St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF RECURITMENT AND SELECTION PRACTICES AND ITS CHALLENGE IN THE CASE OF GEOSYNTHETICS INDUSTRIAL WORKS PLC

By

JEMILA DERESSA

JUNE, 2023

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION

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JUNE, 2023

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DECLARATION

I, the undersigned, declare that this thesis represent my original work, unless and otherwise indicated or acknowledge as referenced work and prepared under the guidance of Tewodros Mekonnen (PhD) and was carried out in accordance with the regulation of St. Mary's University. I further confirm that this thesis has not been submitted either in part or in full to any other academic institution anywhere else in the past.

_____   _____

Name   **Signature**

St. Mary's University, Addis Ababa   **June, 2023**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

_____   _____

Advisor   **Signature & Date**

ACKNOWLEDGEMENTS

Table of Contents

LIST OF ACRONYMS

HR: Human Resource

HRM: Human Resource Management

GIW: Geosynthetics Industrial Works plc

HRMAD: Human Resource Management and Administration Department

SPSS: Statistical Package for Social Sciences Software

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Recruitment and selection belongs to value added human resource processes. It links individual's objectives with departmental targets which ensures the acquisition of best employees that enhance the competiveness of an organization in order to meet organizational goals. The objective of the study is to assess the practice and challenges of recruitment and selection in the case of Geosynthetics Industrial Works plc. The research has used a mixed approach methods research and applied a descriptive research design. Quantitative and qualitative methods of data analysis simultaneously used to examine and interpret collected data. The target population of the study was 230 employees work in different departments, 146 respondents were selected as representative sample by simple random sampling technique and purposive for qualitative. The data was collected using questionnaire and interview. 146 Questionnaires were distributed, and 119 respondents filled it properly and returned. Interview was held with HRMAD manager and production department manager. Descriptive statistics such as frequencies, percentages, mean and standard deviations were used to analyze the quantitative data and manual analysis was used to analyze qualitative data. The findings of the study shows that there is nepotism and favoritism ,absence of a clear policy and procedure, absence of efficient recruitment and selection , lack of objective criteria, absence of definite HR plan, absence of clear job description and specifications were challenges while practicing recruitment and selection. The researcher recommended that GIW shall have regularly update HR manual, be transparent and communicate employees so as to create awareness and meet organizational goals.

__Key Words__: Recruitment, Selection, Human resource management

CHAPTER ONE

INTRODUCTION

1.1   Background of the study

The concept of human resource management is long-ago known as personnel management, however gradually it becomes something of a science in recent years bound by controls and checks against ignorance and inequality. It is the management of people in the work place, whether managers, supervisors or the rank and file of the organization, has developed considerable, supported by theory and regulated by legislation. Human resource management (HRM) includes a wider field of responsibilities and areas of importance than simply managing the work force, dealing with pay, conditions, discipline, complaint; it is increasingly concerned with development and the retention of key employees (Sutherland, 2017).

The aspects of HRM in the digital revolution in recent years has been taking place in many organization areas has not bypassed the human resource (HR) management area, either which was reflected in the application of new technologies in personnel management, the change of relevant arrangements, and redistribution of functions. Digital technologies are transforming conventional HRM processes, the structure and functions of HR departments, the activities of relevant staff members, and, ultimately, the entire human capital based value chain (Zavyalova, 2022).

Recruitment and selection belongs to value added HR processes. Recruitment is one of the most important functions in human resource management. It is a key to lead the organization for excellence(Armstrong and Brown 2019). It provides the context to link individual's objectives with departmental targets, thus supporting and facilitating the attainment of organization goals. It can be very effective management tool when applied properly(Khan 2018). It provides staff with clarity of aims and focus on job expectations, motivates staffs to perform better, cultivate the desired culture, helps focus on the desired results, improves communications, helps to develop staff and to achieve organizational objectives(Kay et al. 2018).

RdE4rit is crucial for a decision of HRM planning that will propose a number of employees will be needed, when needed, as well as the criteria what is needed. The recruitment process includes examining the requirements of work, sketch employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the organization. It involves actively seeking out internally and externally and advertising to potential candidates and obtaining their interest in the position(Othman et al. 2021).

Selection is very important and challenging phase to determining the best candidate from the pool of applicants who are recruit to fill the relevant and suitable for the available job vacancy (Dhabuwala and Pitroda 2021).It is essential to match the applicant's ability, knowledge, skills and experience with job requirements in a fair and legal manner for a particular position in an organization(Ferreira et al. 2022).

The importance of recruitment process is to find out the widest pool of applicants to provide the greatest opportunity to select the best people for the required roles in an organization. Acquiring the best applicants for a role can be a competitive advantage for an organization whereas ineffective recruitment and selection can result in disturbance, reduced productivity, interpersonal difficulties and interruptions to operations, customer service and long term costs. As well as the purpose of the selection process is to ensure that the best person or people are appointed to the role or roles using effective, fair and equitable assessment activities (Kapur, 2022).

Recruitment and selection in private manufacturing sector is a staffing activity that involves identifying, attracting, hiring, and retaining persons with the needed knowledge, skills, and abilities to realize its organizational goals. Recruitment is one of the vital tasks of modern management and lies at the core of the problems of HRM. Thus, recruitment and selection should be handled with maximum care to achieve organizational objectives. However, it is difficult if not attainable to recruit the best qualified applicants for vacant jobs. This is evident in the poor organizational performances. The problems of recruitment in private manufacturing have been recognized factors such as inadequate and deficient standards for evaluating job candidates, sources of locating the potential applicants, transparency, and independence of recruiting authority (Adediran, 2021).

The process of recruitment and selection companies in Ethiopia, particularly in Geosynthetics industrial works has to be according to the national laws, rules and regulations. In Geosynthetics Industrial Works line managers and HR manager have deal with many laws and regulations. National emplacement laws aim to treat all kinds of people the same, independent of their race, color, religion, sex, or national origin with respect to employment. Job analysis helps HR activities in developing the job description and job specification. The job description and job specification help the managers to make recruitment and selection decisions, performance appraisals, job evaluations, and to determine training needs. The recruitment process is one of the critical areas that directly impacts whether an individual will ultimately be successfully join into the organization (GIW HR manual, 2017).

The first thing in the recruiting and selection process is HR planning. Firms can fill a vacancy with an internal or external candidate. Filling open positions with inside candidates has many benefits. The strength and weaknesses of the candidates are known. Also the candidate might be more committed to the company. The recruitment and selection process is an expensive and complex process and has many legal and policy implications. Background investigation and reference checks are commonly used in employee recruiting and selection process. And managers use interviews for several reasons including selection, appraisal, and exit. The interview can be structured or unstructured. During the recruitment and selection process the new employee needs to get a successful employee orientation in the firm before starting the vacant job of the company and after probation period the employee should be evaluated (Van Was beek, 2004).

1.2   Company profile

Geosynthetics Industrial Works PLC was found in 2004 as a joint venture between Ethiopia Construction Works Corporation and Golden Trade Co. It is located in Addis Ababa, Akaki Kality Sub-city, and Woreda 5. The factory consists of 4cv$area and 1800m2 office building, with ample space for expansion. All machinery is "state of the art" and will produce products to international standards (Dejene 2021).

The company was designed to facilitate correct and economical utilization of water resources incorporating the concept of water conservation, elimination of wastage in distribution and to fill void in the Ethiopian market for a supplier of high quality products, such as plastic pipes, plastic sheeting, and various offer products known as "giw" which is used for the protection, collection, delivery, containment of water resources and soil protection(Birchit 2021).

Having local manufacturer for GIW products enable Ethiopia to move forward quickly in its efforts to provide water services to agriculture, industry and utility services, at the same time providing expertise, skill transfer and employment for more than 230 Ethiopians of managers, engineers, marketing and sales representatives, office support personnel and manufacturing plant workers, provide high level of expertise and customer satisfaction by producing and supplying with quality GIW products(Dejene 2021).

In GIW recruitment and selection practice is one of the major functions of human resource department and most of the activities are performed by personnel officer based on their policies and procedures manual. But, there is no clear practice and information on recruitment implementation policy and procedure in Geosynthetics Industrial Works. Therefore, the aim of this study was to study the case; and assess of recruitment and selection practice and its challenges in the selected organization; and give an improvement feedback.

1.3   Statement of the problem

Human resource is the most important valuable asset of an organization. It is an investment that makes for excellences, but there are challenges in the recruitment and selection process. It starts from need or purpose of the vacant position and assessing the manpower requirement, announcing the vacancy to attract potential recruits, selecting the best recruits based on appropriate steps of best practices. Therefore, the entire process is complex, difficult and challenging.

It was the problem of assessing the relationship between human capital of the company and economic success of its performance, competitiveness and increasing market share of the organization. That is better recruitment and selection result in improved organizational output. The more effectively organizational recruit and select candidates is the more likely the company to employ and retain satisfied employees.

Recruitment and selection is a vital, important and complex process when it comes to not finding quality candidates but also taking the steps required to save time, resource and money that result from wrong hire. Recruitment and selection are influential topics within human resource management, ensuring that organization have the necessary human skills, knowledge and capabilities that will enable the organization to continue into the future. Recent recognition of the strategic potential of recruitment and selection to enhance organizational performance put a lot of emphasis on getting the right person for a placement(Armstrong and Brown 2019).

Recruitment and selection are among the basic functions of human resource management. In practice inefficient use of recruitment and selection process costs most organizations in reducing productivity and loss their market share. Armstrong (Armstrong and Brown 2019)stated that recruitment and selection process should be to obtain at the minimum cost the number and quality of employees required to satisfy the human resources needs of the organization..

The research gap of this study is in Geosynthetics Industrial Works different researches done like the effect of service quality on customer satisfaction (Dejene, 2021), Analyzing the manufacturing process in the perspectives of lean production (Birchit, 2021). However, there is no any study conducted to assess and find out the practice and challenges of recruitment and selection problems in Geosynthetics Industrial Works, and the company gives less attention to the recruitment and selection in HRM; The poor recruitment and selection activities in the company affecting the overall performance of the organization particularly highly competent employees leave the company (Exit Interviews, 2023).That was why making the management of related issues complicate and challenging. Therefore, this study was conducted in Geosynthetics Industrial Works to fill the gap of the recruitment and selection practices and its challenge with the existing job description and specification which was major problem that not conducted before.

