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ORIGINAL ARTICLE

THE NATURE OF PROBLEMS FACED BY ORGANIZATION IN RECRUITMENT: A COMPARATIVE ANALYSIS BETWEEN PUBLIC/SEMI GOVT. AND PRIVATE SECTOR OF PAKISTAN.

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Abstract:

This research paper helps to understand the comparative analysis of recruitment problems which majorly faced by HRD of Public/Semi-Govt. and private sectors of Pakistan. The recruitment problems faced by HRD are different in both sector of Pakistan. Recruitment is one of very critical and important decision taken by HR department and some recruitment problems are highly faced by HR department of public/semi Govt. sector but are not major problems for private sector. Moreover, some problems are majorly influence in private sector but are not major problems in public/semi-govt. sector of Pakistan in recruitment. It is also identified that some recruitment problems majorly affect recruitment in both sectors. This study helps to recognize the recruitment problems faced by HR department while recruiting the new employee in both sectors. This paper also identified that "environment" and "prejudice" in public sector have higher affect and considered as major problems in employee recruitment while "reference", "selection standards" are measured as a least affecting problems of recruitment in public sector. Further, in private sector, "prejudice" and "culture" are major issues and "selection standards" and "reference" is considered as least affecting recruitment problems in private sector of Pakistan. So, HR department must hire right person on right time, and it is possible when different HR department focuses to overcome these recruitment problems more efficiently and effectively.

KEY WORDS:

Govt. /Semi-Govt. vs. Private Sector, HR department, recruitment problems.

1.INTRODUCTION:

The employees of the organizations directly effect performance of the organization and it is important to select right person for right job on right time. This research paper helps to identify recruitment issues or problem in public/semi-Govt. sector and private sector of Pakistan. This paper does a comparative analysis between both sectors to identify major problems faced by HR department while recruiting the new employee or to hire a suitable person for announced vacancy. If HR department hires a suitable employee for its organization then obviously this person will be able to perform his/her task and job obligation more effectively and efficiently So, for right recruitment & selection different organizations face different

problems. The objective of this paper is to see these issues and problems in Public/semi-Govt. and private sector and comparative analysis is being done between public/semi-Govt. and private sector. For this rationale, Telecom Sector of Pakistan is selected. Human resource department is very important for any organization. There are different functions which HR department play e.g interviewing, selection and training the employees. Human Resource Department is also apt to implement the laws, giving salary & the benefit packages to the employees. According to one researcher, HR department also clarify & sets the goals for the company (Handy 1999). It is likely to systematize the employee of the entire company. The HR department is also very imperative because, it performs all actions associated to the employees like; it is liable to handle the "holidays offer", "year end incentives", "salary increment", "awards", "provision of flexible work hours" and "career development" for the employee to provide better satisfaction.

Telecom sector of Pakistan is selected for this research and Telecom sector is considered as a major service sector of Pakistan. This sector is considered as more developed sector in Pakistan. Telecom sector adds significant amount in gross domestic product (GDP). The number of subscribers also increasing each year. Furthermore, as per the Pakistan Telecom Authority (PTA), the subscribers of this sector have exceeded up to 95 million. Telecom sector is growing quickly. There are five major telecom companies which are working in the Pakistan like "Ufone", "Mobilink", "Telenor", "Warid" and "Zong". Some other companies like "PTCL", "world Call", "Wateen Telecom" are also in intense competition etc.

The objective of this research is to do comparative analysis between public/semi-Govt. and private sector of Pakistan to know which sector is facing more problems in recruitment and which sector facing less problem of recruitment.

2. LITERATURE REVIEW

Human Resource department has important role in all organization. According to different researchers Human Resource Management practices shape organization performance by three key channels which are "increase in employees knowledge", "skills", as well as "abilities" and which are known as KSA (Huselid 1995). Moreover, some practices have higher affect as compared to others practices (Baird and Meshoulam 1988). Human Resource department is effected by various factors but if human resource department is following all practices & policies in a good way then it may increase the value of organization e.g. researchers said that human resource practices have a greater impact on the performance of the organizations as compared to other factors like the independence of a firm's board of directors (Dalton, Daily et al. 1998). Moreover, some others researchers said that human resource management practices have higher impact on the firm's performance (Tosi, Werner et al. 2000).

