develop long-term relationships with several firms.

Job Portals: Rashmi (2010) states that with the increased number of internet users, both companies and potential candidates use various job portals more frequently. As this kind of recruitment source attracts more applicants, it is very effective for mass recruitment. However, in order to find the most talented candidates for an open position, it is important for a company to choose the most suitable portal. The author recognizes that the process could be very challenging for a recruiter; therefore, suggests some points to consider while choosing the job

portal: i) number of people recruited through the portal; ii) size, freshness and relevance of the database; and iii) cost effectiveness.

Organizational Website: According to Rashmi (2010), concerning the organizational websites, it could be said that there is an increasing trend in companies of establishing their own career sites for attracting candidates. She adds that many large corporations encourage potential employees to apply for the vacancies through their own websites, as it creates a better understanding of the organizational culture as well as the brand building.

Job Fairs/Exhibitions: Arthur (2005) and Rashmi (2010) discuss that Job/Career Fair is a source of recruitment which allows recruiters to interview quite a few candidates over a short period of time. They further add that such fairs or exhibitions are often focused on a specialized field or a certain group of people such as: students, minorities, recent graduates, women. The authors recognize that job fairs can be effective not only for a mass recruitment, but also for establishing new contacts with other organizations, contributing to cooperation and exchange of information.

Headhunting: According to Patel & Rana (2007), oftentimes, this source of recruitment is used for senior executive level positions. The authors explain that a headhunter gets an assignment from a company for finding a currently successful candidate with certain skills. There are 3 ways to find potential candidates: (i) in competing businesses, (ii) in the membership lists of professional bodies, (iii) and through confidential headhunting networks. Patel & Rana (2007) identify some advantages of headhunting, which are: reduction in advertising and administrative costs, confidence in the skills and qualifications of the candidate, ability to attract the most talented employees, etc. Oppositely, they also talk about certain downside of headhunting such as: high fees, unreliable database of candidates, disclosure of private information, etc.

Selection

According to Rao 2009 and Sarma (2008), selection is a process of choosing a candidate who is the right fit for a particular position from a group of applicants. The principal aim of the selection decision is to decide which candidate can perform the job most successfully and can

serve as a valuable asset for the organization. The authors state that since finding and hiring a candidate in a position is a costly process, an HR manager needs to be sure that a candidate not only has the required qualifications and skills but also is interested in the offered position.

The Application

Gusdorf (2008) identifies that asking the candidate to complete an application form is generally done early in the selection process. According to the writer, information requested on an application form may vary from organization to organization and even by job type within an organization. In general, however, the application form should include sections for the applicant's name, address, telephone number, education, work experience, military background and reference for background check.

Gusdorf (2008) further adds that, many applicants include resumes along with their applications, while HR can direct applicants to submit forms either online or in hard copy.

Screening Interview

Gusdorf (2008) states that based on information submitted on applicants' resume and applications, many organization prefer to do for those applicants who appear qualified, before moving further into the selection process. Most of the time, screening interviews are usually conducted by telephone where the interviewer asks a few open questions to determine a candidate's job qualifications and suitability for the open position. The interviewer may refer the candidate to another open position within the organization if it is determined that the applicant is not appropriate for the position; and that is if there is something that matches the applicant's skills, is available at that moment. The candidate's application is not further processed if there is nothing else available to offer. This saves the company's expense of going further into the selection process as well as saves the time of both the candidate and the organization.

Selection Tests

According to Gusdorf (2008), there are a number approaches used by organizations to determine if a candidate has the potential to be successful on the job. Skills which cannot be determined in an interview process, can be identified via selection tests. The author states that, applicants are rated on aptitude, personality, abilities, honesty and motivation through various

testing methods. In predicting an applicant's success on the job, accurately designed selection tests are standardized, reliable and valid. According to various experts, selection tests can of the following types:

Ability Tests: According to Pulakos (2005) and Rashmi (2010), ability tests are designed to test the competences of a candidate in order to predict his/her probability to develop the required skills for a certain vacancy. There are 2 types of ability tests: one measures general aptitudes (verbal ability, reading comprehension, mathematical ability, reasoning ability, etc.), and the other one measures specific aptitudes (mechanical skills, proficiency skills, selling skills etc.). The authors agree that ability tests often help in making a selection as these are incredibly useful predictors of job performance. Typically, these tests are done with paper and pencil or via computer and include multiple choice questions.

