

**HISTORICAL ANALYSIS OF RECRUITMENT PRACTICES IN
TEXTILE INDUSTRY OF PAKISTAN**

By

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A THESIS SUBMITTED IN PARTIAL FULFILMENT OF

THE REQUIREMENTS FOR THE DEGREE OF

MASTER OF SCIENCE

In **BUSINESS ADMINISTRATION**

To

FACULTY OF MANAGEMENT SCIENCES



NATIONAL UNIVERSITY OF MODERN LANGUAGES, ISLAMABAD

May 2019

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UNIVERSITY OF MODERN LANGUAGES
MANAGEMENT SCIENCES

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Thesis/ Dissertation Title: Historical Analysis of Recruitment Practices in Textile Industry of Pakistan

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ABSTRACT

Thesis Title: Historical Analysis of Recruitment Practices in Textile Industry of Pakistan

This research examines the evolution of recruitment practices in textile industry of Pakistan. Specifically this research intends to bring to the fore the recruitment practices within realm of centralized structure. This is an ethnographic study following based on single case method. Data were collected through semi structured interviews, company manuals and Unobtrusive observations. Data includes HR staff's views about the recruitment practices of the firm historically and presently and some of top manager's views about the evolution of recruitment practices in a large size textile firm in Faisalabad. A total of nine semi structured interviews were conducted with HR staff including a long in depth discussion with HR heads of the firms.

The findings from this study shows that recruitment practices evolve in large organizations where merit based system replaced the reference based recruitment, the underline study organization developed HR departments about a decade before and later on centralized recruitment center was established which controls all recruitment of all its offices situated in different provinces and cities. It also established an assessment center and recruitment wing for new candidates where complete screening is being performed including tests, series of interviews and psychological testing etc. Majority of organizations in this industry have hierarchal structure came from institutionalization.

Recruitment sources also evolved, previously used sources like advertisement in newspapers, in educational institutes and words of mouth have been changed to web based. Organization has been using information technology; they developed their websites, web portal and pages on social media which have been using for advertisement in recruitment.

So far it can be concluded that although the firms have established HR departments but due to centralization it not had been authorized to perform recruitment and other HR functions except some large groups.

Keywords: Recruitment, Centralized structure, Administrative functions, Reference based recruitment, Institutionalization.

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ACKNOWLEDGEMENTS

Above all, I give thanks to Allah (Almighty) for giving me strength, guidance and help to complete this research. I would like to acknowledge many for their support, care and love. First, my special thanks to my supervisor, **Dr. Qamar Ali**, without his support I would not have been able to accomplish this task. I feel fortunate and proud to be one amongst his students. I am greatly indebted for his valuable guidance, support and motivation and for her perspective and encouragement throughout this research and writing up of my thesis.

I would also like to thank HR staff and departmental heads for regular cooperation in interviews arrangements of textile firms, without their support and cooperation this thesis was a dream.

Finally, I would like to acknowledge my gratitude to my parents whose umbrella of prayers and well wishes has enabled me to complete my study.

Ahsan Ejaz

CHAPTER NO.1

INTRODUCTION

1.1 Introduction:

The main purpose of the research is to examine how current recruitment practices of textile industry have evolved historically and what are the logics for organizations to recruit employees in a specific way. Without history it is not possible to understand procedure of recruitment. The aim of this study is to develop an understanding of the institutional and historical context of Recruitment Practices implemented in textile industry of Pakistan.

Max Weber was one of the influential social scientists as much a historian as a sociologist. He was convinced that in order to understand contemporary institutions one has to know how they had developed in history. For him, history and sociology were close disciplines said by Burke (1992). It is fact that history does not repeat itself. Therefore, historical analyses can only show the organizations past and existing set up and to reflect the existing organizations theories. Historical analyses do not change any organization's existing design and theories but they help for developing the vision of present day by reconstructing the test of a confrontation with historical developments.

“Ask leaders what their biggest challenge is, and you get the same answer: finding attracting and keeping talented people. Ask talented people that what their biggest career challenge is and you will hear the same refrain: finding good people to work with - and to work for.” Holbeche (2004).

Organizational employees are its greatest assets and organizational growth depends upon competence and professionalism of their employees. Thus, it is imperious that right person on right job in organization, so recruitment and selection process is very crucial in organizational development. Recruitment strategies should be designed and implemented very thoughtfully as it plays a vibrant role in organizational success, as if these strategies are implemented properly it provide a high performing staff which contributes in organizational development positively. On the other way around, poor recruitment strategies always provide misfit staff which consequently causes hindrance in achievement of organizational objectives by Heraty and Morley (1998).

“Recruitment is described as the set of activities and processes used to provide the organization with a sufficient pool of potentially qualified job candidates from which selection can be made to fill vacant positions. Employer’s choice of recruitment methods depends on the talent available within and outside the organization, and the anticipated resources that can be expended to attract the talent. Although, all organizations, at one time or another, are engaged in recruitment, some organizations do these activities more frequently elaborated by Decenzo and Robbins (2007).

Textile industry have almost same structure of recruitment practices, majority of organizations in this industry have hierarchal structure came from institutionalization. In Pakistan, most of textile organizations are treated as a family owned business which is being run by families themselves. Centralized system is being seen in this industry and they perceive that there is no other way to manage the workforce. There are numerous internal and external factors of country, customers’ demands, socio-political set ups, globalization pressure, economic circumstances of the country and many organizational internal factors like, organizational culture, management style, employee behaviors and organizational size. These factors and characteristics formed recruitment and other HR practices over a period of time. With the passage of time like other industries, textile industry also affected by technological revolution, organizations now have been using online recruitment system by using their websites and web portals suggested by Ali & Jadoon (2012).

When we look in past years, the selection of employs was quite difficult among excellent candidates. For becoming an employ they must develop their market value and knowledge based skills. A best designed recruitment process can attract new candidates and give indication that there future is brightened. Candidates thought positive about organization if they see that there is a clear link between recruitment and job. In structured interviews can help in how they behave and critical incident interviewing helpful such as team leadership and how they provide services to customer. It also helps company to gather information about the company’s to doing business.

The findings from this study show that most of textile organizations are owned by families and they treat them as a family owned business where policies and decision are made in isolation, although some of large organizations have established their HR departments but due to centralized setups HR involvement in policy making is invisible. Small organizations do not have HR setups; they have been using their personnel and administration departments to perform HR related activities.

Recruitment practices evolve in large organizations where merit based system replaced the reference based recruitment, the underline study organization developed HR department about a decade before and later on centralized recruitment center was established which control all recruitment of all its offices situated in different provinces and cities. It also established an assessment center for new candidates where complete screening is being performed including tests, series of interviews and psychological testing etc.

Recruitment sources also evolved, previously used sources like advertisement in newspapers, in educational institutes and words of mouth have been changed to web based. Organizations have been using information technology; they developed their websites, web portal and pages on social media which have been using for advertisement in recruitment. Potential candidates are now applying on web portals by filling online applications.

The firms have established HR departments but due to centralization it not had been authorized to perform HR functions. It is observed that except some large groups, HR department had been performing more administrative functions and HR functions up to the extent of documentation merely. This industry is sum of many small organizations in which personnel/administration departments performing recruitment and other HR related activities on direct instructions of owners where recruitment is still reference based. The study concludes that the recruitment field has transformed and reviewed its practices to a great extent due to the changes in how individuals search for employment and expect to be hired.

1.2 Pakistan as a research location:

On the world's map, the Islamic Republic of Pakistan is labeled as an under developed country. Pakistan is 6th biggest populous country in the world sharing 2.63 % to the world's population. Pakistan's total population is 207.77 million as per census (Dawn, August 25, 2017). Due to enhanced interconnection and interdependence of 'developing' and 'developed' countries, the former are now increasingly becoming the focus of research. Like many other fields of research, human resource management (HRM) is also emerging in developing countries.

Pakistan, due to its distinctive and diversified cultural and ethnic profile, large population, nuclear power, strategically important geographical location, eventful social and political history, and rich institutional and religious context, is an interesting setting for HRM research. A reasonable amount of HRM research has been conducted in Pakistan in the last one and a half decades. However, it is not clear so far that whether or to what extent the

results produced by these studies are useful and should the future research continue on existing pattern and agenda.

There is an acute and chronic shortage of literature and research on Pakistani management; HR practices and work culture. Students in our varsities go through Western concepts without getting insights into the applicability and adaptation of these concepts to suit Pakistan's socio-cultural environment in the workplace. The study would have far reaching implications for further research in cross-cultural organizational studies, HR practices vis-à-vis efficiency, employee reactivity, and performance. This research would be beneficial for the academicians, professional managers, the organizations, employees in general and researchers as particular.

1.3 Human Resource Management practices in Pakistan:

There are many local and foreign organizations in Pakistan which have restructured their personnel department to Human Resource department. Shaista E. Khilji, (1999) concluded that most of changes have been made in HR context particularly in private sector both in national and multinational organizations and according to her HR is in developing phase in Pakistan. She investigated fifteen companies and found only three out of fifteen companies which have deep focus on HRM. In these three companies she found HRM role very strongly and proper communication channels.

1.4 Textile Industry of Pakistan:

1.4.1 Industry Overview:

Pakistan is on 4th number in textile production and at 3rd number in usage of cotton in the world. Pakistan's textile industry contributes major earning due to higher export. Pakistan has vivacious, dynamic fare arranged material industry which has tremendous effect on economy. It likewise offers the considerable business openings and contributes real bit in GDP. All around famous brands are set up in Pakistan with top notch principles.

In cotton yarn and cloth, Pakistan is the fourth biggest producer and third in export of cloth and second in yarn export in the world. The cotton production for the year 2016-17 remains 11 million bales.

1.4.2 Current Status of Textile Industry in Pakistan:

Textile sector established in an accelerated rate in Pakistan. The reasons behind this rapid expansion were affluence of primitive inputs like cotton, and economical and skilled labor. Followings are some briefs depicting the industry's current status.

Table 1.1 - Textile Setups in Pakistan Installed Capacity

Textile Setups in Pakistan Installed Capacity	
Textile units	464
Spindles	10,965,000
Looms	1,716,300 (Million Sq. Mtrs.)

Source: All Pakistan Textile Mills Association

Table 1.2 - Breakup of Textile Units installed across Pakistan

Breakup of Textile Units installed across Pakistan	
Areas	Textile Units
Punjab	316
Sindh	116
Khyber Pakhtunkhwa	17
Baluchistan	9
Azad Kashmir	6
TOTAL	464

Source: All Pakistan Textile Mills Association

1.5 History of HRM in Textile Industry in Faisalabad:

In 1970s, the human resource management started in textile industry of Faisalabad from the concept of Industrial Relations (IR) which later transformed into Personnel Management. Before this, there is no concept of human resource management in Pakistan. The difference between Personnel management and Industrial Relations was counseling and orientation. In 1970s, Zulfiqar Bhutto government, protests and strikes were routine matters and dispute between workers and management were arising on daily basis. At that time the textile's industry owners would always want a solution for this and want a particular department to deal and handle those disputes with uneducated labor, that particular department was

Industrial Relations (IR). The main focus of Industrial relation department was to play a role as a bridge between management and workers in industry.

In 1970s, the human resource management started in textile industry of Faisalabad from the concept of Industrial Relations (IR) which later transformed into Personnel Management. The basic difference between Personnel management and Industrial Relations was counseling and orientation. In 1970s, Zulfikar Bhutto regime, protests and strikes were routine matters, at that time the textile's owners would always want a particular department to deal and handle those disputes with uneducated labor, that particular department was Industrial Relations (IR).

The basic aim of Personnel department was the education of labor force about the terms and conditions of their job and makes their counseling in terms of their legitimate constraints and limits. The basic purpose was to shrink the tension and conflict between management and workforce through appropriate counseling and orientation to the labor about the limitations and their job responsibilities.

In 1990s the concept of Human resource Management started to take place in the industry and programs of training and development of workforce were started to design. In textile sector of Pakistan, Human Resource Management practices were introduced 20 years ago and from 1995 to 2016 it passed through numerous phases of development. Human Resource development later on replaced Human Resource management and in early 2000s Organizational Development (OD) took place of HRD in textile industry. The recent energy crisis has given a huge setback to the economy of this sector which consequently affected HRM and particularly training and development side. This economic crisis clutched the whole industry and almost 40% industries have been forced by crisis to cease its operations.

Ali & Jadoon (2012) concluded that there are many circumstantial factors (Organizational internal as well as external) caused development in HRM practices in textile industry of Pakistan and prevailing Human Resource Management practices in this industry is the outcome of these factors. These factors include changes in customer preferences, technological innovation, and globalization as external factors and organizational structure, size of organization, management style and organizational culture as internal factors.

1.6 Background of the Study:

In global economy, as an organization needs to succeed and effectively compete in global market, employers must make strategies to recruit and select employees in effective manner.

The success of an organization is directly depends on the performance of those who work for that organization. Every organization has its own requirements in acquiring employees. It is necessary for the organizations to select human resource with the quality essential for continued success in this competitive market. This goal can only be achieved by using proper recruitment and selection practices.

Recruitment and selection can play a vital role for achieving an organizations effectiveness and performance, if working organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. Recruitment and selection of employees not only replacement or addition of staff in organization but it aims to achieve high level of performance and commitment said by Ballantine (2009).

Bratton and Gold (2007) differentiate the two terms while establishing a clear link between them by stating that recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. It is the human resources that give competitive edge” and therefore should be selected carefully and developed in order to achieve employees” commitment Storey (1995).

Most of the textile organizations are owned and run by families, where the recruitment and selection of personnel is based on the decision of the owners. Due to the one man show and decision of the owners, many textile organizations do not pay enough attention towards human resource development. The human resource department plays minimum role to hiring and firing of the employees. But, as new challenges have started to emerge, the recruitment and selection process of local private firms have also started to move towards maturity.

Multinational companies have taken a part in the development of Pakistan a lot of development of recruitment practices in Pakistan with the inspiration of multinational companies. These organizations introduced globally tried modern concepts of HRM. Textile organizations are also following multinational practices. Competition on global level has increased and organizations have focus to increase the profit level and these organizations have tremendous pressure to improve and increase productivity. Higher managements of most of the organizations realize that it is not physical capital that makes the real difference; instead it is human resource that can lead to the development of a real competitive edge. Therefore, many leading companies are compelled to implement modern HR concepts. As a result of the introduction of their systems, there is more trust established between employers and employees. HRM systems are becoming more refined and concepts like recruitment and selection, Paying for Performance, Training & Development of employees, Shared Leadership etc. are gaining popularity.

1.7 Problem Statement:

Human Resource Management plays a crucial role in organizational success and association between HR function and recruitment practices is very essential in HRM suggested Guest (1987).

We cannot understand anything without knowing the historical metamorphosis. Textile industry, like other industries, has a specific institutional context. Organizations in this industry are using typical and rigid ways of recruitment. Particular classifications of applicants and universities they have graduated are being used for hiring purposes. Organizations in the Pakistan do not have empirically grounded evidence of the importance of hiring and what factors must be considered in order to do effective hiring. There is a clear gap in this field and no relevant studies are available. It is necessary to analyze the history and the back ground and why textile industry has been using specific rigid practices and what are the reasons behind using typical methods of recruitment in textile industry of Pakistan. How current practices develop and how they become rigid. Why these procedures have been habitualized. In Pakistan, historical learning is very important.

1.8 Research Question(s):

What is the historical institutional context of contemporary recruitment practices in Textile industry of Pakistan?

1.9 Research Objective:

The basic objective of this study is to understand how recruitment practices have evolved historically and what institutional circumstances they have been developed in.

1.10 Significance of the Study:

This study has greater importance due to current circumstances. This study proposes a greater role in Human Resource Management in textile sector of Pakistan especially in recruitment. It will stretch the clear understanding about recruitment practices and will be helpful to fill the gap. There is still no studies are here in historical perspective of recruitment already. Relevant suggestions will be helpful based on in-depth phenomena. Sound recommendations will support these phenomena due to root cause. This study will also be a catalyst for change in recruitment practices and stimulate organizations to think in new ways. Existing studies completely ignore the context of recruitment. This study will prove a good addition in literature by observing and understanding the impact of historical analysis of Recruitment practices in textile industry of Pakistan. The findings from this research can be used in re-designing HRM system. This research is also beneficial for academicians, researchers for further research and even useful for top management and HR practitioners of industry while developing HRM strategies. By using a qualitative approach, it has not only offered a different approach to local research, but has enabled a more complete picture of the thinking of respondents to emerge.

CHAPTER NO.2

Literature Review

2.1 Introduction:

The term recruitment refers to the ‘process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen said by Byars & Rue (2006). Recruitment is a function of human resource management and linked with other major functions of human resource management. The scale of an organization’s recruiting effort and the methods to be used in that recruitment process are determined from human resource planning process – recruitment is a process of obtaining the demand of human resource in the light of organizational objectives, and the existing employees with the organization. The top priority of an organization is to recruit right person for the right job. ‘Successful recruiting is difficult if the jobs to be filled are vaguely defined’ Byars & Rue (2006). An organization can fill any vacant position either with any employee working within the organization or attract other organization employees. In other words an organization can use internal sources or external sources of recruitment. Filling the vacant job from internal sources has many benefits i.e. strengths and weaknesses of the employees are known, and the morale of employees will increase Byars & Rue (2006). Whereas external recruitment, refers to process of encompassing an organization’s activities with the purpose of conveying the information about the job opening to the prospective job applicants who might not be currently working for the organization; influence whether these individuals apply for the job post; have an effect on whether the candidate uphold interest in the job post until an offer is made to them and finally might manipulate the decision of acceptance of job offer elaborated by Breugh (2008).

Recruitment has various variables that lead to significance factors in which an employer recruits. If an organization way of recruitment is poor then it is might possible that organization does not attract the required kind of human resource and even if organizations have attracted the required kind of people the conduct during the recruitment process also matters explained by Breugh (2008). Some of the poor treatment practices in the recruitment process include; delays in conducting interview, or selection process that would lead to a situation where the candidates would withdraw from the job consideration before an

employer had an opportunity to even offer job (Boswell, Roehling, LePine, & Moynihan, 2003; Rynes, Bretz, & Gerhart, 1991).

There is a strong competition still existing among the bright and talent peoples and high shortage of talented peoples in labor market. It is seem to be observed that recruitment is the starting point of the relationship between employer and employee and quality of recruitment and selection affects the success of human resources management practices suggested by Cable & Turban (2001). Thus, the ability of human resource management practices to positively impact organizational effectiveness is rooted in the effectiveness of recruitment practices Ferris, Berkson, & Harris (2002).

Therefore, organizations use all those practice, which can increase an organizational capability to attain and retain top talented human resource, will reinforce the relationship between human resource management practices and organizational effectiveness.

Meyer and Rowan (1977) stated "Institutionalism involves the processes by which social processes, obligations, or actualities come to take on a rule like status in social thought and action." Scott (1987) stated that "institutionalism is viewed as the social process by which individuals come to accept a shared definition of social reality—conceptions whose validity is seen as independent of the actor's own views or actions but is taken for granted as defining the 'way things are' and/or the 'way things are to be done,' "

2.2 Recruitment Practices:

Recruitment is the process of creating a pool of applications of competent peoples that are capable of relevant position for employment in organization. The main objective of this procedure is to screen and select the qualified applicants and to encourage the unqualified applicants to opt themselves out. Organizations must plan accurate staffing requirements before starting the recruitment process and should count the number of employees they needed to achieve the long-term and short-terms goals but these all depending upon annual budget of the organization.