1.4 Objective of the study

The study has the following objectives

1.4.1 General objective

The general objective of the study was to assess the practice and challenges of recruitment and selection in manufacturing firm Geosynthetics Industrial Works Plc.

1.4.2 Specific Objective

The following are the specific objectives of the study.

1. To assess the nature of recruitment and selection policy of the company;
2. To assess how the recruitment and selection policy is implemented in the company;.
3. To investigate the challenges the company faces while implementing the recruitment and selection.

1.5 Research Questions

With related to the above background of the study and statement of the problem the research question for this study were:

1. What is the nature of recruitment and selection policy of the company?
2. How does the recruitment and selection policy is implemented in the company?
3. What are the challenges the company faces while implementing the recruitment and selection?

1.6 Significance of the study

From the findings of this study, it was possible to determine whether the organization is using appropriate policy and procedures of recruitment, selection and practices to achieve its goals. In addition to this the study findings were explore whether the organization is properly implementing its recruitment and selection and retention policies to achieve its organizational objectives. In general the findings were recommending important issues that help the organization to resolve its problems and drawbacks in its practices. This paper was helpful for further studies on similar areas of assessment of recruitment and selection practice and its challenges of Geosynthetics Industrial Works Plc.

a) **To the researcher**: The practice and challenges of recruitment and selection process in manufacturing firm of Geosynthetics Industrial Works study is the assessment of past practice and challenges within a given time frame used to know the case in detail for partial fulfillment of MBA in business administration from St. Mery's University.

b) **To other researchers**: It is used as a reference for other researchers.

c) **To the organization:** The practice and challenges of recruitment and selection process is essential to the case company. Through both formal and informal processes, it helps them support their resources, employees, and systems to meet their strategic objectives.

d) **To the country at large:** Since the GIW is the governmental development company, the paper result will be used to indicate whether the past track of the company is on the right path or not; it is used to fill the gap depending on fair employee recruitment and selection to empower them to develop and achieve the desired expectations and maintain peace of industry and make friendly relationship.

1.7   Scope of the study

The scope of this Study assessed the recruitment and selection practices of employees, that was recent recognition of the strategic potential of recruitment and selection to enhance organizational performance put a lot of emphasis on getting the right person for a vacant position (Armstrong, 2009). As a result employees in the organization were to perform their obligations and achieved organizational goals by possessing the relevant skills and knowledge. The study was conducted at the Kality Water works construction corporation compound (commonly known as Wuha Limat) in Geosynthetics Industrial Works Plc. This thesis work was focused in reviewing the policies and procedures of the organization in designing and implementing the human resource recruitment and selection practices. The study was also tried to examine challenges the company faces and was made recommendations.

1.8   Limitation of study

The scope of the study was limited to Geosynthetics Industrial Works PLC sample employees to assess the recruitment and selection practice and its challenges. However, due to time and budget constraints the study findings may not fully represent all the issues of the organization moreover faced difficulty to access the Geosynthetics Industrial Work's PLC human resource manual.

1.9 Definition of key terms

Human resources are the set of people who make up the workforce of an organization, business sector, industry, or economy. Its narrower concept is human capital, the knowledge and skills which the individuals command. Similar terms include manpower, labor, personnel, and associates or simply: people (Storey, 2023).

Recruitment in human resource management is defined as the process of identifying, attracting, interviewing, selecting, hiring and on boarding employees determine best qualified candidate from inside or outside to fill job vacancies (Abdalla Hamza et al, 2021).

Selection in human resource management is the process of making the choice of the most suitable applicant from the pool of applicants who are recruited to fill the relevant job vacancy. It is the systematic process of deciding on a specific individual to fill an available position (Eva, 2018).

Recruitment and selection policy in human resource management it is a document that used as a guiding principle for equal opportunities employer, which means that committed to providing equality of opportunity in employment to all persons. When recruiting new employees or when affording current employees with opportunities for promotion, it means that follows the good practice recommendations of the codes of practice and other guidance issued by the equality, discriminate unlawfully against any person. Select the best person for the job in terms of qualifications and abilities. To achieve the aims, set up recruitment and selection procedure. The job title had the main responsibility for implementing the policy and procedure.

Human resource management is the management of people in the work place, whether managers, supervisors or the rank and file of the organization, has developed considerable, supported by theory and regulated by legislation (Sutherland, 2017).

1.10 Organization of the paper

This Thesis study was organized in six chapters. Accordingly, the first chapter contains introduction, background of the study, statement of the problem, objectives of the study both general and specific, research questions, scope of the study , significance and limitation of the

study. The second chapter was devoted to the review of theoretical, empirical and conceptual review of literatures of different scholars. The third chapter was concerned with the research methodology and design, study population, sample design, sample size and sampling technique, types of data and data collection technique, primary data, collection technique, secondary data, methods of data analysis, Reliability, validity and ethical consideration. The fourth chapter was data presentation and analysis, discussion and interpretation that were demographic data, nature of recruitment and selection policy of the company; the recruitment and selection policy implement in the company and selection process of the company; and challenges of the company in implementing recruitment and selection. The fifth chapter was summarizing, concluding and gave recommendation. The sixth chapter was different scholars references used.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

INTRODUCTION

In human resource management a recruitment is defined as the process of identifying, attracting, interviewing, selecting, hiring and on boarding employees determine best qualified candidate from inside or outside to fill job vacancies (Abdalla Hamza et al, 2021). Recruitment is defined as a set of activities for an organization depending on size to catch the attention of job applicants that have the abilities needed to help the organization and individuals achieve their objectives and goals (Evaet.al., 2021). The recruitment process includes examining the necessities of work, drawing employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the organization (Bonisteel et.al., 2021).

2.1   Concept of Recruitment and Selection

The human resource department responsible to find the right person or best qualified candidate for the position an organization needs(Stahl et.al., 2020). Through both the assessment and job analysis and design stage organizations should be able to identify whether or not an individual currently working within the organization would be able to meet the requirements of the new position or if an individual external to the organization would be more appropriate matching to its job description(DeMauroet.al, 2018).

2.2   Recruitment and Selection sources

In human resource management the recruitment and selection process have many sources of potential but all of them can be grouped into two categories, namely internal sources and external sources(Joranli et.al., 2018).

An internal source of recruitment is the cost efficient that refer to the recruitment of employees who are already a part of the existing payroll of the organization. The vacancy for the position can be informed to the employee through internal communication. Internal sources of recruitment includes transfers, internal advertisements, promotions etc and external sources

includes management consultants, public advertisements, recommendations, delegation personnel etc (Tarannum 2018).

The external sources of recruitment are hiring people from outside the organization or from outsourcing agencies. That is seeking new applicants from those who are external to the organization. Some of the major types of external sources are as follows: advertisement in newspapers, employment exchanges, educational institutions, labor contractors, and employee referrals, advertisement in television, recruitment notices at factory gate(Kaur et.al., 2020).

Selection process is the hiring procedure of prospective employees among alternatives employees for doing a particular job. In the hiring procedure varying methods are used to discover significant information about an applicant, which can be compared with the job specification. All managers of the organization need to understand about necessary skills and abilities which need to perform a particular job. Interviews, references, tests, applications and resumes can help to identify differences among candidates. The managers can take selection decision through strengths and weaknesses of the applicants. Similar to recruitment also divided selection process into six different phases. These phases are mentioned in the following (Hamza, 2021).

The selection process ensures that the probability of the selection of the right kind of candidates and it is a general fact that when the right candidate gets the right kind of job, then the organizational efficiency and productivity is bound to be improved. In the views of the selection procedure is basically a sacking process in which the employers try to find out the best types of candidates by gathering the different types of information about them so as to compare their suitability for the said job from amongst a large pool of eligible competitors (Bonisteel, 2021).

In the first round screening an employer has received sufficient interest in the position, the recruiter starts screening the applications or resumes determining which applicants to contact for the preliminary screening interview. Employers determine sufficient interest based on the number of applications or the amount of time the job is posted. Many times, employers take down the job posting when they receive a controllable number of applications, such as 80, to review for a qualified candidates. Preliminary screening is an effective method for narrowing the

selection to candidates who meet the basic requirements for the job position criteria (Berkelaar, 2017).

The telephone interviewing is used as a first round interview; it gives recruiters an opportunity to find out whether an applicant is still interested in the job. It also saves small businesses the money and time of conducting face to face interviews immediately after the first round interviewing. It also confirms whether the applicant has the requisite qualifications. Following the telephone interview, the recruiter typically selects the candidates who are able to articulate their skills and qualifications in a manner that meets the company's staffing needs (Zhang, 2017).

In person interviews the process of interviews is probably one of the most common methods that are used in the process of selection of candidates. It reveals much subjective analysis if the applicant and the person's compatibility with the said type of job in the concerned organization. Different types of situations may be considered in respect to gaining available information from the candidates during interpersonal communication (Khan, 2018).

The types of characteristics of an interviewing process are the candidates appraised after a round of well-structured interview questions; sometimes excessive weight age can be submitted to the different types of unfavorable situations; Sometimes the solid type nature of the interviewer may influence decisions; In some cases, it is noticed that the interviewer finishes the formal interview at a much early stage of the interview and the rest of the time is utilized to find more relevant information in respect to the concerned candidature; In some interviews, the favorable information may get clouded by the presence of a large amount of unfavorable information; It has been observed that with a greater number of job vacancies, the efficiency of such types of interviews is relatively high (Tarannum, 2018).

During in person interview employee physical examination can be considered to be a complete type of test that has been made an obligation in many organizations. The nature of such type of information can be vary from a simple type of physical examination to a very evaluative type in testing the different types of the physical attributes of a candidate in doing a particular type of job. The main purpose of such a physical examination is to test the different types of physical abilities of the candidates and save the companies from the unethical and unreasonable claims in

the domain of health by the employers. The above evidence thus enables us to understand that in the process of selection and recruitment the presence of different types of physical examinations has a vital role in finalizing candidates. Proper type of physical examination gives a clear picture of the different types of physical and mental situations of the candidates (Acikgoz, 2019).