Integrity Tests: According to Pulakos (2005), integrity tests are strongly correlated with ethics which help in measuring attitudes and experiences relatable to a potential employee with his/her tendency to be trustworthy, honest, and dependable. The author states that, this method is a perfect supplement to personality tests.

Personality Tests: According to Pulakos (2005) and Rashmi (2010), it is almost impossible to change the personality of a human being, therefore, personality test play important role for both small or large organization in selecting the right candidate since they help an employer to predict the behavior of a potential employee based on his/her personality. The authors explain that personality traits have a significant impact on job performance, especially in professions which require dealing with different people. Therefore, identifying traits relevant to job performance is vital. Factors like conscientiousness, extraversion, emotional stability, agreeableness and openness to experience are assessed in personality test. The authors say that, to measure each personality factor, these tests typically include multiple choice as well as true/false questions.

Group Situational Tests: Rashmi (2010) says that group situational test are designed to reveal a candidate's organizational skills, communicational skills, leadership skills, his/her ability to work in a team and so on. The author explains that in these tests, a group of candidates are typically given a task or a problem to solve as a team where they are observed by the selectors. She adds that, in such tests observers see the interpersonal skills of applicants, their behavior during crisis times as well as ability to handle the situation.

Work Simulation Tests: DeCenzo & Robbins (2009) say that these tests create a simulation of real work, including tasks that a potential employee is going to do during his/her employment in the organization. According to the authors, this selection method helps an employer to understand the capability of a candidate to the tasks and also ensures if his/her qualifications and skills are suitable for the vacancy. The author further adds that, what makes this method of selection a better predictor of an applicant's performance than any paper-based tests is the fact that the work simulation is essentially identical to the job content.

Assessment Centers: According to DeCenzo & Robbins (2009), this method of selection is not very popular as it can be very costly and time consuming, especially on the occasion when there is only one vacant position in the organization. However, the authors agree that this method has the highest predictive validity due the use of various combinations of tests that are administrated during the entire day(s) and include assessment by a range of specialists e.g. line managers, practicing supervisors, psychologists etc. The authors identify that these exercises are designed to simulate a work of managers, completed by applicants and thus are very much similar to the actual work scenario.

Interviewing Candidates

Gusdorf (2008) says that the interview is really a verbal test for the candidate where unlike a paper and pencil test, in many cases, there is no clear right or wrong answer. He explains that interview method have a huge potential for error as the results are subject to interpretation by the interviewer, depending on the questions asked, the answers given as well as the interviewer's own personal bias. The author suggest that the interviewer must have a complete and accurate job description that identifies the critical job competencies (which provide the basis for developing the interview questions) since successful interviewing results from a thorough understanding of the job requirements.

Background Verification and Reference Check

Gusdorf (2008) says that the employers must verify the information provided by the candidate and check the candidate's references, once they made their selection decision. According to the author, annually, there are millions of background and reference checks are done on applicants, and regrettably, much of the information provided on application forms and resumes by the candidates is inaccurate.

Making the Job Offer

Gusdorf (2008) states that a job offer may be extended by phone, letter or in person according to the customs of organization and most commonly, the job offer is handled by the HR department of that particular organization. During this stage, the employer discusses about salary and benefits with the soon-to-be employee who is also told of any further conditions that must be met. The author further adds that, arrangements should be made if the organization requires a physical examination or a drug screen. Moreover, it is important to establish a time for notification, if the candidate needs time to think over the job offer. The author suggest that, at this time, the employer must ensure that his/her potential new hires receive a realistic job preview where the probable employee is told everything he/she needs to know about the job, both the good and the bad.

Research Methodology

Type of the Research

The research study is of qualitative measure as it refers to the definitions, concepts, characteristics, and description of a process and does not include any numerical data.

Collection of Data/Gather Procedures

Primary Data Collection

In order to conduct the survey, the relevant information on EDISON Group has been accumulated through different documents provided by my supervisor and other team members as well as different circulars, manuals and files of the organization. Moreover, I have also used my personal experience gathered throughout the internship period to analyze various raw data and information.

Secondary Data Collection

The majority of the data on EDISON Group has been collected from the primary sources except for a few overall information on the organization which has been extracted from the company website. However, in order to evaluate the recruitment and selection process of the company, information has been collected from authentic secondary sources.

Furthermore, in order to write the entire Literature Review section, I have used data from secondary collection. In this case information from various books, research papers and journal articles has been gathered.

