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ANALYZING THE EFFECTIVENESS OF RECRUITMENT AND SELECTION PRACTICES IN OMANTEL.

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ABSTRACT

The effect of recruitment and selection is noticeable in most companies. It is either a company with high efficiency and effective practices or a low market value. This study aims to analyze the impact of recruitment and selection practices of telecom companies. A questionnaire was distributed to 32 employees to answer the project's questions. The results show that Omantel practices recruitment and selection with advanced plans and mechanisms, such as online recruitment, and attracts candidates with attractive advertisements through its websites and social media programs. It has also faced challenges during the Corona pandemic and easily obtained qualified employees. However, Omantel needs to change some of its recruitment and selection practices and develop its recruitment plans to maintain the positive impact of recruitment and selection.

Background of the study:

Since the beginning of the Corona pandemic, normal and practical life laws have suddenly changed. This resulted in a change in recruitment and selection methods in most sectors, which led to a decline in the performance of organizations worldwide. Some companies have accepted these changes smoothly, especially telecom companies, because they have some resources that help them work remotely. In addition, some companies have relied on visual communication programs to continue with the selection and recruitment aspect in connection with their relationship with the company's performance and prevent low performance. Moreover, telecom companies in the Sultanate of Oman have launched initiatives to strengthen their network system and contribute to making communication and work online more accessible and faster. Since online job interviews need moderate speeds, telecommunications companies and other companies can complete these interviews and overcome the challenges they may face. Providing modern plans and strategies that align with the current conditions required by the labor market in terms of recruitment and selection, especially since the entire world has experienced an electronic leap and the internet is heavily relied upon in all matters to facilitate procedures. The proper recruitment and selection strategies positively impact the company by raising efficiency and expanding the labor market.

Statement of the Research Problem:

At the beginning of the Corona pandemic, there were direct effects on the labour market and the performance of private and governmental organizations. More specifically, Omantel and several other companies in the field of telecommunications. Omantel faced many challenges in this period, including the continuation of recruitment and selection and how to maintain its organizational performance. Especially since remote work, especially recruitment, selection, interviews, and how to manage them remotely, may be more complicated than other tasks because face-to-face interviews are less focused. Recruitment and selection are crucial matters that can increase or decrease the company's efficiency. This procedure is considered a great responsibility for the human resources department in the company, and any error in the selection exposes the department to issues by the senior management or the company owners. But if the selection is correct, such as talented candidates and those with experience, this will be evident in the company's productivity in terms of performance.

Aims and Objectives of the Study:

Aims:

- To examine the importance of recruitment and selection and its relationship to organizational performance.
- To discuss recruitment, selection and the nature of work in the telecommunications sector during the Corona pandemic.

Research Objective:

- To evaluate the recruitment and selection plan in the telecommunication sector.
- To discuss the recruitment and selection mechanism.
- To analyze the criteria of candidates required by the company.
- To identify the challenges the company faces in recruitment and selection.

Literature Review:

Recruitment.

According to Abbas et al., in their article, "Critical review of recruitment and selection methods: Understanding the current practices," which resulted that "during the period of the Corona pandemic, most small, medium and large companies resorted to electronic recruitment. And that most of the processes related to recruitment and selection became online, which was the common method during this period. Social media makes things easier for her than hiring agents to get applicants" (Abbas et al., 2021). The researcher agrees with the article's results, as most companies went to develop their websites and accounts to deal with their online operations. From the researcher's point of view, some companies have already shortened their dealings with recruiting agents, and contract funds have been saved and reduced. In another article, according to Muduli and Trivedi, their article "Social media recruitment: the role of credibility and satisfaction," concluded that "credibility in the information available on social media is essential. Where employment in social media is linked to pre-employment and post-employment outcomes. Credibility increases the attraction to the organization and is more