Mullins (2010) explores that effective HRM functions remains stable with the help of excellent team work and coordination among them. The role of line managers and HR managers are important and liaison between them and this is mostly in the case of recruitment where HR managers especially up dated knowledge and skills. Recruitment is likely to be as a planned activity, including a certain sequence linked with the phases of recruitment and

located within HR strategy. Ideally recruitment should not simply be a question of filling gaps, instead should be proactively focused on bringing the specific kind of skills and experiences in the organization especially those which cannot be built from within. Too little external recruitment can result in stagnation of organization's processes and staff. While on the other hand, the only means of filling the senior positions is external recruitment then it's a signal for internal employees to leave the organization if they want to be promoted. A wise solution can be having a balance between both.

Bratton and Gold (2007) stated the difference between two terms while creating a link among them in the following way:

'Recruitment is the process of creating a pool of applications of competent people that are capable of relevant position for employment in organization. Selection is the procedure by which HR managers use specific tactics to choose capable people from the pool of applications'. Recruitment plays an influential role in shaping an organization's performance and effectiveness. Organizations recruit those workers who already have relevant skills and knowledge and also able to make accurate future predictions about their abilities.

In the beginning stage of recruitment, employers use multiple sources to employ capable job applicants like advertising, web portal and referrals said by Barber (1998). The core purpose of these activities at this phase same like as communication and marketing the product.

Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment Ballantyne (2009).

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee.

The current shortage of talent in the labor market has led to a strong competition for the best and the brightest people in jobs. It is observed that recruitment is only the beginning of the employment relationship and thus the quality of people it yields for selection affects the

success of human resource management practices expressed by Cable & Turban (2001). Thus, the ability of human resource management practices to positively impact organizational effectiveness is rooted in the effectiveness of recruitment practices Ferris, Berkson, & Harris (2002). Therefore, any practice, which can increase an organization's capacity to attain and retain top talent, will reinforce the relationship between human resource management practices and organizational effectiveness. In order to survive in today's competitive scenario and maintain goodwill of organizations it is important that attention is given to human resources of organizations. There is a great realization that once the organization has the personnel or human resource available, it may make further investment in this direction. Therefore, it can be concluded that care must be taken in hiring the right employees in organizations. Hiring/recruitment of employees are one of the human resource management practices that are highly interrelated with other human resource management practices.

2.3 Employee Recruitment Methods:

There are two major types of recruitment methods.

2.3.1 Internal Recruitment:

Internal recruitment is cost efficient, support employee satisfaction and moral. Spend some time recruiting or promoting the current employs before looking outside of the company for talent. Nothing is more disappointing for the employee, who has been working hard to get promoted, to see someone new seize the position he deserved or desired. Promoting inside the organization involve less training and transition by McIntyre (2010).

2.3.1.1 Internal Environment of Recruitment:

2.3.1.1.1 Human Resource Planning:

- It is easier and faster to get needed employees on time when we planned in advance.
- Managers can make enhanced recruitment decisions if they can discover the best alternatives.

2.3.1.1.2 Promotion From Within (PFW):

- There should have a Policy of filling vacancies, above entry-level positions, with employees presently employed by the company.
- Employees have an incentive to strive for improvement.
- Employer is sentient of employee's potential by Basic of Recruitment in Human Resource (2010)

2.3.2 Methods Used In Internal Recruitment:

2.3.2.1 Job Posting & Job Bidding:

- A procedure for informing the company employees that a job opening exists is called a Job posting.
- Permitting individuals to apply for a posted job, who assume that they possess the required qualifications, is done through Job bidding technique.

2.3.2.2 Employee Referrals:

- The recommendation of current good employees may provide excellent prospects.
- Current employees will vacillate to recommend mediocre ability applicants Basic of Recruitment in Human Resource (2010).

2.3.3 External Recruitment:

Another method of bringing employees is through external recruitment. To bring new skills and outlooks into the work group is an advantage here. It is also easy to target specific groups McIntyre (2010).

2.3.3.1 External Environment of Recruitment:

2.3.3.1.1 Labor Market Conditions:

- Demand and supply of specific skills is vital factor in the labor market.
- Highly recruiting effort need to be made if demand for a specific skill is grater then supply.
- In case of low unemployment rate more creative approaches are needed.

2.3.3.1.2 Corporate Image:

- It is created through Word-Of-Mouth by employees.
- It is helpful in creating honesty with current employees and helps attract better-qualified candidates.

2.3.4 Methods Used In External Recruitment:

2.3.4.1 Colleges and Universities:

Typically found in these institutions are highly motivated professional, technical, and management employees.

2.3.4.2 Competitors in the Labor Market:

At any one time almost 5% of the working population is vigorously seeking or amenable to change of position. Employees trained by larger organizations are looked for by smaller firms because they have greater developmental skills.

2.3.4.3 Former Employees:

Others can be encouraged to stay in the firm by recruiting and selecting former employees who can provide benefits to company as well.

2.3.4.4 The Unemployed:

Numerous reasons are there for qualified applicants being unemployment every day. Company who cut back their operations, go out of business, or merge with other firm, leaving a pool of skilled and qualified workers jobless.

2.3.5 Recruitment Sources:

2.3.5.1 Advertising:

A technique of communicating through media, like radio, newspaper, or industry publications, the firm's employment needs to the public. The latest trend is internet advertising.

2.3.5.2 Private Employment Agencies:

Firms use agencies for almost every type of positions, especially for recruiting white-collar employees.

2.3.5.3. Public Employment Agencies:

Employment agencies which function under the state are best known for recruiting and placing people in operational jobs.

2.3.5.4 Special Events:

Like Job Fairs, a staffing method that requires an employer's efforts or group of employers to draw a larger number of applicants for interviews.

2.3.5.5 Internships:

It is a special form of recruitment in which students, without compulsion either by company to hire the student permanently or by the student to accept a permanent position, are positioned in provisional jobs.

2.3.5.6 Executive Search Firms:

These organizations are used to search for the most qualified executive available for a specific position.

2.3.5.7 Internet Recruiting:

Recruitment through internet is very popular yet but less costly than print advertising. Recruitment can be made through countless methods. You must make sure recruitment plans are set based on business goals and analysis of past history. Then go for the recruitment methods that best meet those goals. Bear in mind the company's budget, skills, knowledge and abilities required. With vigilant planning recruitment needs can be fulfilled with the least possible expense suggested by McIntyre (2010).

Sharma (2010) states that the replacing cost of staff can be nearly 50% to 175% of the people's annual salary according to the Corporate Advisory Board of Washington DC. In

contrast to their grandparents, employees in the new millennium do not stay with a company for life.

2.4 Literature Summary:

Following table represents the systematic review of literature summary on historical analysis of recruitment practices in textile industry of Pakistan.

Table 2.1- Literature summary

Author Name	Research Summary
<p>Junaid Ashraf 2017</p>	<p>This study explores that recruitment and selection practices in public sector of Pakistan with respect to job analysis. Job analysis is the integral part of human resource activities. The purpose of the study is whether job analysis practices are followed or not. The data was collected from 144 respondents through Questionnaire and some brief interviews. The primary and secondary data collected for the research concludes that the hiring process of public sector is flawed mainly because of poor job analysis. They do not make proper job descriptions and employees tasks do not match with the given job description, which ultimately effects the performance of the public sector organizations in Pakistan. The research study covers the public sector’s job Analysis and the after effect of the public sector’s recruitment and selection process on the overall performance of the organization. SPSS was only used for processing the questionnaire and making tables. The research is purely descriptive. Primary and secondary data sources were used. Data was collected through Questionnaire, interviews and study of formal policies of few public sector organizations, Two hundred fifty Questionnaires were distributed to 9 organizations and 144 responses were received. Job description is a lay foundation for key performance</p>

	<p>indicators. KPI's are essential for measuring performance of the employees, so if any organization does not have job description for their employees.</p>
<p>Sidra Naseem Mushtaq Ahmed Tayyab Ali Khan 2016</p>	<p>This study is an attempt to investigate the effectiveness of E-recruitment in small and medium enterprises of IT industry in Pakistan through descriptive analysis. Internet is being used in employment sector globally. Recruitment through electronic source brings phenomenal success in short time. This study provide advantages of E-recruitment like quality of applications, wider pool of applications, time and cost savings and brand image development. This study also describes the disadvantages of E-recruitment like overloading of irrelevant application, higher number of unqualified applicants, established brand name, privacy issue of applicants, lack of personal touch, and discrimination between applicants, extra time and cost subsequently. A descriptive study and survey methods are used to investigate the research. The target population of the study consists of all small and medium enterprises of IT industry who are currently involved in E-recruitment activities. The study recommends Pakistan to get large return on investment in long term perspective.</p>
<p>Wajiha Kazim Nasira Jabeen 2016</p>	<p>This paper investigates the recruitment and selection policies implemented in public sector university. Capable human resource is integral part of any educational institution and there is a need to design proper recruitment and selection policies and also ensure to effective implementation of these policies. Author use qualitative mode of this study to inquire the findings and data has been collected through in-depth interviews. Recruitment in every organization is the startup of the employment relationship and then quality of people affects the success of human resource management. The crux of this study is that recruitment and selection practices are the</p>

	<p>main component of interest in public management research. The reason is that it has important for implications for both individual and organizations. These are equally important for academics, as recruitment of qualifies and suitable individual is highly need in educational institutions. The researcher concentrates on regular, contractual, on tenure track system and foreign faculty hiring program. The recruitment process of above all different type of faculty is different. It is need to recruitment and selection criteria should be same for all faculties and administration is needed to involve all type of recruitment and selection activities. Some revisions in the selection policies and processes of regular faculty may lead to positive impacts. This study also identifies the level of implementation of different recruitment and selection policies for all type of faculty. Few policies are not very much clear and their implementation appears not to be satisfied. Quota sampling technique was used in order to classify the 13 facilities.</p>
<p>Janat H.Marier 2016</p>	<p>It was a case study on china & Germany that used SHRM rather than HRM practices to grow. This concludes that SHRM reflect the firm level and human resource management phenomena and relation between firms and HR practices. (Lengnick-Hall, Andrade,, & Drake, 2009; Lepak & Shaw, 2008;Snell at al., 2001)</p> <p>Researchers focus on two countries population (Germany & China) and perform qualitative research. Authors explains wide ranging paper that the macro context in which firms choose the strategies in terms of which HRM practices implement to achieve strategic goals. Higher political influence is there and considers what HRM practices are possible in both countries. Economic and cultural values differ and cost of adopting practices also differs in china. Now both countries adopt SHRM practices depending on</p>

	economic, cultural, social and political conditions.
Saira Hassan Babak Mehmood 2016	<p>This study executes the relationship among human resource management practices and organization commitment of employees. 60 employees were taken as a sample. In the present era, it is difficult for organization to retain the talented employees to achieve competitive advantage in international market. Commitments of employees are very important for organizations to penetrate in the global market. Competition has increased globally and textile industry needs to grow according with the trends of market. The ingredients to grow in global markets are talented employees and their commitment towards the organization. HR practices are backbone of the industry and plays important role in increasing the organization commitment of employees to achieve the objectives of the organization and to retain the competent employees in order to achieve the competitive advantage in global market.</p> <p>The findings of the research are the employees who are satisfied with human resource management practices are more committed to the organization. This study helps the managers to manage their human resources in an effective way to gain competitive advantage in the global market. HRM practices have positive influence on organizational commitment of employees.</p>
Ashique Ali Jhatial Nelarine Cornelius James Wallance 2014	<p>This research was established in Pakistan and the findings of this research that colonial levels and administrative practices made the evolution of employment management in Pakistan. Pakistan has been passing through the development phase and adopted the British rules and deeply rated with British political and administrative structure.</p> <p>This study is based on Raj's quota system in civil services and military services. This study used historical analysis of</p>

	documents and specifies their implementation and used qualitative approach.
Noreen Sahar Wolfgang Mayrhofer 2014	<p>The paper explicit the role of Western HRM practices implemented in Pakistan and role of Vartan Bhanji in HRM practices in Pakistan. VB is system of developing and retaining the relationships through exchanging of gifts/services. According to this paper, VB both support and limiting the western HRM practices in particular recruitment, selection, appraisal and compensation and promotion in organizational development. The exchange of gifts/services is a part of a custom institutionalization. This exchange is for relatives but it is an essential part of organizations where anyone who has political influence can easily done their require tasks. This paper address the gap based on the cased study of a medical company in Islamabad. VB gives gender specific obligations and exchange of gift/services.</p> <p>To concluded, VB still plays an important role in developing organized team work, increasing the loyalty of organization and reducing job turnover.</p>
Fahad Mehmood Nadeem Iqbal Samsaa rasul Sahu 2014	<p>This paper focuses the effect of HR practices on employees performance of banking sector. The study was quantitative and 150 employees of different banks are taken as sample. Questionnaires were sent to employees of bank in Lahore. Different analyses were used to analyze the data Employees are the asset of an organization and now in the present era, competition is on peak and organization needs best human resources to achieve the goals and compete in the market. Performance of people directly influence to the performance of organization. Effective HRM system increase work performance of organizations and individuals.</p> <p>Best use of HRM practices can get high performance in every type of organization. Unsatisfied employees are become the reason of bad performance of organization. Every employee</p>

	<p>wants best reward against his performance.</p> <p>Data was collected through survey questionnaires and research was close ended. Total population was 150 employees of different banks in Lahore. The finding of this research was HR practices will impact on employee's performance and will contribute the organizational performance.</p>
<p>Shuaib Ahmed Hammad Tahir Syed Waleed Ali Warsi 2014</p>	<p>This case study investigates about the adoption e-recruitment method by job seekers in Karachi. Researchers focus the market of Karachi and took the sample of 250 job seekers from different universities. Quantitative method was used to investigate the relationship between job seeker and their adaptation behavior.</p> <p>The recruitment method has revolutionized. The traditional methods of recruitment have now changed with e-recruitment. This is the easiest way to find job and cost, time saving as well. Job seekers take benefits for these services and these are time flexible and more opportunities to find jobs. Organizations fulfill their HR needs in easiest way through e-recruitment. In past decades, job seekers use the print media like newspaper to find the jobs or used any other ways such as recruitment agencies, walk in interview or referrals. Presently large organizations to small organization upload their hiring ads on web portals that are easily accessible for job seekers</p> <p>To conclude that e-recruitment has changed the face of HR in Pakistan and shifted traditional phase to e-recruitment. All the job seeker has positive relationship with e-recruitment.</p>
<p>XuHusheng Muhammad Shabbir Muhammad Altaf Shuliang Zhao</p>	<p>The aim of the study to analyze the fair procedure of recruitment and procedure of recruitment and selection in the public sectors universities of Pakistan. Data was collected through questionnaire and audience were heads of</p>

<p>2014</p>	<p>departments and academics departments that are directly attached with recruitment and selection. Quantitative research method was used and data was analyzed through SPSS by applying regression analysis.</p> <p>In education sector, human resource management plays a vital role in effective recruitment and selection. Recruitment and selection is the key of human resource management function. The purpose of effective human resource management is the right person for the right job. Different organizations have different culture and different criteria of recruitment and selection procedures.</p> <p>For hiring new employees, there are two phases. First is to generate a large pool of applications and then make best selection out of them. Recruitment & selection are interrelated that influence each other.</p> <p>The main purpose of this research is to investigate the effectiveness of recruitment & selection in public sectors universities through fair procedures, transparency and without gender discrimination, line managers' role and state politics influence. Coordination between line managers and HR manager is very important to make right selection because line manager directly control the employees.</p> <p>The finding of the study is the organizational politics influence the fair procedure of recruitment and selection in public sector universities in Pakistan that is not good for universities productivity and impact overall performance of universities.</p>
<p>Adeel Sabir Khan Farooq Rasheed 2014</p>	<p>This paper explores the relationship between HR practices and perceived project success in project based Pakistani organizations. Islamic value on work ethics and important factors in day to day life. Four indicators of HR practices are used to evaluate the study that are employees recruitment and selection, employees training and development, employees</p>

	<p>performance and appraisal and employees compensation and benefits. In project management, HR practices play a vital role in project success like other relevant elements. Project management has dependency on human resource management. Trained and talented employees are asset of any organization and a part of project success. There is a positive relationship of HR practices with any organization.</p>
<p>Muhammad Mushtaq Khan Niazi 2014</p>	<p>The aim of the study to observe the relationship between HR practices i.e recruitment and selection, employees training and development, employees performance and appraisal, promotion, compensation and benefits with the employees job satisfaction in textile industry of Pakistan. Quantitative research method was used and data was collected through questionnaire from employees of different textile industries. Respondents of the study were managers, assistant managers and supervisor.</p> <p>Employees' satisfaction is much more important than any other else. Loyal and talented employees are asset of organization and they play a vital role to achieve competitive advantage in global market. The world is now become a global village and competition is on peak. The study is exploratory study.</p> <p>The findings of this study that all employees should be equal for organizational management and there is need to satisfy all employees equally because all employees put their collaborative effort to achieve goals and objectives of organization. The crux is that organizational goal is maximize value and people are asset and their value can be enhanced through investment by redefine policies and procedures.</p>
<p>Asmat Nawaz Khatak Sumaira Rehman Chudhry Abdul Rehman</p>	<p>This study investigates the efficiency of realistic job preview in pharmaceutical industry of Pakistan. Realistic job preview is a part of hiring process in which job candidates are told</p>

<p>2014</p>	<p>about company and all positive and negative aspects of the position.</p> <p>Qualitative method of research was used data and data was getting through semi-structured interviews. Recruitment of talented and skilled employees is difficult task in current competitive business environment and it is a good component to orient the employees about job specification with all negative and positive aspects. Employees has right to reject or accept the job offer and this activity is cost and time saving for organizations. It clarifies the employees and increase job satisfaction.</p> <p>This study investigates and explains the effectiveness of realistic job preview in pharmaceutical industry in Pakistan. This is larger industry that contributes in the economy of Pakistan.</p>
<p>Rosheen Jamil Dr. Hummayun Naeem 2013</p>	<p>This study explores the impact outsourcing external recruitment process on the employee commitment and loyalty. Many organizations used outsourced recruitment strategy to save time, cost and improve the quality of recruitment. This strategy is used by many organizations globally but HR practices suffered from it because agencies don't know the need and culture of organizational structure and system as well. Two private telecommunication companies of Islamabad were taken as a sample of study. Three variables were selected that were outsourcing recruitment, employees' commitment and loyalty. T-test was applied to analyzed data. Telecommunication sector contributes a big share in economy of Pakistan and if organizations fails to employ the commitment and loyal people then it is not possible for achieve objectives and goals and complete in the market. The findings of this study is outsourcing external recruitment has no impact on employees commitment and there is no relation among outsourcing</p>

	external recruitment agency and employees commitment and loyalty.
Naveed R. Khan Narinah Awang Che Mahd Zulkifili 2013	<p>This paper explores the influence of human resource practice in small and medium enterprises. Small and medium enterprises are a part of Pakistan's industry and add large contribution in the economy. This industry represents a large and important sector worldwide that contribute in the development of country. In worldwide, mostly businesses are fall into this category and 60 percent of employment generated through small and medium industry business. It plays a dynamic role and contributed a big share in the economy of Pakistan.</p> <p>Economic growth in the country directly connects of employment sector. Human resource practices are directly impact on organizational performance but in Pakistan small and medium enterprises lack of formal training, recruitment, selection, performance and appraisal.</p> <p>The finding of this study explores the positive relationship between HRM practices and firm performance in Pakistan. Industries in Pakistan have great potential. For greater economic and social development, small and industry sectors are not utilizing their human resources that results minimize the outcomes.</p>
Owais Shafique 2012	<p>This paper explores the recruitment practices in 21st century. Author explains the usefulness of generation X approach in identifying the differences between the old generation and the young new Generation x and the different needs and attitudes of both the generations. This gives us an idea that the old recruitment practices might not be enough in today's competitive environment. The Rank and Yank approach shows just how intense the competition is in the corporate world. Internet recruitment has its drawbacks but internet recruitment is still useful for computer related business</p>