DIFFERENT RECRUITMENT PROBLEMS FACED BY HRD

Different researcher have identified different recruitment problems which are; 'prejudice' (Schmidt and Hunter 1998), emphasis at negative information, unfamiliarity with job, personal biases and hiring quotas, premature decision (Fry 2006), delays in recruitment (Rynes, HENEMAN III et al. 1980) invalid standards (Briggs 2007), environmental influence e.g social, technology, demand, economic and political factor (Briggs 2007), skill unavailability (Manchester 1998), lack of independencies and higher pressure from the applicant, sources of recruitment (Briggs 2007), poor interview (Lunenburg 2010), unfamiliarity with job (Fry 2006), reference (Moran and Morgan 2003), selection cost (Myrna L. Gusdorf 2009), flexibility in recruitment process (Im and Chee 2005), premature decision (Fry 2006), recruitment timing (Rynes, HENEMAN III et al. 1980), as well culture (Segalla, Sauquet et al. 2001)

Different variables are being selected for this research e.g. selection standards (Briggs 2007), culture (Segalla, Sauquet et al. 2001), reference (Moran and Morgan 2003), environmental influence like; technology, social, economical, political (Briggs 2007), interview and different predictor of interview variable are personal bias, emphasis on negative information, personality, free talk and premature decision (Lunenburg 2010), prejudice (Schmidt and Hunter1998).
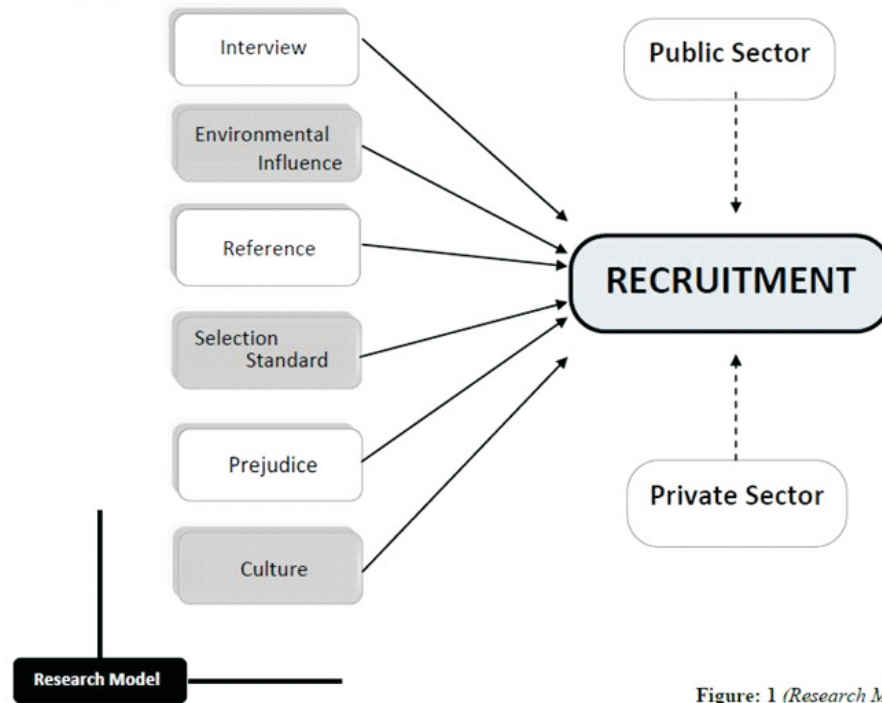
2.1- Research Model

Figure: 1 (Research Model)

Model describes 'recruitment' as dependent variable and interview, environment, selection standard, reference, prejudice and culture as independent variables. 3- Methodologies

Questionnaire is being developed for primary data collection and different material through books and journals is studied for literature review.

Sample size

The research sample consists of 130 different human resource personnel in telecom sector. Out of 130, 110 questionnaire are got filled. All questionnaires were distributed among HR managers. The data is collected from 3 major cities of Pakistan like "Lahore", "Islamabad", and "Multan". Telecommunication companies of Pakistan are given in Table-1.The questionnaires are distributed on different managerial level like "top level", "middle level", "lower level" managers and few among other employee of Human resource department who are directly related to the recruitment process of the organizations. Table: 1

TELECOMMUNICATION COMPANIES	
PUBLIC/SEMIGOVT. SECTOR COMPANIES	PRIVATE SECTOR COMPANIES
PTCL	U-Fone
Wateen Telecom, Pakistan	Warid Telecommunication
Telenor Pk	Zong Telecom
Mobilink Jazz	World Call Telecommunication company

Tools

Questionnaire is alienated into two sections. First section helps to measure the basic information about the respondents and second section consists the perception of the respondent about survey. All questions in questionnaire are produces on five point likert scale form strongly agree to strongly disagree.

Data is collected from different cities and different companies of telecom sector in Pakistan. Data collection is done by primary and secondary means as well.

Data Collection

For primary data collection questionnaire and interviews are conducted.
Questionnaire is developed on likert scale, ordinal scale and some questions on nominal scales. Likert scale is based on strongly agree to strongly disagree and for analysis purpose '1' is taken as strongly disagree and '5' is taken as a strongly agree in SPSS. For secondary source of data different "articles", "books", and other "literatures" are studied.

