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Recruitment and Selection Process Comparison for the Searle Company Limited and Sami Pharmaceuticals (Private) Limited

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Abstract:

Recruitment and selection are important operations in HRM, designed to maximize employee strength to meet the employer's strategic goals and objectives. This study's purpose is to determine and compare the practices of recruitment and selection in The Searle Company Limited and Sami Pharmaceutical (Private) Limited. After thoroughly studying the prevailed practice, a comparison has been made between these two organizations, and then suggestions for improvements have been made. For the data collection, the questionnaire was chosen, which was administered to both organizations' employees, and the collected data were statistically analyzed to make a comparison. Both companies' responses were "agree," and the question responses were above 50% from both pharmaceutical companies. Both companies have formal practices in HR. They are giving much attention to the practices of recruitment and selection that are beneficial for the organization. However, the results of the comparison among TSCL and Sami's practices of recruitment and selection revealed that most employees answered the questions that were toward "agree" but the practices of recruitment and selection in TSCL are much better than those in Sami. This comparison identified that TSCL has higher practices of recruitment and selection than the Sami. However, the results revealed that TSCL has more formal practices of recruitment and selection than Sami. Sami's results suggested that practices for HRM need to be improved. HR managers should evaluate the best, most talented, and most qualified employees selected for the right position.

Keywords: recruitment, selection, HRM practices, pharmaceutical company.

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塞尔有限公司和萨米制药（私人）有限公司的招聘和甄选流程比较

摘要：

招聘和选拔是人力资源管理中的重要操作，旨在最大限度地提高员工实力，以满足雇主的战略目标。本研究的目的是确定和比较塞尔有限公司和萨米制药（私人）有限公司的招聘和选拔做法。在深入研究通行做法后，对这两个组织进行了比较，提出了改进建议。对于数据的收集，选择了问卷，对两个组织的员工进行问卷调查，并对收集的数据进行统计分析以进行比较。两家公司的回答都是“同意”，两家制药公司的问题回答都在50%以上。两家公司都有正式的人力资源实践。他们非常重视有利于然而，TSCL与萨米人招聘和选拔实践的比较结果表明，大多数员工回答了“同意”的问题，但TSCL的招聘和选拔实践比萨米人。这一比较发现TSCL比萨米人有更高的招聘和选拔实践。然而，结果显示TSCL比萨米人有更多正式的招聘和选拔实践。萨米人的结果表明，人力资源管理的实践需要改进。人力资源经理应该评估最优秀、最有才华和最合格的员工，为合适的职位选择。

关键词：招聘、选拔、人力资源管理实践、制药公司。

1. Introduction

All firms need resources to meet their goals and objectives. Employees in the organization are considered essential resources, along with other resources such as financial and physical (Bratton et al., 2021). That's why human resource management is essential to handling the employees of the company due to that organization management becomes efficient and smooth. In any company, it is essential to manage the human resources effectively (Ahmed, 2021). It is considered essential to achieve the mission and vision of an organization and accomplish goals. However, selection and recruitment, compensation and rewards, development of career, management of performance, and development and training are the few practices of management of human resources. Additionally, all these practices regarding HRM significantly influence the skills of employee skills through human capital development (Abbasi et al., 2022; Tuan et al., 2021).

The title of this project is "Recruitment & Selection Process Comparison for Organizations of the Pharmaceutical Industry." The Searle Company Limited was incorporated as a Private Ltd in 1965 in Pakistan, as a G.D. Searle and Co. (U.S.A.) subsidiary. It is located in Lahore and Karachi. Sami Pharmaceutical Private Limited was founded in 1971. It is located in Karachi, Pakistan. Both are manufacturing companies that have 1001 to 5000 employees. This study investigates and compare the practices of recruitment and selection in selecting qualified talents in The Searle Company Limited and Sami Pharmaceutical (Private) Limited.

Jashari and Kutllavci (2020) argued that there are various factors, which influence the process of recruitment, including location (country), goodwill, the image of the brand, welfare, salary, facilities, hours of work, and culture of an organization, etc. The process of selection and recruitment will be wider and larger for

manufacturing and large companies. It is also different from industry to industry. Furthermore, it is also different from company to company within the same industry (Mustary, 2021). Organizations in the public sector are more at a disadvantage if compare with the sector of private in the process of staffing and recruiting. A huge difference is found among them regarding the compensation, including perks, stock options, incentives, medical service, or bonuses (Malik, 2022). Therefore, this research is needed to understand the importance of practices of recruitment and selection by HRM and suggest the improvement required in HRM practices (Sievert et al., 2022).