In line manager approval **i**t has been observed that generally, after the carrying out of the different types of interview steps, the candidate should have been considered to be selected for the said process, but in some organizations it has been observed that the last and the final round of interview is conducted by the supervisor of the different types of organizations. It has been generally observed that in most cases, user departments are the people who have knowledge and access to the different types of jobs and are aware of the competencies needed. Thus, such inter-personal discussion helps make a better judgment and examine all the theoretical and practical aspects related to the job (Van Der Lippe, 2020).

In reference checks the purpose of the reference check in any organization is to cross verify the different types of information that a candidate has provided in the information sheet and also to have knowledge about his or her past behavior in the different types of organizations that they said person has been working for. The reference check is done before the shortlisted candidates are called for an interview. However, it is mainly done in the case of private enterprise after the simple appointment letter has been given to the candidates for the said organization (Tarannum, 2018).

In the pool of applicants an applicant pool is the total number of applicants will be receiving for each job post. Each application has to be screened to assess suitability, and either declined or moved to a shortlist. On the other hand applicant pools are the people who have applied for open positions with an organization. The employer utilizes the applicant pool for the selection process by reducing the number of candidates to a short list. If there are a large number of individuals in an applicant pool, a long list may need to precede the short list. Applicant pools may be huge for some jobs, with thousands of qualified candidates. This produces difficulties for hiring managers who need to distinguish between candidates to create a short list. Determining relevant selection criteria that meet the job requirements are essential to decreasing an applicant pool to candidates suitable for the position (Mindia and Hoque, 2018).

Candidate screening is the process of reviewing job applications. This comes in right after candidate sourcing and involves skimming through resumes and cover letters to find the closest applicant job description matches keeping in mind qualifications, experience, and skill sets, and projected candidate organization fit. Despite major headway in technology, screening still happens to be the most time severe aspect of hiring with an average hiring decision taking about an hour's of screening time (Okolie, 2017).

2.3   Recruitment and Selection Importance

One of the most significant developments in the field of manufacturing organizations in recent times is the increasing importance given to human resource. People are one of the most basic wealth and very important to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human behaviors can be of considerable benefits to the organization. This is because the development of people, their competencies, and the process development of the total organization are the pivot of human resource management (Ekwoaba, 2015)

2.4   Recruitment and Selection Policy and Procedure

The recruitment and selection policy equal opportunities employer, which means that committed to providing equality of opportunity in employment to all persons. When recruiting new employees or when affording current employees with opportunities for promotion, it means that follows the good practice recommendations of the codes of practice and other guidance issued by the equality, discriminate unlawfully against any person. Select the best person for the job in terms of qualifications and abilities. To achieve the aims, set up recruitment and selection procedure. The job title has the main responsibility for implementing the policy and procedure (Atkinson, 2018).

The procedure principles must be applied fairly and consistently to all job applicants; Assistance must be given, where needed, to job applicants who are disabled; all recruitment must be planned in advance and opened up to competition; do not accept casual or speculative requests for employment; all persons who wish to work must complete an application form in response to an advertised job vacancy; all applicants must then be assessed against relevant selection criteria to

determine who the best person for the job is helping job applicants who are disabled (Atkinson, 2018).

Open recruitment and monitoring file at the start of recruitment exercise for a particular job; a Recruitment file for that particular exercise must be created. Each file should have a unique reference number. This file was used to store copies of the documents associated with the recruitment exercise. As the exercise progresses, this was included copies of the job description and personnel specification, the job advertisement, the application forms that are received, short listing and interview assessment sheets and notes, and letters to applicants. Job description must be drawn up for every post that sets out the essential duties of the job, including the job title. Personnel specifications must be sets out the selection criteria which will be used to assess job applicants to determine which one was the best person for the job. Advertise the job vacancy to welcome applications from eligible candidates. Application process and forms, the selection process, pre-short listing, short listing, testing, interviews, Pre-employment Checks, references, criminal records, confirmation of offer, and record keeping (Atkinson, 2018).

2.5   Recruitment and selection methods

There are many different types of recruitment and selection methods that organizations use to attract the best staff. Not every job has the same requirements, and each company has different needs. That means employers have to use hiring tactics that will match their environment and appeal to the candidates they're looking for. Various types of recruiting methods can be used within the same business, depending on the role and the department. In manufacturing, there is a design, technical, marketing, procurement and supplies, finance, and admin roles to fill from entry to managerial level, but cannot use the same hiring methods to find the best candidates. However, the following are the steps generally common to all companies. Application forms, preliminary interview, employment test, employment interview, physical examination, final selection, placement and induction (Budriene, 2020).

2.5.1. Emerging Trends in Recruitment and Selection

Currently the recruitment and selection approach is undergoing remarkable changes fueled by technological innovations and changes in strategic outlook. The following section examines some of the key trends impacting recruitment and selection process. A corporate talent network

is one of the online platforms for promoting the company brand name. Its main objective is to attract new talent from a variety of sources which includes job candidates, fans, employees, alumni, partners, suppliers and even customers. It is very popular among the big firms and is increasingly being adopted by smaller and medium size firms as well. A talent network serves as an advertising and promotional center for the company brand name. It is used to communicate job openings, career information, and other company information. The contents are usually tailored and targeted for each specific candidate (Chungyalpa, 2016).

An increased focus on passive candidates however, typically recruiters have focused on active candidates those actively seeking new jobs. But, research has shown that vast majority of prospects are passive candidates, that is they are not actively seeking jobs but are open to new opportunities and offers. This was found to be especially true in the case of social networking sites such as LinkedIn where vast majority of prospects were passive candidates. Hence, firms today are providing more and more emphasis on passive candidates. Indeed, much of the mentioned trends are aimed at attracting passive candidates (Chungyalpa, 2016).

2.6   Recruitment and Selection Challenges while practicing

Today's knowledge economy very much dependents on the value created by HR of an organization. In such a highly competitive work environment, organizations have started to pay much attention to the recruitment and selection process, as employees form their main asset. However, the critical factor involved in the employee selection process is not well studied. The recruitment and selection is a dynamic, complex and important part of HR in an organization. Identifying the right applicant for the job is like searching sharpest needle in a pile of needles. Without a good process it will be likely get unnecessary holes.

One finding stated that the economic, social and cultural values can make nepotism and favoritism in work life that had negative effects on organizational performances, job satisfaction, and organizational commitment. Nepotism and favoritism do not affect every employee in the same manner; such practices have very adverse effects especially on the efficiency of qualified employees, who are enthusiastic about work. Considering that those employees will reflect the said negativity on their co-workers, it is not difficult to anticipate that the damage nepotism and

favoritism will cause to the organizational efficiency and effectiveness will be much worse (Bute, 2011).

In the competitive market, the most valuable intangible asset of a company is strong company branding. Brand can enable the consumers to understand the offered products and services of such brand and it reduces the purchase risk decision of the customer. Within today's highly competitive and complex environment, organizations are competing each other on the bases of their services. Brand is an intangible asset of a company which is made by their products and services (Haigh, 2004). The main reason behind the success of a brand is how brand influence on the satisfaction level of a customer and how it impacts on customer's buying decision, this lead them to retain loyal with the brand and they will endorse the brand to their household members and groups (Michael et al., 2005). Precious research had shown that if a brand continually offers the superior value of services which met the satisfaction level of the customer, will lead to high market performance which makes consistent highly important feature of a brand behavior (Ashraf, 2018).

Human resource management includes tasks like definite HR plan preparation, human resources management, strategic recruiting, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. It includes policies and practices set to improve organizational efficiency, engagement of employees and work quality (Khan & Abdullah, 2019). Having HRM practices in place would positively improve the company's performance such as, revenue returns, benefit, competitiveness and market share. Organizational performance can be a challenging because of their various standards including sustainability, profitability, agreeable the group, and willingness to deal with changes. As the primary determinants of organizational success is profitability, other researchers also agreed that (Mousa & Othman, 2020) have proven (reached the same conclusion) and named efficiency and the other signals for benefit and turnover as important performance measurements. Other research agrees on this, HRM is considered to be the most vital in the organization that influences the efficiency (Ashraf, 2018).

The description of job positions refers to the specification of the duties, tasks and responsibilities of employees. According to Renwick et al. (2008), nowadays, in certain companies that practice, each job description includes details of employees' duties and responsibilities in the work area but absence of the objective criteria, job description and specification disturb work environment and affect organizational performance (Yusliza, 2019).

The following demographic challenges and methodological challenges of recruitment and selection are as follows:

2.7   Demographic Challenges

Future selection and recruitment research had addressed various demographic challenges related with ageing, diversity and gender. Given the trend of ageing societies, need theoretically driven research to explain which selection and recruitment practices might be particularly well suited for hiring older employees across all levels in the organization. More senior staff was recruited via referrals, because they were recruited for more senior leadership or similarly high caliber roles. However, older population increasingly taking up part time work and bridge employment. The increased globalization had also led to ever more diverse societies in terms of ethnicity or race. Selection and recruitment research to date had mainly focused on identifying methodological moderators, but given that certain selection methods, such as cognitive ability tests, might have a severe adverse impact on specific groups, also the diversity in terms of gender and family structures for instance, applicant attraction could explore what organizational, job, and recruitment process related characteristics would attract single parents or dual earner couples to work for them. This seems to be a particularly promising future avenue as many are navigating through increased workloads working remotely, with women still taking on majority of childcare responsibilities seems to be important theoretical and practical challenges (Potocnik, 2021).

2.8   Methodological Challenges

One of the recurring issues related with selection and recruitment research was that the data is most frequently collected on present rather than applicant samples. Given that the key research questions are mainly concerned about how well the individuals perform in the future and how

different stages of the recruitment and selection process determine pre and post hire outcomes, the lack of research on actual applicants is concerning.

Another concern that identified was related with the lack of behavioral data for measuring both predictors like personality, criteria like turnover and job performance. In order to validate some of the findings on predictive validities of selection and recruitment methods and to avoid the common method bias in recruitment and selection research more broadly, future research should consider using observer scores or other type of measurements other than self-reports. This might be particularly relevant for addressing the last challenge, which has to do with the need for predicting criteria at multiple levels. It might be that certain organizational level data can only be analyzed by means of observational data, which, in combination with individual level applicant data calls for multi-level analyses (Potočnik, 2021).

An employment exchange is also another challenge which is an office set up by the government for bringing together as quickly as possible those men who are in search of employment and those employers who are looking for men. Employment exchanges register unemployed people and maintain the records of their names, qualifications, and etc(Mahapatro 2022).