popular (Muduli and Trivedi, 2020). The researcher agrees with the results of the research. Credibility is the basis of the thing and is the path to sustainability in the labor market. Both sides must have credibility, from the human resources professional and the applicant in presenting his information. The professional must examine the applicant's information well and test it at the time of the interview, whether online or face to face so that the credibility of the information becomes clear. On the other hand, according to Yockey, in his article " The effects of work experience on interpretations of recruitment advertisements and organizational attraction," the research results indicate that "the levels of organizational attraction are affected by perceptions of organizational culture. Similarly, employees interpret recruitment advertisements where experienced employees prefer to work in different departments or businesses, away from employees with less experience or who have recently been recruited" (Yockey, 2019). The researcher disagrees with the results of this article, and the reason is that employees with little experience or new recruits need the support of those with expertise. So that they can develop themselves, get used to the requirements of the work, and gain
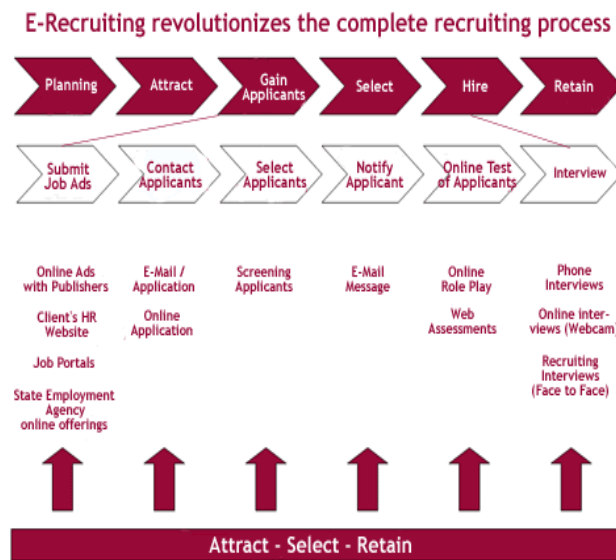
additional experiences from their colleagues at work.

Figure 2.1: E-Recruitment Process.

The figure shows the electronic recruitment process from the beginning, which is planning and announcing vacancies and the requirements that these vacancies need. And then communication between the human resources professional and the job applicant, and then the applicant is selected. The applicant is notified and then interviewed online to determine his level. If the applicant succeeds, he is submitted to the last interview by phone, video, or face to face.

Selection.

According to Proost et al., in their article "Applicants' pre-test reactions towards video interviews: the role of expected chances to demonstrate potential and to use nonverbal cues," their research findings "use video communication for interviews and selection is less attractive to applicants. Applicants prefer face-to-face interviews to demonstrate their capabilities and increase their chances of getting a job" (Proost et al., 2020). The researcher agrees with the article's results because interviews via video call may not allow applicants to highlight their best skills, capabilities, and abilities. Therefore, the traditional face-to-face method remains the best for determining the level and obtaining better applicants. Video interviews for some jobs can be better and more manageable and shorten time on both sides, especially if the job does not need to delve into capabilities, capabilities, skills, and experience. On the other hand, the results of Kim and Heo, in their article "Artificial intelligence video interviewing for employment: perspectives from applicants, companies, developers, and academicians," showed that "everyone believes that interviews conducted through artificial intelligence are more efficient. It also saves companies a lot of effort, money, and time for human resource employees. Some applicants evaluated that they were better than traditional interviews. Face to

face in terms of objectivity and procedural fairness. Also, some applicants expressed dissatisfaction with this mechanism in midwives for unfairness, evaluation, and inequality" (Kim and Heo, 2022). The researcher disagrees with the results of this article. From the researcher's point of view, artificial intelligence may not be as accurate as humans in interviews and the selection of applicants with the same accuracy. Face-to-face interviews are more effective and fair, and the applicants' strengths and weaknesses are more accurately known. Moreover, there may be a sudden glitch in the artificial intelligence algorithms, and it may cause injustice to the applicants and miss the chances of obtaining highly qualified applicants.
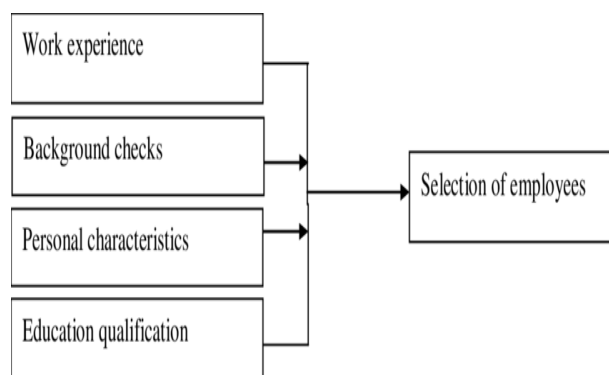

Figure 2. 2: Applicant Selection Process.

