

**A STUDY OF THE EFFECTIVENESS OF
RECRUITMENT IN SELECTING QUALIFIED
TALENTS IN SERVICE ORGANIZATION**

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A STUDY OF THE EFFECTIVENESS OF RECRUITMENT IN SELECTING
QUALIFIED TALENTS IN SERVICE ORGANIZATION

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Thesis submitted in fulfillment of the requirements for the award of the Bachelor of
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SUPERVISOR'S DECLARATION

I hereby declare that I have checked this project report and in my opinion this report is satisfactory in terms of scope and quality for the award of the degree of Bachelor of Industrial Technology Management with Honour.

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I hereby declare that the work in this report is my own except for the quotations and summaries which have been duly acknowledged. The report has not been accepted for any degree and is not concurrently submitted for award of other degree.

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ABSTRACT

The purpose of this study was to assess the effectiveness of the recruitment and selection practices and processes of services organizations, Kelly services and GD Express (GDEX). The need to attract and select a highly capabilities and skilled workforce in a tight and competitive market made the necessity adoption of best practices in recruitment and selection by services based organizations. It was to examine the recruitment and selection practices in Kelly Services and GDEX, the effectiveness of the recruitment and selection practices of both companies, and ways to improve the practices. Based on the investigation on best practices in recruitment and selection, three research questions were answered. Firstly, the adoption of best practices in both organizations is studied. Secondly, the effectiveness of the recruitment and selection methods is giving attention. Finally a comparison is made between the recruitment and selection practices of Kelly Services and GDEX to determine which organization implement better techniques.

ABSTRAK

Tujuan kajian ini adalah untuk menilai keberkesanan pengambilan dan pemilihan amalan dan proses organisasi perkhidmatan , Kelly Services dan GD Express (GDEX). Keperluan untuk menarik dan memilih sangat keupayaan dan tenaga kerja mahir dalam pasaran yang ketat dan berdaya saing menjadikan keperluan amalan terbaik dalam pengambilan dan pemilihan oleh organisasi berasaskan perkhidmatan. Kajian ini mengkaji pengambilan dan pemilihan amalan di Kelly Services dan GDEX , keberkesanan pengambilan dan pemilihan amalan kedua-dua syarikat , dan cara-cara untuk meningkatkan amalan tersebut. Berdasarkan siasatan mengenai amalan terbaik dalam pengambilan dan pemilihan , tiga persoalan kajian telah dijawab. Pertama, pengambilan amalan terbaik dalam kedua-dua organisasi dikaji. Kedua, keberkesanan pengambilan dan pemilihan kaedah memberi perhatian. Akhirnya perbandingan dibuat di antara pengambilan dan pemilihan amalan Kelly Services dan GDEX untuk menentukan organisasi yang melaksanakan teknik-teknik yang lebih baik.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This study explains the basics and fundamentals of what managers need to be familiar about recruitment and selection practices. To work with people effectively, an understanding of both human behavior, attitude and various practices available to help us build a skilled and motivated workforce must be acquired.

Most of today's businesses focus more on human assets rather than physical assets. An organization can be readily purchase equipment, manufacturing facilities, and most technologies, but the human talent are much hard to come by. Candidates who are able add value to their clients' businesses shows the ability of a good recruitment company in searching talents. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas such as recruitment and selection.

Recruitment refers to the action of attracting, screening, and selecting potential and qualified individual who might join an organization. Selection may be defined as the process of choosing individuals who have relevant qualifications to fill existing or projected job opening. One the most important decisions made by managers is the hiring decisions. Without the right people in the right positions, neither a company nor individuals can execute exceptional performance. A foundation can be created by good hiring decisions for more effective overall company performance. Conversely, bad hiring decisions can spoil the organizational performance and are pricy to correct.

1.2 PROBLEM BACKGROUND

It is an issue of services in today's fast-paced economy competition. Much more focuses has been brought to a better service and how these objectives can be achieved through the Human Resources Management. The growth of service organizations is important with the reason of customer interface. The importance of the relationship between the customer and the service provider is the point that distinguishes service organizations from manufacturing organizations is. Because of the amount of change that has taken place in the last several decades, it is increasingly clear that the source of competitive advantage in many industries has shifted from effective execution and reliable processes to the ability to provide satisfactory customer service to the ability to excel in the area of customer relationship on a grand scale. Human resources is one of the sources of competitive advantage because they fulfill the criteria for being a source of sustainable competitive advantage (Wright, et al. 1994).

As the world's economy globalizes and competitors proliferate, competitive advantage is a compelling reason to do a business with an organization has become increasingly important. Perhaps the most common approach to create competitive advantage is to be less expensive than competitors. For industries that are truly commoditized and hence actively competing for customers, cost seems to be a logical option. However, competing on cost is a difficult game to win. In addition, competition comes not only from small players in underdeveloped countries but from large corporations in developed countries. Southwest Airlines, Wal-Mart, and the retail chain Carrefour welcome a commoditized business environment.

The point is that traditional sources of competitive advantage such as cost and product are becoming more and more difficult to maintain. If survival depends on maintain a compelling reason for customers to choose one business over another, and it does playing field is tougher today than yesterday and will become even more difficult tomorrow as competitor and technologies proliferate.

It is often heard people are the most important variable for and organization's success. Gratton 1997 shows that most companies believe that rather than financial or

technological resources, human resource can offer a competitive advantage. In a study of good companies that became great companies, Jim Collins (2001) identifies hiring the right people and putting them in the right positions as a common practice among the most effective companies. This step eliminating problems of managing and motivating people, the right ones are motivated, are committed to the success of the organization, and see that success linked to their personal success.

The success of a business or an organization is directly affected to the performance of those who work for that business. There is a linkage between HR practices, competitive strategy and performance (Jackson 1987). Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles et al, 1980). If organization does not have the right people although it possesses the latest technology and the resources, it will be a need to put strenuous effort to achieve the objective and results required. This is true across the business activities, for example restaurants, hospitals, and airlines industry.

Recruitment and selection are critical human resources functions for service companies. Recruitment is just the initial process to be carried on. Rynes (1990) suggested that “recruitment encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, a given vacancy”. Recruitment and selection also play important role in ensuring worker performance and positive organizational outcomes. As Mullins (2010) notes: ‘If the HRM function is to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager.’

In a highly competitive marketplace, businesses need to make sure they get value from its performance. Employing the wrong person for certain position is a costly mistake to make. Poor choices at the recruitment stage can be costly. The organizations need to ensure for candidates competencies are well qualified physically and intellectually to sustain competitive advantage in the marketplace.

One of the reasons that businesses consider to start hiring, when employees are needed, is due to the high amount of cost in hiring. It is easy to forget that employing an employee, not only charging in terms of cost, but once add in the cost of recruiting, training and more, and the dollars will start growing. The future of industries depends upon the ability of the HR to innovate and bring in service orientation among all employees from top to bottom.

1.3 PROBLEM STATEMENT

It is a difficult task for organizations to search, recruit, and select talented people in today's tight labor market. As there are fewer qualified talents available, the competition is intensifying. This shortage leads to absolutely essential for organizations to conduct effective recruitment, selection, and retain quality talents. What is more is that acquiring the right talent is becoming an increasingly complex and challenging activity.

Recruiting has always been a stitch in the side of company productivity. It is expensive. It is time consuming. Even though study after study shows the high cost of employee turnover in time, money, and lost productivity recruiting has continued to often be rushed and superficial. When the rubber hits the road, managers often just want a warm body.

Recruiting staff is a very costly practice. It is also a mandatory part of any business to conduct this practice in order to survive in the marketplace. The cost of simply finding the right person to hire can be hefty. Business advisor, William G. Bliss names various, potentially high costs in the process of recruiting alone: advertisement, time cost of internal recruiter, time cost of recruiter's assistant in reviewing resumes and performing other recruitment-related tasks, time cost of the person conducting the interviews, drugs screens and background checks, and various pre-employment assessment tests.

Organizations have to put more efforts other than offering attractive salary to attract qualified talents. With the numerous job opportunities currently available, candidates are difficult to please. They are looking not only just an attractive wages, but talents are choosing organizations that can provide them various kinds of benefits, the potential career advancement, and an environment in which they feel comfortable to learn and thrive. If an organization failed to fulfill these requirements, job seekers may find another company that does. Thus, it is important for organizations to understand exactly what they can offer to potential employees, then highlight their best features when recruiting candidates.

1.4 RESEARCH OBJECTIVES

- I. To investigate the recruitment practices in service organizations;
- II. To identify the effective recruitment practices in selecting qualified talents in service organizations;
- III. To propose suggestions for better recruitment practices in service organizations.

1.5 RESEARCH QUESTIONS

- I. What are the recruitment practices implemented by service organizations to attain qualified employee?
- II. How effective are the recruitment practices in selecting qualified talents in service organizations?
- III. What suggestions can be proposed to better recruitment practices in service organizations?

1.6 RESEARCH FRAMEWORK

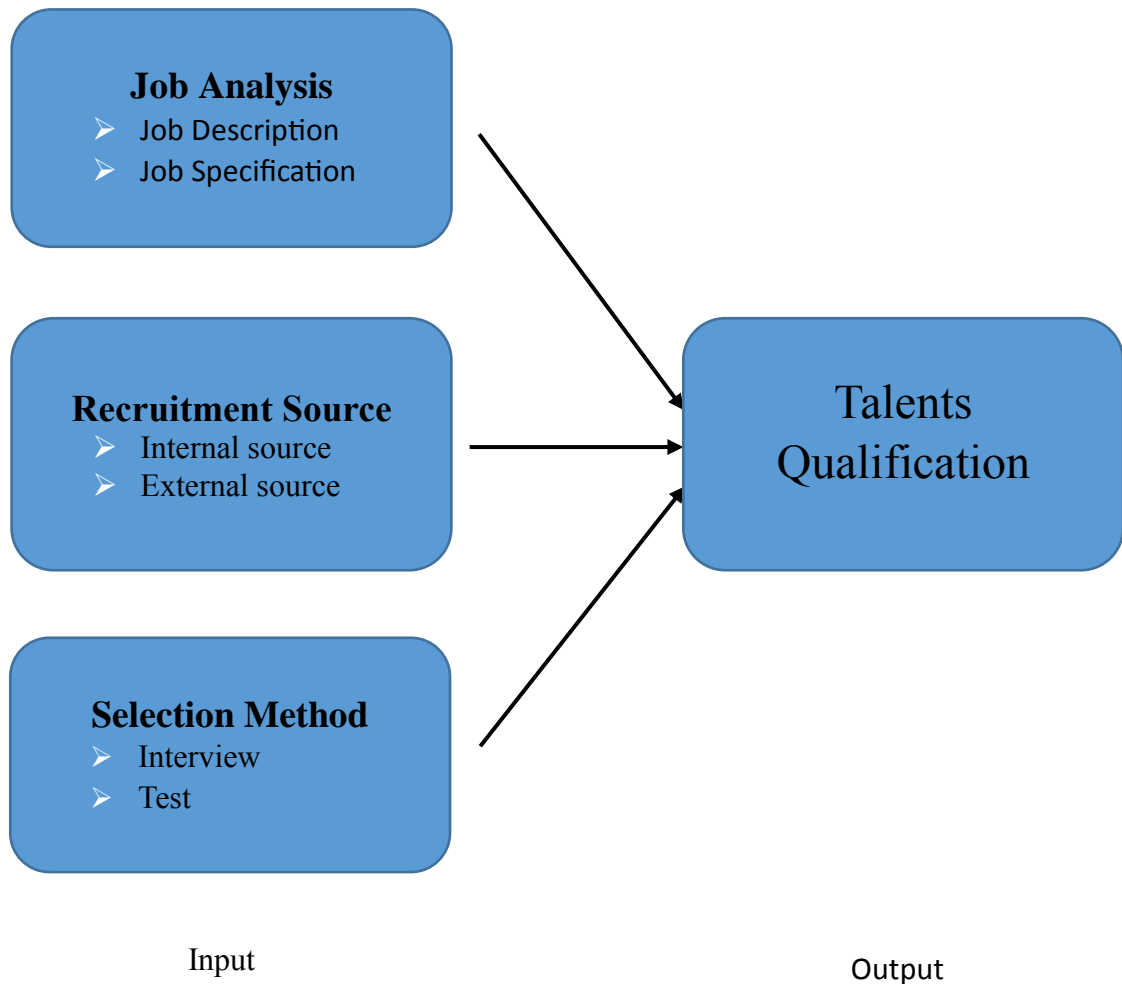


Figure 1.1: The Research framework

1.7 SCOPE OF STUDY

The study was focused on the investigation of recruitment and selection practices in Kelly Services and GDEX in Kuala Lumpur. This study covers two areas of the service organization's strategy for recruitment and selection practices. These areas include the recruitment process and the selection methods. There are specific steps used to implement the organization's recruitment process and selection method in these areas.

Procedures will be assessed and several issues are found such as instruments of job analysis, recruitment process, internal vs. external recruitment and selection methods. These steps will be further discuss and analyze in this study.

1.8 SIGNIFICANCE OF STUDY

It is necessary for organizations to select a right person for right job, so recruitment is one of the crucial activity for any company. The employees of the organization have great impact on the performance of the organization and it definitely must be treated seriously.

Recruiting the wrong people for the organization can have adversely impact to the organization, which can lead to increased turnover rate, increased costs for the organization, and dragging down the morale of current workforce. Such employees are likely to show dissatisfaction, unlikely to give of their best, and end up pushing their performance into certain limit. Managers will have to spare their time on further recruitment exercises to assess the positions to be filled, and also the type of attitude, abilities, and skills needed to fill it.

On the other hand, hiring the right employees for business can positively affect organization's performance, such as lower turnover rate, better company culture, greater production and bottom-line profit. Avoiding some of the common problems experienced by businesses as they recruit and select employees improves chances of success. Thus it is necessary to establish the right recruitment strategy in order to create a better customer experience and positive internal culture.

Poor hiring decisions can be reduced by investing recruitment process and in skilled recruiters. When recruiter choose a candidate based upon the qualifications demonstrated in the resume, the interview, employment history and background check, they will land the best fit for the position. Based on the decisions about a specific candidate upon specific evidence rather than any gut instincts. If recruiter hire people who can do the job instead of people that merely like, there will have higher productivity and quality in products or services.

Once effectively recruit and select the right employee, there is a positive effect. A new hire will do their job well. Employees will see that wise decisions have been made. Employers will gain respect from their workforce, and it will get higher productivity as a result of that respect. This positive attitude will affect the quality of products or services, and ultimately, customers' perceptions of company.

One of the reasons why effective recruitment and selection is important for any organization is the cost. There are many ways show effective recruitment practices can avoid financial losses. For example, if candidate's competency is precisely assessed, he or she may performed well and make great improvement that can enhance productivity.

The amount of time to hire a new employee will be decreased and the employee productivity will be increased simultaneously by establishing and maintaining an effective recruitment practices. Thus to make sure business owner and employees can realize the benefits much sooner, investing the time to develop an effective recruitment process is needed to be implemented.

1.9 OPERATIONAL DEFINITION

Human Resource Management is the process of managing human talent to achieve an organization's objective.

Recruitment is the process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment.

Selection is the process of choosing the most suitable person out of all applicants.

Talent refers to the employees in critical jobs in an organization.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter deals with the topic of recruitment and selection practices of service organization. Some of the relevant areas would be reviewed and several literatures would be selected. Information about aspect of previous works which related to this study also has been mentions in this chapter.

2.2 COMPETITIVE ADVANTAGE

When a firm is enforcing a value creating action not being implemented by any competitors at the same time instant, then the firm is to be said had a competitive advantage (Barney, 1991). A common feature of organization is to gain competitive strength and maintain their competitive advantage for as long as possible in the marketplace. Barney (1991) said “in order for a resource to qualify as a source of sustained competitive advantage, the resource must add value to the firm, it must be rare, it must be inimitable and it must be non-substitutable”.