The employers on their part dear the exchange about the vacancies which occur in their factories and types of employees they require for filling up these vacancies. Whenever any vacancy is intimated, the exchange selects some persons from among the employment seekers already registered with it and forwards their names to the employers for consideration. In addition to government agencies, there are several private employment agencies especially retained by the organizations at a certain payment, usually to select personnel for supervisory and higher levels(Zhanget.al., 2019).

An employee referral method is also another challenge issue that is a way of finding the correct candidates for the open job vacancies. As Gilal et.al., 2019 stated that ask employees to recommend new hires, If their suggestion is a strong fit, then reward them for their help(Gilal et.al., 2019).

The practice of broadcasting of vacant posts over television is raising question of those area not having television can miss competent candidates from there such as special program' like Job

Watch, 'Employment News', etc. over the T.V. have become popular in recruitment for various types of Jobs(Acikgoz, 2019). The use of T.V. as a source of recruitment is less common as compared to other sources because of broadcasting is an expensive medium; the advertisement for the Job appears for a very short time and it is not repeated; the candidates who don't watch T.V. will miss the information about Job vacancies; if there is a power failure in any area, the candidate living in such area will miss the vacancies that is a challenge of recruitment and selection(Lehdonvirta et.al., 2021).

2.9   Review of Empirical Literature

What is Empirical literature? It is a type of review that applies systematic methods and considered to be more strongly rooted in evidence that is the systematic review. Empirical literature is the other investigators understand precisely what was done and what was found in a particular scientific research to the extent that they could replicate the study to determine whether the findings are reproduced when repeated (Hu, 2021).

A systematic review is a type of literature report where established methods have been systematically applied, objectively, in locating and synthesizing a body of literature. The systematic review report is characterized by a great deal of transparency about the methods used and the decisions made in the review process, and are replicable. Thus, it meets the criteria for empirical literature: systematic observation and methodology, objectivity, and transparency or reproducibility (Legood, 2022).

The main purpose of this study is to provide a new, macro level strategic staffing to bridge the gap in the knowledge regarding how practices within recruitment and selection systems can work to provide a competitive advantage among various sectors. This study identifies the various methods of recruitment and selection process through a systematic review of literature, which would be the right fit for attracting and selecting employees in an organization (Lee, 2023).

The past studies have been done various factors that influence internal recruitment, external recruitment, and selection. This research study is an attempt to describe the practice of recruitment and selection in manufacturing sector factors and other factors through the content analysis method (Abdalla Hamza, 2021).

In Ethiopia particularly in Geosynthetics Industrial works different researches conducted as (Dejene, 2021) indicates that the effect of service quality on customer satisfaction. And the (Birchit, 2021) Analyzing the manufacturing process in the perspectives of lean production. However, there is no any study conducted to assess and find out the practice and challenges of recruitment and selection problems in GIW, and the company gives less attention to the recruitment and selection in human resource management; the poor recruitment and selection activities in the company affecting the overall performance of the organization. Hence making the management of related issues complicate and challenging. Therefore, I plan to do this study that will be conducted in the Geosynthetics Industrial works to fill the research gap of the recruitment and selection practices and its challenge with the existing job description and specification which is major problem that not be conducted before in the stated company.

2.10 Criteria for recruitment and selection

The Geosynthetics industrial works plc set recruitment and selection criteria depending up on the job title and job description specifications of formal education, experience, performance, physical and mental characteristics, medical and criminal condition, promotion, transfer, probation, personality characteristics and demographic characteristics requirements on the company's published HR manual.

Since that's the case, recruitment criteria used during the hiring process of employer to determine the best methods for assessing the possible match between a candidate's knowledge, skills, and experience and what is required for the position that the employer wishes to fill are posts on the internet the positions and its requirements.

The review of literature revealed that the recruitment and selection process is carried out in organizations by adopting latest technologies like online portals, outsourcing, job fair, campus interviews, and mobile recruitment applications. The representation of this practice is to find the best candidate for an organization. Besides adopting the latest technology, consideration of the expatriate factor would lead to an effective way of recruitment practices in finding out the right candidate for the right job and thus create a healthier work environment. The existences of recruitment and selection policy factors have not been considered well in the Geosynthetics

Industrial Works manufacturing context, but have been given importance in the global context in the process of recruitment and selection (Lee, 2023).

2.1. Conceptual frame work

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┌─────────────────────────────────────────────────┐
│   ┌───────────────────────────────┐             │
│   │   Nature of Recruitment and   │             │
│   │      Selection Policy         │             │
│   └───────────────┬───────────────┘             │
│                   │                             │
│                   ▼                             │
│   ┌───────────────────────────────┐             │
│   │  Practices of Recruitment and │             │
│   │          Selection            │             │
│   └───────────────┬───────────────┘             │
│                   │                             │
│                   ▼                             │
│   ┌───────────────────────────────┐             │
│   │   Challenges of Recruitment   │             │
│   │        and Selection          │             │
│   └───────────────────────────────┘             │
│                                                 │
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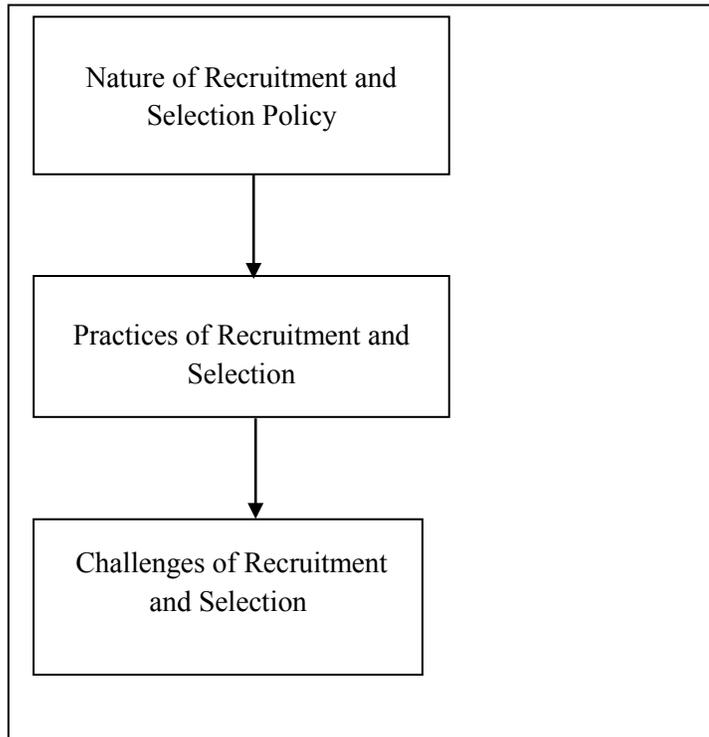
Figure 2.1: Conceptual frame work of recruitment and selection process

Source, *(Developed by the researcher based on the review of theoretical and empirical literature, 2023)*

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

INTRODUCTION

This chapter deals with the research methodology that the researcher were tried to apply to finalize the overall study. It includes research approach, research design, population of the study; sample size and techniques used in sample selections, data collection technique, sources of data, methods of data analysis and ethical consideration were presented.

3.1   Research design and approach

According to Saunders et.al, (2007) a research design is a general plan of how the research question that has been identified was answered. In order to access better information the research based on assessing recruitment and selection practices and its challenges in Geosynthetics Industrial Works PLC employees and top managers were taken as a sample to the study.

The study was mixed in approach since it involves both qualitative and quantitative methods. Descriptive   research design has been used since it enables the researcher to collect as much response options as possible from the organizations under investigations. The research type employed in this study was used descriptive statistics because the items used for this study are described by computing their frequency, percentages, mean and standard deviation.

3.2   Data Type and Data Source

Primary data refers to the first hand data that was gathered by the researcher himself. And secondary data means data collected by someone else earlier. Surveys, observations, experiments, questionnaire, and personal interview were used. Government publications, websites, books, journal articles, and internal records are referred. Both primary and secondary data were used. The data was getting from observations, questionnaire, and personal interviews with top managers and process owners at each department, manuals, books, journal articles, internet web sites and other relevant company's documents.

3.3   Population and Sample Size

Primary and secondary data were assessed from process owners and top managers. The interview was conducted by the principal investigator of this study. Each of the interviews was done in the office of the process owners and top managers. The questionnaires were collected by using self-administered questionnaire format that was attached as an appendix. The questionnaire was distributed to employees of the sample in each department. First, the respondents were informed about the objective and importance of the study. Then, instructions were given on how to complete the questionnaire. Finally, the questionnaires were distributed to respondents. Secondary data was collected by reviewing relevant documents of manuals, books, journal articles, internet web sites and other company documents.

3.3.1   Sample Size

Currently there are 230 employees in Geosynthetics industrial works plc. There are many formulas used for calculating sample size. One of the most common formulas used is Yamane's formula (Adam, 2021).

$n = N/(1+N(e)2$.

n =N 230

‎   ------------   = ------------=<u>146</u>

1+N (e) 2   1+230(0.05)²

Where,

- n is sample size,
- N is population size,
- e is level of precision or sampling of error which is $\pm$ 5%

3.3.2   Sampling Technique

The researcher used simple random sampling from total population 146 employees of the study questionnaire were distributed to 144 employees and purposive sampling technique of the study used for interviewing 2 top managers for data collection process.

3.4 Methods of Data Analysis

The data was analyzed and interpreted by using both quantitative and qualitative approach. The quantitative part collected using questionnaire was analyzed by using descriptive statistics (frequency, percentage, mean, standard deviation) and SPSS version 20.0 updated software was used as an aid. The qualitative data collected through interview was analyzed using manual analysis.

3.5 3.5 Reliability of Instruments

The data analysts perform various measurements of varying reliability. The term 'reliability' here refers to the thematic analysis of quality consistency or repeatability of such measurements. Regarding the study area, the descriptive analyst takes measurements for the reasons outlined in table 3.1 below. The questionnaire/survey attached as annex was the instrument and measurements used to collect data in this research study.

Table 3.1: Cronbach's Alpha

S/N	Statement	Cronbach's Alpha
1	Nature of recruitment policy	0.707
2	Nature of selection policy	0.719
3	Recruitment and selection practice	0.778
4	Factors that affect the recruitment & selection process	0.824
5	Recruitment and selection challenges while practice	0.924
Average value		**0.7904**

Source: SPSS version 20.