	<p>sector. The conclusion is that the use of the latest techniques used for recruitment in the 21st century shows that Strategic recruitment is of vital importance in recruitment planning now a day. Despite all other recruitment testing methods Interviews still stand out as one of the best ways to identify and recruit the right person for your organization.</p>
<p>Dr. Ashique Ali Jhatial Syed Asif Ali Shah Dr. Ikhtiar Ali Ghumro 2012</p>	<p>Organizations of Pakistan. Private sectors organizations are hierarchical structured and human resource are powerful authority. This study also found the sifarish based recruitment in private sector. Reference based recruitment selection and promotion activities are few elements that effect development of HRM system in private business sector in Pakistan. Private business sector gave less importance to training and development that is harmful for employees as well organizations.</p> <p>This study based on In-depth interview and reveals that managerial support for reference based hiring and selection.</p>
<p>Qamar Ali Muhammad Zafar Iqbal Jadon 2102</p>	<p>This study explores the internal and external factors that support HRM practices. It also explained that competition has increased from last few years. China, India and Bangladesh are big competitors of Pakistan and giving huge threat to the textile industry of Pakistan,</p> <p>In textile industry now trend has changed, young generation after getting education from abroad taking charge of their business of parents and good thing is that they have enter in industry with changed mentality and think differently from their predecessor. Young talent with positive attitude takes charge and gives their best to vanish the obstacles.</p> <p>Due to competition in textile industry from last few years. HR has taken serious attention for HR practices and policies and takes initiatives for improving their policies. In Pakistan, political influence is demonstrated and selections of candidates are on reference based.</p>

<p>Yasir Tanveer Muhammad Zeshaan Shaukat Sheraz Ahmed Alvi Aysha Munir 2011</p>	<p>This study elaborates the importance and linkage between human resource management and employees performance of the textile industry of Pakistan. Methodology used in the study was quantitative study and survey questionnaire were used. Human resource practices include recruitment, selection, training and performance appraisal that are directly linkage with employees performance. HR practices are backbone to get employees performance in efficient way to achieve competitive advantage in textile industry of Pakistan. Textile industry having better human resource and HR practices support employees need, this will directly affects employees' performance. Satisfied employees produce best results in every field.</p> <p>This study was design to investigate the impact of human resource management practices on employees performance. Recruitment, selection, and performance appraisal are three indicator used to develop results. All HRM practices are important in textile industry but recruitment, selection and performance appraisal plays a vital role and training of the employees as well.</p>
<p>Farida Saleem 2010</p>	<p>Recruitment ads play a very important role in generating pool of applications. The aim of all recruitment ads is to attract as many as possible applications for generating hiring options. This study investigates the impact of specificity of information on application pursuing process. Four recruitment ads were used (two general ads and two specific ads) to check their impacts on application pursuing process. The results showed that three variables including ad information, ad appropriateness and ad truthfulness have significant differences for specific job ads and general job ads, while application pursuing process is generally the same for both specific and general job ads. The researcher has used</p>

	<p>marketing theory to extend prior recruitment research by exploring the influence of recruitment message specificity on applicant attraction to organizations and their intention to pursue application process. First, the results have confirmed the importance of recruitment ad specificity for influencing applicant perceptions about ad information, ad truthfulness and ad appropriateness. The second finding of this research is related to the applicants' response toward specific job ads and general job ads. Their response showed a significant difference with respect to the ad information, ad truthfulness and ad appropriateness all these variables are more positive towards specific job ads compare to general job ads.</p>
<p>Katharine Adeney 2009</p>	<p>This paper addresses importance of institution in country. How and why institutions matter in countries. The focus of paper is how institutional design support to change institutions within democracies. A policy of Pakistan has institutionalized and they follow the traditions and norms. To conclude that structural problems within a federation can increase the conflicts according to the experience of Pakistan democracies.</p>
<p>Fawad Asif Rana Qaiser Abbas Uzma Javed 2008</p>	<p>This research explores the relationship between the organization size and the recruitment methods used. It also examines the differences in recruitment methods for filling the managerial and non-managerial positions and exploring possible reasons for switching between these methods among IT organizations. Author explains that small organizations recruitment methods are different from large organizations. Smaller firms recruit more frequently as compared to larger IT firms. The target population is 100 IT companies out of total 350 companies. List of companies taken from PSEB. The data of 100 selected companies taken from HR managers that are assigned for recruitment of employees. Questionnaire was sent through e-mail to collect precise information.</p>

	<p>Correlation matrix was developed to see if size of organization has any relation with the choice of recruitment method. Collecting data with the support of questionnaire, interviews of 12 IT professionals at the leading positions in their organizations were held. The total response rate was 64% in all. There is a significant relationship between the organization size and the frequency of recruitment. Small organizations due to their budgetary constraints use more traditional methods of recruitment including words of mouth, Resumes and CVs, Newspaper advertisements, internal recruitment and online recruitment. Whereas, larger organizations opt for employment agencies, college recruitment and job fairs. Most software houses find it difficult to recruit individuals with adequate professional training, skills and experience.</p>
<p>Robina Yasmeen 2008</p>	<p>This study explains the relationship between HRM system and performance in manufacturing companies. The sample size taken 192 manufacturing companies and study was quantitative. This study explores the relationship in two ways that is direct impact of HR system on performance and indirect effect on performance. HR structure consists of recruitment. Leadership, security, training and development and appraisal.</p> <p>The study proves that systematic HRM practices used to gain competitive advantages. Job security, team work on-job training has great impact on employees' performance.</p>
<p>Chris Brewster 2007</p>	<p>HRM originated from US and has been implicated all over the world and criticized from different countries as well. This concluded that European economy is different from USA. European infrastructure is greater than USA and less individualism. Recruitment, selection, consultation and other HRM practices are different amongst US economy.</p> <p>This paper explores that in Europe labor markets,</p>

	<p>deregulation exist and they focus more on training and development and there is lack of trade unions as compare to US market.</p> <p>In Europe, trade unions plays positive role in industry like employer communicate through trade union that representation of employees are difficult in HR issues and strategic decision making.</p>
<p>Abdul Basit Al-Hamadi Pawan S. Budhwar Halen Shipton 2007</p>	<p>This paper indicates that there is need to investigate HR practices in Oman and management of human resources and influencing factors also need to investigate. In Oman human resource related challenges exist and there were no proper practices to facilitate employees learning and development and other reward. There is needed to take initiatives and design to promote employees development. In international and cross culture management research, middle east is left behind and there is lack of resources there for research and funding problem to conduct research and problem in gathering the data.</p> <p>There is now need to conduct research in Oman and no literature is available regarding HRM in region and huge gap is found. In Oman HRM & HRD are new phenomena. In Oman many of the public and private sector organization have no HR departments and no policies to facilitate the employees in rational way. Due to unavailability of HR departments employees have no job descriptions and having no career path.</p> <p>To conclude, there is need to established more studies in HRM and investigating HR-related issues in local context.</p>
<p>Markus Pudelko 2007</p>	<p>This paper explains how to learn from the best practices in HRM across national borders. The type of research was exploratory. HR managers give information regarding their HRM functions and how the take inspirations from other countries. The core idea is to determine the difference and</p>

	<p>gaps and what is the potential for improvements.</p> <p>In international competitions, specific management practices are increasing and their specific strength and weakness are compared with each other. The authors are most positive who believe on importance of learning from the best practice in order to increase cross-national competitiveness. This paper investigates the attitude of HR managers learning towards other countries and potential of mutually learning from each other. This investigation establishes that how three countries HR managers perceives their HRM systems and how they learnt other countries HRM systems.</p> <p>Data was collected through survey on HRM practices in America, Japan and Germany. Data was collected from 232 senior HR managers from America, Japan and Germany top 500 companies. HR department heads of 500 largest companies approach with the help of questionnaire. Questionnaire was distributed through email. All questionnaires are their original language versions. Large organizations were selected due to better understanding among their HRM system rather than medium and small organizations. 107 HR managers of German responded, 68 of the Japanese and 57 of American managers responded.</p> <p>The conclusion is that cross-national practices are best of these countries. It has strength an as well weakness that should be overcome with the help of others best HRM practices.</p>
<p>Scott Taylor 2006</p>	<p>This paper focuses on organizational growth and recruitment and selection process in smaller and growth organizations. Recruitment and selection is important to the management of human resource in growing companies. Without having to recruit new employees it is not rational for companies to increase their financial turnover. HRM practices pivotal of growth in small organization.</p>

	<p>To conclude that firms are always in search of making more profits and there is no single significant method to gain more profit. For this purpose, recruitment and selection of talented employees or facilitated the existing ones is more important in smaller or growth organizations.</p>
<p>Timothy Kiessling Micheal Harvey 2005</p>	<p>This paper focuses to develop a process for conceptualizing SGHRM utilizing a mixed method research. Increasing competition in global market becoming the norms and all organizations must compete in global market.</p> <p>Mixed methodology used to measure for reliability and validity. In SGHRM field, mixed method approach appears to be superior. To achieve strategic competitive advantage. The human resources are a valuable component for any organization.</p>
<p>James P. Burton John E. Butlor Richard T. Mowday 2003</p>	<p>This paper explains the management practices of different regions of the world. Different countries within a region are more homogenous rather than heterogeneous and similar along in various dimensions of economic and social development.</p> <p>While managing human resource, all organizations face same issues and some specific nature of issues depends on specific contextual factors. To achieve organizational goal, all companies must recruit, select, train and motivate and give rewards to their employees. All organizations deal the challenges according to their culture specific context. Cultural influences and contextual specific culture impact to adopting the challenges in the global market. Human resources plays important role in increasing competitive advantage in global market. Competitive advantage can get through low labor cost and skilled human resources.</p>
<p>Pawan S. Budhwar Paul R. Sparrow</p>	<p>This paper suggests that cross-national HRM both culture bound and culture free factors and variables are necessary parts of HRM policies. Businesses are generalized and due to</p>

<p>2002</p>	<p>this level of competition have increased. There is strong need for cross-national studies. Due to cross-national studies, it explores different elements of national and regional settings. It explores the specific elements associated with national factors, variables and organizational and HR practices and policies. It develops an integrated frame work.</p>
<p>Milorad M. Novicevic Micheal Harvay 2001</p>	<p>This paper explores the increasing role of global strategy and redefines the role of corporate human resource function. In corporate HR , there is need to design infrastructure that support managers to manage effectively to move towards the global market but on the other hand, HR team face challenges associated to design flexible global arrangements and leadership development system.. To conclude, a corporate HR function has influence on global organizations. Corporate HR provides opportunities to achieve its goals. Development of HR global leadership system depends on global network that influenced by corporate HR and committing flexible influence.</p>
<p>Timothy Clark Haoward Gospal Hohn Montgomery 1999</p>	<p>This research focuses on comparative and international perspective of human resource management. This study was conducted twenty years research review. Researchers have shifted their concern of research and purely focus on domestic issues about people, organizations and business management systems. Researchers have sought the answer of multiple questions like the main similarities and dissimilarities between national systems and what reasons exist behind these similarities and dissimilarities. These difference and similarities are smaller or on large scale. The core question is how one organization should adopt another culture and environment and how host country facilitates to others in best way. Many researchers have applied their existing model of research and few develop new framework and explore new theories to explain the organizations</p>

	behavior.
Sara I. Mcganghey Helen Decieri 1999	<p>This paper explores the position of organizations that are becoming more alike in sense of macro-level variables but sustaining their culturally base dissimilarities in terms of micro-level variables. Opportunities and challenges exist side by side to grow in international market. There are challenges faced by organizations in international markets encountered in efforts to balance global coordination and level of responsiveness.</p> <p>To achieve best outcomes, there is need to alignment between internal strategy, system and structure and external strategy like national culture and level of development.</p>
Susan E. Jackson Randall S. Schuler 1995	<p>This paper explains that HRM is very broad field that implemented in every organization. Author treats HRM as an umbrella term that comprehend.</p> <p>HRM practices are best way to motive develops and retain the employees who ensure the smooth functions and survival of the organization and its employees. To understand HRM in context, how these components of HRM are effect internally and externally. The internal factors include organization size, structure, technology, and life cycle stage and business strategy.</p> <p>This is concluded that in HRM context theoretical perspective is much more important. This is based in economic, management, sociology focus on different aspects of HRM in context.</p>

There are numerous internal factors which play a role in effective recruitment; in Pakistan's context the most important is to find suitable candidates for vacant positions. According to Henkens et al., (2005) if there are greater perceived difficulties in recruiting suitable potential candidates the organization will repeatedly recruit more employees by informal recruitment methods.

Size of organization is also considered a factor, as smaller organizations recruit recurrently because of high turnover suggested by Decenzo and Robbins (2007). Organizations need to pay concentration on HRM practices to survive in this competitive environment to maintain goodwill. Hence, it can be concluded that organizations should concentrate in recruit the right employee. In order to survive in today's competitive scenario and maintain goodwill of organizations it is important that attention is given to human resources of organizations. There is a great realization that once the organization has the personnel or human resource available, it may make further investment in this direction.

Recruitment of employees is one of the human resource management practices that are highly interrelated with other human resource management practices. Recruitment and selection practices are the major topic of interest in the public management research because it has important implications for both individuals and organizations. These are equally important in the textile, as recruitment of qualified and suitable individuals is highly needed in the Textile industry.

CHAPTER NO.3

Research Methodology

3.1 Introduction:

This chapter describes the methodology used to explore four research questions relevant to Historical analysis of recruitment practices in textile industry of Pakistan. These questions were raised to the senior and middle and line Human resource managers in a large textile organization in Faisalabad.

Research methodology is an organized method or approach to investigate the research phenomenon Kothari (2004).

As define earlier in introduction chapter that the purpose of this research is to examine and understand the dynamics of the recruitment practices and to identify what practices are implemented in textile firm. The main objective of this research is to observe and understand the dynamics of recruitment within a chosen organization and the study will be exploratory. Study will be on a single organization and main attention is to understand and explore the study. The study is performed on single organization so the study will be called a single case method. In this research, method used by the researcher is qualitative and data was collected through observations, policy manuals in-depth interviews (unstructured), so this study may be labeled as 'Ethnographic study'. The focus of Ethnographic study is on people and culture. It explores the researcher point of view according to the subject of the study.

3.1.1 Qualitative Approach:

Every researcher has defined qualitative research his own view point and own words; the simple definition is as follows:

“Qualitative researchers are focus to understand dynamics meaning people have constructed, that is, how people make sense of their world according to their view point and the experiences they have in the world” Merriam (2009).

In business management research like finance, accounting, and human resource management, researchers have been mostly used qualitative methods Cassell, Buehring, Symon, & Johnson (2006). In qualitative research, there is no single accepted way method of research. It depends

on ranges of methods of research. Qualitative research is not solely a methodology but it offers deep insight into ontological and epistemological grounds to researchers for their studies. It also help to provide different techniques for data generalization, reduction and objectivity by Amis & Silk (2008).

3.1.2 Research Paradigm:

Research process scope has spread in three main lines like *ontology, epistemology and methodology*. Research paradigm is description the nature of research along these dimensions by Terre Blanche & Durrheim (1999).

Gephart (1999) has divided research paradigm into three philosophically characteristic groups: Interpretivism, positivism and critical postmodernism.

a- Positivism

EPISTEMOLOGICAL STANCES about positivism: *How it is possible to know about the world*

World is independent and researcher's perception cannot affect it.

According to the Henning (2004) this approach is based on philosophical ideas and similar to natural science. Observations and reasons are the best way to understand human behavior. Positivist's researchers believe to adopt scientific methods like experiments and statistics to divulge the true picture of society. Furthermore they believe that social science should be treated same as natural sciences.

b- Interpretivism

EPISTEMOLOGICAL STANCES about Interpretivism: *How it is possible to know about the world*

Interpretive researchers believe that social science is totally different from natural science and Interpretivism opposes the positivism. There is no single correct path or methodology of

knowledge. Social sciences emphasis on historical and contextual realities which differ and vary from context to context and hence negate the law-like symmetries. Social science researchers attempt to explore the reality by their own perceptions and understanding, and their justifications meaning based. In this interpretivist approach, researchers widely used in-depth investigation of under study phenomenon by Walsham (1993).

Characteristics of Interpretivism

Table3.1: Characteristics of Interpretivism

Feature	Description
Purpose of research	Historical analysis of recruitment practices in a large textile firm in Pakistan.
Ontology	<ul style="list-style-type: none"> • Multiple realities exist. • Interaction between humans helps to construct and discover reality. • In daily routine, human made logics of their visuals, words and writing can be made on the basis of discoveries.
Epistemology	<ul style="list-style-type: none"> • Events are presumed through the cognitive processes of interpretation and events are influenced by interaction with social settings. • By experiencing the natural surroundings, researchers socially build their knowledge. • In research process, respondents and researchers are interconnected.
Methodology	<ul style="list-style-type: none"> • Data is collected through company’s policy manuals, in-depth interviews, observations, job advertisements, email. • For researchers, research is a set of values.

3.2 Ethnography:

In research, a definition of ethnography – ‘ethnography-as-fieldwork’ – is suggested:

Ethnography is the study of people and culture in naturally happening events with their beliefs, habits and customs which captures their routine activities and social obligations and meanings and researchers are directly involve in events that are occurring continuously and researchers are participating to collect data in systematic way in order to imposed restrictions externally explored by Brewer (2000).

Ethnography is a style of research used to describe the meanings of humans in their natural happenings events and not to use for collection of data accordingly. Researchers and respondents are backbone for each other and interconnected with each other for research purpose and closely work with each other. Social sciences is a broad term and the basic objective of this is to sense out activities wisely and observe the actions and experiences of

peoples and ethnography is fall based on this objective. There are different methods of data collection which ethnography involved that is participant observation, in-depth interviews documents review.

3.3 Case Study:

There are many descriptions and definitions in literature; the most famous definition is of Robert K. Yin.

Researcher Robert K. Yin defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used 'said Yin (1984).

Case studies are unique, different and most favorite type of research and qualitative method is used in case study and social sciences study.

3.4 Generalization in Qualitative Research:

In generalization research, study is performed on individuals, time, natural events or organizations to other individuals and those who are directly involved and examined and results are developed and conclusions are made based on generalization in qualitative research suggested by Polit & Beck (2010).

In social science studies, generalization strategies are of two types that are qualitative and quantitative respectively, these two strategies are used in generalization research. Generalization is mostly concerned with case study that is directly related with qualitative research, these strategies are called analytical generalization and statistical generalization by Yin (2003).

3.5 Data Collection Method:

Data for the research study was collected through one-to-one interviews and discussions with relevant staff of the organizations, deep observations, organizations policy manuals (Unobtrusive observations) and industry desk research.