2.3 HUMAN RESOURCE MANAGEMENT

Human Resource Management is a typical new approach to management of personnel which attempt to obtain competitive advantage through highly committed and skilled workforce, (Storey, 1992). This new approach focused on employees as an important resource for the organization. One of the key contributing factors to the success of an organization is considering as human resource management practices

where it extends to a strategic plan to manage and motivate employees (McKenna and Beech, 1995). Human resource management is both a business practice and an academic theory and that developing strategic plans to manage a workforce in an organization so it could create a competitive advantage in the market (Schuler & MacMillan, 1984). HRM plays important role in helping an organization to gain competitive advantage apart from recruiting (Islam, 2006). The organizations are placing their efforts on the practices of HRM to gain competitive advantage. According to Noe and Wright (2006), Human resource management refers to the activities, practices and systems of an organization that has to do with recruitment, selection, training, appraisal, and motivation that influence employees in term of behavior, attitudes, and performance. Issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training are deal with HRM (Heathfield, 2006). Wright, et al. (1994) have shown that the reason human resources management can be a source of competitive advantage because it enhances the understanding of the process of recruitment and selection, which is the main title of this study.

2.4 DEFINITION OF RECRUITMENT

The next step is to attract applicants once a job has been outlined and the qualities of the ideal candidates specified (Robertson and Smith, 2001). According to Costello (2006), recruitment is described as the processes used to receive a suitable talents willing to offer services to an organization at the right time and at the right place so that it benefits both the people and the organization. In other words, the recruitment process provides the organization with a good number of aspiring employees judged as qualified from which judicious selection can be made to fulfil the job requirement. Jovanovic (2004) said “recruitment is a process of attracting suitable candidates for the selection process”. Proper employment planning and forecasting can lead to successful recruitment. Recruiting will need to include finding required job skill as well as matching personal chemistry to company culture and it will be the front line of offense in creating a comprehensive team that brings out the best in each member (Harriet Hankin, 2005). According to Barber, recruitment includes those process, activities and process carried on by the organization to recruit an efficient labour force that would

meet organizational objectives. Newell and Shackleton (2000) also refer to recruitment as “the process of attracting applicants who make a contribution of their skills, qualities and abilities that are needed to meet the job requirement for the particular organization”. Most definitions of recruitment emphasize the organization’s efforts to identify, attract, and influence the job choices of competent applicants.

2.4.1 The Process of Recruitment

An objective of recruitment and selection is also to develop procedures that would help the HR department to choose the right candidates for the job (Cowling & James, 1994). The skills, abilities, and knowledge needed by the organization might be get through the process of recruitment in some situation. (Bratton & Gold, 2003). Indeed Smith et al. (1989) suggest that the more effectively the recruitment stage is implemented, the less important the actual selection process becomes. Job analysis is the first stage in the process when an organization decided to fill an existing vacancy through recruitment. Once a job analysis has been conducted, the organization has a clear picture of the particular job requirement, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. In some situations, the skill needed by the organization might be obtained through the process of recruitment (Bratton & Gold, 2003). According to Torrington and Hall (1991), three components can be distinguished in a recruitment procedure. First is the job analysis which is performed in order to gather all relevant information about the job demands and to set the hiring standards. The second component concerns the recruitment strategy, the strategy to spread all relevant information among the possible set of candidates; and the third component is the selection method, the purpose of which is to screen the applicants’ abilities and traits in order to assess the degree of success and compatibility of the individual in the organization. Since the selection, criteria follow the requirements of the job position, the process of recruitment and selection is aimed at making sure that the right competencies are identified to ensure a satisfactory performance. (The highland council, 1999).

2.4.1.1 Job Analysis

Before recruitment of a new employee can begin, a process of job analysis must be conducted. Job analysis is a process of collection information about particular job. This information is crucial for successful recruitment and selection the data collected will give those responsible for the recruitment process a clear picture of the job to be filled. The information will also be useful in a number of other human resource management related functions. Sanchez (2000) noted employees are a good source because asking them makes the system acceptable and plausible, but less suitable in other ways, such as they may not understand the paperwork and many not be motivated to give accurate information. Morgeson and Campion (1997) pointed out that job analysis relies heavily on subjective judgement, so is open to many types of bias documented for such judgements. For example, judgements may be subject to conformity pressures, if management has definite views about the nature of the job. Dick and Nadin (2006) said that “gender discrimination in employment often starts with job analysis, which incorporate gender biased assumptions”. Cucina, Vasilopoulos and Sehgal (2005) found that job analysis can be biased by personality, people tend to think the job needs the traits they happen to possess. Morgeson et. al (2004) found that the choice of wording in job analysis makes a big difference. Describing the job in terms of abilities, as opposed to tasks, created considerable inflation in frequency and importance rating, even though the two sets of wording were nearly identical. Job analysis leads to two major documents, which are job description and person specification.

2.4.1.2 Job Description

A job description contains a statement of the job responsibilities, its essential function, reporting relationships, working condition, and required credential. Once sufficient data has been collected about the job, a job description must be prepared. List of tasks, duties, and responsibilities that a job entails are contained in a job description (Noe et al., 2006). The job description is generally used to indicate the duties and requirement of the job as well as to identify the objectives associated with each specific task. It sometime gives a general picture of the position while making emphasis on the important functions of the job. It is a useful tool for the job applicants (Bach, 2005).

These are very useful documents that can be a basis for many other human resource management related processes. There are many wrong hiring decisions at the initial stage of recruiting since the company has not clarified what exactly wanted in the new hire. For example, the different people with whom the new hire will interact may have their own ideas about the perfect job candidates. If the demands of the job and position is clear, applicants would always apply for the job. A job description should include many criteria such as the job title, overall purpose of job, duties, working conditions, grading, remuneration and the benefits. During performance appraisal the supervisors also use the job description to compare the employee's actual performance with the required one (Personal communication, 2006).

2.4.1.3 Job Specification

The job specification is developed after the job description is finalized. It is a statement that stress on the personal qualities, knowledge, experience, background, personal attributes and other relevant factors which are required for the job. It is actually a revision of the person description with involves to the person required to perform the job (Dessler, 2003). The purpose of the job specification is to identify the role, determine the agreed criteria to be used in the selection of candidates, and select the suitable candidate to perform the role. Agreed criteria provide a consistent and objective set of standards for all applicants and a structured means of candidate assessment. The job specification is done with the use of some particular key aspects amongst which is the competences. (Gareth, 2004). To sum up, the mind map of recruitment process is shown in Figure 2.1.



Figure 2.1: Job analysis in recruitment Process

2.4.2 Recruitment Strategies

Generally, organizations can recruit internally from those already employed by the organization, or source from the external labour market. A policy of internal recruiting is one component of high-performance work systems and companies that practice internal recruiting are more likely to be successful financially than companies that rely on external recruiting for top talent. This is because internal recruiting is cost effective compared to external recruitment and is considered to enhance organizational commitment and job satisfaction, which lead to lower employee turnover rates and higher productivity (Bernardin, 2003).

Among the external recruitment sources, a study conducted by Lockwood and Ansari (1999) on recruiting scarce IT talent, identified a list of successful recruiting practices in descending order from most to least successful. These were: employee referral programs; dedicated information technology recruiters; speed hiring; local print and radio advertising; company Web sites with employment opportunities pages; college recruiting and job fairs.

College recruiting is especially appropriate for the recruitment of younger workers (Marchington and Wilkinson, 2002). Executive search firms are used especially when firms lack in-house capabilities, when confidentiality is crucial, and when speed of recruitment is a priority. Further, using recruitment agencies tends to reduce vacancy durations (Adams et al., 2000; Roper, 1988 cf. McGuinness and Bonner, 2002) and hence many organizations have increasingly 'externalized' recruitment activities, especially executive recruitment (Torrington and Mackay, 1986 cf. Iles, 2001). However, this method is expensive and these agencies do not appear to use more sophisticated techniques than references and interviews (Clark, 1993 cf. Iles, 2001). Moreover, informal sources, for example employee referrals, direct applications, and friends or relatives familiar with the organization may yield higher performing and more stable employees than formal recruiting sources e.g. newspaper advertisements (Decker & Cornelius, 1979; Gannon, 1971; Reid, 1972 cf. Swaroff et. al, 1985). One possible reason for this differential effectiveness is that informal sources provide more realistic

job information than formal sources and hence reduce turnover (Wanous, 1980; Taylor and Schmidt, 1983).

In addition to being cheaper, the quality of candidates is higher in case of employee referrals, since most employees are unlikely to recommend friends who would be unsuitable or would not fit-in with the culture of the organization (Marchington and Wilkinson, 2002). However, such informal recruiting practices may reduce diversity and encourage the recruiting of 'like-by-like', perhaps inhibiting creativity as well as ensuring that sections of the community currently under-represented in an organisation's work force remain so, lacking access to the informal networks maintained by existing employee's family and friends (Iles and Auluck, 1991 cf. Iles, 2001). Hence, employers making extensive use of informal recruiting sources must be aware of this aspect in order to avoid the potential adverse consequences.

2.4.3 Recruitment Sources

One aspect of recruitment believed to be particularly important is the source used to attract new employees (Taylor and Schmidt, 1983) as recruitment sources have an impact on the result of recruitment in terms of both vacation duration and productivity (Russo et al., 1995). A study conducted by Terpstra (1996) revealed that the three top-ranked recruitment sources by HR executives in terms of their ability to yield high-quality, high performing employees were employee referrals, college recruiting and executive search firms, as these sources are thought to tap different labour market segments and applicant populations and were more likely to yield motivated, multi-skilled workers required for success in the new environment. There are many ways in which employers can try to attract applicants, for example through advertisement, agencies, word of mouth, internet, or job fairs. Employers should analyze recruiting sources carefully to determine which find good employees who stay with them. Employers also need to check whether their recruitment methods are finding a representative applicant pool in terms of gender, ethnicity and disability.

Terpstra (1996) said that “recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment”. Researchers face many decisions when selecting recruitment methods. Issues to consider include the type of sample, cost, ease, participant time demands, and efficiency. Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone. Advertising can be used both to publicize a study and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Recruitment via mail is also low in cost and convenient, but youth are difficult to reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the survey (Armstrong, 1991). Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Terpstra (1996) argues that “recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment”. Moreover, informal sources, for example employee referrals, direct applications, and friends or relatives familiar with the organization may yield higher performing and more stable employees than formal recruiting sources e.g. newspaper advertisements (Decker & Cornelius, 1979; Gannon, 1971; Reid, 1972 cf. Swaroff et. al, 1985). Applicants can sometimes recruited by word of mouth, usually through existing employees.

Besides cheaper, the grapevine finds employees who stay longer, possibly because they have a clearer idea what the job really involves. Zottoli and Wanous (2000) report that informal recruits, on average, do slightly better work. Online recruitment and selection process is the method to recruit and select people through the use of internet. Recently there has been significant increase in use of internet to recruit and select people has grown (Hopkins & Markham, 2003). Various research evidences show that online recruitments have become easy way to save cost and valuable time of firms (Hart, Doherty & Ellis- Chadwick, 2000). This finding is further supported by Hopkins & Markham (2003) study which argues that to speed up the recruitment process, online recruitment is considered as the best practice.

2.5 SELECTION PROCESS

According to Dale (1999), selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. In other words, the process of selection is carried out in order to match the employee to the job or task the successful applicant would be performing in the organization. Labor even when motivated may hardly prove to be efficient when unprofessionally exploited.

In order to increase the performance of the organization, employees should be matched to the work that they are capable of doing. The modern business world demands more than just matching people to work. Besides matching people to their work, other factors that also help to determine the efficiency of labour. Examples of these factors include the physical, economic and social environment in which labour is expected to work (Dowling & Welch, 2004). Therefore, for an effective selection process it is essential to consider precise person screening, assessment through interviews, test, exercises or the use of assessment centres. Reference checks are also conducted after which an offer is presented to successful candidates.

The process then continues with follow up and the signing of an employment contract. A strategic selection process, use a host of methods and techniques to determine the suitable candidates (Gareth, 2004). Selection is the process by which companies decide who will or will not be allowed into organizations (Noe et al., 2006). Bratton and Gold (2007) differentiate the two terms while establishing a clear link between them in the following way: 'Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements.

2.5.1 Selection Methods

There is great importance of right selection like according to researcher who discuss that right selection is the set of activities used to obtain a sufficient number of the right people at the right time from the right places and its purpose is to select those who is best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce through which an organization can fulfil its human resource plan (Briggs 2007). One survey (Harris, Dworkin and Park, 1990) delved a little deeper and asked why personnel managers choose or do not choose different selection methods. Factor of middling importance were fakability, offensiveness to applicant and how many other companies use the method. Interviews, although very widely used, were recognized not to be very accurate, as well as easy to fake. Harris et al. suggest that personnel managers are aware of the interview's shortcomings, but continue using it because it serves other purposes besides assessment.

Recent surveys of New Zealand (Taylor, Keelty and MaDonnell, 2002) find a very similar picture to Britain: interview, references and application are virtually universal, with personality tests, ability tests and assessment centres used by a minority, but gaining in popularity. According to Sally Stetson (2003), there is a need to return to the basics of making sure that managers know how to interview. The primary purpose of interview is to provide both the interviewer and the job candidate with an opportunity to obtain the information they need to make the best possible decision. Two analyses (Wiesner and Cronshaw, 1988; Huffcut and Authur, 1994) found validity for structured interviews twice that for unstructured. In a structured interview, the candidates will be asked the same questions so it can compare the answers. Structured interviews are used in order to be fair and objective. Unstructured interviews are individual conversations that do not necessarily cover all the same questions with very candidate. Instead, they follow lines of inquiry that appear promising.

Day and Carroll (2003) confirmed that telling applicants the interview questions in advance will secure them better ratings in situational and behavior description interviews. Schmidt and Hunter (1998) argued that unstructured interviews will give little or no incremental validity over mental ability tests, because unstructured

interviews are highly correlated with mental ability. To sum up, the selection method in recruitment process is demonstrated in Figure 2.2.

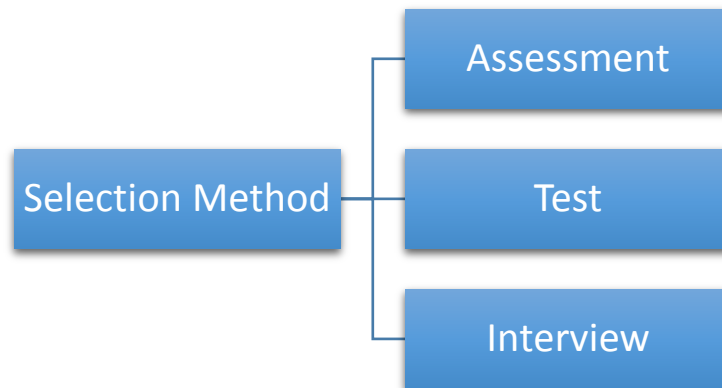


Figure 2.2. Selection Method in Recruitment Process

2.5.2 The Selection Decision

While the caliber of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Applicants who pass the initial screening are moved forward to more costly and time intensive selection procedures (Gatewood and Feild, 2001 cf. Bauer et al., 2004). Gould (1984) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers.

Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and

comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity. In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent (Miyake, 2002). Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take-up of references and assessment centres in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2001) found that approximately 25 per cent of respondent organizations conducted validation studies on their selection methods.

Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres. Cran (1995) suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectorial circumstances and on the wider employment-management policies being pursued.

2.6 CHALLENGES OF RECRUITMENT AND SELECTION

According to Kaplan and Norton (2004), a common challenging part in recruitment and selection is poor HR planning. Stringent HR planning converts business strategies into HRM policies and practices. To get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right

cost are the key goal of HR planning. Detailed and elaborated recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. The competency level of HR managers has a major influence on recruitment and selection shown in the past research. Experienced HR experts will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004)

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection process. A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and

selection process. (Dess and Jason, 2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role. Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001).

In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is ‘utterly unscientific and unreliable and that managers are ‘liable to be turned this way and that by the most inconsequential of considerations’. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self-provide the key to ‘unlocking the inner secrets’ of the individual seeking employment, and therefore should inform the selection process. Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook.

Recruitment may be conducted internally the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. However internal recruitment does not always suitable in producing the number or quality of personnel needed. This is why there a reason for the

organization to recruit from external sources with the ways of advertising vacancies in newspapers, magazines and journals, or the use of college recruitment and through job fairs.

2.7 SUMMARY

Recruitment and selection have become an essential tool for an organization to ensure that they have the human resources necessary to achieve their strategic objectives, direction and to continue bring something new to an environment in the future in an increasingly global and sophisticated marketplace. Recruitment and selection has become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies (Iles, 2001). Effective recruitment and selection can allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, et al., 1996) and also provide significant improvements in productivity and employee morale (Farnham and Pimlott, 1995).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter deals with the methodology used to conduct the study. Research methodology is a systematic process of identifying and formulating by setting objective and method for collecting, editing and tabulating to find solution. The objective to conduct this research is to focus on the effectiveness of recruitment and selection practices in service companies in Malaysia.