Cronbach's Alpha average value 0.7904 which was good and reliable. According to (Williom G.Zikmund, Barry J. Babin Jon C Carr, Mitch Girrifin, 2010) exhibiting a coefficient of Alpha between 0.80 and 0.96 are considered to have very good reliability, between 0.70 and 0.80 are considered to have good reliability, and alpha value between 0.60 and 0.70 indicated fair reliability, and when the coefficient of alpha is below 0.60, the scale has poor reliability (Zikmund, 2010).

3.6   Validity of Instrument

The main objective of the attached questionnaire in the research was to obtain relevant information in most reliable and valid manner. Thus the accuracy and consistency of questionnaire forms a significant aspect of research methodology which was known as validity and reliability. This study was a survey and experts review the questionnaire and advisor commented the questionnaire of validity and reliability tests.

3.7   Ethical Consideration

All information provided will be treated in the strictest confidence and used exclusively to support for the academic research purpose and the researcher would like to thank the managements and staffs of Geosynthetics Industrial Works plc for their support. Before issuing the questionnaires permission was got from the company whether they are comfortable in filling up the questionnaires regarding their company's assessment of recruitment and selection practice and its challenges and also they were informed that names were remained anonymous and no designation was required so that their answers remain unbiased.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

INTRODUCTION

The data presentation, analysis, discussion, and interpretations chapter was examine and explains information gathered through the use of questioners and interview. These were analyzed to emphasize response from respondents by means of frequency, percent, mean and standard deviation, using various forms of table's representation.

The data analysis part was cover the demographic information of respondents, nature of recruitment policy, nature of selection policy, recruitment and selection practice and its challenge.

The study has made for the total population of sample size of 146. Among these two managers were selected for interview; the 144 questioners were distributed and 119 were responded. Therefore, according to Schein (1992), above 60 % is an excellent response rate , 50% response rate is good while 30 % is not viable, so the collected data covers 82.64% which was an excellent response rate.

Table 4.1: **Response rate**

Gender	Questioner distributed as per sample	Questioner returned		Questioner unreturned	
		NR	%	NR	%
Male	121	96	66.67	25	17.36
Female	23	23	15.97	-	-
Total	144	119	82.64	-	-

Source: SPSS Output, 2023

3.1. Analysis and discussion from the presented questionnaire

3.1.1. Demographic Data

On the statistical demographic data, questions were asked on age, gender, educational qualifications and number of service years served in the organization Geosynthetics Industrial Works

Table 4.2: Demographic Characteristics of the respondents

S/N	Statement		Frequency	Percent
1	**Gender**	Female	23	19.3
		Male	96	80.7
		Total	119	100
2	**Age group**	20-25	18	15.1
		26-30	0	0
		31-35	36	30.3
		Above 35	65	54.6
		Total	119	100
3	**Educational qualifications**	High school	7	5.9
		College Diploma	39	32.8
		First degree	61	51.3
		Master's Degree	12	10.10
		PhD	0	0
		Total	119	100
4	**Service years in GIW**	0-5 Years	10	8.4
		5-10 years	43	36
		10-15 years	44	37
		More than 15 years	22	18.5
		Total	119	100

Source: SPSS version 20.

Based on the data collected 23respondents representing (19.3%) were female whereas96of the respondents representing (80.7%) of them were male. It shows that the number of male employees in GIW was more than number of female employees it implies that the organization provides more job opportunity for male than female. While considering to age 18 of the respondents representing (15.1%) are between the age group of 20-25, no respondent between the age of 26-30, 36of the respondents representing (30.3%) fall between the age of 31-35, while 65 of the respondents representing (54.6 %) in which majority of the people who responded to this questioner were above the age of 35 years. This shows that the organization have both younger staff that are productive and also have experienced employees.

Regarding to educational background of employees 7of the respondents representing (5.9%) were high school, 39of the respondents representing (32.8 %) have college diploma, 61of the respondents representing (51.3 %) have first degree holders, 12of the respondents representing (10.10 %) have master's degree finally no respondent was responded to PhD. This indicates that the organization has several levels of qualified employees so as to accomplish their task of the company.

The table above shows service years 10 of the respondents' account (8.4%) were served between 0-5 years, 43 of the respondent representing (36%) was served between 5-10 years, 44 of the respondents representing (37%) were served between 10-15 years, and finally 22 of the respondents representing (18.5%) were served above 15 years. Thus, this indicates that GIW has large numbers of experienced task forces were served for long period of time.

In general, the organization provides more job opportunity for male than female; no respondent between the ages of 26-30 that indicates the company not give attentions to youth age of 26-30; majority of the people who responded to this questioner were above the age of 35 years; the organization has several levels of qualified employees and experienced to accomplish their task of the company.

3.2. Nature of Recruitment and Selection Policy of the company

Table 4.3: Nature of recruitment policy

S/N	Statements		Frequency	Percent	Mean	Standard Deviation
1	The organization has a clear and objective based recruitment policy	Strongly disagree	0	0	3.92	0.645
		Disagree	4	3.4		
		Neutral	18	15.1		
		Agree	81	68.1		
		Strongly agree	16	13.4		
		Total	119	100		
2	The recruitment policy is important for the organization to attract qualified candidates	Strongly disagree	1	0.8	4.03	0.775
		Disagree	5	4.2		
		Neutral	13	10.9		
		Agree	71	59.7		
		Strongly agree	29	24.4		
		Total	119	100		
3	The recruitment policy ensures a transparent recruitment	Strongly disagree	4	3.4	3.74	0.838
		Disagree	3	2.5		
		Neutral	28	23.5		
		Agree	69	58		
		Strongly agree	15	12.6		
		Total	119	100		
4	The organization recruitment policy ensures merit based	Strongly disagree	1	0.8	3.82	0.688
		Disagree	6	5		
		Neutral	17	14.3		
		Agree	85	71.4		
		Strongly agree	10	8.4		
		Total	119	100		
5	The recruitment policy endorses non-discriminatory process	Strongly disagree	3	2.5	3.57	0.829
		Disagree	8	6.7		
		Neutral	35	29.4		
		Agree	64	53.8		
		Strongly agree	9	7.6		
		Total	119	100		

Source: SPSS version 20.0

In human resource management recruitment Eva et.al., (2021)was defined as a set of activities for an organization depending on size to take the attention of job applicants that have the abilities needed to help the organization and individuals attain their objectives and goals based on table 4.2 of the organization's clear and objective based recruitment policy about 18 respondents representing (15.1%) were neutral , 81 respondents representing (68.1%) were agree, and 16 of the respondents representing (13.4%) of them were strongly agree. That shows the number of employees agrees and strongly agrees having a clear and objective based recruitment policy 81.5% was more than the number of employees disagree and strongly disagree 3.4% this implies that the organization possibly had a clear and objective based recruitment policy.

Among the most important developments in the field of manufacturing sector as Ekwoaba, (2015) recently stated that the increasing importance was given to human resource. People are one of the most basic wealth and very important to organizations as they offer perceptions, values and attributes to organizational life if and only when managed effectively. Because the development of people, their competencies, and the process development of the total organization were the pivot of human resource management regarding the recruitment policy importance for the organization to attract qualified candidates 13 respondents representing (10.9 %) were neutral , 71 respondents representing (59.7%) were agree, whereas29 of the respondents representing (24.4%) of them were strongly agree. That shows the number of employees agrees and strongly agrees having recruitment policy important for the organization to attract qualified candidates (84.1%) was more than the number of employees disagree and strongly disagree together (5%) this denotes that the organization had important recruitment policy to attract qualified candidates.

The company set recruitment and selection criteria depending up on the job title and job description specifications, education, experience, performance, physical and mental characteristics, medical and criminal condition, promotion, transfer, probation, personality and demographic characteristics requirements on the company's published HR manual. And recruitment principles used as Lee, (2023) during the hiring process of employer to determine the best candidates for assessing the possible match between applicant's knowledge, skills, and experiences required for the identified position that the employer wishes to fill advertise the position(s) and its requirements to make sure a transparent recruitment about 28 respondents

representing (23.5%) were neutral , 69 respondents representing (58%) were agree, and15 of the respondents representing (12.6%) strongly agree. That was the number of employees agrees and strongly agrees (70.6%) was more than the number of employees disagree and strongly disagree (5.9%) this implies that the recruitment policy ensures a transparent recruitment. The representation of this process was to find the best candidates for the company.

The DeMauroet.al, (2018) identifies the competent candidate's academic qualification, and work experiences whether to meet the requirements of the new position. And according to Stahl et.al,(2020) the human resource department was responsible to find the qualified right person for the position and the table 4.2 indicated that the organization recruitment policy ensures merit based about 17 respondents representing (14.3%) were neutral , 85 respondents representing 71.4% agree, whereas 10 of the respondents representing 8.4% of them were strongly agree, that shows the number of employees agrees and strongly agrees positively responded having recruitment policy ensures merit based in GIW 79.8% was more than the number of employees disagree and strongly disagree collectively1.3%and this implies that the organization have recruitment policy that ensures merit based approach.

Concerning the recruitment policy that support non-discriminatory principles as Lee,(2023) during the hiring process of employer to determine the best applicant for assessing the possible match between applicant's knowledge, skills, and experiences required for the identified position that the employer wishes to fill advertise the position(s) and its requirement policy that support non-discriminatory process 35 respondents representing (29.4%) were neutral ,the respondents representing 53.8% were agrees by this idea, whereas the respondents representing 7.6%were strongly agree. That proves the number of employees agrees and strongly agrees having recruitment policy endorses non-discriminatory process in the company61.4% was more than the number of employees disagree and strongly disagree collectively9.2%.As Ekwoaba, (2015)it provided evidence that the organization's recruitment policy supports non-discriminatory process. This was because the development of people, their competencies, and the process of the recruitment development were the pivot of human resource management.

In general, the organization had a clear and objective based recruitment policy; had important to attract qualified candidates; it ensures a transparent recruitment, ensures merit based approach

and policy endorses nondiscriminatory process.