3.5.1 Interviews:

Interviews (individual and group) are perhaps the most extensively used data collection approach (Saunders, Lewis, & Thornhill, 2007; Waddell, Cummings, & Worley, 2004). In interview, the interviewer asks direct questions to interviewee which are designed to acquire information about the organization being studied.

Data (qualitative) was acquired through semi structured in-depth interviews. The researcher conducted 9 semi structured interviews. From nine, seven interviews were conducted with HR staff (One with Assistant Vice President HR, three with General Managers HR and three with middle management of HR) and other one is General Manager IT and rest of the one is Manager Marketing. It took about 30 to 45 minutes to complete each interview. Interviews were in conversation mode (informal settings). Interviews were audio recorded after the prior permission of respondents. In order to maintain uniformity and

Sequence in responses, the researcher regulated an interview pattern prior to holding interviews. All interviews were held in Urdu and English languages and later on the recorded interviews were converted into English language (wherever required).

Table 3.2: Respondents Profile (Will made according to the respondents)

Serial No.	Respondent's Designation	Education of Respondents	Experience
1.	General Manager HR	MBA	22 Years
2.	Manager HR	MBA	18 Years
3.	Senior Deputy Manager HR	MS Business Administration	16 Years
4.	General Manager Information Technology	MCS	20 Years
5.	Manager Marketing	MBA	13 Years
6.	Assistant Vice President HR	MBA	17 Years
7.	General Manager HR	MBA	19 Years
8.	General Manager HR	MBA	18 Years
9.	Deputy Manager HR	MBA	14 Years

3.5.2 Industry Desk Research:

This data was mainly collected from Pakistan Ministry of Textile, Faisalabad Chamber of Commerce & Industries and All Pakistan Textile Manufacturing Association (APTMA).

3.5.3 Unobtrusive observations:

Unobtrusive observations are known as secondary data collection technique in which researcher collect organization record and analyzed that record. In this research the researcher collected data from organizations policy manuals, web portal and office orders of the company.

3.6 Data Analysis Techniques:

Different methods and techniques have been used to analyses the data like ethnographic technique, narrative technique, constant comparative analysis and phenomenological analysis by Merriam (1998). Single case method research studies adopt qualitative research, and this type of analysis fall the shade of 'thematic analyses'. Adoption of technique purely rely on the study and selected factors like available resources, time frame and research questions etc. Anne Lacey & Luff (2001). General thematic analysis technique is used for analyze the data in this research by the researcher.

CHAPTER NO.4

Data Analysis

4.1 Introduction:

Under the study of textile firm, unstructured in-depth interviews from HR staff conducted to explore multiple aspects. According to the policy manual and firm record, Human resource management is in constructing phase where HR authorities from line managers have been taken back and assigned to HR department. The firm started its business operations in 1980, and despite the presence of personnel department, line managers were authorized to perform core HR functions. One of the line managers expressed his views that line managers had been performing HR functions like recruitment.

Interviewee No 1:

Q: 1

What is the historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer:

Answer: If we talk about recruitment practices of 15 years before we can say that job seekers relied on personal sources, advertisement in educational institutions and newspaper advertisements. Reference based recruitment had been observed in in this industry. Two types of reference have been seen:

- Internal reference
- External reference

Internal reference refers to the senior staff members like General Managers who used to hire staff of their own reference while external reference refers to bureaucracy where high government officials used to refer their candidates for jobs. With the passage of time textile organizations have developed HR departments with modern techniques to compete in the world. Reference based recruitment is somewhat discouraged, merit based recruitment practices are now been observed. Organizations have started to hire literate and skilled workforce from top ranked universities and technical educational institutes.

Candidates are now being passed through screening process where written tests, interviews, psychological screening tests. Merit based recruitment is started to be observed. As time passed with information technology revolution Organizations started to publish their

advertisements on websites. In past companies used to publish advertisements anonymously but now trend have changed and organizations use their names with brief introduction. There is difference between upper level jobs, middle and lower level jobs advertisements, for upper level jobs, organization's repute matters.

We were talking about recruitment through web portal; now advertisements also become shorter than before. Most of textile companies use third party for recruitment and hiring i.e. Rozee.pk and some others, they rent out their web portal and data bases. We also had been using this source in past.

There is no rigidity in recruitment practices, it change from time to time. We have been hiring openly from all private and public sector educational institutes but recently we have limited this practice to some well renowned educational institutes like LUMS, NUST, FAST, IBA and UET etc. We prefer to recruit from top rank universities as their students are capable enough, competent and have leadership qualities as compared to low rank universities. The reason behind, in 2011 when plant 3 was in erection phase our CEO used to visit on ground to check the status. He used to discuss with engineers and staff on site, during that time he found that staff was incapable and technically weak. He started interviews of technical middle level staff; almost 90% of staff was graduated from 2 to 3 universities. CEO passed an office order to revise universities categorization and hire professionals from top ranked local and foreign universities.

We have also established assessment center for candidates in which they will be assessed in 3 consecutive days this practice will reduce the chances of personal preferences. We took some candidates from low rank university and some from top rank universities and conducted their assessment through this center and found top universities students better. Top universities students scored 70% score while low rank universities students scored 50% score.

If talk about institutional context, there are two types of factors, internal and external. External factors involve Govt. agencies, politicians, bureaucracy, pressure of local community and regulatory authorities. For example candidate referred from such agencies put pressure on us for hiring, we try to pass them through proper channel procedures but some time cannot sustain pressure from such agencies and hire their referred candidates. I cannot elaborate it and specify the names of Govt. agencies who in recent past forced us to hire their persons, if I quantify in numbers hnnnnnnn, I think we have hired about fifteen individuals in different departments of our organization.

Hmmmm if we see internally, sometimes senior staff members refer some candidate for hiring. We have to obey and hire the candidate referred by senior. Once I remember, senior management referred a resource for hiring; he was doctor in veterinary medicines and was hired in marketing department. In past, illiterate and un-skilled workforce had been recruited in textile industry.

Now market has been saturated and competition increased, by increasing saturation level potential candidate's pool also increased. This factor is putting pressure on HR as potential candidates find references in organization to pressurize HR department.

In 2003, centralized recruitment center was established (Annex-1).

The history of the organization shows that start of the organization till 2012, senior managers and line managers of every department involves in performing recruitment. But after 2012, CEO developed a centralized HR Department for all new recruitment for all departments. He found that staff recruited by line managers was on reference based rather than merit based. He started downsizing and fire reference based employees hired by senior managers and departmental line managers and authorized to Human Resource Department to recruit employees and HR department is fully responsible for new recruitment. Following documents are being used in recruitment:

- Job Application Form
- Online application form
- Web portal form
- Offer letter

As discussed before Management policies of organization have lemmatized recruitment latitude for example: Universities categorization, experience of candidates, Age group (Not less than 26 years), marital status (Married candidates), and geographic categorization

(Candidates from Urban areas only). These changes in recruitment policy have historic backgrounds, we discuss in detail now.

University Categorization:

We had been recruiting employees from all universities nationwide, but in 2012 while we are in phase of second plant installation, our CEO worked on ground with engineers, officers and technical staff members he found that staff was incapable. He started to interview the staff (middle level managers) and all of them were graduated in 2-3 universities which were low ranked universities in Higher education commission ranking. CEO decided to stop recruiting from low ranked universities.

Age Group:

Historic references found that low age group employees particularly in labor class were immature and non-serious in their work, so decided to recruit over 26 years of age candidates. In every year more than 75% of employee turnover is found below 25 years of employees. And this age group is also found in immoral activities.

Marital Status:

It had been seen that un-married staff did not show their commitment and seriousness towards their job, due to perhaps don't have family obligations. Most of the turnover had been seen in this group.

Geographic categorization:

It had also been noticed that employees from urban areas were somehow literate, groomed and civilized as compared to rural areas. Rural areas employees are found in wasting their times in vain activities like grouping, protests etc.

Three months before an agitation started and all the participants behind it were employees from rural areas.

Retirement Policy:

In 2015 management decided to reduce the retirement age from 60 years to 57 years or 20 years of services. This decision placed a negative impact on employees and now it is a challenge for HR to attract new resources under shadow of such policies.

Retirement Policy

The revised retirement policy of Ibrahim Group as following will replace the existing retirement policy w.e.f. May 01, 2015.

This policy shall apply to the regular employees of the company who have either attained the age of superannuation i.e. 57 years or have served the company for a period of 20 Years.

Part-1 Retirement on Age of Superannuation

When any permanent employee of Ibrahim Group attains the age of superannuation which is 57 (Fifty Seven) years, one of the following options can be exercised by the company.

The person will be retired from the service of the company and paid all dues including full and final settlement bill as per regulations of Ibrahim Group.

2. If management of Ibrahim Group considers that a retired employee is still fit to work in Ibrahim Group and can perform efficiently, he will be hired on contract basis.

Part-2 Retirement on 20 Year Service

When any permanent employee of Ibrahim Group completes 20 Years' service, one of the following options will be exercised by Ibrahim Group.

1. The person will be retired from IFL on completion of 20 years' service and paid all dues including full and final settlement bill.

2. The management will decide that the person can continue his service till he attain the age of 57 years keeping in view his past performance, efficiency and productivity.
3. The person can be retired and hired on contract basis if he is willing to continue and submit an application.
4. Ibrahim Group will have the option to exercise retirement at any time after a person has completed 20 years' service.

This policy will be implemented on employees of Ibrahim Group falling in the grades of MG I to MG 6.

And finally organization culture is foremost important in policy formulation, much of textile industry is hemmed by family owned businesses and unfortunately such family owned businesses provide little room to Human Resource department where policies are formulated in isolation and forwarded to HR department for implementation.

We have discussed above about policies which have lemmatized recruitment latitude in this organization now we will talk about the management policy which have strengthen recruitment scope in organization. Management of organization have been introduced attractive and market competitive career planning policy for newly recruited professionals.

Career Planning:

Management revises packages for new employees on regular interval keeping in view market competition, which helps to attract new employees (Annex-2).

Interviewee No 2:

Q. What is historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer: Information technology revolution has brought a paradigm shift in recruitment and recruitment techniques have been entirely changed from last 10-15 years. I remember I applied for a job in this organization against a newspaper advertisement 15 years before. In 2007 we started a practice to approach educational institutes directly for potential candidates. We physically used to visit universities, paste our advertisements on notice boards and collect

data. We also have been using web based recruitment agencies in past, in 2011 we established our web portal and we have been using this source for recruitment since then. Recently a trend of job fairs and galas are introduced in which organizations take part actively to recruit potential human resources. At a moment we are using advertisement in Dawn newspaper, web portal, job fairs and directly approach to universities as some recruitment methods. Most often we use newspaper advertisement for recruitment, two months before we published advertisement in Daily Dawn for recruitment of Personal Assistant and HR officer.

Sample ads (Annex-3)

After advertisement, data was collected and shortlisting of data was done, six applicants were shortlisted for each post. They were called for initial screening. Organizations have shifted from hard documents to web based soft documents like online application forms and web portal etc. We use an employment form to be filled from each participant. For web portal same form with slight changes are used (Annex-4).

Candidates were passed through initial screening by HR department through initial test/interview. Before 2012 we had been different methods for candidate's interview. For example one hierarchy of interview was:

- 1st interview by HR department
- 2nd interview by concern head of department
- And finally 3rd interview by a panel constituted by 3 to 4 senior staff members

As I discussed in early discussion CEO personally interviewed middle management and found them incapable, he found that most of hired staff was referred and recommended by senior staff/ head of department. So the CEO decided to take up recruitment himself.

We were talking about recently appointed two staff members, after their interviews with CEO they were issued offer letters (Annex-5).

Culture of textile industry is entirely different from other industries in Pakistan, in my opinion the reason behind is family owned business in textile sector of Pakistan that is also called "Seth Culture" where HR department does not play a significant role in policy formulation although remains active in its implementation. Mostly organizations in this sector are fully centralized and owned by families and they used to treat them like shops where all decisions were made by themselves without involvement of employees. Similarly recruitment was also dealt by them in which their personal referred persons used to be employed. If we specifically talk about recruitment hence it is also affected by this culture. We have recruited

resources in different departments at the instructions of directors. One resource was directly recruited in marketing department who did not have relevant education and degree and similarly one resource was hired in purchase and one in accounts department in recent past.

Most of the textile industry is centralized, where policies and decisions are made by owners himself without involving HR departments. HR departments exist but only for implementation of policies. Due to lack of educational infrastructure in past mostly workforce was illiterate and unskilled. In late 1990s HR practices started to evolve in Pakistan, but textile sector started HR practices about decade before. Textile organizations developed HR departments and following HR practices. Merit based system started with proper HR techniques in some of large organizations. Although small organizations have still following old system of administration department. Admin department is somewhat performing HR related activities in small organizations.

There is a comprehensive Labor Act in Pakistani Law and Labor and Welfare department is provincial established organization for implementation of labor act but unfortunately it has not been so effective. There is strict restriction on hiring of real brothers, sisters and first cousins of employees in company. Most of the times employees forward and recommend well educated and experienced resource for hiring but due to policy they can't be proceed further (Annex-6).

The reason behind this restriction was a head of department who got recruit his two sons, daughter and one nephew in company. Similarly on plant site there was lot of senior managers who recruited their close relatives in company, later on they started to exploit other staff. So the management decided to stop hiring of close relatives.

Interview 3:

Q. What is historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer: If I started from late 1990s there was no HR department, recruitment was conducted by concern head of department, and he himself collected CV's by different ways mostly reference based. Each head of department used to conduct interview and took final approval from director through email or hard copy.

When I was hired back in 1999, I was interviewed by GM IT and that time my cv was sent to the director with the manual appraisal form filled by the GM IT and the final interview was done by the director himself and I was hired. When company grows, size of the company

increases and more and more departments and more businesses are added up so there is a need of time to gradually improve the HR process to make it decentralization to centralization approach of hiring. So that you know we can have a better insight of that particular person we are going to be hire for the specific department or position that involve starting from series of interviews and the assessments and then the final appraisal of the CEO himself. After establishment of HR set ups modern recruitment techniques have been using like websites, job portals social media portals etc. So we are at this point in 2018 that we are having a very strong HR process as compared to one or two decades back we have the process. So this requires a lot of lengthy process which requires from submitting your CV than the filtration of CV as per parameters set by the HR department and then after that what we usually do that like assessment and interviews by the HR team members and final interview by the CEO so it is a lengthy process but we make sure that the person we are going to hire is the right choice for the right position. Online application form, educational documents, offer letter being used for recruitment. The second generations of textile owners are literate mostly from foreign institutes and they have taken up business charge. They have established HR departments, and merit based recruitment through proper screening, tests and interviews have been seen in present scenario.

CEO of the company take much more personal interest in Human Resource Management, he established 'Strategic Planning' departments for preparation of coming ten years HR strategy. Organization have categorized universities and decided to start hiring from top rank local as well as foreign universities. Meeting has been conducted with CEO every month with HR team and all progress and issued discussed with CEO. CEO started direct contact with whole organizational employees via email irrespective of designations and this activity is increasing the motivational level of employees. We have also started activity to enhance motivation level of employees, documentaries and motivational movies activity every month in all regional offices and plant as well recreational tours quarterly to cheer up employees. Company has launch centralized recruitment system, training and development department for employees' in house trainings and outside trainings as well have been operationalized and these activities will have productive impact near future. Company has also planned to train senior employees from foreign institutes".

My general observations to the hiring in different textile sectors is that you know we should be hiring the best is our motto and the hiring should be based on nature of the job and the position we are offering and the credentials must be met that the particulars job descriptions. The way we are living in a society or textile city that we are hiring the people with different

positions based upon the references so once we are into a centralized hiring process and their core job is to hire best talent then you know these things should do everything on the merit basis and we should screen out all the employees not even their education portfolio but on their previous job portfolios and their family background and their social background and make it sure that we are going to hire best resource and we pass every candidate from a process to make ensure he/she is suitable for our organization or not. Culture is very integral for HR policy formulation, mostly organizations in textile industry are centralized where HR department doesn't exist and where it exists that is merely not more than a dummy. HR policies are not being formulated and designed keeping in view of Human Resource demands. Owner do not want to spend money on employees they want their production high with low numbers of human resource. There is no custom of policy formulation with accordance to HR needs. They concentrate more and more on their production and profits. Recruitment is suffered from such practices.

But unfortunately in textile industry that is not the case; people are hired based on the reference and not the right person for the right position that's why there is lack of HR skills set in textile sector. In order to avoid HR cost most of textile organizations have been recruited illiterate and un-skilled workforce.

That is the very important point you did highlighted that the policy making should be involving people of many segments because they have different thoughts, processes and they make a collective decision on a policy rather than the policy being enforced by the top management. That is one of the important points. The other point is that the HR is entry point for every individual in the organizations. Time spent in hiring is the well spent. We need to focus on hiring as per policies and policies should be improved with the passage of time. Because time is changing so quickly and technologies being added up and so many skills set are new added up and the things are going from robotization and automation so that the job description and policies of hiring must be evolved with the passage of time.

Internal Factors:

The positive factor is that the culture is everything. You must have to provide a very strong culture so that you can attract the outsiders. If you are giving good compensation, good environment, good benefits, a good pay master and giving ambitious environment for working that will be attracting the good HR.

The negative impact is that if you don't have HR and the people are approaching you and applying in your company and they will use different channels to approach you and CV's are routed in different ways. It will create a panic situation that is one of the drawbacks of hiring people that process is decentralized and they don't know to whom they must contact for hiring. We give them better channel to communicate and submit their CV's and bio data so that they can be entertained in better way rather than decentralized ways and people don't know what happened with their CV's after submitting in organization.

'Seth culture and one man show can also be an internal negative factor for recruitment'

Exceptional are very much there as ground reality was concerned. They are exception. Sometimes a person imposed on your industry directly. The consequences of that hiring could not be confirmed but in future it will be a useful resource for the company or useful not. The hired person from the seth or the company CEO that will be having negative impact on the entire department so that we should avoid that things. We should brought the merit and promote the merit so that every body works with the harmony.

'If we talk about the internal policies of the organization can we say that the policies of the organization may affect positively or negatively to the recruitment processes?'

Policies making is very important and is important factor in hiring. If you have a good recruitment policy, if you have a career path, you are giving good advantage to the people mentioned earlier. Policies of the company wets the applicants and the company is providing much facilities to employees and once they was hired and company provided all those facilities which they have offered at the time of hiring. These policies manuals must be read by the applicants and own by the company. Job is an open market; we can't buy the people for work for us. We have to attract them. We bring the best talent in the organization by having very smart policies and policies have very powerful impact on recruitment. The policy manual gives clarity to the applicant about company policy and clears all ambiguities in his mind. The name of the company attracts the applicants. We are good pay master, having good office environment, have good policies for employees and career path as well. We have wonderful career path for new employees.

We are using an appraisal form that is very important. We have a complete assessment center in which we schedule different tests for new hiring that are IQ test, communication test and their social check-ups, their family background check and so many other documents are available which helps in hiring process. We are using web based portal for applicants to apply for job and submit their CV's to our HR department.

Interview 4:

Q. What is historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer: In textile sector, recruitment is being done through reference, about one decade before recruitment was being done internally. All employees were intimated through internal advertisements about vacant positions. Employees working indifferent departments who improved their education were eligible and they applied and got the vacant positions. There are many examples, employees who were working in accounts department in lower cater improved their educations and got officer cater in different departments like purchase, imports and Finance etc. In recent past one resource who was working in inventory department qualified in master degree of business administration, he applied for a vacant position in finance department and selected for finance officer position (Annex-7).