Approximately 750 organizations operate in Pakistan's pharmaceutical market, and approximately 30 are multinational companies. The size of the market is approximately 562bn PKR. Pharmaceutical companies in Pakistan are recruiting qualified, educated, experienced, literate, and professional employees. It includes professionals of medicine, such as pharmacists to sales and marketing employees. Employees in the organization are considered essential resources, along with other resources such as financial and physical. The study's purpose is to determine and compare the practices of recruitment and selection in The Searle Company Limited and Sami Pharmaceutical (Private) Limited.

HRM may develop processes, systems, standards, policies, set and implement strategies in recruitment and selection. Recruitment is defined as the action of attracting, screening, and selecting qualified and potential employees, who might join the company (Sievert et al., 2022). Further, selection refers to the process of selecting employees who have relevant experience and qualifications to project the opening of a job or fill an existing position. HRM carefully chooses the right employee in the right positions, neither employee nor company can execute the performance of

exceptional (Abbasi et al., 2022). Traditional sources of recruitment include a walk-in interview, newspaper advertisement, promotion, transfers, and referrals of employees. In contrast, the modern process of recruitment has changed drastically due to social media entry (Mustary, 2021).

Moreover, most top pharmaceutical organizations in Pakistan are national and owned by a single owner. Further, these owners are more focused on profit margin, marketing, and production. They focused less on formal HR practices and structure during staffing, hence did not adopt the procedure of selection and recruitment. Additionally, most Pakistani companies do not have a structural department of HR. Department's managers or owners had staffed rather than HR officers, which brings more problems in the selection and recruitment of the right employee for the right position. Moreover, previously only a few types of research have been conducted on this topic in the context of pharmaceutical companies in Pakistan. Therefore, this research will fill the gap in understanding the importance of practices of recruitment and selection by HRM and apply them in an organization.

As mentioned earlier, The Searle Company Limited was incorporated as a Private Ltd in 1965 in Pakistan, as a G.D. Searle and Co. (U.S.A.) subsidiary. It is located in Lahore and Karachi. Sami Pharmaceutical was founded in 1971. It is located in Karachi. The specialties of the company's pharmaceuticals include Medical Devices, Nutraceuticals, Branded Generics, and Probiotics. Sami Pharmaceutical Private Limited was founded in 1971. It is located in Karachi, Pakistan. The specialties of the company pharmaceuticals include Leading Employee Value, Cares for Humanity, Chemical, Microbiology, Oxidil, Novidat, Medicine, Biotech, and Pharma Pk.

The similarities between the firms are that both firms are from the industry of pharmaceutical industry. Both firms have been listed in the top 10 pharmaceutical companies. Both are manufacturing companies that have 1001 to 5000 employees. The reason behind this project was the fact that the industry of pharmaceuticals has a high potential to contribute to the development of an economy to a greater extent. Therefore, HR practices that belong to the area of HRM, such as sales, finance, production, and marketing sides, also need to be investigated and improved which has a significant impact on the growth of business and the success of the firm (Ahmed, 2021).

This project helps managers working in pharmaceutical companies. They should structure formal HR practices. They should equip firms with contemporary practices and the environment of working. Moreover, the reason behind selecting these two firms was that it was less expensive, timely, and easy to reach these firms' management, as to know better the management of these two companies and easily contact them. Further, it was academic research and the period was too short to reach other more pharmaceutical companies. This study aims to reveal

the ground realities of the recruitment and selection processes in the two organizations and reflect a current view of the practices of HR applied by these firms. It can then serve as a reference for future research in HR practices (Jashari & Kutllovci, 2020).

1.1. Objectives

- To investigate the effective practices of recruitment and selection in selecting qualified talents in The Searle Company Limited and Sami Pharmaceutical (Private) Limited;
- To compare practices of recruitment and selection in The Searle Company Limited and Sami Pharmaceutical (Private) Limited;
- To give recommendations for improving the present practices of recruitment and selection for The Searle Company Limited and Sami Pharmaceutical (Private) Limited.

2. Literature Review

Bratton et al. (2021) argued that staffing the firm means finding individuals who possess the appropriate experience, knowledge, expertise, and skills. Analyzing and determining the positions vacant to be filled and how they appear are the main activities in the process of planning employment. Vacancy announcing, applicant pool generation, candidate assessment, and the last decision-making to select the right candidate are the key phases in recruitment and selection. Triantafillidou and Koutroukis (2022) stated that pharmaceutical companies spend more money to carefully select and recruit employees, which is why they formally schedule interviews and tests to select the employees for their firm. These practices also involve attracting employees by offering good compensation, which is a tool for attracting. This demonstrated that those firms that have a high system of wages have a good chance of recruiting and attracting better employees. However, reducing conservation time and expenditure is emphasized.