Table 4.4: Nature of selection policy

S/N	Statements		Frequency	Percent	Mean	Standard Deviation
1	The organization has a clear selection policy	Strongly Disagree	0	0	3.71	0.729
		Disagree	9	7.6		
		Neutral	27	22.7		
		Agree	73	61.3		
		Strongly Agree	10	8.4		
		Total	119	100		
2	The selection policy is important for the organization to hiring qualified candidates	Strongly Disagree	1	0.8	3.99	0.657
		Disagree	2	1.7		
		Neutral	14	11.8		
		Agree	82	68.9		
		Strongly Agree	20	16.8		
		Total	119	100		
3	The selection policy ensures transparent selection process	Strongly Disagree	1	0.8	3.678	0.678
		Disagree	3	2.5		
		Neutral	28	23.5		
		Agree	76	63.9		
		Strongly Agree	11	9.2		
		Total	119	100		
4	The organization selection policy ensures merit based selection	Strongly Disagree	0	0	3.69	0.767
		Disagree	11	9.2		
		Neutral	26	21.8		
		Agree	71	59.7		
		Strongly Agree	11	9.2		
		Total	119	100		
5	The selection policy ensures non-discriminatory hiring process	Strongly Disagree	1	0.8	3.60	0.837
		Disagree	13	10.9		
		Neutral	30	25.2		
		Agree	64	53.8		
		Strongly Agree	11	9.2		
		Total	119	100		

*Source***:** SPSS version 20.0.

To achieve the company's aims, the organization could have main responsibilities for implementing the policy and procedures as the Atkinson, (2018) stated that the recruitment and selection policy equal opportunities employer, which means that committed to providing equality of opportunity in employment to all persons. When recruiting new employees or when affording current employees with opportunities for promotion, that was follow the good code of conducts. Similar to the table 4.3about 27 respondents representing (22.7%) were neutral , 73 respondents representing 61.3% were agree, where as10 of the respondents representing 8.4% of them were strongly agree. That shows the number of employees agrees and strongly agrees69.7% was more than the number of employees disagree and strongly disagree 7.6%.Its average data set mean (3.71) and high standard deviation (0.729) that a measure of how dispersed the data was in relation to the mean indicates more spread out. The data shows that the organization had a clear selection policy.

In recent times according to Ekwoaba, (2015) the selection policy for the organization to hiring qualified candidates was given to human resource particularly selection. People are one of the most basic wealth and very important to the organizations about 14 respondents representing (11.8%) were neutral , 82 respondents representing 68.9% were agree, whereas20 of them representing 16.8% were strongly agree describe that the organization selection policy was important for the organization to hiring qualified candidates. That shows the number of employees agrees and strongly agrees 85.7% was more than the number of employees disagree and strongly disagree 2.3%. The data (85.7%) illustrated that the organization had an important selection policy to hiring qualified candidates.

As Budriene, (2020) stated that different types of recruitment and selection methods were used within the same business, depending on the role and the department in manufacturing, there was a design, technical, marketing, procurement and supplies, finance, and admin roles. They cannot use the same hiring selection method to find the best candidates within each division. As described in the above table 4.3 28respondents representing (23.5%) were neutral ,63.9% were have the same opinion, and (9.2%) of them were strongly agree. That shows the number of employees agrees and strongly agrees (73.1%) was more than the number of employees disagree and strongly disagree (3.3%). This denotes that the organization had a selection policy that ensures transparent selection process.

From time to time recruiters were sent to educational institutions where they meet the members of the faculty and persons in charge of placement services who recommend suitable candidates Gilal et.al., (2019) acknowledged that some companies send representatives to professional meetings and conventions to recruit employees. As observed from the data collected the organization selection policies ensures   26 respondents representing (21.8 %) were neutral , 59.7% agree merit based selection, where as 9.2% of them were strongly agree explains that the organization selection policy ensures 68.9%merit based selection process.

The recruitment process includes examining the necessities of work, drawing employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the organization Bonisteel et.al., (2021) as 30 respondents representing (25.2%) were neutral , 53.8% look upon the organization selection policy ensures non-discriminatory hiring process. This described that the organization selection policy ensures 63% non-discriminatory hiring process. That explains the number of employees agrees and strongly agrees was more than the number of employees disagreeing. That was the organization had a selection policy that ensures non-discriminatory hiring process.

In general, the organization had a clear selection policy, an important selection policy to hiring qualified candidates; ensures transparent and merit based selection process.

3.3. The recruitment and selection policy implement in the company

Table 4.5: The recruitment and selection policy implement in the company

S/N	Statements		Frequency	Percent	Mean	Standard Deviation
1	The recruitment is conducted by functional department.	Strongly Disagree	1	0.8	3.77	0.797
		Disagree	6	5		
		Neutral	30	25.2		
		Agree	64	53.8		
		Strongly Agree	18	15.1		
		Total	119	100		
2	Hiring process identify the prospective employees with required qualification	Strongly Disagree	3	2.5	3.66	0.868
		Disagree	11	9.2		
		Neutral	21	17.6		
		Agree	73	61.3		
		Strongly Agree	11	9.2		
		Total	119	100		
3	The recruitment practice has techniques to attract the desired candidates	Strongly Disagree	2	1.7	3.66	0.786
		Disagree	8	6.7		
		Neutral	28	23.5		
		Agree	72	60.5		
		Strongly Agree	9	7.6		
		Total	119	100		
4	Recruitment practices involves making decision whether to hire from internal or external	Strongly Disagree	0	0	3.87	0.688
		Disagree	4	3.4		
		Neutral	25	21		
		Agree	73	61.3		
		Strongly Agree	17	14.3		
		Total	119	100		
5	The selection policy ensures non-discriminatory hiring process.	Strongly Disagree	1	0.8	3.8	0.809
		Disagree	8	6.7		
		Neutral	23	19.3		
		Agree	69	58		
		Strongly Agree	18	15.1		
		Total	119	100		
6	Decide on the selection stages and possible time frame	Strongly Disagree	0	0	3.70	0.708
		Disagree	5	4.2		
		Neutral	38	31.9		
		Agree	64	53.8		
		Strongly Agree	12	10.1		
		Total	119	100		

7	The selection process is conducted based on clear selection criteria	Strongly Disagree	1	0.8	3.71	0.806
		Disagree	8	6.7		
		Neutral	31	26.1		
		Agree	64	53.8		
		Strongly Agree	15	12.6		
		Total	**119**	**100**		
8	The selection technique is appropriate to identify the best candidate	Strongly Disagree	2	1.7	3.61	0.884
		Disagree	12	10.1		
		Neutral	30	25.2		
		Agree	61	51.3		
		Strongly Agree	14	11.8		
		Total	**119**	**100**		
9	The company evaluate the effectiveness of selection process regularly	Strongly Disagree	4	3.4	3.59	0.868
		Disagree	19	16		
		Neutral	31	26.1		
		Agree	57	47.9		
		Strongly Agree	8	6.7		
		Total	**119**	**100**		

Source: SPSS version 20.0

Regarding to the organization recruitment and selection process in the human resources in line with the policies that already existed; the first interview responded that an employee requisition had to be completed by requested department manager shall submitted, based on the request HRMAD check the approval and announced the vacant post internal or external and registered the candidate. And based on the second interviewee replied that the requirements, in terms of educational level , experience and any other special needs , for someone needed to fulfill in order to be hired for a given position in the company was documented. So, the department made that the requirement and selection process based on this document.

Concerning the current recruitment and selection practices of the company according to first interviewee respondent more of objective information. According to the second interviewed view of point "whenever there is a vacant post and a request was initiated by the concerning department to fulfill that vacant post. Accordingly HR makes internal vacancy announcement just for prioritizing the qualified applicant if none of the applicants fulfill the requirement, the announcement was made in newspapers to attract a wide pool of external applicants and then narrow them down by selection process.

And in human resource management the HR department's recruitments process was identifying, attracting, interviewing, selecting, hiring and on boarding employees to determine best qualified candidate from inside or outside to fill job vacancies Abdalla Hamza et al, (2021). And the table 4.4 indicates that about 30 respondents representing (25.2%) were neutral , 64 respondents representing 53.8% were agree, whereas 18 of the respondents representing 15.1% of them were strongly agree define that the organization's recruitment was conducted by functional department. That shows the number of employees agrees and strongly agrees the recruitment was conducted by functional department in GIW (68.9%) was more than the number of employees disagree and strongly disagree 5.8%,its mean and standard deviation respectively were 3.77 and 0.797. This observation indicated that the recruitment was conducted by functional department.

For line manager hiring the Van Der Lippe, (2020)described that after carrying out of the different types of interview steps, the candidate should have been considered to be selected for the supposed process had been observed that the last and the final round of interview was conducted by the manager of the different types of organizations. The user departments were the people who had knowledge and access to the different types of jobs and were aware of the competencies needed. Thus, such inter-personal discussion helps make a better judgment and examine all the theoretical and practical aspects related to the job. The company hiring process of the organization identify the potential employees with required qualification was21 respondents representing (17.6%) were neutral, 61.3%, and 9.2% of them were strongly agreed. When comparing the data with disagrees and strongly disagree collectively (70.5% vs. 11.7%) it describes that the hiring process of the organization identifies the potential employees with required qualifications.

According to the Bonisteel, (2021) view of point the selection process ensures the probability of the selection of the right kind of candidates and it is a fact that when the right candidate gets the right kind of job, then the organizational efficiency and productivity is bound to be improved. With regard to the recruitment practice's techniques to attract the desired candidates 28 respondents representing (23.5%) wereneutral,72 respondents representing 60.5% were agree, while9 of the respondents representing 7.6% were strongly agree. The employees disagree and strongly disagree respondents together were 8.4%.Comparatively the figures described that the

number of employees agrees and strongly agrees the recruitment practice techniques to attract the desired candidates in GIW (68.1%) was more than the number of employees disagree and strongly disagree 8.4. This surveillance indicated that the organization recruitment practice has techniques to attract the desired candidates. The Joranli et.al.,(2018) tried to denotes that in human resource administration the recruitment and selection process had sources of potential however all of them grouped into two categories, namely internal sources and external sources. And the author Tarannum,(2018) sort out that an internal source of recruitment was the cost efficient that refer to the recruitment of employees who are by now a part of the offered payroll of the company. In addition to that the Kaur et.al., (2020) also proof that an external sources of recruitment were hiring people from outside the organization or from outsourcing agencies. In a view of that about25 respondents representing (21 %) were neutral , 61.3% was agree, and14.3% of them were strongly agreed and 75.6% recruitment practices involves making decision whether to hire from internal or external. And 3.4% was disagreeing but no respondents of strongly disagree this describes that the organization recruitment practices involves making decision whether to hire from internal or external.

