

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

The main objective of this study is to highlight the current practices in recruitment and selection in the private sector companies. This chapter outlines the methodology employed in the study. It incorporates the data obtained, the research instruments, and the objectives of the survey questionnaire as well as the data collection methods. The limitations of the study are also highlighted.

#### **3.1 Types of Data**

The data relevant to this study was obtained through secondary information as well as primary data research. It is recognized that studies on recruitment and selection procedures in the private sector companies in Malaysia are rather limited.

The secondary data used is mainly to give an overview on the main functions of recruitment and selection. Latest techniques of recruitment mainly in the US (Fortune top 100 Companies) were looked into. The data was compiled from books, journals, articles, web sites, and newspapers. The secondary data was used as the basis to construct the survey questionnaire.

#### **3.2 Research Instrument**

The survey instrument was a four-page questionnaire (see Appendix A). A covering letter was enclosed to explain the purpose of the study and soliciting for assistance.

The questions were classified into three sections i.e.: -

- Company profile
- Recruitment procedures
- Selection techniques/methods

Section A was designed to get background information of the company, which included the following: -

- Nature of business
- Location
- Local or international
- Size of manpower
- Sales turnover
- Whether obtained ISO 9002/ISO 1400 or not
- How and who developed the current recruitment and selection procedures

Section B covered the current recruitment practices, which included: -

- Who performs the recruitment function
- How is recruitment initiated
- Type of recruitment sources used and frequency
- How often is a recruitment consultant used, and for what positions
- Improvements needed in the recruitment procedures

Section C included the following key areas: -

- Who performs the selection function

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- What are the selection techniques that are used, their frequency, and for which positions
- Which selection technique gives the best results
- New techniques used in the last six months
- What kind of training is provided and the frequency

A preliminary test was conducted on five companies before the actual survey was conducted. The final questionnaire was developed based on the feedback from the preliminary test as well as comments from my supervisor, and opinions expressed by long serving Human Resources specialists.

### **3.3 Sampling Design**

Names of companies in the private sector to be included in the survey were obtained from three sources, namely: -

- Federation of Malaysia Manufacturers Publication, "Manufacturers Showcase", 1997/98
- Human Resource Development and Training Guide, Feb. 1998
- Rotary Club Members Directory, July 2000
- Business cards of HR personnel through networking

The sample size was seventy-five companies. 300 questionnaires were sent out in the hope of obtaining the envisaged response. The forms were sent to CEO's, HR personnel and other managers. They were collected through two methods viz. personally through visits to companies as well as through self-addressed stamped envelopes. The forms were

dispatched on 6<sup>th</sup> November 2000, and recipients were requested to return them by 28<sup>th</sup> November 2000. However it was not until 15<sup>th</sup> December 2000 that the required number was received.

It was the intention to look at various types of companies from different industries in the private sector namely manufacturing, sales and marketing, education, banking, transportation, and retailing. While every effort was made to realize this objective the results indicate a slight deviation from this objective.

The information from the survey forms were recorded in the Statistical Package for Social Sciences (SPSS) version which basically provided analyses such as frequency, percentages, cumulative percentage etc.

The limitations of the study can be identified as follows: -

- The distribution of survey forms did not reflect the six types of industries accurately
- The forms were in some cases completed by personnel who were not knowledgeable in the specific areas
- Some of the important questions were left unanswered
- It took longer for the forms to be returned than envisaged

The results obtained through the analysis are contained in Chapter 4.