Later on when HR department was centrally established they realized that there are many short comings of in-house recruitment most conspicuous was that company couldn't attract talent pool from open market. Worldwide technological advancements were made and to comply with those advancements company needed to attract and hire talent pool from external market rather in house as internal hiring was reference based and there were chances of biasness.

As the organization grew it established HR department and focused on external recruitment from well renowned universities not only locally but foreign also. Recently we hired two resources that were graduated from foreign universities. We have categorized universities in different categories according to their ranking of higher education commission. The students from top ranked universities are mostly innovative and creative which help organization to grow while on the other hand reference based and sifarshi candidates may be destructive for the organization in the long run. With the passage of time textile organizations have developed HR departments with modern techniques to compete in the world. Reference based recruitment is somewhat discouraged, merit based recruitment practices are now been observed. Organizations have started to hire literate and skilled workforce from top ranked universities and technical educational institutes.

Candidates are now being passed through screening process where written tests, interviews, psychological screening tests. Merit based recruitment is started to be observed.

Now in textile industry, people are aware of importance of HR department that how to achieve organizational objectives by human resource of organization. Most of the

organizations have established their HR departments and they have started to resume human resource as an asset and investment rather expense. They have realized that if you are investing on your employees ultimately it's an investment on your organization.

We have also established HR department in our organization with centralized recruitment center for whole organization which recruits employees for all locations like Faisalabad, Lahore, Karachi, Multan and Islamabad offices. A complete set of procedure is being followed in recruitment and selection of candidates. Centralized recruitment center have established a proper assessment Centre where written tests, psychological tests, communication skills are being tested by HR head, psychiatrist and professionals.

Inter Office Communication

From:	CEO	To:	Head of HRD
		Dated:	July 1, 2018

Assessment Centre

As the organization is growing in scale and complexity of its business processes, it is needed to establish an Assessment Centre under centralized human resource department. This department will be located at Lahore office headed by Head of HR. in future following procedure will be observed:

- All candidates for new hiring will have to undergo the comprehensive assessment of consecutive three days in assessment center.
- All candidates will have to assess by written tests, interviews and discussions conducted by head of HR department.
- For psychological testing a psychiatrist will hold a complete session with candidates.
- Candidates will have to clear in all phases of assessment tests.
- Candidates who clear from all phases of assessment will be assumed to hire.

Chief Executive officer

CC: All HODs

There is dominance of “Seth” culture in textile industry of Pakistan as much of the organizations are owned by a single person or families where all board of directors are from the same family. There is no custom of policy formulation with accordance to HR needs. They concentrate more and more on their production and profits. Recruitment is suffered from such practices. Decisions and directions are made by them and float to HR department for its implementation. Sometimes a resource is referred by board of directors to be hired. Before a decade there was no competition as candidates were limited and comparatively jobs were also limited, candidate who applied and had reference also he was hired against vacant position. Due to lack of educational infrastructure in past mostly workforce was illiterate and unskilled. Still reference based hiring practice is subjugated in most of well renowned textile organizations like Nishat, Sapphire, crescent etc. Although, advertisements are published and data is collected but priority is given to referred candidates either from BOD or GOVT agencies.

But if we make historic analysis of this practice we can say the ratio of this practice is decreased from time to time. In order to avoid pressure on recruitment organizations are using blind advertisements in which they do not mention the name of their organizations (Annex-8).

There are many other different tools by organizations to attract candidates like social media and website. Particularly if I talk about my hiring, I just dropped my CV on company’s mailing address and I had reference also but at that time there was no vacancy in organization. On the basis of my reference I was called for interview. Initial interview was conducted by HR department then with General Manager. And finally I was interviewed by director who appointed me in spite there was no vacancy. Organizations are adopting new recruitment techniques with the increasing technological advancements in industry. Organizations have shifted from hard documents to web based soft documents like online application forms and web portal etc. Organizations realized that if they want to compete they must focus on their HR strategies; they are conducting need analysis making job analysis. To fulfill their needs companies are tending to hire best talent pool.

Our organization is also focusing on HR policies, new policies are taking place of older, web portal have been formulated to collect data from potential candidates, and short listing is done on the basis of our requirements. After short listing they are assessed in assessment center in consecutive three days. After comprehensive assessment successful candidates are hired, and

after hiring they are supposed to undergo an extensive in house training and external training from different institutes like LUMS, PIMS, and PIQC etc.

Interview 5:

Q. What is historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer: My point of view regarding recruitment practices is it depends upon volume of organization, as for as organization grows its recruitment practices evolve. There is a cost of recruitment like other costs and organization has to bear cost on it and have certain limitations also for small size organization. If I specifically talk about our organization its recruitment practices refine with the passage of time and it needs more skilled workforce. About one and half decade before when I was recruited, I noticed that recruitment was done on the basis of reference. Reference based candidate's pool established and suitable candidate used to select from that pool. Much of recruitment had been done by reference, some of large groups have been published their recruitment in newspapers.

The requirement of skilled human resource augmented with the passage of time which enforced organization to evolve its HR department. Now a days business command is in the hands of 2nd generation who is mostly foreign qualified unlike their forefathers. They have developed new systems and trying to equip with latest technologies. HR department established and started work with alignment of organizational HR needs. Later on centralized recruitment department was established for whole organization. Recruitment and hiring procedures had been defined to discourage reference based practices.

Inter Office Communication

From:	CEO	To:	Head of the HR Department
		Date:	November 29, 2012

Subject: **Office Order**

The new procedure for recruitment of fresh and experienced candidates at all locations of organization will be as following:

- 1- First interview of fresh and experienced candidates will be done by HR team headed by GM HR. The HR team will perform all the necessary tests and evaluations required to evaluate the suitability of each candidate for working in this organization.
- 2- Recommended candidates will be forwarded for second interview with the CEO for his assessment.
- 3- If required candidates will be forwarded to the technical team/ concern head of department for third interview.

Chief Executive Officer

CC:-

All Head of Departments

After the clear guidelines and policy by CEO almost 80% recruitment is being done through systematic procedures, low profiles jobs are still involve reference based practices. Human Resource department is now functioning in accordance with organizational policies and especially focusing on recruitment and ad hoc system is totally converted merit based. Systems have been developed and like other practices recruitment is also been upgraded. Recruitment sources have now been using like web portal, emails, social media, website and SMS.

Universities are categorized into three categories A, B and C according to the Higher Education Commission and salaries are also being offered according to category. Recently we also hired foreign qualified graduates in different departments the reason behind such change was in 2012, the company decided to install a largest (Production capacity wise) and state of the art textile plant, so during installation of machinery, CEO visited site and met the technical staff face to face during his meeting He inquired about technical issues and found technical Staff incapable.

All above was the historical view of organization human resource activities which represents from startup of the company till 2012, at that time line managers were assigned responsibility to perform HR practices. But in 2012, CEO has decided to establish centralized Human Resource Department for all regional offices of the company. He found that line managers were recruited staff on reference based and cast as well and in the culture of Faisalabad, castism got more attention so he started to fire incompetent staff hired by line managers. All

HR authorities was assigned to the HR departments and line manager free from this responsibility and assigned them to their relevant task.

HR department is very enthusiastic and motivated to have HR authorities back. HR department managers and head think that all matter will take time to align on track. CEO shows keen interest to develop the Human resource Management Department in organization, training and development department also established in 2015. Another initiative taken by the CEO in 2017 to establish the 'Strategic Planning Department' and Head of training and development has been assigned an additional responsibility to lead this department (Annex-9).

If we talk about textile industry of Pakistan in general, the "seth" culture prevails there the reason behind is most of textile organizations are owned by a one person or a family where policies are formulated and directed to Human Resource department for implementation. Organization's culture is very important in HR because it sets direction for policy formulation and implementation. Unfortunately textile sector have illiterate and centralized culture where flow of information remains from top to bottom. Although HR set up has been established in major organizations but it's not fully functioning and is somewhat dummy. Because of centralized set up in textile industry, policies are formed in isolation without consent of HR. Top to bottom approach is being seen. Female are highly discouraged in this industry. There is no merit system and people are hired through reference. Mostly organizations do not have HR department, Administration department performs HR activities there. They focus on production instead of Human Resource as they need to achieve production targets and if there targets are being achieved they do not take pain of HR. they take HR as an expense rather investment or assets and they always try to save their cost and this cost saving factor always affect recruitment. As the industry lacks of HR department so recruitment is mostly done on reference based policy.

Another internal factor that affects recruitment is threat, which existing employees feel from new talented and skilled employees in this sector. They do not welcome new talent pool as according to them skilled and talented pool will replace them. The same has been noticed in this organization in past where head of departments used to hire new employees of their reference with little skills and the story was breakout when CEO himself involve in installation. Others internal factors involve market competitive salary packages, health and life insurance coverage, conveyance facility, accommodation facility etc.

Organizations are bound to comply labor laws for example minimum age limit, working conditions, minimum wage rate, Social security coverage and Employees Old age benefits

coverage. Small scale organizations do not provide these facilities to their employees especially in textile sector, while large groups like Nishat, Sapphire, and Interloop etc. provide such facilities to its employees which help them out in recruitment to attract new talent pool.

Interview 6:

Q. What is historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer. If we talk about recruitment practices of 13 years ago in this organization we can say that organization only relied on personal references to recruit new employees. They was not used any source to advertise any vacant post. I was joined this organization 14 years back and at that time there were 250 employees and now we have 11500 employees in this organization. In past no one knows about his position but as time passed and organization grows day by day every employee has a clear picture of his position. There was no set up of HR department in 2005 and line managers were responsible for recruitment of new employees for their departments and no specific policy exists for recruitment and preference was given to the references based candidates. When new job was created in any department, the departmental head offered vacant job to his closest people to come and join this organization because at there was not any specific requirement of recruitment. Line managers were also used same type of recruitment practices such as reference based recruitment. No precise education, experience was required. Candidate belonged to any educational back ground was adjusted against any vacant post.

Top management thought that these practices are not reliable for organizational growth when they don't have good stuff for growth and it's difficult to survive. There is need of right person for right job with relevant qualification and experience. Then HR department was established in 2008. Before development of HR department, pay roll department was executed the tasks of HR. After establishment of HR department, Top management defining policies and procedures for recruitment and reference based recruitment replaced with merit based recruitment.

We are doing business internationally and third party evaluation teams visited here for audit purpose. We realized that we need to strong our weak areas and HR department was the first preference to strengthen.

Before the development of HR department, HOD's forward request to the CEO and took approval to recruit new employees for their department and they were not shared any one

regarding vacant positions and filled all positions on reference based and no interview was conducted. Candidate only filled the employment form just to fulfill formality. No educational documents and verification was obligatory and only CV document was consider.

We were talking about formulation of HR and recruitment policies. Organization formulated policies and strengthens different departments and assigned different roles to the employees, unfortunately most of employees was incompetent and they had not relevant experience to complete assigned tasks. CEO decided to stop reference based recruitment in 2007. HR found that employees recruited by line managers on reference based rather than merit based. He fired all incapable staff and float and order to prefer only merit based recruitment.

Company defines a policy in 2014 to evaluate the performance of internees which company offers to the fresh graduates of different universities. There is no categorization of universities. Equal employment opportunity for all Public and Private Sector University graduates. Company offers 3 months paid internship to fresh graduates. It is difficult to evaluate fresh graduates in 1 day interview and assessment either he/she is capable for job or not. So company decided to evaluate internees in 3 months and instructions was gives to the HOD's to evaluate the performance. After completion of 3 months, concerned department prepared a report and submitted to the HR department and one copy to send to the university. HR concerned person review the performance evaluation report and offer the job to those internees whose perform best during internship. They observed three qualities either he/she is loyal with degree, picking power and way of working. We have good experience and got productive stuff through this policy and still this policy implemented. We have 3 months to evaluate the candidate rather than 1 day and have enough time to take decision. Every department has 6 seats for internees and out of 6, company offer job to 2 best candidates. HR department conduct formal interview before final selection and HR manager and departmental head lead the interview. We required educational document, CV, experience letter, copy of CNIC.

We had use only reference base recruitment 15 years age, in 2008 we advertise jobs through newspaper add, and paste job add on different universities notice boards but as time passed information technology has changed paradigm shift in recruitment. Now we often use newspaper advertisement, use different job portals, job banks, social media and whats app job groups. We get potential stuff through "Faisalabad Job Portal" a whats aap group in which almost all HR professionals of Faisalabad Textile industry added. We have a pool of CV's that is used initially to fill vacant position.

If we talk about labor class, they are still hired on reference based due to shortage of labor in market. It is not possible for us to search replacement of any labor class employee on urgent basis. So we take support from labor class and department heads because they have relation with them. We assess them through usage of machines and then conduct an interview. These candidates are hired through their practical performance evaluation and assigned grading and interview marks.

If we talk about recruitment of middle level positions, we initially use our CV bank where we already collected CV's at different times. If we didn't get any suitable candidate from pool then we advertise vacant post in newspaper add and social media groups. We are getting best stuff from "Faisalabad Job Portal". A sample of job ads is attached here (Annex-10).

Seth culture is an important factor of Faisalabad textile industry and from the start of this organization, Seth culture exists here and policies and procedures were established by top management and float to all departments for implementation. When global competition increase and CEO realize that all policies should be developed by HR department and after the mutual decision of all Board of Directors, all powers and authorities shifted to the HR department.

Top management like GM, DGM is still recruited by CEO/Directors. HR department provide support to arrange interview or meeting with CEO. When candidates finalized by CEO and final list send to HR Department, they completed documents and then issued joining letters to them.

We were talked about involvement of CEO in recruitment; from start of the organization till 2012 CEO was actively involvement in every matter of company and his influence affects the performance. Policies was formulated at top level and just shifted to the HR department for implementation. Now HR department has full powers and authority to make policies and control of HR department. HR department take approval from CEO with requisition form before advertises any vacant position due to budget constraints.

If we talk about internal recruitment, company announces vacant jobs internally and prefers company's existing employees to promote vacant job or transfer employees to other departments to fill the position. Existing employees are better than newly recruited because they are mixed with organizational culture and already adjusted. Vacant jobs are pasted on notice boards and float through email.

Like other textile industry, our HR department staff was performed personal and administration tasks and has no authorities. Now culture has been changes and every department performed relevant tasks and has power of authorities. HR department established

policies and discussed with CEO, if they give better suggestion, it would be part of policy and after approval policies are shared with all head of departments and all work done within the prescribed policies.

CEO is strict to implement prescribed policies and no pressure is bear externally or internally. No external factors affected recruitment practices and all recruitment on merit based. Company doesn't own any Government agencies, political pressure. If any applicant referred to the company, he evaluates on merit basis and only merit based recruitment preferred.

If we talk about internal factors that affect recruitment, we can say that everyone owns company policies and procedure and not a single thing disturbs our recruitment system.

Interview 7:

Q. What is historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer. If we talk about recruitment practices 16 years ago in this organization we can say that recruitment is totally references based. No sources were used to advertise any job, only words of mouth are used to awareness regarding vacant position. I was joined this organization 16 years back, line managers were responsible for recruitment and only reference based source was used. There was no set up of HR department in 2005, pay roll department was performed some sort of HR department tasks. Whenever new job was created in any department, the departmental head after approval of CEO offered vacant job to his closest people because there was no any specific prerequisite of recruitment. Line managers were also used same type of recruitment practices such as reference based recruitment. No precise education, experience was required. Candidate belonged to any educational back ground was adjusted against any vacant post.

The history of the organization shows that start of the organization till 2008, senior managers and line managers of every department involves in performing recruitment. But after 2008, CEO developed a centralized HR Department for all new recruitment for all departments. He found that staff recruited by line managers was on reference based rather than merit based. He started downsizing and fire reference based employees hired by senior managers and departmental line managers and authorized to Human Resource Department to recruit employees and HR department is fully responsible for new and merit based recruitment.

Our organization has big name in international market and teams are visited for the purpose of evaluation. We realized that we need to improve weak areas and HR department was the first preference to make stronger.

We were talking about formulation of HR and recruitment policies. HR department formulated policies and strengthens different departments and assigned different roles to the employees, unfortunately most of employees was incompetent and they had not relevant experience to complete assigned tasks. CEO decided to stop reference based recruitment in 2008. HR found that employees recruited by line managers on reference based rather than merit based. He fired all incapable staff and float and order to prefer only merit based recruitment.

Culture of textile industry is entirely different from other industries in Pakistan, in my opinion the reason behind is family owned business in textile sector of Pakistan that is also called “Seth Culture” where HR department does not play a significant role in policy formulation although remains active in its implementation. If we specifically talk about recruitment hence it is also affected by this culture.

HR department established policy five years ago to offer internship program for all public and private institutions. We have open policy for recruitment. It is not possible to assess fresh graduates in 1 day interview and assessment either he/she is capable for job or not. So HR department plan to assess internees in 3 months and instructions was gives to the HOD’s to appraise the performance. After completion of internship, a report submitted to HR department. HR concerned person review the report and offer the job to those internees whose perform best during internship. They observed punctuality, their commitment towards assigned task and way of working. This policy helps us to get productive stuff. We offer jobs to best internees all of them. HR department required CV, educational documents, copy of CNIC and experience letter if required.

We use newspaper advertisement for recruitment, and paste job add on different universities notice boards but as time passed information technology has changed paradigm shift in recruitment. We also use different job portals, job banks, social media and whats app job groups. We get potential stuff through “Faisalabad Job Portal” a whats aap group in which almost all HR professionals of Faisalabad Textile industry added.

Organization culture is foremost important in policy formulation, much of textile industry is hemmed by family owned businesses and unfortunately such family owned businesses provide little room to Human Resource department where policies are formulated in isolation and forwarded to HR department for implementation.

Labor and supervisory staff still hired on reference based due to shortage of labor in market. It is difficult to search replacement of labor on urgent basis. We use reference to hire them. We use our already collected CV bank for middle level jobs and after that if we don't get suitable candidates then we advertise in newspaper or on social media. Top management like GM, DGM is still recruited by CEO/Directors directly. HR department only conduct the interview with CEO and CEO is the authority to finalize the required candidates. Culture of our organization has been changed and all departments have authority and power to perform their duties. CEO gives strict instructions to implement defined policies.

Interview 8:

Q. What is historical institutional context of contemporary recruitment practices in textile industry of Pakistan?

Answer. If we talk about 15 years back, textile industry prevail reference based recruitment and our organization also one of textile organization in which recruitment and selection was on reference based. Textile industry of Faisalabad has Mianism culture and these were institutional based. They had developed their own belief sets and some particular values and they had followed their beliefs and values to made policies and took decisions based on institutionalism. Culture of textile industry differentiates with other industries.

If we go back a decade or more before, there is no concept of HR department in our organization. Line managers were responsible for recruitment and they were search candidates for vacant positions by their selves and newspaper add was given and most of candidates were hired on reference based and no criteria exist for recruitment and no policy or procedures were defined for recruitment.

If we see in textile sector other than few big names, HR department still perform personal and administrative tasks and purely HR contribution that add value addition is missing. When I was joined this organization things are better here rather than other textile industries. HR department was established in late 2009 but no recruitment wing was established who specifically worked on recruitment. Recruitment was additional responsibility of line managers or head of departments and they were recruited employees purely on reference based.

We can say that recruitment is back bone of textile industry and there is always need of right person for right job. If your recruitment and selection decision is right than other matters are gone in right way.