Both interview and a survey questionnaires are the instrument to gather information about the organization's strategies and practices for recruitment and selection. Primary data will be collected through survey and interview.

3.2 RESEARCH DESIGN

This research is case study based which examining recruitment and selection process as well as strategies that are adopted by Kelly Services and GDEX. This will involve collecting empirical data to get rich detail about both cases, of a predominantly qualitative nature. A case study generally aims to provide insight into a particular situation and often stresses the experiences and interpretations of those involved (Jimenez and Gersten, 1999).

Two case studies in this research are service companies, Kelly Services and GD Express Sdn Bhd (GDEX). Kelly Services is a recruiting agency that provides workforce solutions to customers in a variety of industries throughout its history. Kelly

assigns professional and technical employees in the fields of education, legal, health care, and creative services. Kelly has also developed a suite of solutions to help customers manage their workforce. The Company offers outsourcing, consulting, recruitment, career transition and vendor management services. In contrast with Kelly Services, GD Express Sdn Bhd (*GDEX*) provides express delivery service for both the domestic and international markets. It operates a network of 130 stations, comprising 55 branches, 2 affiliate stations, 49 agents and 24 lodge-in centres throughout East and West Malaysia. GDEX has a fleet of more than 350 trucks and vans used primarily for hauling of documents and parcels between stations and the National Hub for local pick-ups and deliveries. The company's express delivery service operation is structured along the "Hub and Spoke" concept whereby customers' packages are collected by the branches, sent by trucks to a Central Clearing Hub for sorting and then redirected to their ultimate destinations.

Both of the cases will go through an in-depth investigation of the effectiveness of recruitment and selection process in the companies which is significance to draw findings. Other than that, an observation on the processes of recruiting and selecting in the service company will be conducted to record the general procedures of the service companies in the need to draw conclusions.

3.3 SOURCES OF DATA

Sources of data are the primary source data and secondary source of data that will used to conduct the research.

3.3.1 Primary Sources

The method used in collecting the primary data is survey. In order to get valid and reliable data and information, general staffs and manager of Human resource department of the service companies will be contacted. The methods used in collecting the primary data were interview and survey.

3.3.2 Secondary Sources

The sources of the secondary data include books, journals, internet search, and articles also used to gather information in this study.

3.4 INSTRUMENT DESIGN

An instrument in a research study is a tool used to measure the concept of interest in a research project. In this study, the Instruments used are interview and survey. Interview and survey have been chosen as instrument. Survey questions are prepared to be responded by the sampled employees of the organization. The questions are designed to make the purpose of the study successful after the results have been ascertained.

3.4.1 Interview

A set of questions which set in advanced will used to conduct the interviews. Interview is chosen in this study because interviews can help to provide the reasons for the respondent's opinions and feedback. Face-to-face interviews with HR managers and general staffs formed a major part in data collection, with the aid of interview questions which comprise point of views and opinions of those people who are concerned. However, a series of additional questions also posed in order to explore the research objectives. The detailed interview questions refer to Appendix A.

3.4.2 Survey

The purpose of using survey was to identify and assess the effectiveness of the recruitment and selection practices of service organizations. A set of question was prepared with open ended as well as close ended questions will be distributed to general staffs from the company. The survey questions are provided in Appendix B.

3.5 POPULATION

Two of the service companies located in Kuala Lumpur were selected for the study. The population of this study consisted of employees from the various departments of the organization and this included human resource department, marketing, logistics and so forth. The total population from the each selected company were made up of 100 employees each.

3.6 SAMPLE SIZE

A sample size of 80 (confidence = 95% with margin of error 5.0%) is chosen from each company under this study. The targeted respondents are both middle level and lower level employees from various department as well as respondents who are directly deal with recruitment and selection process from the Human Resources Department. To make sure enough representative to draw conclusion, sample is taken on the staffs of the various functions and departments.

3.7 SAMPLING TECHNIQUES

The simple random sampling technique is used to select respondents from the various departments with the exception of the Human Resource Department. This is basically because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection from the Human Resource Department. This was because wanted to deal with only typical cases based on the objectives of the study.

3.8 PROCESS OF DATA COLLECTION

In the first instance, the organization will be contacted and arrange a meeting with the staffs and HR manager. At this meeting, the HR manager and staffs are expected to provide with background information regarding the organization and complete the survey that has been prepared. After the meeting, the information from the

questionnaire will be analyzed and subsequently a set of interview questions is developed. After One week, upon return to the organization, a structured interview will conduct with the HR manager, with the goal to collect more in-depth information about the organization and its processes for recruitment and selection.

3.9 ADMINISTRATION OF INSTRUMENTS

Survey will fully distribute to respondents at work places. After a period of time, the answered questionnaires will be collected. The questions are expected to be well explained and answered by the respondents. The purpose of this was to provide the respondents an understanding of the main purpose of the research, and to do away with suspicions and also to be able to provide their independent opinions on the questionnaire items given them. To have a valid and reliable data, questions are well formulated which allows error minimization.

3.10 DATA ANALYSIS

The collected data will be analyzed by two techniques including are content analysis and descriptive analysis.

3.10.1 Content Analysis

The analysis of qualitative research involves aiming understand the big picture by using the data to describe the phenomenon and what this means. Content analysis is a procedure for the categorization of verbal or behavioral data, for purposes of classification, summarization and tabulation. Therefore, content analysis will used to analyze the content of the interviews. The content then will be further analyzed on two levels, there are basic level and higher level. Basic level is a descriptive account of the data, for example this is what was said, but no comments or theories as to why or how. The higher level will be the interpretive analysis that is concerned with the response as well as what may have been inferred or implied

3.10.2 Descriptive Analysis

Data from the survey will check for consistency. With descriptive analysis, the data collected from the survey will be transformed into a form that is easy to understand and interpret, which involves calculation of averages, frequency distributions and percentages using Microsoft Excel. Representations like charts and graphs are used to ensure easy and quick interpretation of data. Responses are expressed in percentages. The items are grouped based on the responses given by the respondents and were coded for easy usage of Microsoft Excel. This method is used because it is suitable to identify, compare, describe and reach a conclusion.

3.11 SUMMARY

The methodology of this study shows the way that collects the information and data from the respondents chosen effectively. All the information and data are useful to conduct the research based on the past results or experiences of the interviewees. Every procedure discussed is purposely used to produce an effective finding in this study.

CHAPTER 4

FINDINGS AND ANALYSIS

4.1 INTRODUCTION

This chapter discusses and analyses the findings gathered from the companies through the use of survey and questionnaires. There are analyzed to emphasize response from respondents using various forms of graphical representations. This chapter is also divided into sub-headings to throw more light on questions asked on the field.

4.2 FINDINGS FROM GDEX EXPRESS

4.2.1 Demographic Data

A number of questions such as gender, academic qualifications and number of years at company were asked. A sample size of thirty eight (80) was selected under the study. Thirty two (32) employees were chosen from the Human Resource Department while forty eight (48) employees were chosen from the other departments. In dealing with gender, there were 45 females and 35 males. Table 4.2.1 illustrates further.

Table 4.1: Gender Distribution of Employees in GDEX

Gender	Frequency	Percentage %
Female	45	56.25
Male	35	43.75
Total	80	100

From Table 4.2.1, it is shown that 45 of respondents representing 56.25 % of the total number of participants were females while 35 representing 43.75 % of the total number was males. This clearly shows that there were more female employees than male in this survey.

4.2.2 Number of Years Spent at GDEX

This was to figure out the number of years that respondents had spent at GDEX.

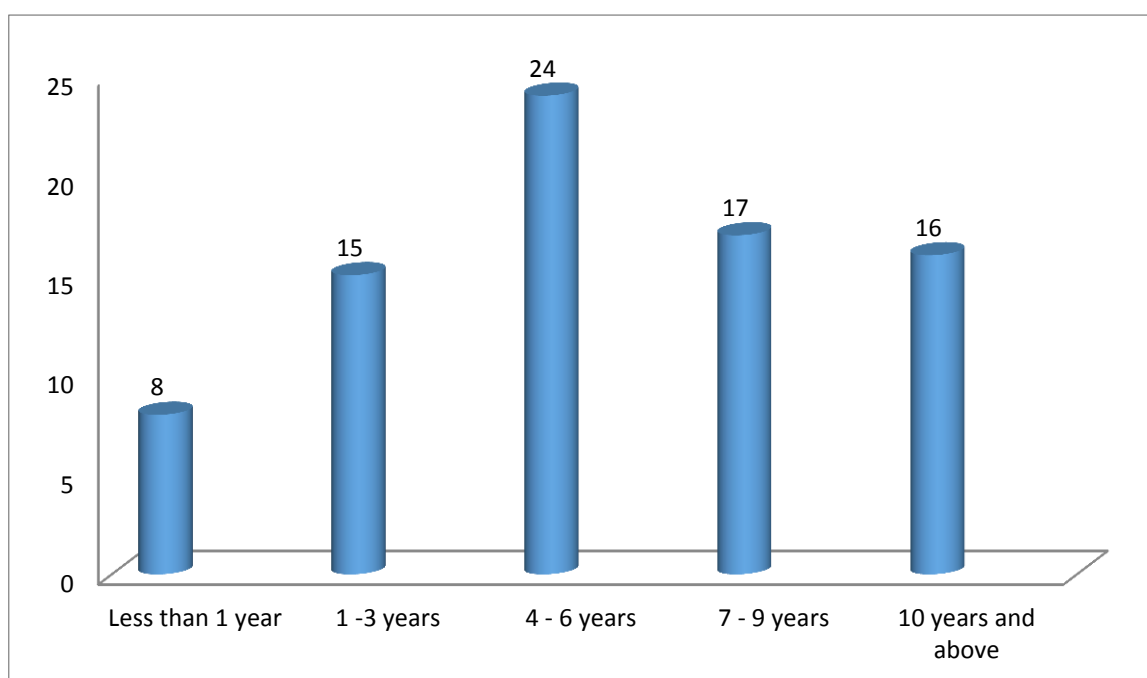
**Figure 4.1: Number of Years Spent at GDEX**

Figure 4.2.2 shows that eight (8) respondents representing 10 % of the population had worked less than one years, fifteen (15) respondents representing 18.75 % of the population had spent between 1-3 years, twenty four (24) respondents representing 30 % of the population had spent 4-6 years, seventeen (17) respondents representing 21.25 % of the population had spent 7-9 years while sixteen (16) respondents representing 20 % of the population had spent 10 years and above in the company. This clearly showed that the majority of respondents had spent four to six years in the company.

4.2.3 Professional Qualification of Respondents in GDEX

This is to find out the educational level among respondents in the study area. The responses are shown in Figure 4.2.3 below;

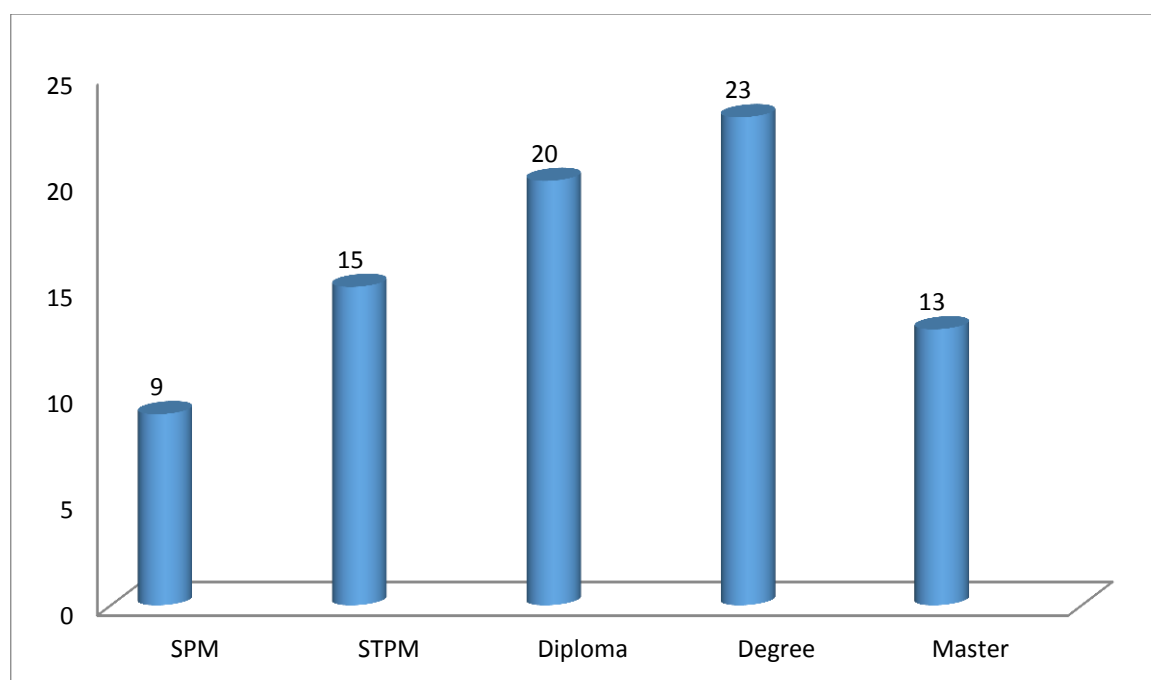


Figure 4.2: Professional Qualification of Respondents in GDEX

From the figure 4.2.3, it shows that nine (9) respondents were SPM level, fifteen (15) respondents had STPM qualification, twenty (20) respondents are Diploma holder , twenty three (23) respondents had their Degree from various field while thirteen (13)

respondents possessed Master qualification. It is realized that the company had employees that are from different level of education background to carry out various tasks and activities within the institution.

4.2.4 Outline of Job Analysis in GDEX

This was to find out from employees if GDEX outlines roles, duties and responsibilities for a particular job before job advertising. From the total number of respondents, it is shown that majority of seventy six (76) representing 95% of the population certainly agreed that the company outlined job analysis such as roles, duties and responsibilities of the vacant position before advertising. There were totally four (4) of the respondents which representing 5% of the population, however answered oppositely that the company does not outline job analysis in terms of job duties and responsibilities clearly before advertising the position. From the discussion it is known that the majority of respondents agreed with the statement that the GDEX outlines job analysis before advertising. The responses were shown in Figure 4.2.4 below:

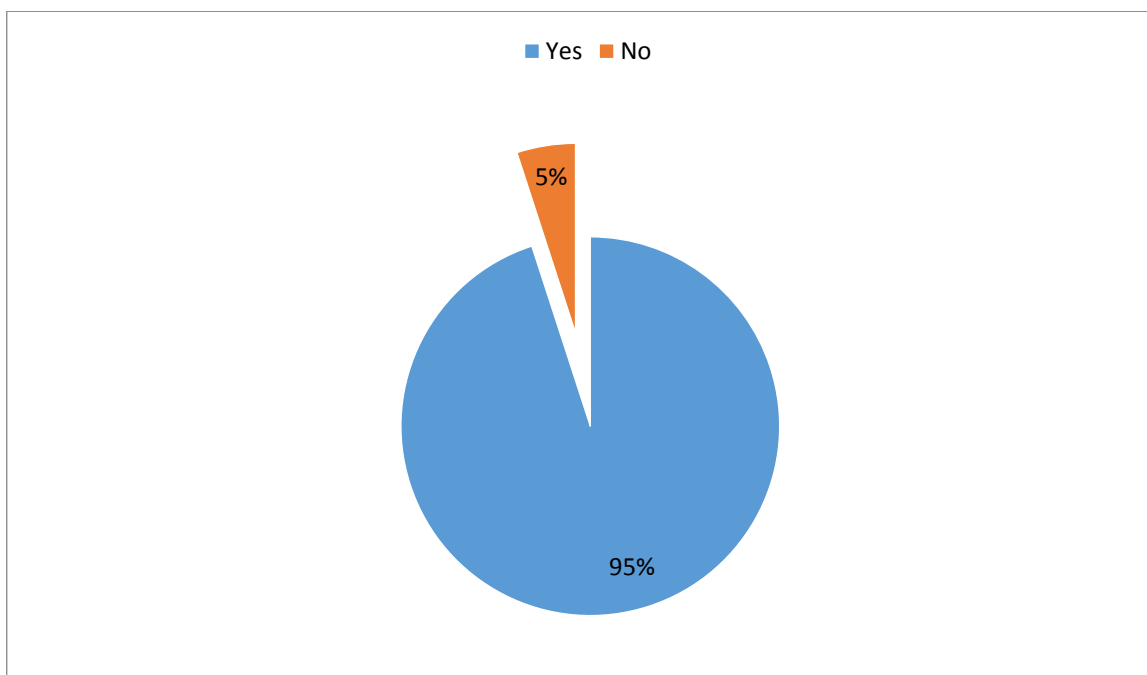


Figure 4.3: Outline of Job Analysis in GDEX

4.2.5 Job Analysis Technique in GDEX

Since job analysis is crucial to many Human Resource activities, GDEX is highly committed to maintain quality practices in this area. These guidelines are based on current manager's professional opinions. Several techniques shown in Table 4.2.5 that were conducted by GDEX to analyze jobs.