The figure shows the applicant selection process as it goes through several stages that the HR professional adopts. Such as work experiences, background checks, educational qualifications, and personal characteristics.

Practices.

According to E.G. Bateson et al., in their article "Psychometric sifting to efficiently select the right service employees," they found that the article's findings indicated "that psychometric tests used at the beginning of the selection process contribute significantly to improving the recruitment process. It leaves a better, smaller, and more amenable group for potential hires and excludes unsuitable candidates efficiently" (E.G. Bateson et al., 2014). The researcher agrees with the results of this article, as the pre-psychometric tests reduce the selection cycle and contain only qualified and employable candidates. It is also summarized by excluding unsuitable candidates for the vacancies available in the company. On the other hand, according to Otoo, in his article "Human resource management (HRM) practices and organizational performance: The mediating role of employee competencies," that "organizational performance affects the efficiency of employees due to some unfair practices practiced by human resources. The study shows that organizational performance and human resource practices are mediated by the efficiency of employees" (Otoo,

F.N.K, 2019). The researcher agrees with the results due to the unfair practices that occur by human resources that affect organizational performance. If some of the candidates are hired with low efficiency, this results from a defect in the organizational performance. In another article, according to Hamza et al., their article "Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance," their research findings are that "internal promotion in telecommunications companies is not related to the race and gender of candidates. The companies consider biographical data, group interviews, references, application forms, psychological tests, and assessment centers important in selecting candidates." (Hamza et al., 2021). The researcher agrees with this research because internal promotions have nothing to do with ancestry and gender but are related to efficiency and productivity in the workplace. And CVs and interviews are already considered essential in selecting the required candidate for the desired place.

Data Analysis:

8. The recruitment of candidates for advertised positions is conducted in conjunction with recruitment agencies يتم تعيين المرشحين للوظائف المعلن عنها بالاشتراك مع وكالات التوظيف
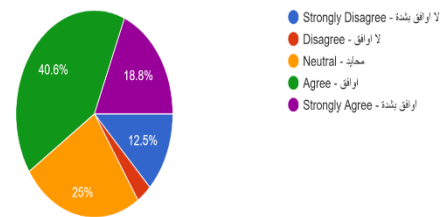
32 responses

- Strongly Disagree - لا اوافق بشدة
- Disagree - لا اوافق
- Neutral - محايد
- Agree - اوافق
- Strongly Agree - اوافق بشدة

Figure 4.18: Recruitment agencies.

According to the respondents, 40.6% agree that Omantel partners with recruitment agencies, compared to 3.1% who do not agree. Sharing or contracting with recruitment agencies is considered to ease the burden on the human resources department. The recruitment agencies are responsible for providing employees according to Omantel's requirements and available vacancies. This is considered a purchase of time, as Omantel pays amounts according to the agreement to the agencies, and in return, it gets employees without wasting time searching for them. (Otoo, F.N.K, 2019).

12. We use structured interviews to determine the suitability of candidates for a vacant position
(applicable to formal interviews) (نستخدم المقابلات المنظمة لت...ى ملاءمة المرشحين لوظيفة شاغرة (لتطبيق على المقابلات الرسمية))
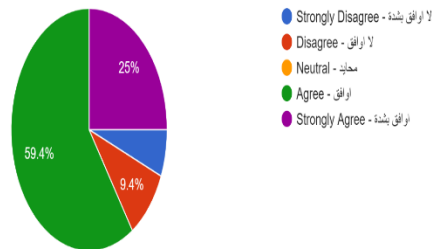32 responses

Figure 4.22: Structured interviews.

The figure shows that 59.4% of respondents agree that Omantel uses formal interviews to determine the suitability of candidates for vacant jobs. On the other hand, 9.4% disagree. The ratios show that the company relies on formally organized interviews more than unstructured ones. The reason may be the clarity of the candidates' effectiveness in formal interviews and their willingness to display their abilities and skills (Kim and Heo, 2022).

16. According to you has the organization placed you at the right post and position according to your past experience and qualification? (سب رأيك ، هل وضع...ب المناسب والموقف المناسب وفقً لخبرتك السابقة ومؤهلاتك؟)
31 responses

Figure 4.26: Right employee in the Right Place.