We established a separate department in 2017 which named as “Recruitment & Employees Branding”. The purpose of this department is to recruitment and branding of the employees. People should know how much big this company and what contributions and benefits company offers to its employees. There is need to spread awareness of different things and life here to know the public. I was conducted a survey in 2017 about “what’s your choice of employer” and this organization is on number five at that time. I thought that there is a lot of areas and huge gap that needs to be improved and there is room for improvement here. One thing I personally feel that company offers good policies but people are not aware of it. Our presence on social media is equal to none. Our ex-employees created company pages on social media but all are not active. We worked on employee branding and create one page on face book and removed all other pages from face book. Now family is growing and followers are increasing day by day. Now 7000 followers are here and not a single one is paid and 21000 users are on linked in. These social media pages gave us benefit to fill the positions of HOD’s. We are using advertising sources like face book, linked in, instagram and we got flood of CV’s from these sources. Some position we can’t find from social media specifically labor staff, technical staff then we advertise these positions in newspaper and request to HOD’s to refer labor and technical staff. Once in a quarter, we must give add in newspaper for vacant posts. HR department required CV, reference check form, experience letter and educational documents.

“There are few things which you might not even believe, you will find it”. Textile industry has Mianism concept, these are the owners and they will say would be the last words.

Previously policies had developed by the directors and transform to all departments for implementation. Pure Seth culture was prevailing and HR department has no authority to do anything. Recruitment was on purely reference based and without approval of CEO no policy was changed.

If we talked about company policies, after 2015 we established policies and procedures and we mentioned “Policies are something which will go on” Even if CE say something which is not part of policy then first amended the policy and then that thing will be implemented.

If any employee resign for a reason and he wants to join again, he will wait to re-join for 6 months. If head of department submit a request to hire him again before completion of 6 months then policy will be relax or changed with the prior approval of worthy CE and it’s a complete process to amend the company policy. Most of the policies are not refreshing after 2012 which we now refresh and re-arrange.

All policies are formulated by HR and those policies are proposed by AVP HR and review by COO and approved by DCE/CE. “All policies are owned by and controlled by HR” no other department can interfere. Policy document is a final document; we can say that it’s a reference document.

We were talking about recruitment sources; we used multiple sources for recruitment. Recruitment & employee branding team announces vacant position internally by email, paste on notice boards and display on electronic notice boards. If they found good stuff internally then no need to advertise externally. If they didn’t found internally then there is need to advertise vacant job externally to get good stuff. R& EB team advertise on social media, and especially in different whats app groups in which HR professionals of textile industry of Faisalabad where we can get good stuff. If we feel there is need to advertise in newspaper then we do it, sample of newspaper ads attached (Annex-11).

We are not advertising our jobs on website. Our website is under revamping and old web has no features to post the jobs.

After advertisement, data was collected and shortlisting of data was done, eight applicants were shortlisted for each post. They were called for initial screening. We use telephonic interviews for initial screening. We use an employment form to be filled from each participant. We arrange test, interview and assessment for MT posts and other the MT positions are based on interview and candidate go through define stages.

We were talked about Seth culture, this culture fall in almost every textile organization and influence of Seth culture was exist in our organization but now no involvement of CE in recruitment and other policies and no Seth culture prevails in this organization. If any candidate refers by CE or any departmental head then he/she goes through complete process according to the company policy and we received instructions from CE to evaluate on merit. Recruitment is on 100 % merit based.

If we talked about external or internal factors that effects recruitment practice and company policy. No such external factors effects on recruitment and company doesn’t bear any external pressure. Everyone on one page and no internal factor as well effect recruitment and like to follow the company policy. Everyone wants merit based recruitment and no resistance occur within organization. Positive culture exists in this organization.

Recruitment starts with long listing. We advertised 1 position and received 1000 applications against vacant position. Some applicants are eligible and few are not qualify the criteria and unemployed also applied either they have relevant qualification and experience. We segregate all of them to those who meet the criteria and those who don’t fall in required criteria. This

process is called long listing. There is a good chance, we get 1000 CV's and take sample of 300 CV's. Out of 300 CV's 50% are relevant and 50% are irrelevant. From long listing you have to do short listing. We make short list of candidates and call then for interview. We start initial screening with telephonic interview to make sure candidates have relevant experience and qualification and fulfill required criteria. Once we confirmed applicants meet the requirement of vacant position we call them for final interview. There is a good chance he could be a fit. Our recruitment is open for all public and private sector institutions and we don't categorized universities for recruitment and selection. Equal opportunity for all and things are changed globally.

If we talk about big names like fortune five hundred companies Google, face book, they don't ask for degrees for recruitment. They consider experience and skill set on priority. Trends are changed rapidly and maybe it's being a part of our culture in coming five years. Our recruitment is based on competency and skills. It's not about degree, CGPA. We preferred smart street guys and should be spontaneous and passionate. We like diversified kind of guys who have innovative thoughts and can add values to achieve organizational goals. The decision we made at the end of interview and assessment, these are intuition based that might be right or wrong.

Interview 9:

If I started from late 2000s there was no HR department, recruitment was conducted by concern head of department, and he himself collected CV's by different ways mostly reference based. Each head of department used to conduct interview and took final approval from director through email or hard copy.

If we talked about history, Seth culture was exists in textile and influence of Seth culture policies also affected our organization. Previously policies had developed by the directors and transform to all departments for implementation. Pure Seth culture was exists and HR department has no authority to do anything. Recruitment was on purely reference based and without approval of CE no policy was changed.

We can say that in most of textile organizations, HR department still perform personal and administration activities and company had not defined any policy. When I was joined this organization in 2000, culture is same like other textile sector and decisions was made by top management and policies are as well formulated by CE. HR department was established in

late 2009 but no recruitment and selection section was established who specifically worked on recruitment and selection.

Later on when HR department was centrally established they realized that there are many shortcomings of in-house recruitment most conspicuous was that company couldn't attract talent pool from open market. Worldwide technological advancements were made and to comply with those advancements company needed to attract and hire talent pool from external market rather in house as internal hiring was reference based and there were chances of biasness.

As the organization grew it established HR department and focused on external recruitment from well renowned universities not only locally but foreign also and purely on merit based. Company decided to establish a separate recruitment Centre in 2017 which named as "Recruitment & Employees Branding". R & EB department responsible for recruitment and branding of the employees.

Company used only reference based recruitment in past decades and words of mouth were used to advertisement. Now information technology plays a crucial role to support organizations to advertise their jobs rapidly. We are using social media like linked in, face book and whats app groups to advertise vacant positions and get productive stuff. We also give add in newspaper whenever needed and almost once in a quarter we must advertise jobs in newspaper.

Company policies are formulated by HR and those policies are proposed by AVP HR and review by COO and approved by DCE/CE. "All policies are owned by and controlled by HR" no other department can interfere. Policy document is a final document.

We were talking about recruitment sources, according to the company policy jobs are announced internally through email, paste on notice boards and display on electronic display boards. We feel honored to promote or transfer our employees on vacant position if they meet the required criteria. If no relevant stuff available within the organization then R & EB wing advertise jobs externally on social media and newspaper if needed. We are not advertising our jobs on website. Our website is under construction and old website has no features to post the jobs. References check form, experience letter and educational documents and CV is required for recruitment.

After advertisement, data was collected through long listing to shortlisting. It depends how many applicants should call for interview for vacant post. Mostly eight applicants call for interview against one post. We use telephonic interviews for initial screening and get information from applicants about their back ground.

Seth culture exist in most of textile organization other than few big names and influence of Seth culture was exist in our organization but now no involvement of CE in recruitment and other policies and no Seth culture prevails in this organization. If any candidate refers by CE or any departmental head then he/she goes through complete process according to the company policy and we received instructions from CE to evaluate on merit. Recruitment is on 100 % merit based.

The positive factor is that the culture is everything. You must have to provide a very strong culture so that you can attract the outsiders. If you are giving good compensation, good environment, good benefits, a good pay master and giving ambitious environment for working that will be attracting the good HR. The negative impact is that of you don't have HR and the people are approaching you and applying in your company and they will use different channels to approach you and CV' are routed in different ways. Mixed type of work force recruited in past due to references. Few were relevant and few were irrelevant according to their needs.

We prefer competency and skill based recruitment. We prefer young guys that has innovative mind and passionate and can add values to achieve organizational goals. The decision we made at the end of interview and assessment, these are intuition based that might be right or wrong.

4.2 Recruitment in the context of Seth Culture:

Most of organizations in textile industry are owned and run by families. The under study organizations are also family businesses and prevailing culture in these organizations is called "Seth Culture". However HR department exists here but under influence of owners where HR policies are designed in isolation and feedback in not taken afterwards. As employees do not have direct access to HR hence they seldom know the decision made by their HR departments.

Mangi RA et al, (2012) conducted a study in private sector organizations of Pakistan; they concluded that national culture factors like high power distance, collectivism have strong influence on HRM practices. Organizations have formal and hierarchal structures with unquestionable authorities. Conclusion of the study also reflected that sifarish culture, reference based recruitment, hiring, increment and promotion affecting the HRM development in business sector of Pakistan.

The words of CEO are:

“Human Resource practices should not be fully devolved to line managers, particularly in our case line managers disappointed us. They had been fully involved in HR, they hired incapable staff based on their references and casts. They did not groom their staff and even themselves, and Remained in comfort zone. They did not verse them with Technological innovations and modern management ideas. They had been promoting and helped to reach their incapable Staff at senior Positions.

Especially in engineering side, even middle managers did not know the basics of our plant technology. Majority of Them were from ‘c’ class category of universities, we banned those universities for future hiring and planned to start Hiring from reputable local and foreign universities. We have started formal trainings of staff and make clear that if someone will not be equipped with technological innovation will no longer be stayed with us. We introduced golden shake hand and retirement policies for old employees who did not have Capacities to change and equip with technological innovations. We have directed to ‘Strategic Planning’ department to plan and formulate HR strategies for upcoming 10 years”

If we specifically talk about recruitment policies and methodologies, we can say that recruitment practices evolve over the time under the shade of pure centralized setup. Owners feel reluctant to give autonomy to HR in designing policies especially recruitment. Perhaps they think they will lose their control by giving autonomy to HR.

4.3 Interview Theme:

Interviews were conducted to answer the following research questions:

- What is the historical institutional context of contemporary recruitments practices in textile industry of Pakistan?
- What are past and current leading recruitment practices?
- What approaches are used for recruitment?
- Which type of recruitment documents are using?
- How organizational Culture affect recruitment practices in textile industries?

- How organizational policies affect recruitment practices in textile industries?
- Which type of workforce have been recruited in past?
- If HR practices are not devolved, does it affect organization?

Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 1	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	Reference based recruitment had been observed in in this industry.	Page 43, Line 19
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	Organizations had been using: <ul style="list-style-type: none"> • Word of mouth advertisement • Advertisement in Newspapers • Advertisement in educational institutes. 	Page 43, Line 17
	Current Recruitment Practices	Q: What are the current recruitment practices in textile industry of Pakistan?	Reference based recruitment is somewhat discouraged, merit based recruitment practices are now been observed.	Page 43, Line 26
Current Recruitment Sources	Q. Which types of recruitment sources are using?	Organizations have been using: <ul style="list-style-type: none"> • Recruitment agencies. • Websites. • Web portal. • Jobs fairs/galas. 	Page44, Line 5	

			Internships programs.	
	Recruitment Documents	Q. Which types of recruitment documents are using?	Following documents are being used in recruitment: <ul style="list-style-type: none"> • Job Application Form • Online application form • Web portal form • Offer letters 	Page 45, Line 24
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	There is dominance of “Seth” culture in textile industry of Pakistan where most of organizations are owned and run by single person or a family	Page 48 , Line 11
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	Organizational policies directly affect recruitment practices, in under study organization following policies are affecting recruitment: <ul style="list-style-type: none"> • Geographical categorization • Universities categorization • Gender discrimination 	Page 45, Line 31

	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	In past, illiterate and un-skilled workforce had been recruited in textile industry.	Page 45, Line 12
		Q. If HR practices are not devolved, does it affect organization?	For example If heads are not being included in selection process of their staff, chances are there for inappropriate selection and consequently organization will bear it.	

Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 2	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	Mostly organizations in this sector are fully centralized and owned by families and they used to treat them like shops where all decisions were made by themselves without involvement of employees. Similarly recruitment was also dealt by them in which their personal referred persons used to be employed.	Page 50, Line 3

	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	Recruitment had been done through newspaper, physically visited universities, paste ads on institutions notice boards.	Page 48, Line 32
	Current Recruitment Practices	Q: What are the current recruitment practices in textile industry of Pakistan?	Merit based system started with proper HR techniques in some of large organizations. Although small organizations have still following old system of administration department. Admin department is somewhat performing HR related activities in small organizations.	Page 50, Line 8
	Current Recruitment Sources	Q. Which types of recruitment sources are using?	We are using advertisement in Dawn newspaper, web portal, job fairs and directly approach to universities as some recruitment methods.	Page 49, Line 2
	Recruitment Documents	Q. Which types of recruitment documents are using?	Organizations have shifted from hard documents to web based soft documents like online application	Page 49, Line 9

			forms and web portal etc.	
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	Organizational culture always plays a vital role in recruitment related policies. Textile industry's culture is a "Seth" culture unlike other industries. Where HR department does not play a significant role in policy formulation.	Page 49 , Line 24
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	Most of the textile industry is centralized, where policies and decisions are made by owners himself without involving HR departments. HR departments exist but only for implementation of policies.	Page 50, Line 3
	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	Due to lack of educational infrastructure in past mostly workforce was illiterate and unskilled.	Page50 , Line 5
		Q. If HR practices are not devolved, does it affect	It is affecting individual's performance and will ultimately	

		organization?	organization.	
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Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 3	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	In past, recruitment was conducted by concern head of department and no concept of HR department.	Page 50, Line 25
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	CV's collected by different ways mostly reference based. There had been a little need of advertising, where needed newspaper advertisement as source had been using mostly.	Page 50, Line 26
	Current Recruitment Practices	Q: What are the current recruitment practices in textile industry of Pakistan?	The second generations of textile owners are literate mostly from foreign institutes and they have taken up business charge. They have established HR departments, and merit based recruitment through proper screening, tests and interviews have been	Page 51, Line 11

			seen in present scenario.	
	Current Recruitment Sources	Q. Which types of recruitment sources are using?	After establishment of HR set ups modern recruitment techniques have been using like websites, job portals social media portals etc.	Page 51, Line 02
	Recruitment Documents	Q. Which types of recruitment documents are using?	Online application form, educational documents, offer letter being used for recruitment.	Page 51, Line 10
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	Culture is very integral for HR policy formulation, mostly organizations in textile industry are centralized where HR department doesn't exists and where exists that is merely not more than a dummy.	Page 52 , Line 3
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	There is no custom of policy formulation with accordance to HR needs. They concentrate more and more on their production and profits. Recruitment is suffered from such practices.	Page 52, Line 8

	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	In order to avoid HR cost most of textile organizations have been recruited illiterate and un-skilled workforce.	Page 52 , Line 13
		Q. If HR practices are not devolved, does it affect organization?	Yes it affects organization in the long run.	

Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 4	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	Recruitment was reference based and being done internally. Employees were intimated through internal advertisements about vacant positions.	Page 53, Line 31
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	Recruitment had done through reference and advertisement internally.	Page 53 , Line 32
	Current Recruitment Practices	Q: What are the current recruitment	With the passage of time textile organizations have	Page 54 , Line 20

		practices in textile industry of Pakistan?	developed HR departments with modern techniques to compete in the world. Reference based recruitment is somewhat discouraged, merit based recruitment practices are now been observed.	
	Current Recruitment Sources	Q. Which types of recruitment sources are using?	After establishment of HR set ups modern recruitment techniques have been using like websites, social media portals etc.	Page 56 , Line 15
	Recruitment Documents	Q. Which types of recruitment documents are using?	Organizations have shifted from hard documents to web based soft documents like online application forms and web portal etc.	Page 56, Line 22
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	There is dominance of “Seth” culture in textile industry of Pakistan as much of the organizations are owned by a single person or families where all board of directors are from the same family.	Page 55, Line 27

	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	There is no custom of policy formulation with accordance to HR needs. They concentrate more and more on their production and profits. Recruitment is suffered from such practices.	Page 55, Line 29
	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	Due to lack of educational infrastructure in past mostly workforce was illiterate and unskilled.	Page 56 , Line 6
		Q. If HR practices are not devolved, does it affect organization?	Ultimately it affect in certain domains.	

Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 5	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	Reference based candidate's pool established and suitable candidate used to select from that pool.	Page 57 , Line 8
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in	Much of recruitment had been done by reference, some of large groups have been published their	Page 57, Line 9

		past?	recruitment in newspapers.	
Current Recruitment Practices	Q: What are the current recruitment practices in textile industry of Pakistan?	Now a days business command is in the hands of 2 nd generation who is mostly foreign qualified unlike their forefathers. They have developed new systems and trying to equip with latest technologies. HR departments have also been evolved in major organizations and reference based recruitment is now been discouraged.	Page 57, Line 13	
Current Recruitment Sources	Q. Which types of recruitment sources are using?	Systems have been developed and like other practices recruitment is also been upgraded. Following recruitment sources have now been using: <ul style="list-style-type: none"> • Web portal • Emails • Social media • Website • SMS 	Page 58, Line 15	
Recruitment Documents	Q. Which types of	Online application form, CV, education	Page 59, Line 19	

		recruitment documents are using?	documents are required for recruitment.	
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	Organization's culture is very important in HR because it sets direction for policy formulation and implementation. Unfortunately textile sector have illiterate and centralized culture where flow of information remains from top to bottom. Although HR set up has been established in major organizations but it's not fully functioning and is somewhat dummy.	Page 59, Line 9
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	Because of centralized set up in textile industry, policies are formed in isolation without consent of HR. Top to bottom approach is being seen. Female are highly discouraged in this industry. There is no merit system and people are hired through reference.	Page 59, Line 13

	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	Un-skilled and irrelevant work force have been deployed in past..	Page 59, Line 10
		Q. If HR practices are not devolved, does it affect organization?	Yes, it affects consequently.	

Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 6	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	Organization only relied on personal references to recruit new employees. They was not used any source to advertise any vacant post.	Page 60 , Line 6
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	References and words of mouth were used to advertise vacant position.	Page 60, Line 13
	Current Recruitment Practices	Q: What are the current recruitment practices in textile industry	After establishment of HR department, reference based recruitment replaced with merit based	Page 60, Line 23

		of Pakistan?	recruitment.	
	Current Recruitment Sources	Q. Which types of recruitment sources are using?	We often use newspaper advertisement, use different job portals, job banks, social media and whats app job groups.	Page 61, Line 27
	Recruitment Documents	Q. Which types of recruitment documents are using?	Educational documents, CV, Copy of CNIC, experience letter if any.	Page 61, Line 22
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	Organizational culture has changed and influence of seth culture minimized and authority has transferred to HR department.	Page 62, Line 31
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	HR department has full powers and authority to make policies and control of HR department. So policies are according to the need of HR.	Page 62, Line 22
	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	Illiterate and irrelevant staff was recruited in past due to reference based recruitment.	Page 61 , Linen32
		Q. If HR	Distrust may lead to	

		practices are not devolved, does it affect organization?	retention issues and bad performance, ultimately not good for organization in the long run.	
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Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 7	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	Recruitment was totally reference based and candidate belonged to any educational background was adjusted against any vacant post.	Page 63, Line 14
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	Only words of mouth are used to awareness regarding vacant position.	Page 63, Line 15
	Current Recruitment Practices	Q: What are the current recruitment practices in textile industry of Pakistan?	HR department is fully responsible for new and merit based recruitment.	Page 64, Line 4
	Current Recruitment Sources	Q. Which types of recruitment sources are	We use different job portals, job banks, social media and whats app job groups.	Page 64, Line 28

		using?		
	Recruitment Documents	Q. Which types of recruitment documents are using?	CV, educational documents, copy of CNIC and experience letter if required.	Page 64, Line 24
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	Culture of our organization has been changed and all departments have authority and power to perform their duties. CEO gives strict instructions to implement defined policies. NO seth culture persists now.	Page 64 , Line 31
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	HR department formulated policies and strengthen different departments. These policies affects positively in recruitment.	Page 64, Line 4
	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	Candidate belonged to any educational background was recruited and they were un-skilled.	Page 63 , Line 23
		Q. If HR practices are not devolved, does it affect	Ultimately it affect in certain domains.	

		organization?		
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Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 8	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	Recruitment and selection was on reference based. Textile industry of Faisalabad has Mianism culture and these were institutional based.	Page 65, Line 15
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	Line managers used their personal references for search candidates and a newspaper ad was given.	Page 65, Line 21
	Current Recruitment Practices	Q: What are the current recruitment practices in textile industry of Pakistan?	Recruitment & Employees Branding wing is being recruitment on purely merit based.	Page 66, Line 1
	Current Recruitment Sources	Q. Which types of recruitment sources are using?	We are using advertising sources like face book, linked in, instagram and we got flood of CV's from these sources. Newspaper ad given if	Page 67, Line 5

			required.	
	Recruitment Documents	Q. Which types of recruitment documents are using?	HR department required CV, reference check form, experience letter and educational documents.	Page 66, Line 19
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	Textile industry has Mianism concept, these are the owners and they will say would be the last words. But now culture has changed and seth culture vanished and authorities shifted to the HR department.	Page 66, Line 20
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile industries?	All policies are formulated by HR and those policies are proposed by AVP HR and review by COO and approved by DCE/CE and support recruitment practices.	Page 67, Line 1
	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	Candidates were hired on reference based and no criteria exist for recruitment and no policy or procedures were defined for recruitment and workforce was un-skilled.	Page 65, Line 23

		Q. If HR practices are not devolved, does it affect organization?	Yes centralization badly affects the organizations.	
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Respondents	Themes	Questions	Key Findings	Page No.
Interviewee 9	Recruitment Practices:			
	Past Recruitment Practices	Q. What was past recruitment practices used?	If I started from late 2000s there was no HR department, recruitment was conducted by concern head of department, and he himself collected CV's by different ways mostly reference based.	Page 68, Line 21
	Past Recruitment Sources	Q. Which types of recruitment sources had been used in past?	Newspaper ad and words of mouth was used to advertisement.	Page 69, Line 14
	Current Recruitment Practices	Q: What are the current recruitment practices in textile industry of Pakistan?	As the organization grew it established HR department and focused on external recruitment from well renowned universities not only locally but	Page 69, Line 9

			foreign also and purely on merit based.	
	Current Recruitment Sources	Q. Which types of recruitment sources are using?	We are using social media like linked in, face book and whats app groups. We also give add in newspaper whenever needed. Jobs are announced internally through email, paste on notice boards and display on electronic display boards.	Page 69, Line 17
	Recruitment Documents	Q. Which types of recruitment documents are using?	References check form, experience letter and educational documents and CV is required for recruitment.	Page 69, Line 27
	Organizational Culture	Q: How organizational Culture affect recruitment practices in textile industries?	Now no involvement of CE in recruitment and other policies and no Seth culture prevail in this organization. It encourage HR department to work whole heartedly.	Page 70 , Line 2
	Organizational Policies	Q. How organizational policies affect recruitment practices in textile	Policies are positively effects on recruitment. All policies are owned by and controlled by HR” no other department can	Page 69, Line 20

		industries?	interfere. Policy document is a final document.	
	Un-skilled workforce	Q: Which type of workforce have been recruited in past?	Mixed type of work force recruited in past due to references. Few were relevant and few were irrelevant according to their needs.	Page 70, Line 12
		Q. If HR practices are not devolved, does it affect organization?	If I am not authorize particularly in decision making process of my staff what perception goes to them, they will not bother me, and ultimately I cannot take work from them which consequently affect firm's performance	

4.4 Content Analysis of Recruitment Methods:

The success of a recruitment process within an organization depends on the strategies adopted to identify and select the best candidates for new or vacant job positions. The analysis was undertaken with respect to the specific objectives of the study and the focus remained on the historical recruitment methods used and potential problems faced in recruitment by these companies. Different recruitment sources have been used in textile industry to attract the potential audience. One and half decade before organizations advertised in local newspaper and CV's were collected through references as well and words of mouth were used for awareness of vacant position. Educational institutions notice boards were also used to collect the pool. Sometime line managers were searching the candidates for vacant positions. Newspaper advertisement designs are different for every position and

specifically top level management positions job ads are more attractive. After 2010 organizations grew, they published ads in national newspaper with PO Box address and information technology has changed the paradigm shift. Keep in view the target audience, organizations started to publish its advertisement in English newspaper.

Jang and Dawn newspapers are used for job advertisement. Due to technological advancement, organizations developed their web sites and web portals. Applicants use web portals to enter their bio data. Social media like linked In, face book, instagram and whats app job groups are used to get talented pool.

If we talk about Ibrahim textile, they were used local newspaper for advertise jobs in past and collect CV's with references and physically visited educational institutions for searching of candidates and use universities notice boards to job advertisement. Information technology gives advantage to spread messages in few minutes to general public and they positively use technology advancement and developed company website to advertise jobs and company's information for public. In spite of all of this, company still using reference based recruitment. Kalash textile only used reference based sources for recruitment and no other instrument was used for recruitment. When they established HR department in 2009, they started merit based recruitment. They definitely need talented stuff from market. They used national newspaper Jang for advertisement and used job banks and job portal for third party. They also use social media and specifically whats aap group job portal for advertise vacant positions. They internally announce their jobs and any employee on merit meet required criteria they prefer him and if they don't get any one then advertise externally.

In Crescent textile, recruitment was done through reference based and local newspaper was used to advertise if required. As time goes, they established Recruitment & Employees Branding wing. The purpose of this wing is only recruitment and employees branding. They used newspaper ad in a quarter and preferably use linked In, instagram face book and whats app group which named as 'Faisalabad Job Portal'. They announce jobs internally through emails and electronic notice boards. Preference is given to existing employees and it's a policy of the company to promote internally rather than recruit externally. They prefer 100 percent recruitment on merit basis and no one interfere in this regard.

With the passage of time recruitment methods evolve in textile industry of Pakistan. We can say that merit based system replaced the reference based recruitment and further development is seen that some organizations have categorized universities according to HEC ranking. They prioritize to recruit potential candidates only from high ranked institutes. Information Technology has also played a vital role in the evolution of recruitment methods.

Organizations now prefer to use their web portals, websites, and social media pages to attract the potential audience.

Latest techniques used for recruitment century shows that Strategic recruitment is of vital importance in recruitment planning now a day. Usefulness of Generation X approach in identifying the differences between the old generation and the young new Generation x and the different needs and attitudes of both the generations. This gives us an idea that the old recruitment practices might not be enough in today's competitive environment. The Rank and Yank approach shows just how intense the competition is in the corporate world today and the fact that this approach is so successful is astounding. Although the benefits of Internet recruiting exceed its drawbacks but even then we found that Internet recruiting is still more useful for business sector. We would also conclude that despite all other recruitment testing methods Interviews still stand out as one of the best ways to identify and recruit the right person for your organization.

CHAPTER NO.5

Findings & Conclusion

This chapter will discuss the findings, conclusions and how the findings narrate to the literature underpinnings and an attempt will be made to develop a synthetic view of historic analysis of recruitment practices in textile industry of Pakistan. Based on in-depth interviews of HR staff and some senior staff a large textile firm researcher has come to explore many different aspects within this firm.

5.1 Findings:

- Traditional recruitment sources are now upgraded with information technology. Information technology has changed the paradigm shift of textile industry. Organizations are still using newspaper ads with major change in contents. They prefer to advertise vacant jobs through websites, web portal, social media and job galas/expo.
- Reference based recruitment was exist in all textile industry and still exist but with the passage of time they are moving towards merit based recruitment and preference is given to those who meet the criteria.
- Seth culture is the major element in textile industry and influence of Seth culture impact on all policies of the organization. Owners feel reluctant to give autonomy to HR in designing policies especially recruitment. Perhaps they think they will lose their control by giving autonomy to HR.
- Textile sector has categorized the universities and take only A & B category university graduates. They believe that they add more values rather than below rank university graduates. But on the other side few textile organizations prefer skilled based, competent, smart guys. Recruitment is open for all public and private sector institutions and they don't categorized universities for recruitment and selection.
- Textile sector prefer the young age talent rather than aged. They thought young talent is more passionate and loyal towards their work.
- Centralized set up has exists in textile industry. They controlled all sub offices through head office. Recruitment is done through head office for whole organization.

- Organizations developed their assessment centers and recruitment wings where they evaluate the candidates. They don't rely on only few minutes interview because it's only intuition and it can be right or wrong.
- In past, line managers were responsible for recruitment and they hired incapable staff based on their references and cast. Now HR department has established and they are recruiting employees as per company policies and procedures.
- Powers and authorities are transformed to HR department in few textile organizations. Policies are developed by HR and no other can interfere but in most of the textile set up, powers are in the hands of owners and policies are established by themselves and transfer to the HR department for implementation.
- Organizations prefer to promote their existing employees rather than external recruitment because they know the culture of organizational and already part of organization.
- A new trend grows in textile sector; they offer jobs for their internes. They evaluate their performance in internship tenure and based on their skills, competencies and performance organization offer them job and that is the best way to recruit employee in true manner.

5.2 Findings Compared with Literature:

Pakistan is a developing country and the corporate business culture of Pakistan is being characterized as high power distance and high collectivism associative and has high uncertainty avoidance (Hofstede, 1980; Khilji, 1995; Trompenaars & Hampden-Turner, 1994). This refers to unquestioning respect for authority where people are emotional and are joined as cohesive groups. Pakistanis are found in center on masculinity index where people possess both feminine and masculine qualities suggested by Franke, Hofstede, & Bond (1991).

HRM is centralized as organizations have hierarchical and formal structures narrates by Shaista E. Khilji (1999). Organizations formulate policies in its main offices and flowed down to their sub offices/ business units for maintaining uniform culture. Employees are not authorized to have direct access to HR department, they always have to adopt through proper channel. Employees are not given autonomy and are not encouraged to learn and adopt new things. Communication gap between employees and management is almost always seen in prevailing cultures of organizations. HR policies are designed in isolation and feedback is not taken afterwards. As employees do not have direct access to HR hence they seldom know the decision made by their HR departments.

Organizational cultures has established two groups, one is called in-group comprises of employees, workers and managers while second is called out-group, organizations are normally seen as out-groups by Triandis (1995).

Various findings of this research endorse the verdicts of previous researchers, especially the work of Shaista E. Khilji (1999, 2001). This work has been done in a specific firm of textile industry and it will take the HRM researchers to the particular level of industry analysis, while most of the Khilji's work is on banking sector of Pakistan.

Furthermore, the judgments of Shaista E. Khilji (1999) are rigorously based on banking sector and her findings are ten years older. This research is in textile industry, it assures to deliver some unique outcomes particularly in textile sector of Pakistan and also will help to discover new prospects for HRM research in Pakistan. Here is the brief overview of research's findings;

In this case study the researcher analyzed the recruitment practices in textile firm that how these practices evolved over the time. In past reference based recruitment had been observed in in this industry. Two types of reference have been seen:

- Internal reference
- External reference

Internal reference refers to the senior staff members like General Managers who used to hire staff of their own reference while external reference refers to bureaucracy where high government officials used to refer their candidates for jobs. In order to avoid cost in past, illiterate and un-skilled workforce had been recruited in textile industry. Mostly organizations in this sector are fully centralized and owned by families and they used to treat them like shops where all decisions are made by themselves without involvement of employees. Similarly recruitment was also dealt by them in which their personal referred persons used to be employed. Textile owners take HR cost as an expense rather assets and investment consequently they offer low salaries and other benefits. Due to which potential professionals do not have interest to work in this sector.

About a decade before Organizations had been using following recruitment sources:

- Word of mouth advertisement
- Advertisement in Newspapers
- Advertisement in educational institutes.

In late 1990s HR practices started to evolve in Pakistan, but textile sector started HR practices about decade before. Textile organizations developed HR departments and

following HR practices. Merit based system started with proper HR techniques in some of large organizations. Although small organizations have still following old system of administration department. Admin department is somewhat performing HR related activities in small organizations. In present scenario business command is in the hands of 2nd generation who is mostly foreign qualified unlike their forefathers. They have developed new systems and trying to equip with latest technologies. HR departments have also been evolved in major organizations and reference based recruitment is now been discouraged.

Shadow of information technology revolution is also been seen in textile organization, Organizations have been using:

- Recruitment agencies.
- Websites.
- Web portal.
- Social media
- Jobs fairs/galas.
- Internships programs.
- Internal Promotions

Results show that HR functions are much more important for every organization and have specific strengths and weaknesses and recruitment functions plays an important role. The key logic behind that talented and competent HR is need for every organization and they are aligns to produce best performance.

Katharine Adeney (2009) conducted a survey on importance of institutions in the country. The emphasis of paper is how institutional design support to change institutions within democracies. A policy of Pakistan has institutionalized and they follow the traditions and norms. In Pakistan, mostly non-democratic government exists, and non-democratic form of government is not the best to manage conflicts in Pakistan. Same like country, organizations in Pakistan has institutionalized

Right person on right job at right time is a basic and important key factor for the organizations to gain competitive advantage. Yusoff et al, (2013) conducted a research study to evaluate and identify the recruitment and selection practices in health organization of Pakistan; data was collected through interviews, brushers, website and annual report of organization. Conclusion made on available data shows that there is no written policy for recruitment, there is small HR department which performs HR functions. There is no

permanent strategy; strategy is made on case to case bases. Line management's involvement is very low in recruitment and selection procedure that is somehow matched with the findings of this study.

5.3 Practical Implications:

It is suggested that as numerous organizational aspects are attached with organizational culture and recruitment practices those might be kept in further study by the future research scholars, which due to various limitations this study couldn't have touched.

Due to the limitations of this study and its results, the policy maker cannot apply or decide to bring changes in the organizations recruitment practices. Therefore, further studies are essential to completely learn and understand the impact of 'historical analysis of recruitment practices in textile industry of the Pakistan'. The question may arise that do recruitment policies often or rarely get implemented? Although recruitment practices may be culture-sensitive, do they hold a complete effect for organization? This debate remains unexplored and, if followed, will guide to the analysis of the recruitment practices, 'no policy is a good policy unless it is practiced successfully'.

Recruitment channels should be more developed and every individual must have easy access to HR department. Seth culture should be minimized from the firm and as well as from textile industry and involvement of senior management also should be diminished and that is the only reason to hire incompetent staff in textile industry that are not trained and not having required skills and experience that the vacant position wants. Big organizations have now less influence of Seth culture but it should be ended and authorities should be transferred to HR department and need to be empowered the HR department. All recruitment should be on merit based and company should established specific recruitment wing to arrange precautionary measures to save recruitment system from internal and external forces. E- HR system is already implemented within the organization and assessment center is working to support the merit based hiring but there should be need to improve assessment system so that applicant assessment can done in short time without any difficulty. E- HR system will help to the employees and minimize their time and distance with HR staff.

HR department should have full capacity and powers to manage all HR regarding matters but unfortunately admin departments perform as additional HR activities so that there is lack of powers and authority so that there is difficult to recruit individuals on merit basis. HR departments plays very important role in recruitment, selection and all other HR functions.

To empower the HR department they pay more attention to add more value in organizational tasks and wholly responsible for all activities.

5.4 Study Limitations:

This thesis has several limitations that are to be considered when evaluating the findings of the studies in it and the conclusion. All studies were conducted in one city, Faisalabad. Although Faisalabad is taken as representative of the textile industry, the lack of limited approach of studies means that its findings needs to be treated with caution. Future research can be carried out in other national, institutional, cultural, and social settings and compared with the findings of the studies within this thesis. The main limitation of the study is researcher used a single case method approach which keeps this research insufficient to be able to represent the whole textile industry of Faisalabad. So, the results drawn from the study cannot be viewed as representative of whole textile industry. The second limitation of the study is, it did not take inputs from other employees like officers, clerical and lower staff of organization who works with line managers. And the third limitation was time constraints, time allowed for each interview was 40 to 45 minutes, it was very difficult to have a complete discussion within stipulated time.

5.5 Contribution of the Study:

The findings and theoretical implications emerging from this study hold significant value for researchers and practitioners alike. There are no previous studies regarding historical analysis of recruitment practices in textile industry. This study is a good addition in literature. In this study i included HR departments heads and managerial level employees. They are individuals who are working as HR managers and HR heads. This study contributes to the extant literature on recruitment practices. It explores the past and current recruitment practices. It contributes to understand the gap between reference based recruitment and merit based recruitment and how they are changed with the passage of time. It further contributes to understand the paradigm shift in recruitment sources and changes in recruitment practices.

The study employed a predominantly qualitative research design; data was collected through in-depth interviews. Our intention was not to generalize the findings of this study but it was to understand the why and how recruitment practices have evolved historically. The thesis provides a unique theorization and application of the theoretical lens, which enhances

understanding of the phenomenon studied. Considering the importance of research in this area and the need to capture the different situations of recruitment in textile sector, this thesis is based on three different studies that provide in-depth exploration and investigation of the phenomenon of recruitment in textile industry of Pakistan. More specifically, this research provides guidance to practitioners in the areas of structuring the recruitment policies and developing mechanisms. It also highlights the pros and cons of Seth culture exist in textile industry of Pakistan.

The practical contribution and implication of this thesis relate to management and think tanks in business schools, business organizations, educators, HRM practitioners, and relevant government and regulatory bodies including accreditation agencies and ranking media. The thesis also provides some insights into the reasons why employees, HRM practitioners, and HRM professionals accept change in their professional roles, practices, and structures. In turn, it assists management of the organizations and relevant decision makers in implementing the required change in their organization's policies, procedures, and strategies.

5.6 Conclusion:

Human resources policies are to be a potentially powerful lever for shaping and changing the culture of an organization to make the organizations more effective. The findings from this study show that most of textile organizations are owned by families and they treat them as a family owned business where policies and decision are made in isolation, although some of large organizations have established their HR departments but due to centralized setups HR involvement in policy making is invisible. Small organizations do not have HR setups; they have been using their personnel and administration departments to perform HR related activities and purely HR contribution that adds value addition is missing.

Recruitment practices evolve in large organizations where merit based system replaced the reference based recruitment, the underline studying organizations developed HR department about a decade before and later on centralized recruitment center was established which controls all recruitment of all its offices situated in different provinces and cities. It also established an assessment center for new candidates and recruitment wing which named as Recruitment & Employees Branding where complete screening is being performed including tests, series of interviews and psychological testing etc.