Table 4.2 Job Analysis Technique in GDEX

Techniques	Process
Structured questionnaires	<ul style="list-style-type: none"> • Structured questionnaires to develop a comprehensive and detailed picture about a certain job. • Company typically involved employees by having them complete job analysis questionnaires.
Direct observation	<ul style="list-style-type: none"> • Personnel were observe directly on existing job holders at work to gain better understanding of the essential jobs function, duties and responsibilities. • Person in charge obtained feedbacks from more than one employee in order to get accurate reflection of the job duties and responsibilities.

4.2.6 Structured Recruitment and Selection Practices in GDEX

This was to find out the GDEX has structured recruitment and selection practices in place for new employees. The Figure 4.2.6 below shown that seventy four (74) respondents which representing 92% of the population was agreed that the company has structured recruitment and selection practices and six (6) respondents representing 8% of the population disagreed company has structured recruitment and selection practices in place for new employees. Figure 4.2.6 illustrates further.

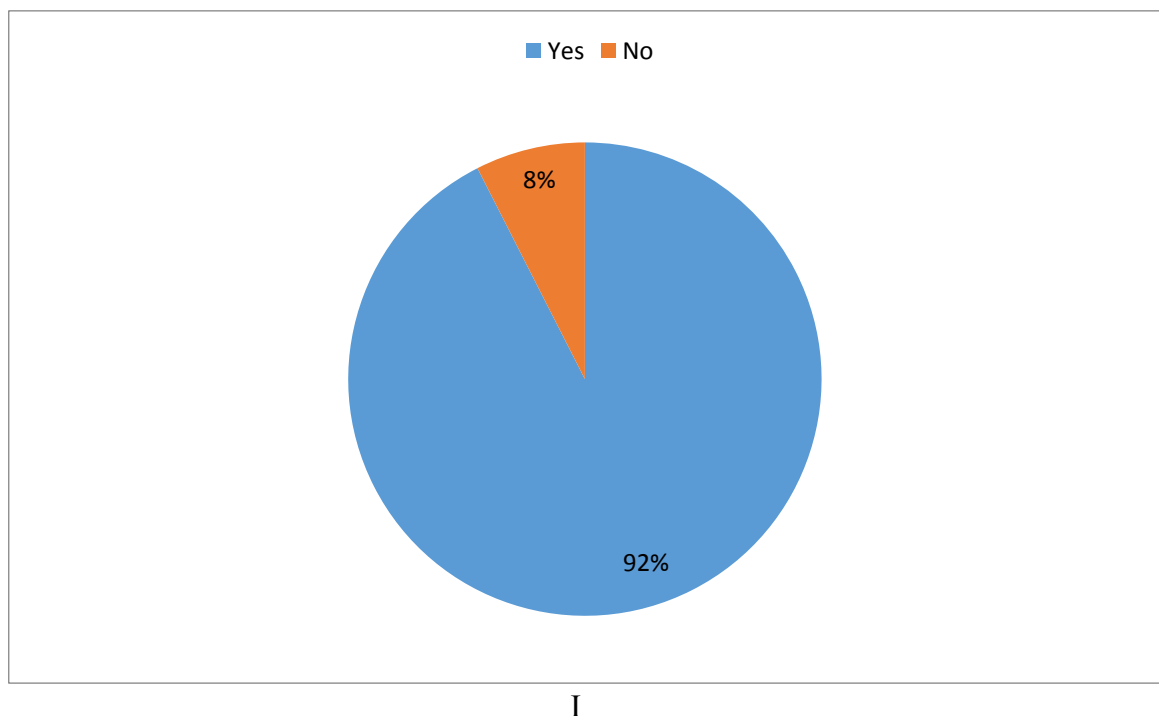


Figure 4.4: Structured Recruitment and Selection Practices in GDEX

4.2.7 Recruitment and Selection Process in GDEX



Figure 4.5: Recruitment and Selection Process in GDEX

In GDEX, an application form is provided to be filled by applicants through internet with resume, recommendation letter and relevant certificates attached. If applicants were fulfilling the basic job requirement, they will be invited to answer online assessment which is personality assessment.

After that, based on the past experiences and education, the right candidates will be invited for two interviews where the first interview will focus on ambition and motivation that will be held by recruitment officer in the company. For the second interview, it focuses on candidate's professional skills in relation to particular position where it held by HR manager.

Finally the successful candidates will received a job offer from the company. At GDEX, employees are more than formal qualifications. As part of the recruitment process, GDEX does take several aspects into consideration including recommendation letter. If applicants were selected for interview, they are invited to meet in person.

4.2.8 Applicable Methods of Recruitment in GDEX

In order to know the various types of methods applicable in GDEX for recruiting potential employees, staffs from human resource department was asked. Answers from respondents are as follows; fifteen (15) respondents stated that newspaper adverts in advertising for jobs or as a recruitment tool, respondents explained that newspapers are read by lots of people and therefore lots of people are covered. Four (4) respondents were of the opinion that employees' referrals as a means of recruiting that is employees inform their friends and relations that the company has vacancies. Six (6) respondents stated that the band relies on recruiting agencies in selecting employees for the company. Four (4) respondents shared that another method of recruiting was through television advertisement while three (3) respondents reported that there was also recruitment method used by the company to attract potential candidates, which was radio advertisement.

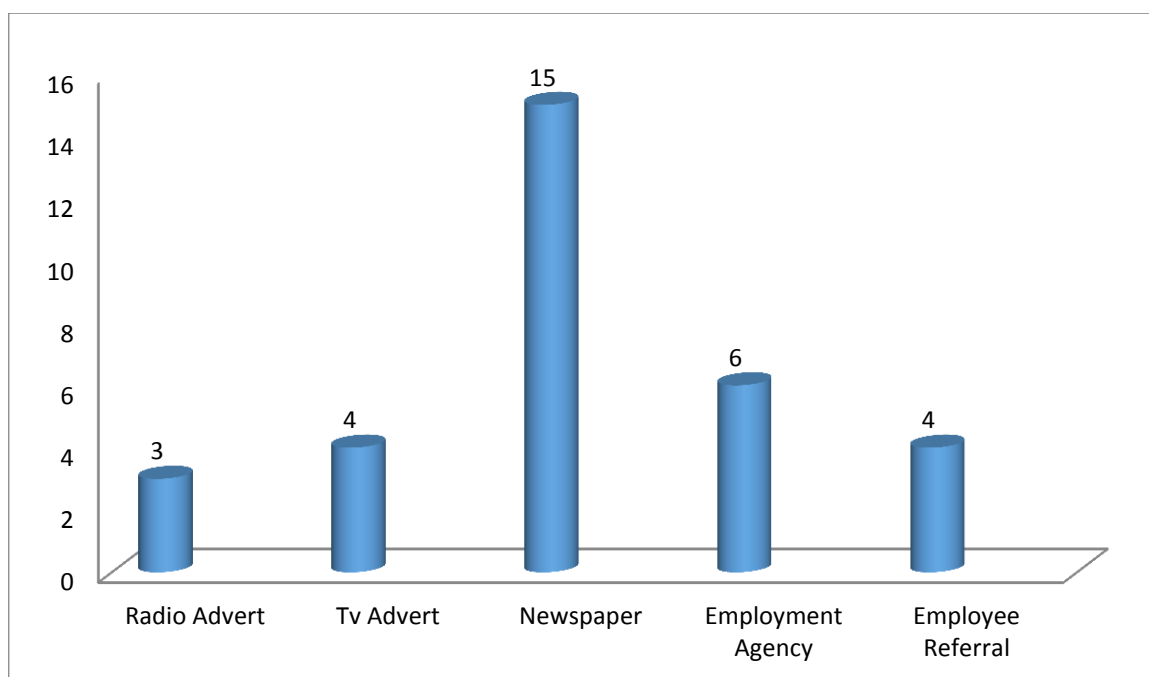


Figure 4.6: Applicable Methods of Recruitment in GDEX

4.2.9 Recruitment Sources of GDEX

GDEX had the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources.

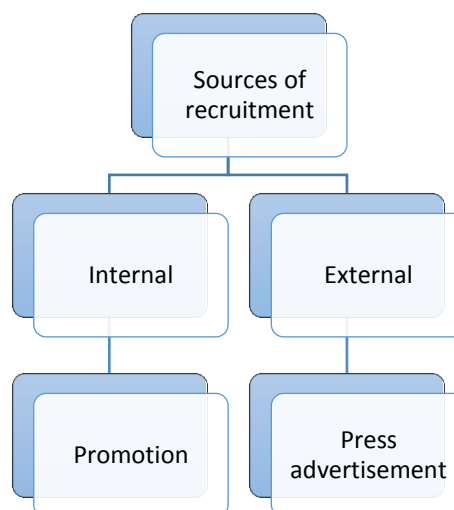


Figure 4.7: Recruitment Sources of GDEX

4.2.9.1 Internal Sources of Recruitment

GDEX gives promotion to existing employees from the same organization where they were given higher salary, position and responsibilities. Since the employees have the experiences and worked with the company for a certain period of time, they are familiar with the working culture and style. It is a method of encouraging efficient workers. This method of recruitment saves a lot of time, money and efforts because the company does not have to train the existing employees.

4.2.9.2 External Source of Recruitment

GDEX also recruits potential candidates through newspaper advertisement. The company advertises the vacancy in leading newspaper where the detail of the job and

salary are mentioned. This advertisement had given information about the company such as contact address where the applications must be sent. This source is the most popular source of recruitment because it covers a wide area of market and scattered applicants can get information from advertisements.

4.2.10 Factors Considered before Selection in GDEX

Factors such as academic qualification, working experience, interview, and test that are considered for recruitment and selection of employees were asked. Based on the figure 4.2.9, it is shown that most of the respondents from human resource department considered academic qualification was the primary factor in recruiting and selecting potential employees. According to the respondents, a good academic qualification often guaranteed an individual the job and it is most often considered. Five (5) of the respondents also emphasized that the working experience played an important role in the selection process as those with experience are more likely considered to be the best and fit for the job. Others factors such as age, gender and personal characteristics were also take into consideration in recruiting and selecting employees.

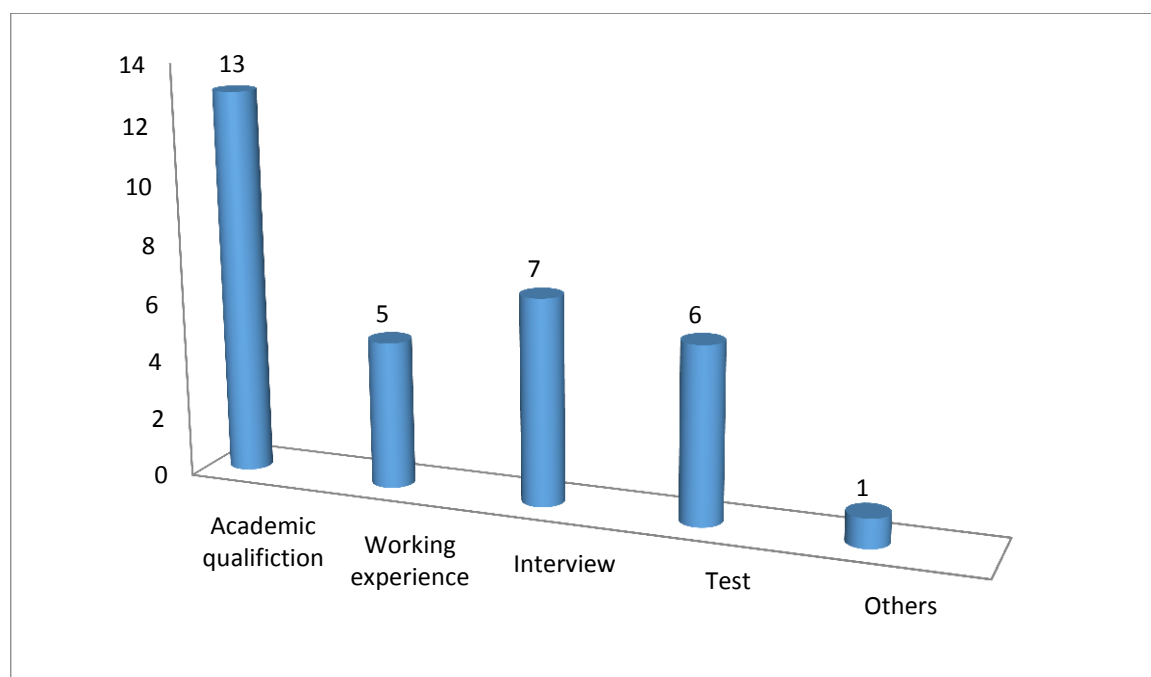


Figure 4.8: Factors Considered before Selection in GDEX

4.2.11 Effectiveness of Recruitment and Selection Practices of the GDEX

This was to find out from the respondents how effective the recruitment and selection practices in the GDEX, 48 respondents that are from different departments were given to choose one of the following; effective, good, and not effective as their answer. Figure 4.2.11 shown the responses.

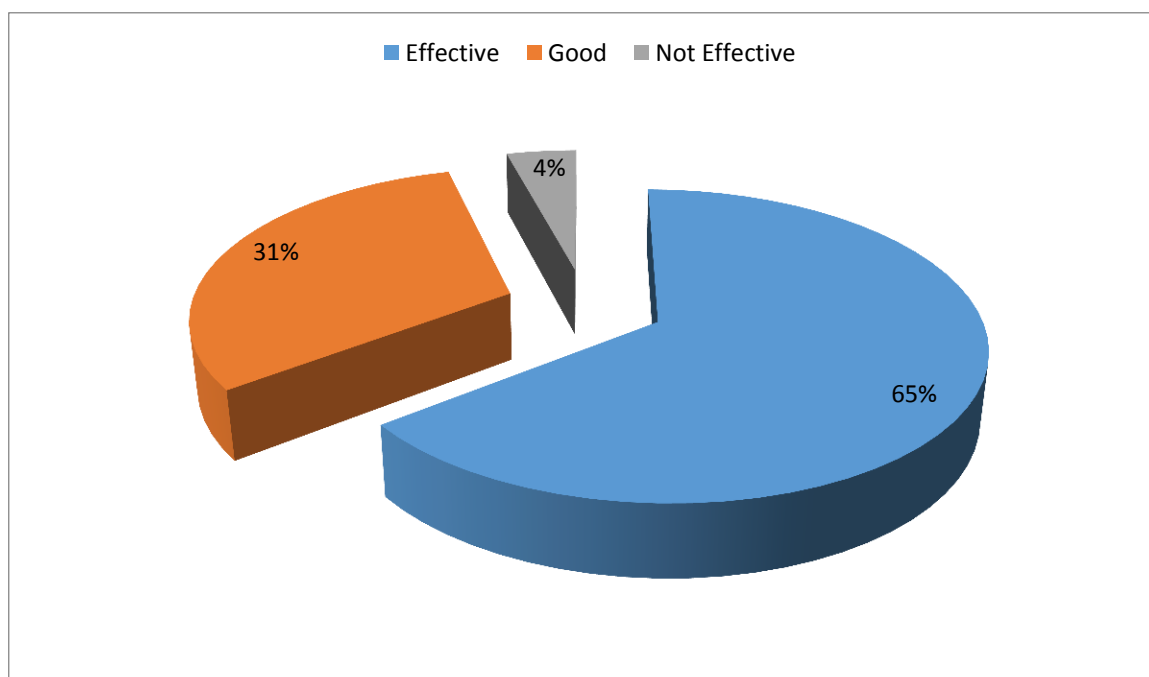


Figure 4.9: Effectiveness of Recruitment and Selection Practices of GDEX

Out of a sample size of forty eight (48), thirty one (31) constituting 65 % of the population were of the opinion that the selection and recruitment practices were effective. Fifteen (15) respondents believed that the recruiting and selection practices were good, they explained that the methods needed for the right person to be employed are used. These respondents constituted 31 % of the population. Two (2) respondents forming 4% of the population were of the opinion that the recruitment and selection practices in GDEX were not effective. They explained that these practices always give room to favoritism especially with employee relatives.