Additionally, all the information on Walton group has been collected from external source. Here, I have used information, collected from the internship report of an MBA student of BRAC University as well the company's official website.

Analysis and Interpretation of Data

In this part, I have compared the recruitment and selection process of EDISON Group with the processes discussed in the literature section as well as with that of a business group similar to the company. The business group that has been used for the comparison is Walton Group that has businesses in mobile phone, electronics, home appliances and such.

The comparison is given in the chart below:

Activities Involved in the Recruitment and Selection Process (As Per Experts' Opinions)	Practices used by EDISON Group in Its Recruitment and Selection Process	Practices used by Walton Group in Its Recruitment and Selection Process (A Business Group Similar to EDISON Group)
Sources of Recruitment		
<i>Internal Recruitment</i>	- May be conducted considering the suitability and prerequisite to fill up the vacancy	- Potentially suitable employees are informed of the vacancy

<i>Employee Referrals</i>	<ul style="list-style-type: none"> - Personal references are highly discouraged - Considerations may be made for exceptional technical/ professional knowledge 	<ul style="list-style-type: none"> - Recruitment through personal references is welcomed
<i>Advertisement</i>	<ul style="list-style-type: none"> - May post job advertisements on national reputed daily newspaper 	<ul style="list-style-type: none"> - Uses newspaper as the job advertisement media
<i>Campus Recruitment</i>	<ul style="list-style-type: none"> - Reputed education institutes may be contacted - Fresh graduates are taken only for Executive level 	<ul style="list-style-type: none"> - Campus recruitment is used in the company
<i>Recruiting Firms</i>	<ul style="list-style-type: none"> - Staff level recruitment through third party vendor 	<ul style="list-style-type: none"> - N/A
<i>Job Portals</i>	<ul style="list-style-type: none"> - Requisition for employment may be placed on renowned jobsites 	<ul style="list-style-type: none"> - Renowned job sites is used to post job openings
<i>Organizational Website</i>	<ul style="list-style-type: none"> - Requisition for employment may be placed on company's own website - A career section is included in the website 	<ul style="list-style-type: none"> - Uses the company's own website to post job openings
<i>Job Fairs/Exhibitions</i>	<ul style="list-style-type: none"> - May collect CVs/Resumes by attending job fairs arranged by educational institutes 	<ul style="list-style-type: none"> - Participates in job fairs
<i>Headhunting</i>	<ul style="list-style-type: none"> - May contact headhunting firms generally for managerial level and above positions 	<ul style="list-style-type: none"> - N/A
The Application	<ul style="list-style-type: none"> - Collects CVs/Resumes through the recruitment sources 	<ul style="list-style-type: none"> - Collects CVs/Resumes through the recruitment sources
Screening Interview	<ul style="list-style-type: none"> - Sorts collected CVs/Resumes as per predefined sorting criteria 	<ul style="list-style-type: none"> - Candidates are shortlisted through CV sorting
Selection Tests	<ul style="list-style-type: none"> - Written test - Excel test (difficulty level varies from position to position) - Technical test (if applicable) 	<ul style="list-style-type: none"> - Written test (may not be required for senior level positions) - 45% marks have to be obtained

Interviewing Candidates	<ul style="list-style-type: none"> - Initial level interview - Final interview session (for candidates who qualify through initial interview session) 	<ul style="list-style-type: none"> - Candidates who passed through the written test are called for interview session
Background Verification and Reference Check	<ul style="list-style-type: none"> - Verification made through reference contacts provided by the candidates - Verification made through company's own reference contacts from candidates' previous organizations 	<ul style="list-style-type: none"> - Necessary documents are collected after the job confirmation for background check
Making the Job Offer	<ul style="list-style-type: none"> - Selected candidates are confirmed through proper documentation of an appointment letter - Necessary documents are collected for background check - After being appointed, new employees receive orientation - New employees may serve probation period of 6 months 	<ul style="list-style-type: none"> - Jobs offers are made to the selected candidates after salary negotiation - Appointment letter is issued after final approval - Selected candidates who accept job offer are sent for a medical examination selected by the company - A new work orientation program is held for the new employees - Employees joining as officers work under 6 months trial period

Now, I have provided an elaboration on the activities used by EDISON Group. However, before proceeding toward the analysis of the activities involved in the recruitment and selection process of the company, it is important to mention that the recruitment process of the company begins with filling up a form for employee requisition.