Recruitment sources also evolved; previously used sources like advertisement in newspapers, in educational institutes and words of mouth have been changed to technological

advancement. Organizations have been using information technology and using websites, web portals and social media is now preferably used for advertisement in recruitment. Although the benefits of Internet recruiting exceed its drawbacks but even then we found that Internet recruiting is still more useful for business sector. We would also conclude that despite all other recruitment testing methods Interviews still stand out as one of the best ways to identify and recruit the right person for your organization.

Influence of Seth culture is now reduced in few textile organizations and power are shifted to HR department and policies are developed by HR and final approval is given by owners. Suggestions are always welcomed but HR departments are now empowered. But mostly organizations have Seth culture and policies and strategies are developed by them and transferred to HR for the sake of implementation.

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Annexure-1

Inter Office Communication

From:	Director	To:	All Head of the Department
		Date:	July 28, 2003

Subject: **Centralized Recruitment Centre**

It is necessary to develop a specialized department to handle the new recruitment when organization is in growing stage and difficulties of business processes increased. In future the following recruitment system will be followed in organization:

- All departmental heads will inform to the recruitment center for their requirements regarding need of new personals at all locations. Mr. ABC who is located at marketing site.
- Recruitment center collect the requirements given by the departmental heads and based on that requirements, the recruitment center assess the employees currently working in the organization. If these employees fulfill required criteria then they will be forwarded to the concern department after evaluation.
- If the recruitment center does not find the required skilled employees, then recruitment center will find through application database and selected the required candidates from there after test/interview/evaluation.
- If above mentioned both options are failed to search the suitable candidates the recruitment center will advertise in newspaper to find required skilled candidates.
- The recruitment center will help to recruit all new employees that are needed to organization for smooth functioning.

CC: All members, Board of Directors

Annexure-2

Office Order

Ref:

November 1, 2017

Subject: CAREER PLANNING

Management has decided to implement a career planning policy w.e.f 1 November 2017 for graduates, inter and matric candidates.

Following salary range is classified:

Category Description	Salary Range	Joining	After 6 Months	After 1 Year	After 2 Years	Remarks
B.Sc.	Proposed	Rs 18,000	Rs 19,000	Rs 20,000	Rs 22,000	
	Current	Rs 16,000	Rs 18,000	Rs 20,000	Rs 22,000	
B.A	Proposed	Rs 17,000	Rs 17,000	Rs 18,000	Rs 19,000	
	Current	Rs 18,000	Rs 16,000	Rs 17,000	Rs 18,000	
Diploma Holders	Proposed	Rs 17,000	Rs 17,000	Rs 18,000	Rs 19,000	
	Current	Rs 15,000	Rs 16,000	Rs 17,000	Rs 18,000	
FA	Proposed	Rs 16,500	Rs 17,000			Implemented minimum wage Rate
	Current	Rs 15,000	Rs 15,000			
Matric	Proposed	Rs 16,000	Rs 16,500			Implemented minimum wage Rate
	Current	Rs 15,000	Rs 15,000			

Chief Executive Officer

CC: - All Head of Departments

GM HR

CFO

Inter Office Communication

From:	CEO	To:	Head of HRD
		Dated:	July 01, 2014

Subject: **CAREER PLANNING**

Following wage rates will be observed for newly appointed officers and engineers with effect from 1st July 2014.

Description	Salary Range	Joining	After 6 Months	After 1 Year	After 2 Years	Remarks
A	Recommended	Rs 50,000	Rs 55,000	Rs 60,000	Rs 70,000	HEC Recognized Universities
	Current	Rs30,000	Rs 35,000	Rs 40,000	Rs 50,000	
B	Proposed	Rs 35,000	Rs 40,000	Rs 45,000	Rs 55,000	HEC Recognized Universities
	Current	Rs 25,000	Rs 30,000	Rs 35,000	Rs 40,000	
C	Proposed	Rs 28,000	Rs 33,000	Rs 38,000	Rs 45,000	HEC Recognized Universities
	Current	Rs 25,000	Rs 28,000	Rs 32,000	Rs 40,000	

Chief Executive Officer

CC: - All Head of Departments

GM HR

CFO

Annexure-3

Personal Assistant Required For Executive

A Large diversified group is looking for an experienced Male / Female Personal Assistant for Executive. To fulfill this position successfully, your qualification and experience shall include:

- Master degree or minimum sixteen years of education from well reputed and HEC recognized university.
- Minimum 5~8 years of experience, ideally with an executive of a well reputed company.
- Maximum age 40Years with a pleasant personality.
- Excellent communication & writing skills of English & Urdu.
- Must know how to work on WORD, EXCEL, POWER POINT & OUTLOOK.
- Faisalabad based candidates will be preferred.

Interested Candidates can send resume at hr@igcpk.com

MBA (HR) Required

Department/Post:

- Human Resource Officer

QUALIFICATIONS & EXPERIENCE:

- Fresh Graduates & Experience candidates should be preferred
- Minimum 16 years of education with Master degree in HR.

Interested Candidates can send resume at hr@igcpk.com

7			DAUGHTER		
8			DAUGHTER		
9			DAUGHTER		
10			DAUGHTER		

(b) Detail of your parents, brothers and sisters

S.NO.	NAME	AGE	RELATION	EDUCATION	OCCUPATION
1			FATHER		
2			MOTHER		
3			BROTHER		
4			BROTHER		
5			BROTHER		
6			BROTHER		
7			SISTER		
8			SISTER		
9			SISTER		
10			SISTER		

1.11 In which city you and your family have been living, give the details

S.NO.	RELATION	CITY	DISTRICT	FROM	TO	REMARKS
1	Applicant					
	Family					
2	Applicant					
	Family					
3	Applicant					
	Family					
4	Applicant					
	Family					

1.12 Have you ever suffered from any serious illness/disability, if yes please specify.

1.13 Name of heir/next of kin/nominee _____ Relation _____

Address: _____

1.14 Have you any relative employed by this group, if yes please give details. (Also specify In case of former employee)

Person's Name Relation with you Company where he is employed Position held

I) _____

II) _____

2. Education:

2.1 Academic (please give details from lowest degree to highest)

DEGREE/ CERTIFICATE	YEAR COMPLETED	GRADE/CGPA	MARKS OBT./TOT AL	SCHOOL/COLLEGE/UNIVERISTY	MAJORS

2.2 Language you can speak, read and write

- (a) _____
 (b) _____
 (c) _____

2.3 Academic / professional standing: list of publications, thesis, scholarships etc.

3. Employment History

3.1 Please mention employment history even if you have worked for a single day in an organization. Period of unemployment, if any, and reason thereof.

S.NO.	EMPLOYER / FIRM NAME	JOINING	LEAVING	REASON OF LEAVING
1		Date: Salary: Desig:	Date: Salary: Desig:	
2		Date: Salary: Desig:	Date: Salary: Desig:	
3		Date: Salary: Desig:	Date: Salary: Desig:	
4		Date: Salary: Desig:	Date: Salary: Desig:	
5		Date: Salary: Desig:	Date: Salary: Desig:	
6		Date: Salary: Desig:	Date: Salary: Desig:	
7		Date: Salary: Desig:	Date: Salary: Desig:	

8		Date: Salary: Desig:	Date: Salary: Desig:	
9		Date: Salary: Desig:	Date: Salary: Desig:	
10		Date: Salary: Desig:	Date: Salary: Desig:	

3.2 In service Training & Seminars attended

COURSE DETAILS	YEAR COMPLETED	COURSE DURATION	NAME OF INSTITUTE

4. Name of two persons to whom reference may be made (Other than relatives)

NAME	ADDRESS & PHONE NUMBER	PROFESSION

Annexure-5

Offer Letter Sample:

Dear Mr. XYZ,

Reference to your application and subsequent interviews, we are pleased to offer an employment as **HR Officer** with the following terms and conditions and salary/benefits package.

1. You will be hired on CP with starting gross salary of **Rs. ___/ Per month** (___Thousand only).
2. You will be on contract for period of 6 MONTHS. After that upon your satisfactory performance, you will be on regular service.
3. You will be posted at Ibrahim Textiles Ltd. 38th KM Sheikhpura Road Faisalabad.
4. Company will provide you bachelor's accommodation at plant site.
5. Upon your regular service, you will be entitled with:
 - 5.1. Company will provide life Insurance cover according to your designation/grade.
 - 5.2. Leaves as per company policy

You are allowed to avail gazetted holidays as announced by provincial/central Governments. If you accept the above-mentioned terms and conditions, please send your confirmation through E-Mail. Upon receiving confirmation from them against offer letter, they were hired.

Annexure-6

Office Order

Ref=ZTML/7068

Dated=22-12-2012

All employees of the company are informed by this office order that their sons, brothers, sisters, nephews and first cousins are not allowed to be employed in the same company, however they can be employed in other projects of this group of companies.

Their application will be decided by Chief Executive.

GM HR


For approval Sir,

CHIEF EXECUTIVE OFFICER


Annexure-7

Advertisement Sample of Internal Recruitment

In House Job Opportunity

<p>We have an exciting in-house job opportunity in our HSE department</p>	
<ul style="list-style-type: none"> • <u>Job title:</u> AM /DM HSE • <u>Number of Positions:</u> 1 • <u>Reporting to:</u> EDO/ Sr. Dy. Manager Safety • <u>Location:</u> IFL Plant Site 	
<p>If you are a <u>BSc Chemical or Mechanical Engineer</u> with minimum <u>5-7 years</u> of plant experience, you can express your interest to the HR department by 05th October.</p>	

In House Job Opportunity

<p>We have an exciting in-house job opportunity in our Technical department</p>	
<ul style="list-style-type: none"> • <u>Job title:</u> Personal Assistant • <u>Number of Positions:</u> 1 • <u>Reporting to:</u> DGM(E&I) / DGM(Mechanical) • <u>Location:</u> Plant Site 	
<ul style="list-style-type: none"> • Master Degree or sixteen years of education. • 5~7 Years of Experience • Must have Technical Knowledge • Excellent communication & writing skills of English & Urdu. • Must know how to work on WORD, EXCEL, POWER POINT and OUTLOOK. <p>You can express your interest to HR Dept. by 31st August.</p>	

Exciting JOB Rotation Opportunity

Get an exciting learning opportunity by working with **CEO as an Intern / executive assistant to CEO** and be the part of top level Management meetings with highest level foreign and local delegations and learn the complexities of industrial management, business negotiations and executive decision making.

Such type of trainings have become a worldwide best practice for developing young high potential employees where they work with Presidents of USA , Head of States in UK , Germany , France, Switzerland , Japan etc. And also work with CEOs as Interns / executive assistants in USA, Europe in companies like Microsoft, Google, and Oracle etc.

Job title: Intern or executive assistant to CEO

Number of Positions: one position at a time

Reporting to: CEO

Location: Lahore Office

Duration: 1 Month ~3 Months

Eligibility: minimum 3 years of IFL experience and having designation AM, SAM, DM and SDM

Responsibilities & duties:

- Schedule appointments of CEO
- Prepare meeting agenda and minutes of the meetings
- Take notes of meetings and follow ups
- Any other assignment given by CEO

Benefits of Training:

- It would help to accelerate career growth
- Improve decision making and negotiation skills
- Improve confidence level and time management skills
- Improve Communication and Analytical Skills

Annexure-8

Accounts Officer Required

A Large diversified group is looking for an experienced Male / Female Accounts Officer. To fulfill this position successfully, your qualification and experience shall include:

- Master degree or minimum sixteen years of education in accounts or finance from well reputed and HEC recognized university.
- Minimum 5~8 years of experience, ideally with a well reputed company.
- Maximum age 40Years with a pleasant personality.
- Excellent communication & writing skills of English & Urdu.
- Must know how to work on WORD, EXCEL, and POWER POINT & OUTLOOK.
- Faisalabad based candidates will be preferred.

Interested Candidates can send resume at hr@abc.com

Annexure-9

Inter Office Communication

From:	CEO	To:	Head of HRD
		Dated:	March 9, 2017

“Strategic Planning” department has been established with the consent of management and Mr. XYZ who is the present HOD of Training and Development has assigned additional responsibility to run Strategic Planning department.

He will be reporting to the CEO regarding Strategic Planning department activities.

Research assignments will be given to him regarding Strategic Planning department.

1. Coming ten years Strategy formulation.
2. Human Resource head count optimization research and analysis at all offices of organization.
3. Conducting surveys vis-à-vis Human Resource optimization – internally and from external organizations vis-à-vis time & motion study, workload study etc.
4. Studies on competitive landscape in organization line of business – local competition and regional / Asian competition analysis.

Chief Executive Officer

CC: - All Head of Departments

Annexure-10

Klash Required Assistant Boiler Engineer

Department/Post:

- Assistant Boiler Engineer

QUALIFICATIONS & EXPERIENCE:

- Ist Class Experience Fresh candidates will be preferred
- 2nd Class Minimum 5 Years' Experience
- Mechanical Engineer (B.sc Fresh)
- Electrical Engineer (B.sc Fresh)

Interested Candidates can send resume at asim@klashpvt.com

KLASH **OPPORTUNITIES VACANT**
 a rapidly growing knitwear export organization requires the personals for the following vacancies for its fabric processing and other units. Applicants must be challenge accepting and energetic

POST	REF.#	VACANCIES	QUALIFICATION	EXPERIENCE	AGE LIMIT	GENDER
Boiler Engineer	A	1	1st Class Boiler Engineer Certificate Graduates will be preferred	Minimum 05 Years Preferred Textile Experience	40	Male
Utility Manager	B	2	B.E/B.Sc. /B.Tech.Mechanical or First class boiler engineer	5 Year exp of steam,Gas and water pipeline ,R.O Plant and relevent mechanical works	40	Male
Software Engineer	C	5	MCS/BCS/BSC	5 Year Exp in software development using oracle 6i/report 10g 11g and good knowledge of PL/SQL	30	Male/ Female

Send your applications on the following address by E-Mail or courier before 21st Aug 2014.
asim@klashpvt.com or Manager HR, Klash Private Limited 117-JB Dhanola, Paharang Drainage, Millat Town Millat Road, Faisalabad.Phones: 041-8814933-38

KLASH **OPPORTUNITIES VACANT**

Oracle Programmer:

1. Having 1+ year experience in software development using oracle dev 6i/ Reports.
2. Good knowledge of PL/SQL
3. Should be MCS/BCS/BSC

Software Engineer:

- ➔ Minimum 5 years development experience using developer 6i/10G
- ➔ Should be MCS/BS (4 Year)

Email your applications on hr@klashpvt.com OR send by Courier at: Manager HR, Klash Private Limited, 117-JB Dhanola, Pharang Drainage, Millat Road, Faisalabad. Tel: 041-8814932-38

KLASH **STAFF REQUIRED**
 a rapidly growing knitwear export organization requires following vacancies for its fabric processing and other units. Applicants must be challenge accepting and energetic.

Post	Quantity	Condition
D.D.M (Deputy Dyeing Manager)	1	
A.D.M (Assistant Dyeing Manager)	1	
Dyeing Operators	10	
Dyeing Lab to Bulk Coordinator	2	
Dyeing Lab Incharge	2	(Color matching expert)
Lab Shift Incharge required	2	Color matching expert
Lab Trainee Fs.c	6	

Life Insurance + Gratuity + Annual Leaves 14 per year
 sen your Applications on the following address by E-Mail or courier before 20-03-2017 asim@klashpvt.com or post your online application on careers.klashpvt.com Manager HR, Klash Private Limited 117 JB Dhanola Pharang Drainage, Millat road Faisalabad. Ph:041-8814933-38

Annexure-11



| The Crescent Textile Mills Ltd.

We are
HIRING!

Deputy Manager Power (Mechanical)

B.Sc. Mechanical engineering with
03 to 05 years experience of operation
and maintenance/overhauling of 34SG,
32 Vasa series Wartsila Engines.
Knowledge of MMS/SAP for maintenance
is mandatory.

Foreman Motor Winding

DAE with 10 years experience/Matriculation
with at least 15 to 20 years experience in
rewinding of AC/DC motors,
variable motors, servo motors,
transformers, coils, etc.

**Email at : careers@ctm.com.pk
or courier at: Crescent Textile Mills,
Sargodha Road, Faisalabad till 20th-Apr-19.**

Please write position in subject line.

Females & special candidates are encouraged to apply.

/Crescent Textile Mills Limited

/CrestexCareers

/Sargodha Road, Faisalabad

Careers at Crescent Textile

Crescent Textile Mills Faisalabad is a leading Textile manufacturing concern. We require qualified and motivated professionals to fill the following positions:

Dy Manager Processing Maintenance

BSc(Mech. Eng) or equivalent with at least 8-10 years experience in the relevant field at senior level. Incumbent shall be responsible for managing maintenance of existing & commissioning of new machines and equipment in Textile Processing department.

Foreman Processing Maintenance

DAE(Mech)/Matic with 10-15 years practical experience. Incumbent shall be responsible for maintenance and trouble shooting of processing wet & dry machines i.e bleaching, dyeing, printing, finishing & folding.

The company offers market based competitive salary and other fringe benefits.
For more information and a detail job description visit www.ctm.com.pk
All positions are Faisalabad based. Candidates fulfilling the above criteria should send their CV to careers@ctm.com.pk clearly stating the position applied for in the subject of the email or post your CV on the below address by 31st Jan 2016.

We are an equal opportunity employer

**Human Resources Department
Crescent Textile Mills Ltd, Sargodha Road
Faisalabad. Ph. +92 41 111 105 105**



Now Hiring!

Please apply at careers@ctm.com.pk latest by: 21-Jul-2018
Write position in subject line.

Position: Assistant Vice President Marketing (1 position)
Education: MBA Preferably with B.Sc. Textile Engineering
12-15 years of experience in International Marketing & Sales, of Home Textile preferably in USA Market.

Position: Manager Exports - Greige Fabric (1 position)
Education: MBA Preferably with B.Sc. Textile Engineering
07-10 years of experience in International Marketing Sales of Greige Fabric.

Position: Deputy Manager Exports (1 position)
Education: MBA Preferably with B.Sc. Textile Engineering
05-08 years of experience in International Marketing & Sales, of Home Textile preferably in USA Market.

Position: Deputy Manager Yarn Purchase (1 position)
Education: B.Sc. Textile Engineering preferably with MBA
05-08 years of experience in Yarn Procurement.

Position: Deputy Manager Commercial/CMT (1 position)
Education: Graduation preferably in Textile.
07-10 years of experience in managing different CMT Units.

Position: Assistant Manager Greige Purchase (1 position)
Education: B.Sc. Textile Engineering preferably with MBA
02-04 years of experience in greige fabric procurement.

Only shortlisted candidates will be contacted.
Females and special candidates are encouraged to apply

Join a team which make **good** things happen!



/Crescent Textile Mills Limited

/CrestexCareers

/Sargodha Road Faisalabad

WE ARE HIRING!

<p>DEPUTY MANAGER INVENTORY</p> <p>Academics 16 years of relevant education.</p> <p>Experiences 5-8 years in textile finished products inventory preferably home textile.</p>	<p>DEPUTY MANAGER PRODUCT DEVELOPMENT</p> <p>Academics 16 years education of textile engineering preferably majors in processing.</p> <p>Experiences 4-5 years in product development or textile processing.</p>
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Apply at: careers@ctm.com.pk
Before: **30-Sep-2017**

Please mention position in subject line. Only short listed candidates will be contacted.

The Crescent Textile Mills Limited
Sargodha Road, Faisalabad.