4.2.12 Impact of Recruitment and selection Practices to Job Performance

This was to find out from respondents if the selection and recruitment practices had affected their job performance, responses are as follows; Out of eighty (80) respondents, seventy two (72) representing 90% of the population answered that 'yes' the selection practices had affected their performance while eight (8) representing 10% of the population answered negatively that it has no effect on their job performance. Figure 4.2.12 illustrates respondents' responses.

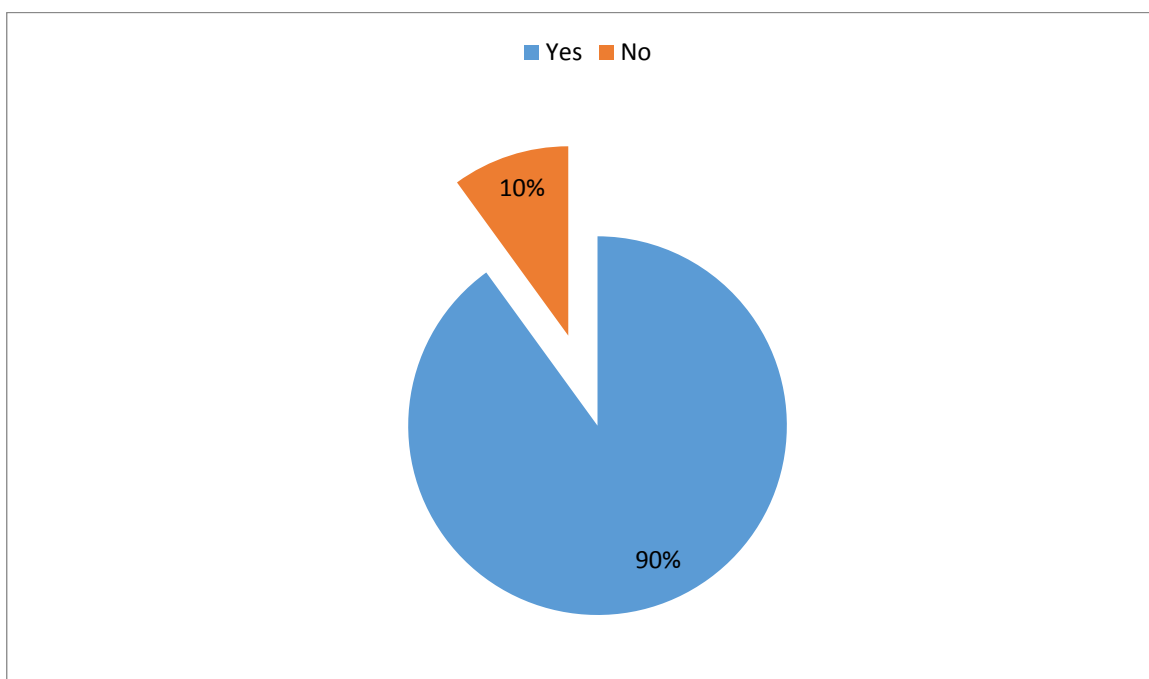


Figure 4.10: Impact of Recruitment and selection Practices to Job Performance

4.2.13 Factor to Improve Recruitment and Selection Practices

Respondents were asked to give factors that will help improve recruitment and selection practices at GDEX, answers are as follows; Fourteen (14) respondents representing 17.5% of the population emphasized that vacancies should be advertised early and should be detailed enough so that the applicants can prepare themselves whether they can fit the job required of them. Respondents mentioned that vacancies are not made public in time and the duties and responsibilities are most often not properly stated will lead employees to ambiguous circumstance.

Twenty two (22) respondents representing 27.5% of the population stated that there should be routine meeting for hiring managers and recruiters to exchange ideas and collaborate on how to improve selection process effectiveness. Constructive suggestions and recommendations were able to be developed during routine meeting for better selection practices, while corrective actions also can be taken. Fourteen (14) respondents representing 17.5% of the population stated that adequate background check on all potential employees should be the order of the day. Respondents explained that the department should not solely rely on the qualifications and experience but lifestyles and background of all employees should be checked to make sure the best is being recruited for the company.

Thirty (30) respondents representing 37.5% of the population were opinion that all applicants should be given an equal opportunity of being selected and treated fairly while all biases and favoritism being eliminated to ensure that all get a fair chance of being selected and employed. Figure 4.2.13 illustrates further.

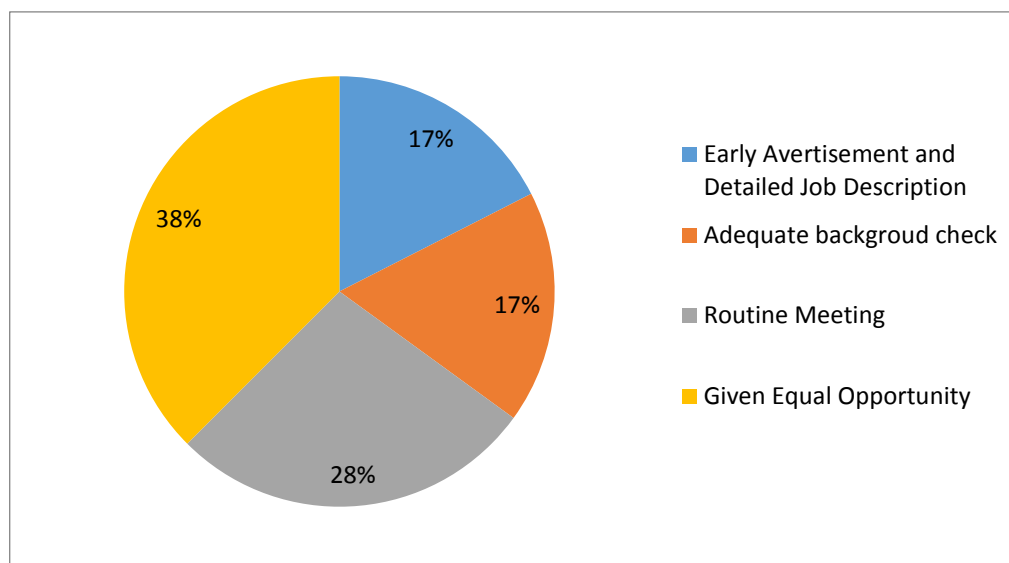


Figure 4.11: Factor to Improve Recruitment and Selection Practices in GDEX

4.3 FINDINGS FROM KELLY SERVICES

4.3.1 Demographic Data

A number of preliminary set questions were prepared for deeply investigate to get precise and detail information of the company. A sample size of eighty (80) was selected under the study. Thirty (38) employees were chosen from the Human Resource Department while forty two (42) employees were chosen from the other departments. In dealing with gender, there were 49 females and 31 males. Table 4.3.1 illustrates further.

Table 4.3: Gender Distribution in Kelly Services

Gender	Frequency	Percentage %
Female	49	61.25
Male	31	38.75
Total	80	100

From table 4.3.1, it is shown that 49 of respondents representing 61.25 % of the total number of participants were females while 31 representing 38.75 % of the total number participants were males. This clearly indicates there is a high possibility that the number of female workers higher than male workers in the company.

4.3.2 Number of Years Spent at Kelly Services

This was to figure out the number of years that respondents had spent at company.

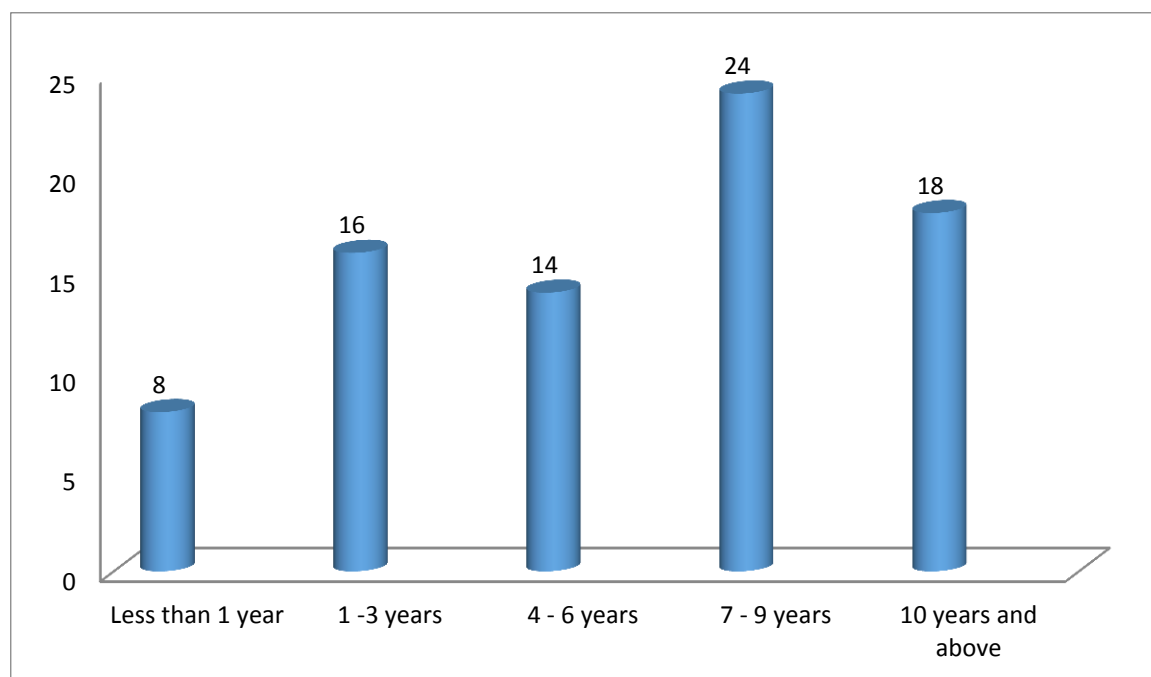


Figure 4.12: Number of Years Spent at Kelly Services

Figure 4.3.2 shows that eight (8) respondents representing 10% of the population had worked less than one years, sixteen (16) respondents representing 20% of the population had spent between 1-3 years, fourteen (14) respondents representing 17.5% of the population had spent 4-6 years, twenty four (24) respondents representing 30% of the population had spent 7-9 years while eighteen (18) respondents representing 22.5%

of the population had spent 10 years and above in the company. This clearly shows that the majority of respondents had been work for seven to nine years in the company.

4.3.3 Professional Qualification of Respondents in Kelly Services

This is to find out the highest qualification among respondents in the study area. The responses are shown in figure 4.3.3 below;

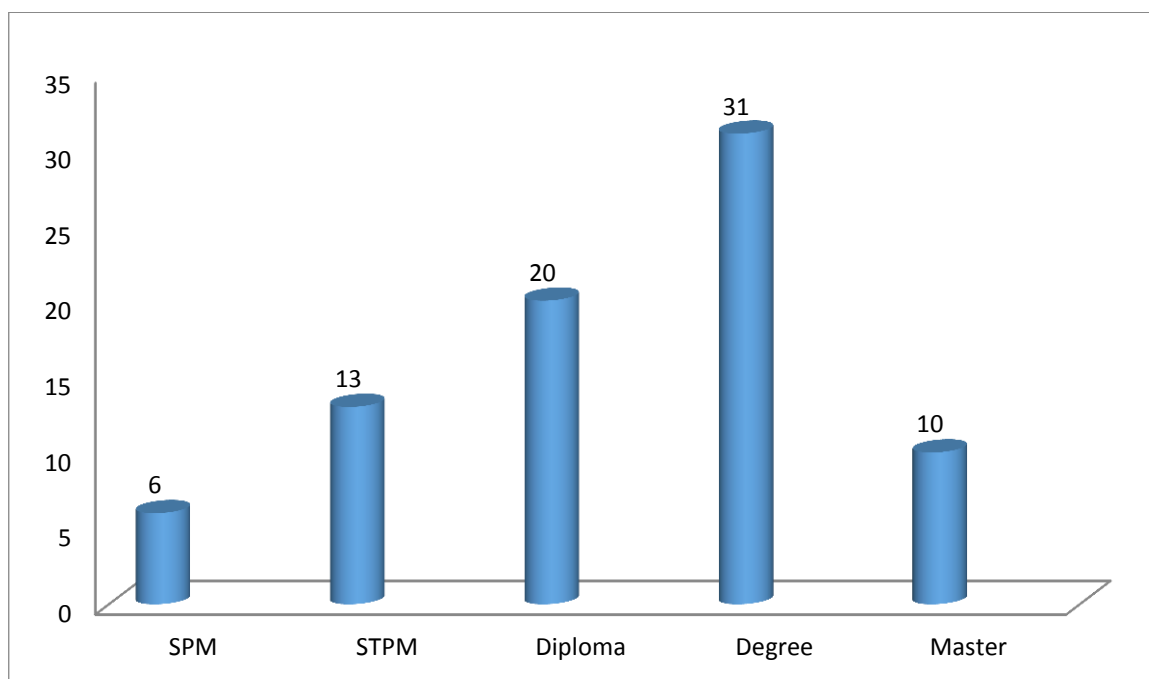


Figure 4.13: Professional Qualification of Respondents in Kelly Services

From the figure 4.3.3, it shows that six (6) respondents had SPM , thirteen (13) respondents had STPM qualification , twenty (20) respondents are Diploma holder , thirty one (31) respondents had their Degree from various field while ten (10) respondents had Master qualification. Tasks and duties were distributed to the employees based on job complexity and their educational level within the company.

4.3.4 Outline of Job Analysis in Kelly Services

This was to find out from employees if the Kelly Services had systematic procedures for examining work context and analyze the requirements for the job roles and job profiles before the job being advertised. From the total number of respondents, it is shown that majority of seventy seven (77) representing 96.25% of the population were agreed that the company outlines job analysis like the job roles, duties and responsibilities before advertising a vacant position. There are totally three (3) of the respondents which representing 3.75 % of the population, however disagreed that the Kelly Services outlined job analysis in terms of duties and responsibilities before advertising. From the discussion it is realized that the majority of respondents agreed with the statement that the company outlines job analysis before advertising.

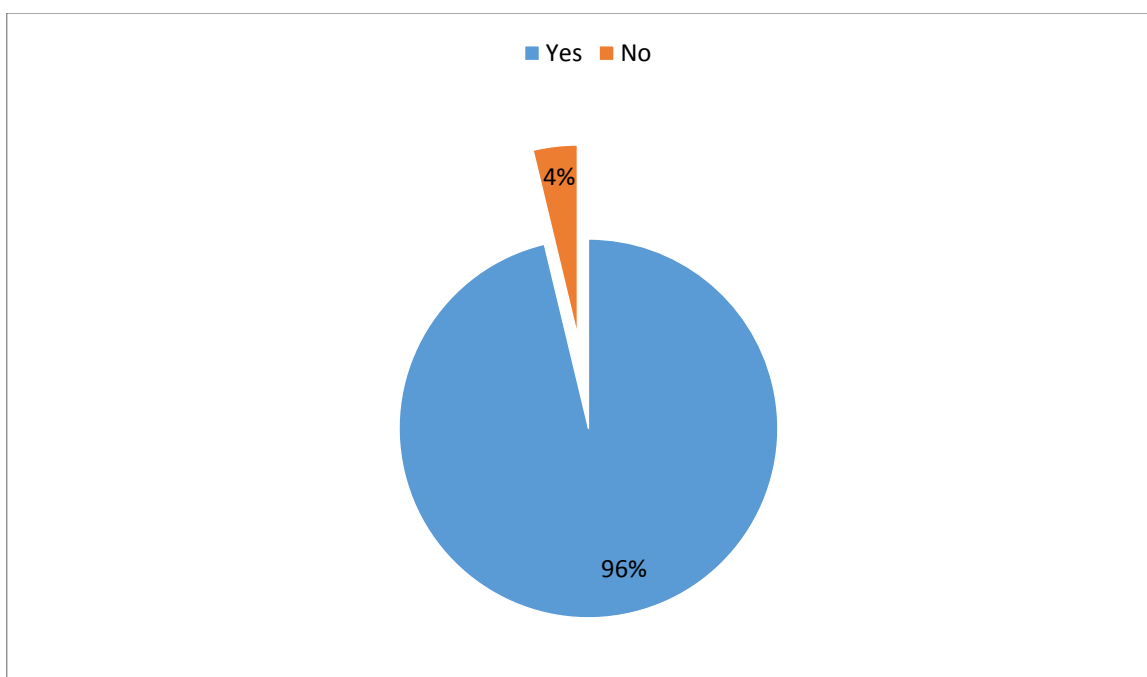


Figure 4.14: Outline of Job Analysis in Kelly Services

4.3.5 Job Analysis Technique in Kelly Services

Two techniques were conducted by Kelly Services to implement job analysis that required high cooperation of the employees in the position, manager and others to work closely while performing his or her job duties. Table 4.3.5 shown the job analysis techniques in Kelly Services.