Concerning to the selection policy that ensures a non-discriminatory hiring process the Bonisteel et.al., (2021)thought that examining the necessities of work, drawing employee to that occupation, screening and selecting candidates, contracting, and coordinating the employee about 23 respondents representing (19.3 %) were neutral , 69 respondents representing 58% were agree, whereas 18 of the respondents representing 15.1% of them were strongly agree identified that the organization selection policy ensures non-discriminatory hiring process. It illustrates that the employees agrees and strongly agrees was more than the number of employees disagree and strongly disagree 7.3%. This indicates that the organization selection policy ensures non-discriminatory hiring process.

The company was set a selection criteria depending up on the job title and job description educational qualifications, experience, physical and mental characteristics, medical and criminal condition, on the company's HR manual. As that was the described Lee, (2023) selection criteria used during the hiring process of employer to determine the best methods for assessing the possible match between a candidate's knowledge, skills, and experience and what is required for the position that the employer wishes to fill are posts on the internet the positions and its

requirements about 31 respondents representing (26.1 %) were neutral , 64 respondents representing 53.8% were agree, whereas15 of the respondents representing 12.6% of them were strongly agree that tells the organization selection process was conducted based on clear selection criteria.   This fact (66.4%) implies that the organization selection process was conducted based on clear selection criteria.

The line manager carrying out of the different types of interview steps, the candidate should have been considered to be selected for the said process, Van Der Lippe, (2020) had been observed that user the people who have knowledge and access to the different types of jobs and are aware of the competencies needed. Thus, such inter-personal discussion helps make a better judgment and examine all the theoretical and practical aspects related to the job. Regarding the selection technique appropriate to identify the best candidate about 30 respondents representing (25.2 %) were neutral , 61 respondents representing 51.3% were have the same opinion, while 14 respondents representing 11.8%strongly agree; together 63.1%indicates the company's selection technique was appropriate to identify the best candidate. As well as the company evaluates the effectiveness of selection process regularly 31 respondents representing (26.1 %) were neutral, 47.9% agreed and 6.7% strongly agree.   The employees disagree and strongly disagree respondents together were 19.4%. This denote that the number of employees agrees and strongly agrees was more than the number of employees disagree and strongly disagree. This fact describes that Geosynthetics industrial works evaluates the effectiveness of selection process regularly.

In general, the hiring process of the organization identifies the potential employees with required qualifications; its practices involves making decision whether to hire from internal or external; and the selection policy ensures non-discriminatory hiring process; the organization selection process was conducted based on clear selection criteria and evaluates the effectiveness of selection process regularly.

Regarding to the interview to the current recruitment and selection process used by the company the registration within given time and selection process starts with the user department for external and internal. And making vacancy announcement either internal or external, registering a pool of applicant, comparing the applicants document against the company requirement, shortlisting better applicants for written exam and / or the exam, picking up the best one.

3.4. Challenges of the company in implementing recruitment and selection

Table 4.6: Recruitment and selection challenges while practices

S/N	Statements		Frequency	Percent	Mean	Standard deviation
1	Nepotism and favoritism in the recruitment and selection process is observed in the company	Strongly Disagree	16	13.4	3.06	1.257
		Disagree	26	21.8		
		Neutral	28	23.5		
		Agree	33	27.7		
		Strongly Agree	16	13.4		
		Total	119	100		
2	Absence of clear policy and procedure of recruitment and selection in the company	Strongly Disagree	16	13.4	2.97	1.186
		Disagree	29	24.4		
		Neutral	25	21		
		Agree	41	34.5		
		Strongly Agree	8	6.7		
		Total	119	100		
3	Absence of strong company brand	Strongly Disagree	16	13.4	2.89	1.206
		Disagree	35	29.4		
		Neutral	24	20.2		
		Agree	34	28.6		
		Strongly Agree	10	8.4		
		Total	119	100		
4	Absence of efficient recruitment and selection process	Strongly Disagree	12	10.1	2.97	1.104
		Disagree	32	26.9		
		Neutral	29	24.2		
		Agree	40	33.6		
		Strongly Agree	6	5		
		Total	119	100		
5	Absence of transparent recruitment and selection process in the company	Strongly Disagree	13	10.9	2.98	1.112
		Disagree	31	26.1		
		Neutral	24	20.2		
		Agree	47	39.5		
		Strongly Agree	4	3.4		
		Total	119	100		
6	Lack of objective criteria of recruitment and selection	Strongly Disagree	14	11.8	2.93	1.110
		Disagree	31	26.1		
		Neutral	27	22.7		
		Agree	43	36.1		
		Strongly Agree	4	3.4		
		Total	119	100		
7	Absence of definite	Strongly Disagree	14	11.8		

#	Statement		Frequency	Percent	Mean	Std. Dev
	human resource plan to conduct recruitment and selection process	Disagree	30	25.2	3.01	1.161
		Neutral	23	19.3		
		Agree	45	37.8		
		Strongly Agree	7	5.9		
		Total	119	100		
8	Absence of clear job description and specifications to conduct recruitment and selection	Strongly Disagree	20	16.8	2.91	1.255
		Disagree	30	25.2		
		Neutral	19	16		
		Agree	41	34.5		
		Strongly Agree	9	7.6		
		Total	119	100		

Source: SPSS version 20.0

As the so called Mahapatro,(2022) the recruitment and selection was a dynamic, complex and important part of HR in an organization. Along with this Gilal et.al., (2019) said that sometimes recruiters were sent to educational organization where they meet the members of the faculty and persons in charge of placement services who recommend suitable candidates for the position. As shown in the above table the first statement regarding nepotism and favoritism in the recruitment and selection process majority of the respondents which was 28 respondents representing (23.5%) were neutral, 27.7% of them were agree, followed by16 respondents representing 13.4% strongly agree and collectively (41.1%) was above the number of employees disagree and strongly disagree represents 35.2%, its mean and standard deviation respectively were 3.06 and 1.257. This indicates that there were nepotism and favoritism observed in the recruitment and selection process.

As revealed in the table 4.6 the second statement concerning absence of clear policy and procedure of recruitment and selection about 25 respondents representing (21%) were neutral , greater part of the respondents 41 which was 34.5% of them were agree, followed by 8 respondents representing 6.7% strongly agree and collectively (41.2%) was above the number of employees disagree and strongly disagree represents 37.5%, However; both the interview respondents support those said the organization Geosynthetics industrial works had a clear recruitment and selection policy. its mean and standard deviation in that order were 2.97 and 1.186.This exhibited that the absence of a clear policy and procedure of recruitment and selection were a challenge while practicing the recruitment and selection process or there was no transparent and awareness about it with the employee. Concerning the absence of strong

company brand about 24 respondents representing (20.2 %) were neutral , majority of the 35respondents which was 29.4% of them were disagree; However 34 of respondents representing 28.6% agree that implies a single respondent of only 0.8% difference between agree and disagree. From this there were no significant equal percentages of antagonistically view of perception described here. This showed that the absence of strong company brand was a challenge while practicing the recruitment and selection process. But when we saw as collectively, 51 respondents representing (42.8%) was the number of employees disagree and strongly disagree. This indicated that the absence of strong company brand was not a challenge while practicing the recruitment and selection process.

When recruiting by using broadcast if there was a power failure in that area, the candidate living in such area will miss the vacancies Lehdonvirta et.al., (2021)consequently can fail to get enough competent for efficient recruitment and selection process from there. In relation to this the absence of efficient recruitment and selection process about 29 respondents representing (24.2 %) were neutral , majority of the 40 respondents which was 33.6% of were agree and6 of respondents representing 5% strongly agree that implies 38.6% collectively 46 positive respond to the statement. But slightly related view on the statement of the absence of efficient recruitment and selection process 44 respondents disagree and strongly disagree representing 37% was observed. That concludes that the absence of efficient recruitment and selection process was a challenge while practicing.

As the Atkinson, (2018) scholar stated to recruit advertises the job vacancy using popular and transparent media to welcome enough applications from eligible candidates. Open application process and common forms; clear the selection process and criteria, pre-short listing, short listing, testing, interviews, pre-employment checks, references, criminal records, confirmation of offer, and record keeping. As shown in the description regarding absence of transparent in recruitment and selection process about 24 respondents representing (20.2 %) were neutral, majority of the 47 respondents which was 39.5% of them were agree, followed by antagonistically view 31 respondents representing 26.1% disagree. However collectively 51 respondents 42.9% responded positively. The number of employees disagrees and strongly disagree represents 37%. This implies that the absence of transparent.

An intellectual Eva et.al., (2021)defined recruitment as a set of activities for an organization depending on size to catch the attention of job applicants that have the abilities needed to help the organization and individuals achieve their objectives and goals. And the Lee, (2023) denotes that the recruitment and selection process was carried out in organizations by approving modern tools like online portals, outsourcing, job fair, campus interviews, and mobile recruitment applications. The demonstration of the practice was to find the best candidate as per the objective criteria for the organization. Alongside to this, criteria would lead to an effective way of recruitment practices in finding out the right candidate for the right job and thus create a healthier work environment and job culture. Relating to this the lack of objective criteria in recruitment and selection process 27 respondents representing (22.7 %) were neutral , majority of the 43 respondents which was 36.1% of them were agree, followed by antagonistically view 31 respondents representing 26.1% disagree. On the other hand collectively 47 respondents representing 39.5% responded positively. The number of employees disagrees and strongly disagree represents 37.9%. These conclude that the lack of objective criteria was a challenge while practicing recruitment and selection process.

Concerning definite human resource plan to conduct recruitment and selection process the so called Abdalla Hamza et al, (2021)believed that it was a key to identify, attracting, interviewing, selecting, hiring and on boarding employees determine best qualified candidate both from inside and outside to complete job vacancies. And the Bonisteel et.al., (2021) stated that the recruitment process includes examining the necessities of job, sketch employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the organization. According to the above statement in recruitment and selection process about 23 respondents representing (19.3%) were neutral , majority of the 45 respondents which was 37.8% of them were agree, followed by antagonistically view 30 respondents representing 25.2% disagree. On the other hand collectively 52 respondents representing 44% responded positively. The number of employees disagrees and strongly disagree 44 respondents represents 37%. These conclude that the absence of definite human resource plan to conduct recruitment and selection process was a challenge while practicing it.