A form has to be filled by the department/ division head of the respective division/department after identifying any vacant position or having the need to create a new one. The respective division/department must have Executive Management's approved budget for the required employee. The form is then sent to the Strategic Human Resources (SHR) department to start the recruitment process after checking with all the needed formalities.

Selecting Sources for Recruitment

Next begins the ‘Sourcing’ process where the SHR department follows a complementary set of recruitment activities to effectively target the suitable candidates. Recruitment in EDISON Group is done using both internal and external sources.

Even though the company highly discourages personal references to fill out any position, sometimes expectations are made given the candidates’ technical expertise and/or knowledge. In that case, the reference CV(s) also have to go through the same processes of recruitment and selection like that of any other candidate without any scope for bias.

Any existing employee who has served in the company for a fixed minimum period of time may be suitable for a particular position. In this case, the interested employee has to fill up an internal job application form to apply before the deadline of published job vacancy. All internal candidates must go through the required recruitment and selection processes as per policy.

Newspaper is used as a job advertisement media in EDISON Group. Advertisement via national reputed daily newspaper may be used to invite application for the vacant position.

The company may contact with reputed educational institutes as selected by the SHR department for filling up vacancies by taking fresh graduates. The fresh graduates are taken for executive level positions only.

Staff level workers are hired through third party vendor in EDISON Group.

The Company may have an agreement with renowned jobsites where it can post job vacancies to attract desirable candidates.

EDISON Group may also place job posts on its official website. They attract both external and internal candidates to apply for job vacancies suitable to their skills and background through the career page of their website.

The company may collect CV from top ranked universities of the country via participating in various Career Fair organized by the universities.

In EDISON Group, they may contact with head hunting firms for managerial or above critical positions.

Application Sourcing

After identifying which recruitment sources to use for a particular vacant position, EDISON Group gathers information on applicants by collecting their CVs/Resumes, from the above mentioned sources.

Initial Screening through CV Sorting

In the initial screening stage, EDISON Group uses 'CV Sorting' technique. After collecting CVs/Resumes from different sources, the SHR department preserves the CVs/Resumes in the CV bank. Then the SHR department along with the respective Division/Department Head, prepare a shortlist of CVs/Resumes as per predefined sorting criteria with necessary documentation.

Conducting Selection Tests

Next comes one of the most crucial parts of the recruitment and selection process which is testing. All the candidates go through strong screening system out of which the most desirable candidate(s) are selected for employment. This step is divided into 2 parts: Firstly, an Initial Interview Session is taken after a Written test, Excel test and a Technical test (when applicable); the second and final part is a Final Interview Session conducted within two weeks after the initial session.

All candidates of Executive level or below must seat for a written test followed by an Excel test and a Technical test through which the employer can evaluate their theoretical and/or technical knowledge as well as required computer knowledge. After that, the candidates go through an initial interview session arranged by the SHR department.

Conducting Interview Sessions

The candidates who pass through this initial session of testing are invited to attend a final interview session arranged by the SHR department. The interview panel includes respective department head as well as the head of SHR department and any other concern supervisor. After an interview, the panel members evaluate each of the candidate by filling up an interview performance form which follows a fixed structure for all kind of positions.

Background Checking & Making Job Offer

After the final interview, the shortlisted candidates are contacted for job offer. However, before confirming, EDISON Group runs a reference and professional background check of the potential employees. Firstly, the verification is made through contacting the references provided by the candidates. Then a second reference check is done through company's own reference contacts from candidates' previous organizations.

If the background check is successful then the SHR department issues the Appointment Letter within 3 days after preparing a form for the selected candidate; subject to availability of required signature of concerned individuals. The new employee needs to sign the photocopy of the appointment letter while receiving the original one that is stored by the SHR department for any future reference.

All the new employees must join at the corporate head office. During the joining session the new employee must bring all the necessary documents as requested by the SHR department.

After being appointed, an employee will receive orientation conducted by the SHR department. In the orientation that new employee is informed about company structure, codes, policies and benefits.

All newly appointed employees may have to serve an initial probationary period which would be 6 Months in order to ensure effective and efficient employee selection. 3 week before the end of the probation period, SHR department would email a job confirmation form to the concerned division/department head to provide feedback on the employee in probation tenure, by filling out the form within 2 weeks of receiving it. Upon successful completion of probation period, the employee would get a written confirmation of his/her of employment status in the company. After the confirmation, the employee shall be entitled to receive all relevant benefits according to his/her employment status. If the company is not satisfied with the probationary employee then it may extend its probationary period for no more than another 6 months or terminate the employee.