Table 4.4: Job Analysis Technique in Kelly Services

Techniques	Process
Interview	<ul style="list-style-type: none"> • HR department collects a variety of information from an incumbent by asking the incumbent to describe the tasks and duties performed. • Managers, supervisors and general employees were being interview by asking them specific questions about their job duties and responsibilities.
Diary	<ul style="list-style-type: none"> • Employees were request to keep a diary, log or list of what they do during the day. • For every activity he or she engages in, the employee records the activity in a log.

4.3.6 Structured Recruitment and Selection Practices in Kelly Services

This was to find out the company has structured recruitment and selection practices in place for new employees. The figure 4.3.6 below shown that most of the employees were agreed that the company has structured recruitment and selection practices.

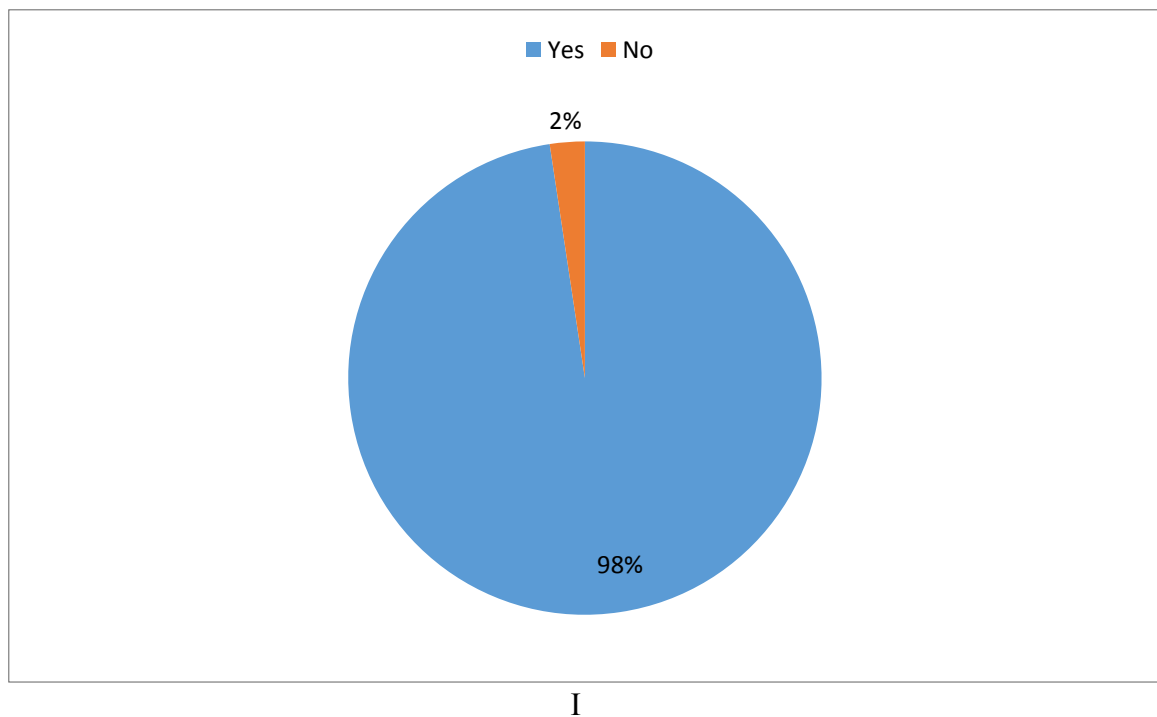


Figure 4.15: Structured Recruitment and Selection Practices in Kelly Services

4.3.7 Recruitment and Selection Process in Kelly Services

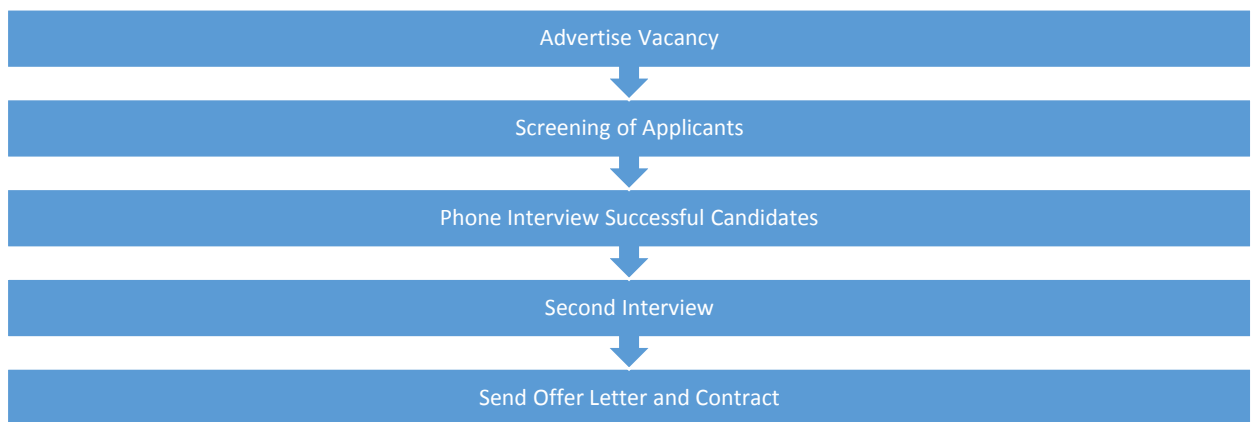


Figure 4.16: Recruitment and Selection Process in Kelly Services

The first step of recruitment and selection process Kelly Services is advertising vacancies, which means that they attract applicants by participating in job fairs, networking events and in traditional methods, including newspaper advertising. Recruiters make use of these as well as social networking sites to locate potential applicants.

Once the potential candidate completes the application process, employment specialist in Kelly Services which is familiar with every position in the company reviews the applicant qualifications, skills and experience. All applicants will be reviewed and considered.

When the short list is approved by the HR manager, the interview process begin with phone interview to screen the applicant for information such as availability, salary requirements, special position requirements and other preliminary information.

Successful candidates are invited to the face to face interview (second interview) where typical interview questions that are relevant to the position and seek information on specific skills and abilities to perform the job will be asked. Candidates are expected to provide accurate information and positive feedback with self-confidence. Finally the successful candidates will receive job offer from the company and sign the contract of employment.

4.3.8 Applicable Methods of Recruitment in Kelly Services

Human Resource officers were asked to determine the applicable methods that are suitable for company in recruiting potential employees. Answers from respondents are as follows; twenty (19) respondents stated that the company could use newspaper adverts in advertizing for jobs with a reason that newspapers covered wide applicants. Five (5) respondents think that the company can recruit in a way of employees directly inform their friends and relations that the company has vacancies. Seven (7) respondents stated that the company can relies on recruiting agencies in selecting employees. Three (3) respondents shared that another method of recruiting was through television advertisement while four (4) respondents reported that there was also recruitment method used by the company to attract potential candidates, which was radio advertisement.

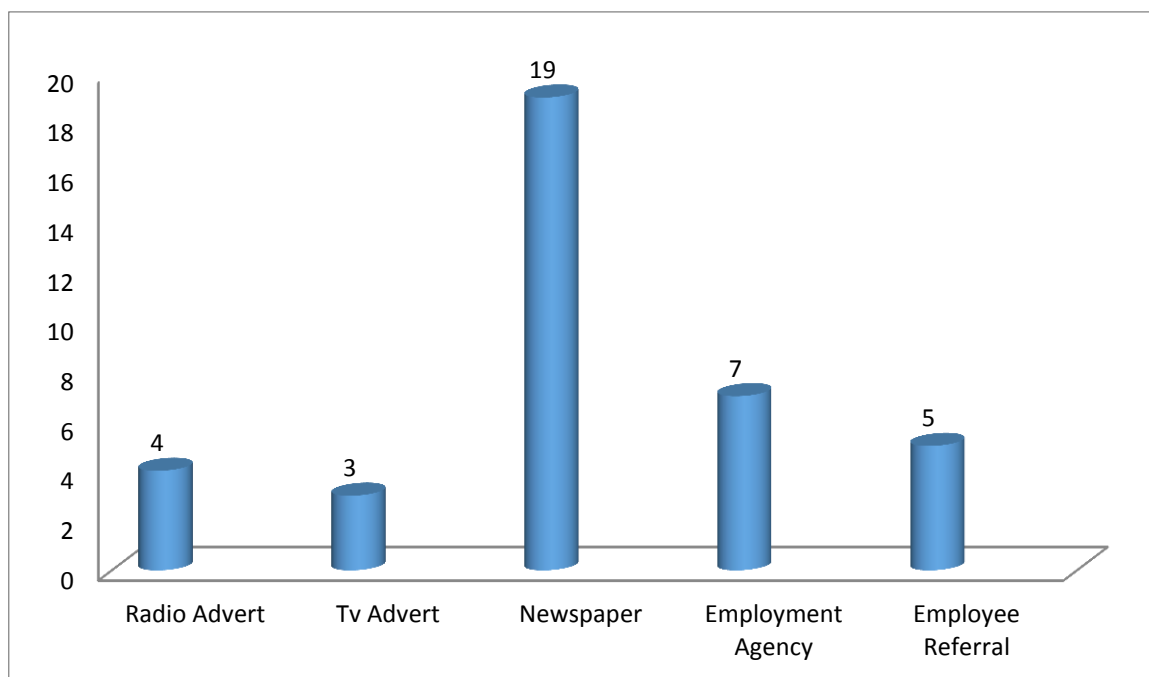


Figure 4.17: Applicable Methods of Recruitment in Kelly Services

4.3.9 Recruitment sources of Kelly Services

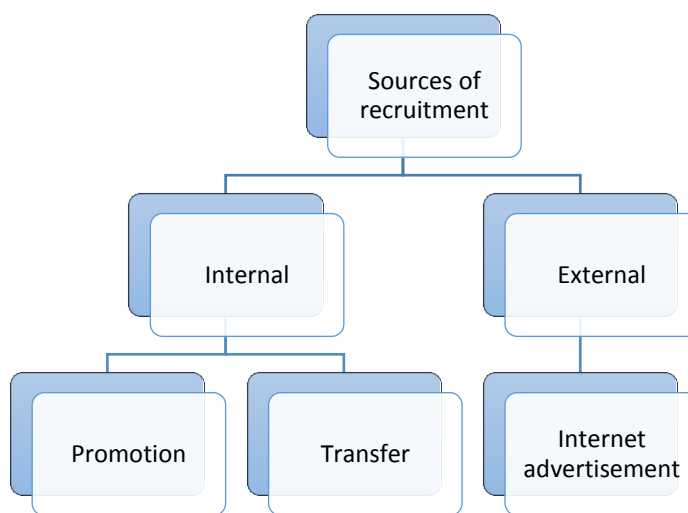


Figure 4.18: Recruitment sources of Kelly Services

Recruiters from Kelly Services used both internal and external recruitment sources to obtain qualified candidates to fill the existing jobs.

4.3.9.1 Internal Sources of Recruitment

Kelly Services obtains candidates for job from inside the company by promotion. Employees in Kelly Services were getting promoted from their department with more benefits in term of salary and responsibility that based on experience. Kelly Services also transfer talented employees from other branches of the company and transfer them to branches where there is shortage of manpower without any change in the position, status, salary and responsibility of the employee. So, the vacancy can be filled by transferring a suitable candidate from the same organization.

4.3.9.2 External Sources of Recruitment

Kelly Services realized that the internet is a suitable tool in recruiting potential employees. Human Resource department posts jobs on company website, commercial job hunting, and recruiting firms. The paperless platform offers companies a way to target talented professionals. Job seekers can communicate via e-mail and even conduct online interviews. Since Internet technology and services offered on the Web evolve so quickly, it is vitally important that company HR professionals remain technologically savvy.

4.3.10 Factors Considered before Selection in Kelly Services

Several criteria such as academic qualification, working experience, interview, and test that are needed to be considered for selection were asked.

Based on the figure 4.3.10, it is shown that most of the respondents agreed that the academic qualification had the highest effect in selecting potential employees. According to the respondents, a higher academic qualification of employees provided specific knowledge and expertise in certain area to provide solutions in an organization are certainly demanded by most of the companies. Seven (7) of the respondents

mentioned that the interview played an important role in the selection process where it gauges whether a candidate is suitable for certain position in an organization. Others factors such as age, gender and personal characteristics were also take into consideration in recruiting and selecting employees.

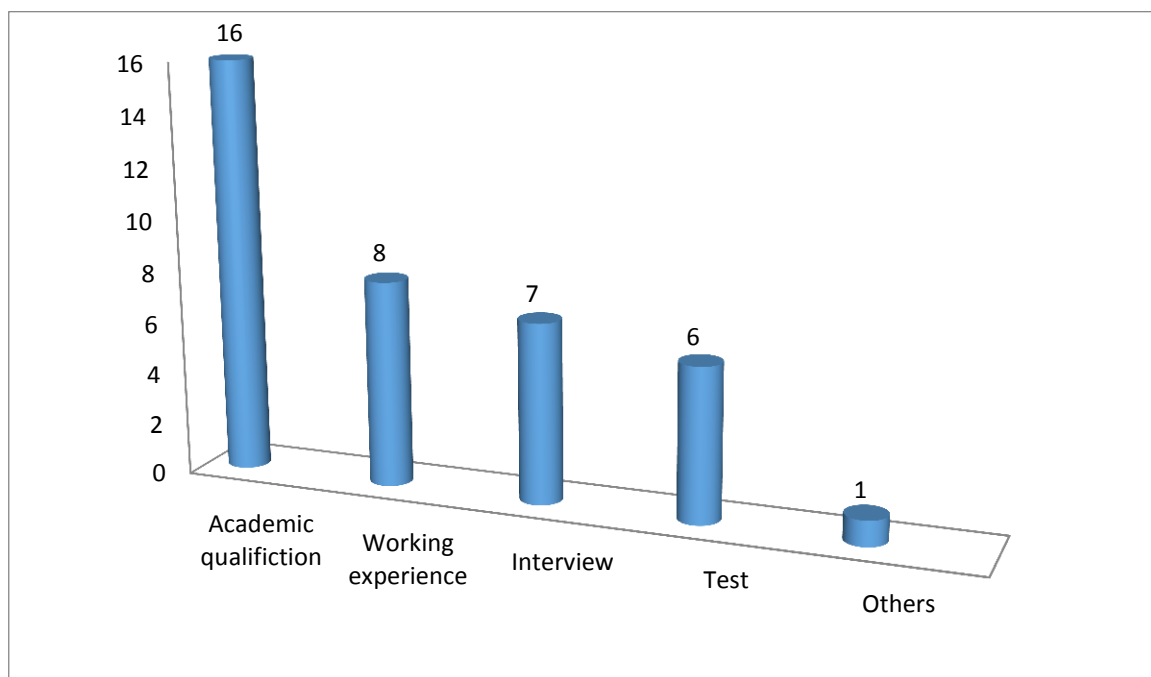


Figure 4.19: Factors Considered before Selection in Kelly Services

4.3.11 Effectiveness of Recruitment and Selection Practices in Kelly Services

This was to find out from the respondents how effective the recruitment and selection practices in the company, responses of employees from different departments exception of human resources deptment are shown in figure 4.3.11 below.