When concerning the statement about absence of a clear job description and specifications to conduct recruitment and selection 19 respondents representing (16 %) were neutral , majority of the 41 respondents which was 34.5% of them were agree, followed by antagonistically view of30

respondents representing 25.2% disagree. On the other hand collectively 50 respondents representing 42.1% responded positively. And the number of employees disagrees and strongly disagree also 50 respondents represents 42%. This concludes that the absence of a clear job description and specifications to conduct recruitment and selection process was a challenge while practicing.

The challenges of recruitment and selection process of the company that mentioned by the first interviewee respondents that there was top management interference and internal employee may not be qualified while the second interviewee:-

- Not finding qualified applicant in the labor market
- Forged documents and credentials
- Elapsing more time on updating HR manual
- Increasing the number of competitors in the market
- The hiking of inflation

Finding competent applicant and increasing the number of competitors' applicant and increasing the number of competitors in the labor market, the rising of inflation and lack of regular update on HRM manual were the major challenges associated with the recruitment and selection practice of the organization.

In general, there were nepotism and favoritism observed in the recruitment and selection process; the absence of a clear policy and procedure of recruitment and selection were a challenge while practicing the recruitment and selection process or there was no transparent and awareness about it with the employee; the absence of efficient, transparent, objective criteria recruitment and selection process, and the absence of a clear job description and specifications to conduct recruitment and selection process were a challenge while practicing.

CHAPTER FIVE

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1   Summary of Major Findings

The study had made for the total population of sample size of 146. Among these two managers were selected for interview; and 144 questioners were distributed, and 119 were responded. As a result, according to Schein (1992) above 60 % was an excellent response rate, 50% response rate was good while 30 % was not viable, and so the collected data covers 82.64% which was an excellent response rate. According to the specific objective summary findings for the nature of recruitment and selection policy about 81.5% of the nature of recruitment policy was clear and objective based;84.1% important recruitment policy to attract qualified candidates; it ensures 70.6% transparent, and 79.8% merit based approach; and supports 61.4%non-discriminatory principles with its mean of mean 3.816.And for its nature of selection policy the data described69.7% clear selection policy;85.7%an important selection policy to hiring qualified candidates; 73.1% ensures transparent,68.9% merit based, and 63% non-discriminatory hiring selection process.

For the recruitment and selection policy implementation in the company about 68.9% recruitment was conducted by functional department; hiring process of GIW70.5% identify the potential employees with required qualifications; its recruitment practice techniques 68.1% to attract the desired candidates; making decision 75.6% whether to hire from internal or external; selection policy ensures 73.1% non-discriminatory hiring process. Intended for the challenges company face while implementing recruitment and selection there was nepotism and favoritism described, although qualitatively the interview respondents confirmed that GIW had a clear recruitment and selection policy, but majority of respondents exhibited that absence of a clear policy and procedure of recruitment and selection were a challenge implies that there was no transparent or awareness within the employee whether the company have or not a clear policy and procedure of recruitment and selection.

The absence of strong company brand was not a challenge but absence of efficient recruitment and selection process, absence of transparent, lack of objective criteria, absence of definite human resource plan to conduct recruitment and selection process and an absence of a clear job description and specifications to conduct recruitment and selection process was a challenge while practicing the recruitment and selection process.

5.2   Conclusions

Generally, the assessment of practice and challenges of recruitment and selection process in Geosynthetics Industrial Works had a clear, objective based recruitment policy; important to attract qualified candidates; ensures a transparent recruitment; and merit based approach recruitment policy. The organization has a clear, transparent, merit based and important selection policy to hire qualified candidates. The hiring process of the organization identifies the potential employees with required qualifications; its practices involves making decision whether to hire from internal or external; and the selection policy ensures non-discriminatory hiring process; conducted based on clear selection criteria and evaluates the effectiveness of selection process regularly. There were nepotism and favoritism observed in the recruitment and selection process; the absence of a clear policy and procedure of recruitment and selection were a challenge while practicing the recruitment and selection process or there was no transparent and awareness about it with the employee; the absence of efficient, transparent, objective criteria recruitment and selection process, and the absence of a clear job description and specifications to conduct recruitment and selection process were a challenge while practicing.

5.3   Recommendations

Based on the facts observed from the questioner and interview, the following recommendations were included as possible solutions, which might alleviate the shortcomings and reduce the problems in recruitment and selection practices.

- Although qualitatively an interview respondents indicated that the presence of a clear recruitment and selection policy, however; majority of quantitative questioners' respondents shows an absence of it. This exhibited that the absence of a clear policy and procedure of recruitment and selection were a challenge while practicing the recruitment and selection process. Therefore, I would like to recommend GIW to be a transparent and

give awareness about clear recruitment and selection policy, lack of objective criteria for recruitment and selection process, the absence or presence of definite human resource plan to conduct recruitment and selection process to its employee.

- In the absence of efficient recruitment and selection process majority of respondent's related view on its statement was a challenge while practicing, so that I would like to advice other scholars that it needs a further research investigation.

- From the statement about absence of a clear job description and specifications to conduct recruitment and selection collectively 50 respondents representing 42.1% responded positively. And the number of employees disagrees and strongly disagree also 50 respondents represents 42%. Therefore, it needs additional research to describe the absence of a clear job description and specifications to conduct recruitment and selection process as a challenge while practicing.

- From the quantitative data observed that there is nepotism and favoritism reflected: Management sometimes use their power by virtue of their position to influence the recruitment and selection by recruiting their relative's members, friends and close allies instead of recruiting the most qualified candidate. This does not allow the recruitment and selection process achieve its purpose of recruiting persons by merit and the most qualified persons for the vacant job so recommended that there should be equal opportunity for all applicants so as to select qualified candidate.

- As observed from the qualitative data there is top management interference during recruitment and selection. So in order to hire qualified candidate that directly have an impact on the performance of the organization, there is a recent recognition of the strategic potential of recruitment and selection to enhance organizational performance put a lot of emphasis on getting the right person for a vacant position. It should be free of interference by the top management so as to get competitive advantage.

- Also observed from the qualitative data there is a lack of regular update of HR manual that elapsing more time on updating the manual is a major problem for not finding qualified applicant in the market. Nowadays we live in a dynamic world in which there is a change of technology in similar manufacturing industries .If there is no update of the HR manual, highly competent employees can leave the company for higher salary or better job satisfaction or for good work environment.

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Appendix

A. Questionnaries

B. Interview Questions

APPENDIX 'A'

St. Mary's University
School of Post Graduate Study

Dear Respondents:

In recent years, there has been much greater attention paid to the influence of recruitment and selection practices upon organizational management; particularly the human resources management.

The purpose of the enclosed questionnaire is to examine the key work related dimensions of recruitment and selection practices by using these value orientations as a frame work to provide some potentially important implications for human resource management and recruitment and selection policies and practices in manufacturing company in GIW.

Any information provided will be treated in the strictest confidence and used exclusively to support academic research. No name will be exposed in any future publication. Please return the complete questionnaire with the enclosed envelope as soon as possible. Thank you for your support of this research effort.

<u>**Note:**</u> **Please tick (√) in one box for each query.**

Respondents Details

1. Are you male or female?   Male ☐   Female ☐

2. How old are you?   (1) 20-25 ☐   (2) 26-30 ☐   (3) 31-35 ☐   (4) above 35 ☐

3. What is the highest level of educational qualifications you have attained?
   High school ☐   College diploma ☐   First degree ☐   Master's ☐   PhD ☐

4. Since how many years have you been working with this organization?
   0-5 Years ☐   5-10 Years ☐   10 to 15 Years ☐   More than 15 Years ☐

S/N	Descriptions	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
PART I: **Nature of recruitment policy**						
1	The organization has a clear and objective based recruitment policy.					
2	The recruitment policy is important for the organizational to attract qualified candidates					
3	The recruitment policy ensures a transparent recruitment					
4	The organization recruitment policy ensure merit based recruitment					
5	The recruitment policy endorses non-discriminatory process					
Nature of Selection policy						
1	The organization has a clear selection policy					
2	The selection policy is important for the organization to hiring qualified candidates					
3	The selection policy ensures transparent selection process.					
4	The organization selection policy ensures merit based selection					
5	The selection policy ensures non–discriminatory hiring process					

PART II: Recruitment and selection Practices		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	The recruitment is conducted by functional department					
2	Hiring process identify the prospective employees with required qualification					
3	The recruitment practice has techniques to attract the desired candidates					
4	Recruitment practices involves making decision whether to hire from internally or externally					
5	The company evaluates the effectiveness of recruitment process regularly					
6	Decide on the selection stages and possible time frame.					
7	Selection process is conducted based on clear selection criteria					
8	The selection techniques is appropriate to identify the best candidate					
9	The company evaluates the effectiveness of selection process regulatory					
PART III: **Recruitment and selection challenges while practice**						
1	Nepotism and favoritism in the recruitment and selection process is observed in the company					
2	Absence of clear policy and procedure of recruitment & selection in the company					
3	Absence of strong company brand					
4	Absence of efficient recruitment & selection process					
5	Absence of transparent recruitment and selection process in the company					
6	Lack of objective criteria of recruitment and selection					
7	Absence of definite human resource plan to conduct recruitment and selection process					
8	Absence of clear job description and specifications to conduct recruitment and selection process					

St. Mary's University
School of Post Graduate Study
INTERVIEW QUETIONS

I would like to thank you in advance for devoting your valuable time to provide me with a response to my interview.

Q.1. Do you believe your organization have clearly designed recruitment and selection policy?

Q.2. what is the current recruitment and selection practices of the company look like?

Q.3. How does your organization recruitment and selection process in the human resources does it in line with the written document or policies that already existed?

Q.4. what is the current recruitment and selection process used by your company?

Q.5. what are the factors that affect the recruitment and selection process of the company?

Q.6. Could you explain the major challenge associated with the recruitment and selection practice of your organization?