Tests

For analysis purpose descriptive statistics are being used to check frequency and demographic findings of the data and further statistical tools are being used for further analysis like; "Reliability test", AHP (Analytic Hierarchy Process) test, and "ANOVA post-hoc test". All these tools are being used for the purpose of analysis and getting result of the research. Questionnaire is developed to collect data in different cities and mostly questions having the 5-point likert scale some based on nominal and ordinal scales.

4- DATA ANALYSIS AND RESULTS

In this research, the basic objective is to identify which recruitment factor(s) are most widely influence Public/Semi Govt. sector and Private sector of Telecom industry in Pakistan. Further, to get most appropriate and accurate results the "SPSS software", "MS Excel software" and Internet to "global weights index" for AHP (Analytic Hierarchy Process) test are being used.

Table: 2 (Demographic Findings)

AGE			GENDER		
	Frequency	Percentage		Frequency	Percentage
20-25 Year	47	42.7	Male	98	89.1
26-30 Year	51	46.4	Female	12	10.9
More than 30 year	12	10.9			
Total	110	100.0	Total	110	100.0
QUALIFICATION			MANAGERIAL LEVEL		
	Frequency	Percentage		Frequency	Percentage
Master	52	47.3	Top Manager	15	13.6
Bachelors	42	38.2	Middle Level Mgr.	75	68.2
Diploma Holders	14	12.7	First Line Mgr.	20	18.2
Any other	2	1.8	Total	110	100.0
Total	110	100.0			

The above table of demographic factors including "age", "gender", "qualification", "managerial level" and "work experience" show the ratio of different human resource managers who gave responses. Results show that from the sample of 110 respondents only 47 or 42.7% HR manager are those who have 20 to 25 year of age, 46.4% are HR managers who have 26 to 30 year of age and remaining 10.9% are those who have more than 30 year of age.

The result shows that from the sample of 110 respondents 98 or 89.1% HR manager are male and 10.9% or 12 are HR managers are female. This result shows that ratio of male respondents is higher than the ratio of female respondents.

Table shows that from the sample of 110 respondents 52 or 47.3% HR manager are those who have master level education, 38.2% are those HR managers who have bachelor level qualification and remaining 12.7% are those who have any technical diploma. 1.8% are those respondents who have any kind of education. It's mean the higher ratio of managers who gave response have master level of education.

Above result shows that from the sample of 110 respondents 13.6% HR manager are those who have top level in management, 68.2% respondents are those HR managers who have middle level in management and remaining 18.2% are those who are first line manager of human resource. It's mean the higher ratio of managers who gave response have the middle level in management of different organizations of Pakistan.

Comparative Analysis: Public vs. Private

	Public Sector of Pakistan			Private Sector of Pakistan	
Sr. #,	Factors	Values	Sr. #,	Factors	Values
1	Environment-Public	0.0403574	1	Prejudice-Private	0.074385
2	Prejudice-Public	0.0736836	2	Culture-Private	0.14634
3	Culture-Public	0.0768378	3	Interview-Private	0.169061
4	Interview-Public	0.0889988	4	Environment-Private	0.177895
5	Selection Standards-Publics	0.132711	5	Reference –Private	0.199262
6	Reference-Public	0.587412	6	Selection Standards-Private	0.233056

Figure: 2

Above result of table and figure shows the comparative analysis of public/Semi Govt. and private sector of the telecom industry. The result shows that the key issue in public sector is environment and private sector major issue is prejudice and reference in public sector and selection standard in private sector are least issues faced by both sector of telecom industry. The reference in public sector and selection standards in private sectors are those factors which are not crucial but still need to focus on them. Because, when both sector try to have power over by focusing on these issues and problems then the companies be able to reduce problems of recruitments. If once, companies is successful to control these factors then they it will be able to hire right person for right position which is core objective of Human Resource department. It is only possible when companies take serious actions to reduce these issues and problems.

5- Conclusion and Recommendations

It is identified that organizations of Pakistan faced different issues and problems at the time of recruitment. Among those issues, some are chief issues which exceedingly affect over the recruitment and some issues have less effect as compare to others. It is concluded that the issues & problems faced by private sector and public sector are different in nature. For example, in public sector "environment" is a major problem and "reference" is a least affecting element in recruitment. In private sector the major problem is "prejudice" and least affecting issue is "selection standard". So, to compare issues of both sectors then it is explored that the natures of issues are different in public and private sectors of Telecom industry in Pakistan. Organizations need to minimize these major issues & problems of recruitment and when recruitment process will be clean from these issues or problems then HR managers will be able to select an applicant who is "capable", "deserving", "efficient" and most suitable for the position. It is only possible when organizations fully concentrate to overcome these issues and problems of recruitment.

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