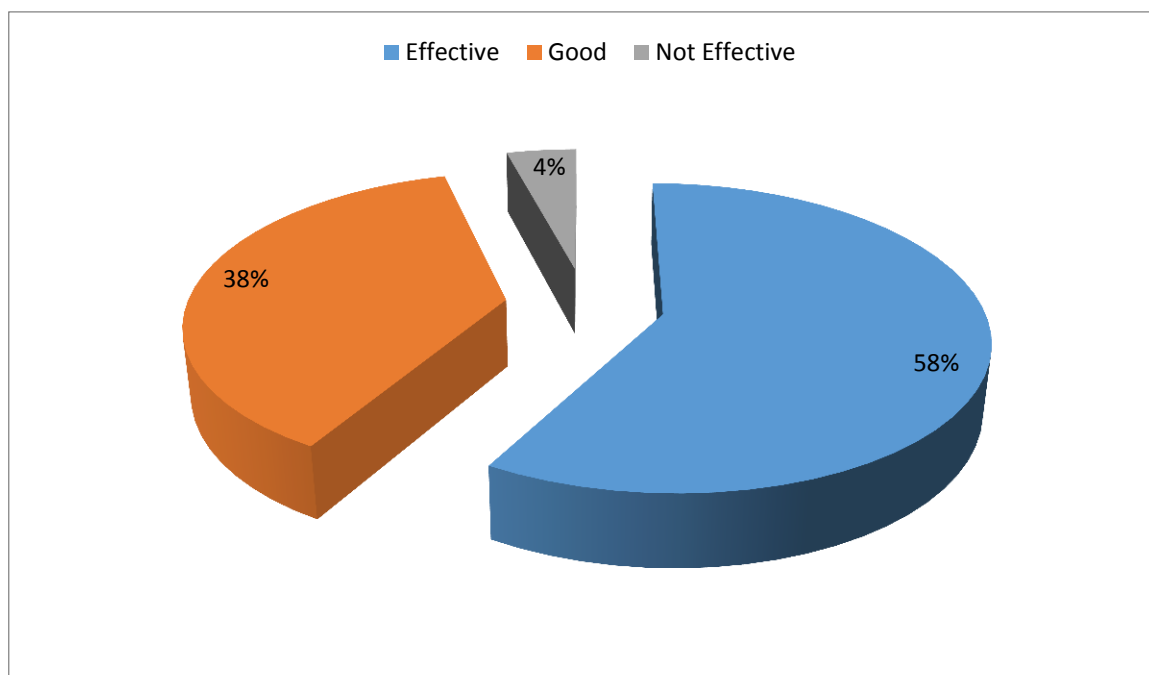


Figure 4.20: Effectiveness of Recruitment and Selection Practices in Kelly Services

Out of a sample size of forty eight (48), twenty eight (28) constituting 58.33% of the population were give the positive feedback that the selection and recruitment practices were effective. Fifteen (18) respondents believed that the recruiting and selection practices were good. They explained that the methods of recruitment were being used wisely based on the scarce resources. These respondents constituted 37.5% of the population. Two (2) respondents forming 4 % of the population were opinion that the recruitment and selection practices of the company were not effective. They explained some of the staffs are employed without necessarily going through all the right procedures.

4.3.12 Impact of Recruitment and Selection Practices to Job Performance in Kelly Services

This was to find out from respondents if the selection and recruitment practices had affected their performance, responses are as follows; Out of eighty (80) respondents, seventy five (75) answered that 'yes' that the recruitment and selection practices had affected their performance while five (5) answered in the negative that it has little or not affected their job performance. Figure 4.3.12 illustrates respondents' responses.

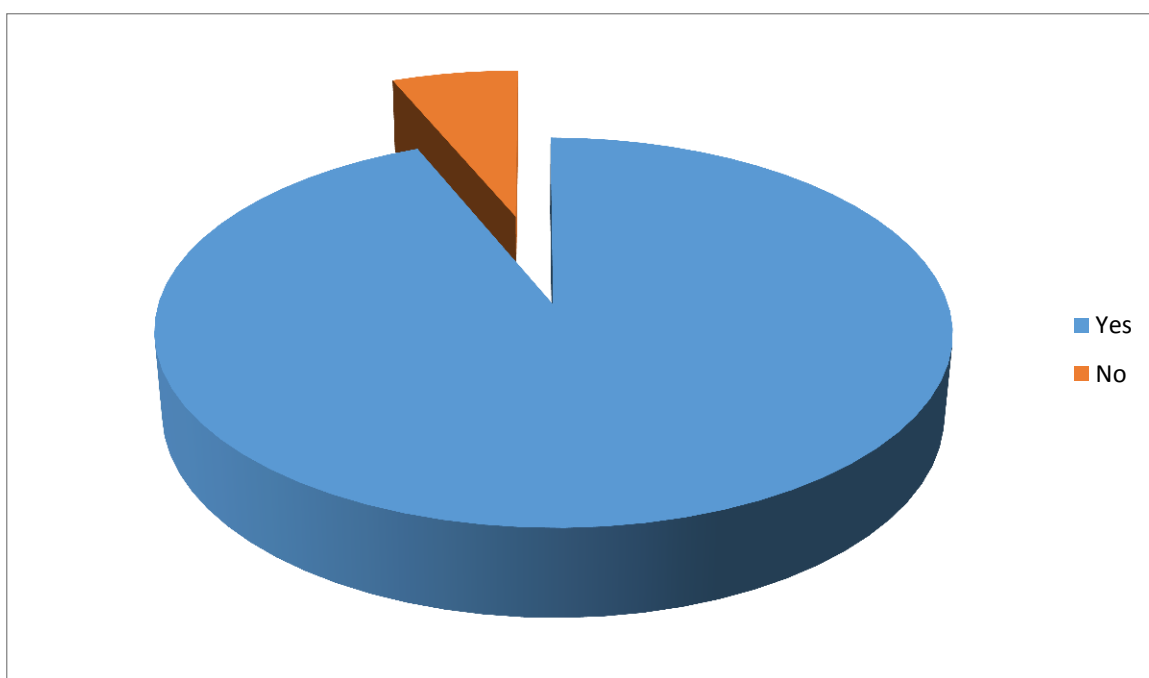


Figure 4.21: Impact of Recruitment and Selection Practices to Job Performance in Kelly Services

4.3.12 Factor To Improve Recruitment and Selection Practices in Kelly Services

Nineteen (19) respondents representing 23.75% of the population think that candidates should obtain feedback from hiring managers on the recruitment and selection process. Ask them if they benefit from recruiter recommendations, or if they would prefer to conduct the interviews from preliminary stage to the stage at which they make their hiring decision.

Thirty five (35) respondents representing 43.75% of the population felt that the procedure for selection of potential employees should be strictly adhered to. Respondents explained that job requirement and its relevant experience should be adopted in the selection of new recruits which cost little and more so time saving as such people spends little or no time during orientation.

Twenty six (26) respondents representing 32.5% of the population support the selection principles of fairness and equity where decisions made by the Human Resource are objectively, free from patronage, and reflect just treatment for all employees and applicants. Also there is equal access to employment opportunities and selection and hiring practices decisions are free from systemic and attitudinal barriers.

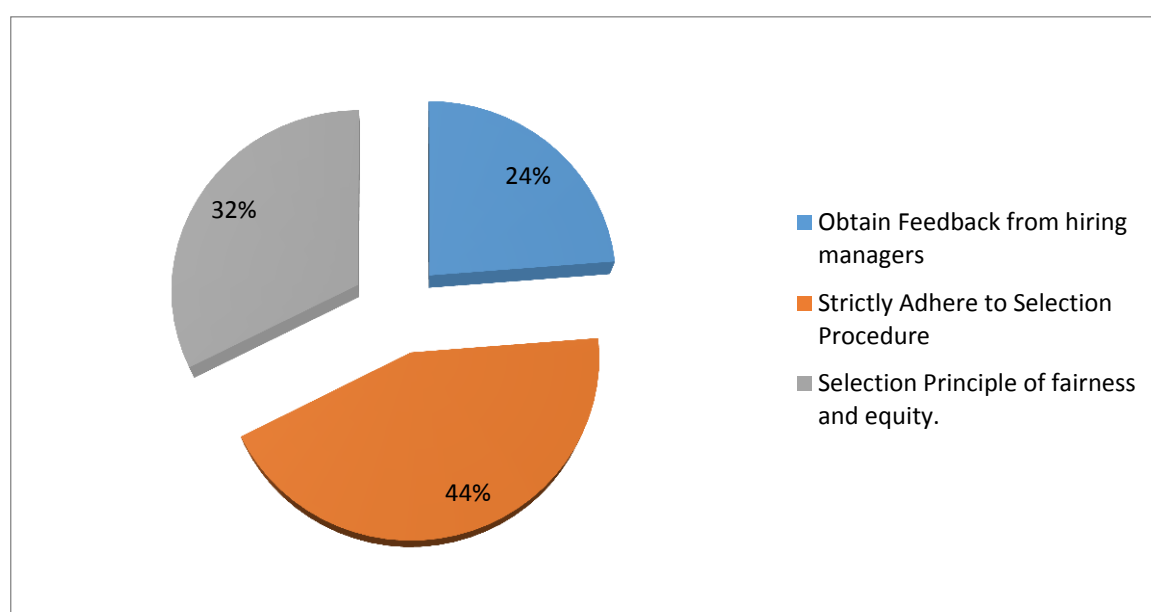


Figure 4.22: Factor To Improve Recruitment and Selection Practices in Kelly Services

4.4 COMPARISON BETWEEN GDEX AND KELLY SERVICES

4.4.1 Technique of Job Analysis in GDEX and Kelly Services

Questionnaire is a widely used by GDEX as a method of gathering data on jobs. A properly designed questionnaire is developed and given to employees and managers to complete where it aimed to elicit relevant job-related information. The major advantage of the questionnaire method is that information on a large number of jobs can be collected inexpensively. The collected data can be quantified and processed through a computer. The participants can complete the items leisurely. However, the questionnaire method assumes that employees can accurately analyze and communicate information about their jobs. Employees may vary in their perceptions of the jobs, and even in their literacy. For these reasons, the questionnaire method is usually combined with interviews and observations to clarify and verify the questionnaire information. Designing questionnaires, however, is not an easy task. Proper care must be taken to see that the respondents do not misinterpret the questions. Further, it is difficult to motivate the participants to complete the questionnaires truthfully and to return them.

With direct Observation, GDEX can obtain first-hand knowledge and information about the job by recording what the worker does, how the work is done, and how long it takes. Direct Observation allows the observer to see the work environment, tools and equipment used, interrelationships with other workers, and complexity of the job. One problem with the direct observation is that the presence of an observer may affect the incumbent causing the incumbent to alter their normal work behavior. Incumbents may alter their work behavior if they know they are being observed. Thus it is important for the analyst to be unobtrusive in their observations. This method is not appropriate for jobs that involve significant amounts of time spent in mental effort.

In Kelly Services, a trained officer interviews a job incumbent, utilizing a standardized format where more than one worker is interviewed. The interview method consists of asking questions to both incumbents and supervisors in either an individual or a group setting. The reason behind the use of this method is that job holders are most familiar with the job and can provide the information obtained through observation.

Although the interview method provides opportunities to elicit information sometimes not available through other methods, it has limitations. First, it is time consuming and hence costly. Second, the value of data is primarily dependent on the interviewer's skills and may be faulty if they put ambiguous questions to workers. Last, interviewees may be suspicious about the motives and may distort the information they provide. If seen as an opportunity to improve their positions such as to increase their wages, workers may exaggerate their job duties to add greater weightage to their positions. Kelly Services also required employees check their own performances by keeping a diary of their job duties, noting how frequently they are performed and the time required for each duty. Although this approach sometimes generates useful information, it may be burdensome for employees to compile an accurate log. Also, employees found this approach creating needless documentation that detracts from the performance of their work. The comparison between both companies is shown in table 4.4.1.

Table 4.5: Comparison of Job Analysis Methods

GDEX	Kelly Services
Questionnaire <i>Advantages</i> <ul style="list-style-type: none"> • Relatively less expensive. • There are no verbal or visual clues to influence the respondent. • Allow large amounts of information can be collected <i>Disadvantages</i> <ul style="list-style-type: none"> • May be difficult to construct. • May have low response rate. • Responses may be incomplete. • Responses may be difficult to interpret (open-ended). 	Interview <i>Advantages</i> <ul style="list-style-type: none"> • Incumbent describes work. • Qualitative data can be examined. <i>Disadvantages</i> <ul style="list-style-type: none"> • Requires experienced interviewer and well-designed questions. • There is potential for interviewer bias • An interview may stress one area and neglect others.
Observation <i>Advantages</i> <ul style="list-style-type: none"> • Firsthand information. • Simple to use. • Useful for manual and psychomotor tasks. <i>Disadvantages</i> <ul style="list-style-type: none"> • Time consuming. • May bias worker performance. • Requires skilled observer. • Not useful for jobs consisting of mostly mental tasks. 	Diary <i>Advantages</i> <ul style="list-style-type: none"> • Produce a very complete picture of the job. <i>Disadvantages</i> <ul style="list-style-type: none"> • Consistent and continuous entries may be difficult to obtain. • Data not in standardized format.

4.4.2 Recruitment Sources in GDEX and Kelly Services

Both internal and external recruitment sources were used to search and attract potential employees by both of the companies. When the companies failed to acquire qualified candidate from external recruitment, process of advertising the position internally is generally starts with internal promotion within organization. Internal employees will likely understand organizational business model and processes before assuming the new position. In another word, internal candidates are already familiar with the company's culture, policies and procedures. The positive outcome is that the employee will assimilate into the new position faster than a new employee who will need to be trained on many aspects. These internal employees can decrease the time taken to fill a position and less money is needed to prepare for the job and may integrate into culture without the training process. However internal recruitment will create an atmosphere of competition that giving pressure to the employees where they had to compete with each other to be considered for a position. This situation may eventually create a conflict and affect the job performance of employees.

Once the positions were not able to be fulfilled by internal employees, companies will usually conduct external recruitment where a wider audience can be easily reached. External recruitment will certainly increase the chances of getting the right candidate that are best fit for the job. Recruitment of people outside the company may drive significant changes throughout the organization where the companies are getting an inflow of often completely new ideas with an employee who has not been exposed to corporate culture. An outside prospect often yields new ideas. However in tight job market there may be a little talent available or the quality of candidates maybe limited thus company need to increase the recruitment cost in order to find the best candidates for the position. Also external hires have already demonstrated their lack of loyalty by leaving their firm. They may have the same lack of loyalty at our firm, resulting and high turnover rate. The comparison of recruitment sources is shown in table 4.4.2.

Table 4.6:Recruitment Sources in GDEX and Kelly Services

Recruiting Internally	Recruiting Externally
<i>Advantages</i> <ul style="list-style-type: none"> • Rewards good work of current employees • Cost effective • Improve morale 	<i>Advantages</i> <ul style="list-style-type: none"> • Bring new talent into the organization • Helps organization get competencies • Reduce training cost
<i>Disadvantages</i> <ul style="list-style-type: none"> • Produce organizational inbreeding • May caused political promotion 	<i>Disadvantages</i> <ul style="list-style-type: none"> • Increase recruitment cost • May cause morale problem for internal candidates

4.4.3 Method of Recruitment in GDEX and Kelly Services

The use of newspaper advertising was enabling GDEX to reach wide audience where it improved the ability selective targeting. However newspapers have a short shelf life. Often advertiser's messages are thrown out in the daily trash unread. Readership rates are on the decline and will likely continue, due to the increasing number of alternate news sources. Many newspapers have been eliminated due the rate readership declined. Nowadays people do not have spare time or don't make the time to read the newspaper. They get their news from television, radio or the internet.

Advertising job on the Internet is almost a necessity for Kelly Services. People use the Internet for more than simply entertainment or information, as they do with radio, television, magazines and newspapers. Job seekers use the Internet to assist them in finding job opportunities since the Internet reach can allow company to reach significantly more people than traditional advertising media at a fraction of the cost. However organizations know that online recruitment is not always worked. No every single job vacancy posted can or will be filled online. There will always be difficult-to-fill jobs that can only be filled by recruitment consultants, headhunters or in other ways.

Promotion within the companies provided several advantages where employer had a figure of what an employee's strengths and weaknesses are and able provide motivation for staff to perform at their best level. Often, internal employees make the best available candidates because they were familiar with company and culture. The main point is the cost of recruiting and interviewing or new candidates can be avoided where it takes much lesser time to become effective in a new position. Promoting from within is not always positive, however. It leads to competitiveness among employees who were also capable for the same position. When an individual is promoted, it may result in bad feeling among the people left behind. Such situation may eventually lead to dissatisfaction at work and brings negative influences to the company in term of

performance. The comparison of method of recruitment in GDEX and Kelly Services is shown in table 4.4.3.