Findings of Study

From the analysis made above it can be said that, EDISON Group follows majority of the activities involved in the recruitment and selection process of a company as per experts' opinions. Moreover, it also seems that EDISON Group follows a more sophisticated approach in its recruitment and selection process than that of Walton Group. Some crucial findings from the study are as follows:

- EDISON Group discourages employee referrals. As per experts' opinions, this type of sourcing saves a huge amount of cost; and in this case the company may be losing out on the opportunity. However, on the other hand, the company is also ensuring no biases in the workplace and giving external candidates opportunities for employment.
- Unlike its key competitor Walton Group, EDISON Group does not contact potential employees personally while conducting internal sourcing, thus avoiding the situation of offending other employees who might consider themselves suitable for the job vacancy.
- Similar to its competitor business group, EDISON Group mainly uses Newspaper as a prime media for job advertisement. In this case they are not using the opportunity to attract a large number of candidates through other media such as social sites, magazine etc.
- EDISON Group has relatively low involvement with different educational institutes in terms of participating and/or arranging various interactive sessions with the students who may be potential job candidates in the future.
- EDISON Group does not get involved with recruiting firm to hire upper level candidates. This way they are probably saving up cost but may be losing out on opportunity to get high potential candidates in a short period of time.
- Similar to Walton Group, EDISON Group also uses their official website to post job openings. Doing so helps the candidates to understand the organizational culture as well as ensures brand building for the organization itself.
- EDISON Group does not conduct screening interview which is usually done via telephone. Conducting screening interviews could save the company's expense of

going further into the selection process with the least suitable candidates, thus, saving the time of both the candidate and the organization.

- EDISON Group mainly focuses on theoretical/technical and computer knowledge and gives very low or zero focus to different aptitude, personality tests and other interpersonal tests which can identify how the candidates behave in a social context. However, it is ahead of its competitor business group since Walton Group only uses written test and no computer or technical tests.
- Unlike its key competitor, EDISON Group does not include medical examination of the newly appointed employees. Even though this helps in saving time and cost, doing the medical examination of the new employees might help the company to avoid unfitting situations which may be caused due to the employees' health condition.
- It seems that EDISON Group uses almost similar selection process for filling out job vacancy of all level.

Recommendations

From the research, the following recommendations can be made which may bring positive changes in the recruitment and selection process of EDISON Group:

- The company can use other media of advertisement such as: television, radio, telephone, online advertising and magazines; to attract a large number of desirable candidates from diverse groups.
- The company can arrange different interactive sessions in educational institutes which will not only attract candidates to apply for jobs in the organization but also will serve as a marketing campaign for the organization.
- Before moving further into the selection process, the company can take screening interviews of the candidates via telephone. This may help the organization to cancel out any job application that is not suitable for the vacant post, more effectively. Moreover, it can also help the candidate to know more about the company and the job itself before attending the selection tests.

- The company can adapt a few other selection methods to make the process more interesting as well as challenging such as: Verbal and Mathematical Ability tests, Reasoning Ability test, Cultural test, Integrity test, Personality test, Group Situational tests etc.
- The company can conduct medical examination of the newly hired employees in order to avoid any unfitting situation in future caused due to the medical condition of an employee.
- The company can make the selection test more advanced by changing and adding new steps and criteria for each position level. In this case, the company can also use different evaluation forms containing different criteria based on job grade.

Conclusion

The presented research has been designed and conducted to analyze the recruitment and selection process of EDISON Group and identify scopes for improvement. Hopefully, presented findings and conclusions will be helpful for EDISON Group and progress its operations in the Strategic Human Resources department.

From my personal standpoint, the overall HR practices maintained in the company are in satisfactory standard. This also shows in the comparison table given in the ‘Analysis and Interpretation of the Data’ section.

The SHR department of EDISON Group keeps itself consistently engaged in continuous improvement of its manpower through various HR practices. My overall experience with the company has been pleasant and inspiring.

However, in some aspect, the company may take extra measures in order to advance their processes further so that it can attract more desirable candidates as well as retain the most capable and experienced employees.

To talk about the research; the combination of theories and practices helped me to deepen in the topic of the research and come up with suggestions from the research findings. Even though

the research process was quite stressful at times; as it demanded a lot of time and energy, it was a great opportunity to develop my research skills and gain additional knowledge on the recruitment and selection process of Human Resource Management.

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