The figure shows that 38.7% of the respondents were placed in the appropriate position according to their experience and qualifications. On the other hand, 19.4% did not agree strongly, and they were not placed in the proper place according to their previous experience and qualifications. From the researcher's point of view, the company should put everyone with specialization in his specialization to maintain the company's system and avoid job overlaps and obstacles that occur due to the lack of jurisprudence in the job requirements (Kundu et al., 2019).

15. The company faces some challenges in hiring applicants from several nationalities نواجه الشركة
بعض التحديات في توظيف المتقدمين من عدة جنسيات
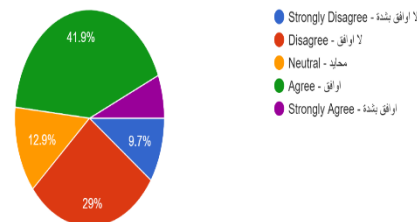31 responses

Figure 4.25: Several nationalities applicants hiring.

The figure shows that 41.9% agree that Omantel faces challenges hiring applicants from several nationalities. On the other hand, 29% disagree. From the researcher's point of view, the challenge is the percentage imposed by the Ministry of
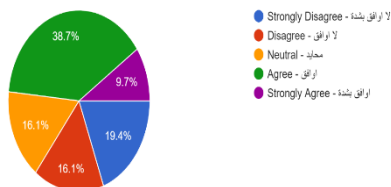
Labor to implement Omanisation in the company. There is no doubt that there is difficulty in finding employees of other nationalities, and they may have stronger experiences and certificates than citizens. However, the application of Omanisation is more important so that the company will contribute to providing job opportunities for job seekers. Also, to adopt and develop local qualifications to be highly efficient and compensate for the need for employees of other nationalities for expertise and skills. (Kim and Heo, 2022).

Conclusion:

In conclusion, the project is "A study to analyze the effectiveness of recruitment and selection practices in Omantel," The research evaluates the plan followed in recruitment and selection by telecommunications companies, especially Omantel. Discussing the recruitment and selection mechanism, analyzing the required criteria, and knowing the challenges facing Omantel. Where the researcher relies on the results of the questionnaire analysis and previous articles related to the current study, the project contains five chapters, which are summarized as follows:

The first chapter included the background of the study, a statement of the research

problem, aims, objectives, and research questions. Followed by the scope of the study, its significance and limitations, some of the operational definitions of the terms, and finally, the research structure.

The second chapter is the literature review related to the objectives of the current study, where the researcher clarifies and criticizes some previous articles through the findings and searches for gaps that can be filled with regard to employment and selection. The researcher summarized the articles, then expressed his opinion about the findings and linked them to the study's objectives.

The third chapter is the methodology and includes the research design and the target study population. Sampling Technique and Sample Size is 100, followed by Research Instrument, Validity, and Reliability Testing, followed by the data collection technique, which was by distributing a questionnaire to employees, and the data analysis technique via Google Form. It also includes Legal, Ethical, and Social Considerations.

The fourth chapter is data analysis, where the researcher analyzed the questionnaire questions that were distributed to employees via a link and barcode to Google Form, where the chapter deduces the required

answers to the four questions related to the research and its objectives.

Recommendation:

Omantel must reconsider the recruitment and selection process, especially since some employees have clarified that links impact these processes. What constitutes additional challenges for the company, such as the lack of efficiency, productivity, and experience on the part of the employees hired by mediation. It also takes away opportunities from applicants who are more deserving of the job than others and may be more efficient and qualified than the company inevitably needs.

Exploiting Omani qualifications and capabilities, raising the percentage of Omanisation in the company, and investing in employees by intensifying internal and external training. It is possible to bring global expertise to conduct training courses for employees, benefit from their professional expertise, and learn how international telecom companies work.

Opening additional departments that carry out agencies' work to reduce costs, as Omantel contracts with agencies to provide employees and shorten the effort. However, these contracts can be abandoned by opening departments under the supervision of the Human Resources Department at lower costs and better polarization.

Focus on social networking sites when a candidate applies for a vacancy. The human resources specialist should not focus only on the CV. Instead, check the candidate's accounts in social media programs and sites to obtain more information that may not be mentioned in the CV. This information helps to know the candidate's behavior and ethics and to visualize whether they are suitable to be in the work environment and the available vacancy or not.

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