Table 4.7: Method of Recruitment in GDEX and Kelly Services

GDEX	Kelly Services
Newspaper advertisement <i>Advantages</i> <ul style="list-style-type: none"> • Reach wide audience <i>Disadvantages</i> <ul style="list-style-type: none"> • Costly • Short shelf life 	Internet advertisement <i>Advantages</i> <ul style="list-style-type: none"> • Cost effective • Can be integrated with applicant information management system <i>Disadvantages</i> <ul style="list-style-type: none"> • Limit to those who have online access
Promotion <i>Advantages</i> <ul style="list-style-type: none"> • Positive effect on staff morale • Lower cost <i>Disadvantages</i> <ul style="list-style-type: none"> • Limiting the flow of new ideas 	

4.4.4 Selection Methods in GDEX and Kelly Services

4.4.4.1 Selection Methods in GDEX

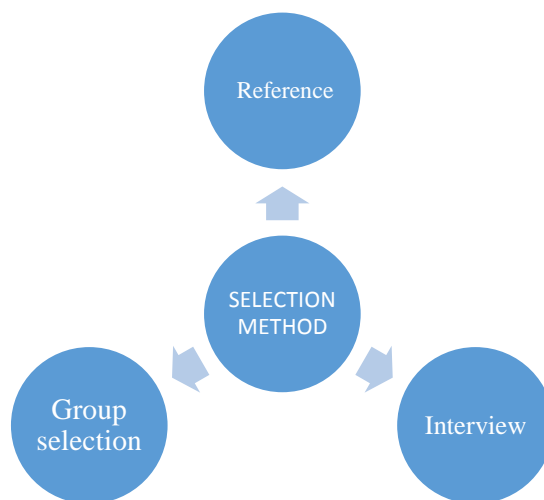


Figure 4.23: Selection methods in GDEX

In order to obtain accurate information about candidates, GDEX had implemented more than one selection methods. By interviewing, the company wants find out more about the individual in person, and assess candidates in relation to the job criteria and it also provides the interviewee the opportunity to find out more about the job and the organization as a whole. At the end of the interview process the overall scores are considered and the best candidate chosen.

Communication plays an important role of the selection process. The company had invited a group of candidates to carry out a task and observing the ways in which they interact. Candidates are given a topic and discuss the topic in a group. The task involved the group designing and delivering a presentation on the changing nature of the world of work. During the discussion, observers who are looking for specific attributes award marks to each candidate.

References are also used by GDEX as a selection method. It is requested for all shortlisted candidates where candidates are expected to provide at least one referee who can be approached prior to the interview stage.

4.4.4.2 Selection Methods in Kelly Services

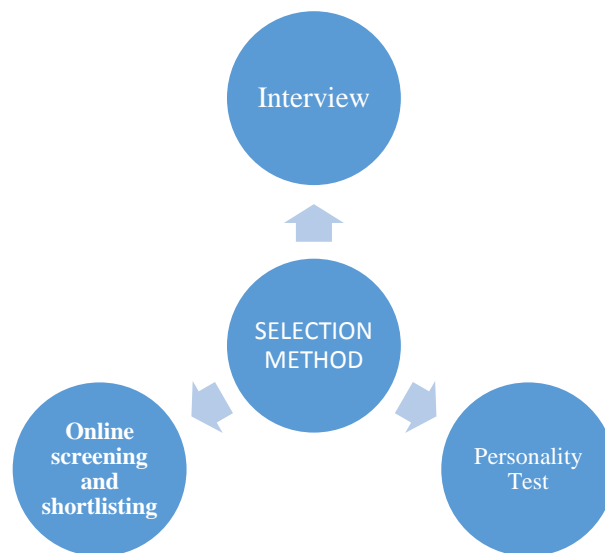


Figure 4.24: Selection methods in Kelly Services

Two main processes in selecting candidates in Kelly Services, there are shortlisting and assessing applicants to decide who will get the job offer. Kelly Services made great use of internet to slim down the number of potential candidates. In particular, using online recruitment can mean employers receive large numbers of applications from unsuitable candidates, so it can be helpful also to use technology to help manage the application forms.

The selection process is followed by interviewing successful candidates that are fulfilled the job requirements by the HR manager. Interviews candidates in person to gain information about their knowledge and experience and to determine whether they are best fit for the job position. The interview technique used is the structured interview where the manager will follows a pre-set list of questions to be asked for all candidates. This ensures that important questions are not left out and helps guarantee that all

candidates will be assessed by the same standards. Kelly Services believed that an individual's personality may affect their suitability for some posts thus candidates will also have to conduct personality test. The personality test helps company to determine what employees are like as a person and work-related personality. It asks employees about the way in which they react in different situations and how to deal with other people in the workplace. The comparison of method of recruitment in GDEX and Kelly Services is shown in table 4.4.4

Table 4.8: Selection Methods in GDEX and Kelly Services

GDEX	Kelly Services
Reference <i>Advantages</i> <ul style="list-style-type: none"> Identify and exclude applicants with a history of inappropriate workplace behavior. Ensures better and more informed hiring decisions. <i>Disadvantages</i> <ul style="list-style-type: none"> Prospective employee is unlikely to use a reference from a negative work experience. 	Online Screening and shortlisting <i>Advantages</i> <ul style="list-style-type: none"> Filtering quickly through a huge volume of applications or sorting applications. <i>Disadvantages</i> <ul style="list-style-type: none"> Difficult to ensure that the key words used in the search do not overlook any applications which could potentially match the person specification.
Group Selection <i>Advantages</i> <ul style="list-style-type: none"> Enables the best people to show themselves to be the best Reliable way to see what people are really like <i>Disadvantages</i> <ul style="list-style-type: none"> More candidates are needed to make this a meaningful exercise and enough people to mark the candidates properly. 	Personality tests <i>Advantages</i> <ul style="list-style-type: none"> Narrowing the Selection Process <i>Disadvantages</i> <ul style="list-style-type: none"> Takes time and money to create
Interview <i>Advantages</i> <ul style="list-style-type: none"> Interviewer can obtain supplementary information. Can assess the applicant's job knowledge. <i>Disadvantages</i> <ul style="list-style-type: none"> Subjective evaluations are made. 	

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The purpose of this chapter is to answer three research questions and this section will summarize the key findings of the study in relation to each research question in order to formulate the conclusions.

5.2 CONCLUSION

RQ1: What are the recruitment and selection practices implemented by service organization to attain qualified employee?

The research revealed that both companies practice on recruiting and selection was based on two sources; the first was the internal recruitment and promotion from within the organization. Various departments were analyzed initially to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. The second stage is where the companies search for employees through advertisement in the newspaper and internet where the general public can all apply for the positions available. Shortlisted applicants were then invited for an interview and followed by selection.

The research also revealed that the companies had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage once a potential employee is shortlisted.

Generally the recruitment and selection practices begin with the creation of a new position. The companies were conduct preparation for recruitment where initially outline job analysis that comprises of job description and person specification that required establish for selection criteria. Only after that the company will have external recruitment where they made the most appropriate method of advertising potential vacancy to be filled in hoping that will result in sufficient levels of interest from suitable candidates. A process of shortlisted will implement to filter the large amount of applicants and those successful candidates are invited to interview for certain position.

RQ2: How effective are the recruitment practices in the service organization?

The analysis realized that majority of respondents believed that these practices were good and effective where it constituted 96% in both companies. It shows that most of the employees agreed that these measures were effective. The other 4% were either indifferent or believed that these measures were not effective and the reasons raised included nepotism and bias towards potential employees. Moreover it is realized that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment practices very effective in selecting the best for the companies.

RQ3: What suggestions can be proposed for effective and better recruitment and selection practices in service organization?

In order to improve recruitment and selection practices in the organization, recommendations being made to make these practices to become more effective. First of all, every single applicant must be treated equally and fairly; issues of favoritism or nepotism should be avoided while giving the chance to all. Although employee referral

is a good way to supply the workforce needed or fulfilling the vacant position, it should be minimized because providing a room for favoritism and employment of individual who might not contribute certain output for the organization.

The human resource department should include members of diverse communities with a good understanding of cross-cultural issues to reduce individual bias. Diverse workforce, as diverse employees provide fresh perspectives and different points of view.

Diversity can contribute to more effective decision-making and problem-solving by providing a range of perspectives, a broad spectrum of expertise and a more robust process for critical evaluation. Different perspectives can draw attention to shared assumptions that may be implicitly guiding current practices. Hence well-managed heterogeneous teams are more productive, more creative and more effective than homogeneous groups.

Practitioners should pay particular attention to the values of the person employed. Certainly, experience and other qualifications are important in selecting the right person, but values of the new staff member may be especially helpful or harmful to success on the job.

From the study it is realized that recruitment and selection have significant impact to every organization, though an integral part of human resource planning and development, its operation and challenges makes its practice difficult and more complex. However to attract the qualified candidates for the best fit of the vacant position within the organization, it has been found that the companies has a great understanding of what kind of practices and processes are needed to be used in order to achieve effective recruitment and selection. The study shown that various types of recruitment sources and selection methods were carried out by both companies to recruit and select the most qualified candidates, it is revealed that every each of the strategy had its own advantages and disadvantages. No single strategy was perfect or favorable in all time, thus companies were not solely rely on a certain strategies, it was implemented based on organizational resources and capabilities. Whatever the strategies selected for use, the

objective is to recruit the most qualified, committed individuals into the organizations and ensure that the provision of services to the public is timely and effective, that the goods are of consistent high quality and that the organizations achieve the objectives for which they have been established.

5.3 LIMITATIONS

A potential limitation of the research could be the problem of bias. During the process in data collection, most of the respondents choose not to reveal all issues related to the research questions due to feelings of embarrassment or a lack of knowledge on the topic and confusion. Also there is a lot of heavy bias attached with the responses because of personnel experience. In depth explanation of certain issues might be avoided and picture of the situation provided was unclear. The people interview range from manager to supervisor and followed by general staffs. Hence the inputs and responses would be varying greatly amongst them due to the different level of authority and experience.

5.4 RECOMMENDATIONS FOR FURTHER RESEARCH

Upon completion of this study, it could be found that certain areas of this research can be undertaken to increase the body of knowledge in this area. The following recommendations are given for further research with the limitations was taken into consideration of the present study:

- 1) This study was solely undertaken from organization's perspective of the most effective practices in recruitment and selection. It could be suggested that future research could be undertaken from the perspective of job applicants and their opinions of which practices are likely to have a significant impact on applicant attraction to the service organization.
- 2) The research was focused on best practices in recruitment and selection procedures. However, given the competitive labor market conditions, job and organizational attributes, such as compensation, work environment, internal

career paths and the type of work can have a major effect on applicant attraction to firms. Hence future research could focus on studying the attributes crucial in attracting the best talents in the service organization.

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APPENDIX A

Interview Questions for HR Department

Write or circle the appropriate response to each of the question

Section A: Personal Data

1. Sex

Male

Female

2. How long have you been working at in this company?

A. less than 1 year

B. 1 – 3 years

C. 4 – 6 years

D. 7 – 9 years

E. 10 years and above

3. Which of the following qualifications do you possess?

A. SPM

B. STPM

C. DIPLOMA

D. Degree

E. Master

F. Others

Section B: Recruitment and Selection

1. Does your company outline job analysis before advertising vacancies for employment?

Yes

No

2. Does the company have structured recruitment and selection practices in place for new employees?

Yes No

3. If yes to question 2, what are these recruitment and selection practices?

.....

4. Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies?

Yes No

5. If no to the question above, why?

.....

6. Do you think the selection and recruitment practices have effects on your job performance?

Yes No

7. Which of these factor(s) are mostly considered for recruitment and selection of employees? You may select more than one.

A. Academic qualifications

B. Work experience

C. Interview

D. Test

E. Other(s) Please

specify.....

8. Which of these methods of recruitment are applicable to your company? You may select more than one.

- A. Radio advert
- B. TV advert
- C. Newspaper advert
- D. Employment agencies
- E. Employee referrals
- F. Other(s)

Specify.....

9. What are the techniques used to perform a job analysis in your company?

.....

10. Which recruitment sources do you preferred? Give reason(s) for that.

.....

11. What are the recruitment methods that applicable to your company?

.....

12. What are the factors to consider before the selection take place?

.....

13. What is the recruitment and selection process will be conducted in your company?

.....

14. What factors will improve recruitment and selection practices at your company?

.....

APPENDIX B

Interview Questions for General Employees

Write or circle the appropriate response to each of the question

Section A: Personal Data

1. Sex

Male Female

2. How long have you been working at in company?

A. less than 1 year

B. 1 – 3 years

C. 4 – 6 years

D. 7 – 9 years

E. 10 years and above

3. Which of the qualifications below do you possess?

A. SPM

B. STPM

C. DIPLOMA

D. Degree

E. Master

F. Others

Section B: Recruitment and Selection

1. Do you have any formal policy for the recruitment and selection of employees?

Yes No

2. If yes to above, briefly state the policy

.....

3. Do you know whether the company performs any job analysis before advertising vacancies for employment?

Yes No

4. Do you think the selection and recruitment practices will have effect on job performance?

Yes No

5. How effective are the recruitment and selection practices company?

- A. Effective
- B. Good
- C. Not Effective
- D. Bad

6. How were you being recruited and selected by the company?

.....

7. How can recruitment and selection practices at company be improved?

.....

APPENDIX D
Sample Size Table

Required Sample Size								
Population Size	Confidence = 95%				Confidence = 99%			
	Margin of error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	146	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1,067	427	636	827	1,119
1,500	306	515	759	1,297	460	712	959	1,376
2,000	322	563	869	1,655	498	808	1,141	1,785
2,500	333	597	952	1,984	524	879	1,288	2,173
3,500	346	641	1,068	2,565	558	977	1,510	2,890
5,000	357	678	1,176	3,288	586	1,066	1,734	3,842
7,500	365	710	1,275	4,211	610	1,147	1,960	5,165
10,000	370	727	1,332	4,899	622	1,193	2,098	6,239
25,000	378	760	1,448	6,939	646	1,285	2,399	9,972
50,000	381	772	1,491	8,056	655	1,318	2,520	12,455
75,000	382	776	1,506	8,514	658	1,330	2,563	13,583
100,000	383	778	1,513	8,762	659	1,336	2,585	14,227
250,000	384	782	1,527	9,248	662	1,347	2,626	15,555
500,000	384	783	1,532	9,423	663	1,350	2,640	16,055
1,000,000	384	783	1,534	9,512	663	1,352	2,647	16,317
2,500,000	384	783	1,536	9,567	663	1,353	2,651	16,478
10,000,000	384	784	1,536	9,594	663	1,354	2,653	16,560
100,000,000	384	784	1,537	9,603	663	1,354	2,654	16,584
300,000,000	384	784	1,537	9,603	663	1,354	2,654	16,586

APPENDIX E

Candidate Evaluation Form For Interview Sessions

CANDIDATE NAME: _____

POSITION: _____

Please rate the individual on the following criteria:

0 = no demonstration of knowledge/experience

1 = limited knowledge/experience

2 = average knowledge/experience

3 = above average knowledge/experience

4 = outstanding knowledge/experience

Required Skills

Desired Skills

Narrative:

(Back of form may be used if needed to complete this section.)

1. I view the candidate's greatest strengths to be the following:

.....

2. I view the candidate's greatest weaknesses to be the following:

.....

Additional Comments:

.....

Evaluator's Name: _____

Date: _____

APPENDIX F

Interview Questions Worksheet

Candidate Name Interview Date/Time_____

Position Interviewing For

- ☐ Phone Interview
- ☐ In-Person

(To create a standard questionnaire for candidates scheduled to be interviewed, select interview questions and list below.) (All interviewed candidates should be asked the same interview questions.)

1. The position is full time and the hours are Monday-Friday, do you have any problems working these hours?

2. The starting wage for this position is \$XX.XX, do you have any problems with this starting wage?

3. Tell us a little bit about yourself?

4. What do you know about company?

APPENDIX G

RESUME EVALUATION WORKSHEET

CANDIDATE NAME: _____

POSITION: _____

Required

	Exceeds	Meets	Unqualified
A. Degree/ Education			

_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------	--------------------------	--------------------------	--------------------------

B. Knowledge/Skills/Abilities

_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------	--------------------------	--------------------------	--------------------------

C. Experience

_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------	--------------------------	--------------------------	--------------------------

Preferred**A. Knowledge/Skills/Abilities**

_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------	--------------------------	--------------------------	--------------------------

B. Experience

_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------	--------------------------	--------------------------	--------------------------

Comments/Recommendation:☐ Highly Qualified☐ Qualified☐ Unqualified

Recommendation:

Evaluator: _____

Date: _____