Cross and Swart (2022) argued that individuals become accustomed to and socialized with the environment of the firm. If the turnover of employees is higher, it will cost greater for practices of selection and recruitment. Moreover, it is also time-consuming, costly, and expensive to hire new employees and get accustomed to the prevailing culture and environment of the firm. Fabel et al. (2022) stated that a firm has two choices: to hire, train, and make fresh candidates accustomed to the condition of working and the firm's environment or to retain the existing candidates. According to observations of these two choices, the second one is better. The practice of HR should be dependent on evaluating the required behavioral aspect, knowledge, and skills properly in candidates, who are shortlisted. Zhan et al. (2011) argued that most employees are attracted to a company, which has a good reputation, type, and good image. The employees want to get employment in those firms that have a good

image. However, employees have a good perception of the firm so that perception highly affects the intention of employees to work in that organization in the future. Proper practices of HR are considered as very essential that not only earn high profit but also obtain more advantages of competitiveness in the industry. Additionally, the firm planning of HR, strategies, and vision offer recruitment bases. The firm hires either from its sources of external or internal, which are based on the HR needs and the firm's objective organization (Malik, 2022).

Hassan (2022) examined the practices of HRM in foreign and local garment firms in Bangladesh and found that foreign garment firms focus more on practices of HRM. They give priority to top management hiring, performance appraisal, development and training, recruitment and selection. They give more compensation benefits and create strong industrial relations. However, local garment firms in Bangladesh focus more on learning and training of employees. It could open a new avenue for future research on practices of HRM in the business of South Asian context, especially in the industry of garment. Jashari and Kutllovci (2020) examined the impact of HRM practices on the performance of firms. The results show that HRM practices significantly and positively influence the performance of a firm. Practices of recruitment and selection showed the strongest positive influence on performance. The findings suggest that appropriate selection and recruitment allow hiring qualified candidates. Firms should continuously develop and train their employees as competitive advantage.

Greenidge et al. (2012) determined the differences between training practices and recruitment methods and practices in large and small businesses in the tourism, manufacturing, and retailing sectors in an economy, Barbados. The study found that that training practices and recruitment methods and practices vary among small and large firms. It recommends that, in Barbados, small firms are likely to depend on informal training practices and recruitment methods and practices compared with large firms. James et al. (2022) investigated the practices of HRM in manufacturing firms, private and public sectors in India. The results show that the gap between private and public sector companies in India is insignificant. Additionally, in a few functional areas of HR (for instance, development, training and compensation), private sector organizations have adopted a more rational approach than private sector organizations in India.

Ahmed (2021) investigated the procedure of selection and recruitment in telecommunication organizations in Erbil-Kurdistan. The study found that qualification and certification affect the process of recruitment. Mustary (2021) argued that HRM's decision to hire the employees in a company significantly influences the departments and company performance and success. Employees are considered

assets to the company. HRM is responsible for selecting the right person for the right position in an organization. They ensure that the firm has selected the most valuable employees. The HR department is responsible for the monitoring, implementing, and creation of policies among teams of managers and employees.

3. Research Methodology

Overall data will collect through primary sources. The data of the primary source have been collected via a questionnaire. The questionnaires have been provided to the respondents to collect the data and gather reliable results. These data were required for analytical reasons. The reasons for data collection through questionnaires were to investigate the practices of HR in organizations to study and compare the companies' practices of recruitment and selection. Currently, the study has applied a quantitative approach to research. Nizam et al. (2022) stated that it is described as the scientific method using analysis of numerical and techniques of mathematical data to determine the effects and causes of several problems. The questionnaire was used for the numeric form data collection method

The target population was the employees working at the Searle and Sami companies in the HR department. The data were collected from assistants to managers of the HR department. The total sample size will be 60. The data were gathered at 50% from each organization: 30 observations from The Searle Company Limited and 30 from Sami Private Limited. The non-probability sampling includes the purposive technique of sampling because the study targeted two pharmaceutical companies to understand the practices of recruitment and selection. A total of 60 questionnaires were distributed among the employees of the above-mentioned pharmaceutical companies. The response rate was 95%, which was an excellent condition for further data analysis. Questionnaires were personally administered to lower-level staff, so if find any ambiguity, it was clarified on the spot. The data has been collected through a questionnaire in hard copy. However, after gathering all the data, they were converted into soft copy in Excel. The data were processed via the MS Excel computer program. For the purposes of comparison, percentages have been analyzed.

4. Data Analysis

The data collected from The Searle Company Limited and Sami Pharmaceuticals (Private Limited) was entered into the Excel Sheet (Excel Software), each column showed the items in the questionnaire, and responses were shown in each row to those items. Moreover, values put in numeric form were assigned to each category of response. The questionnaire has a Likert scale of five-point ranging from (1) "strongly disagree" to (5) "strongly agree" was employed to measure all items. Further, two categories of responses

were counted that include Strongly Agree and Agree and after that summed up to obtain responses that agree to side. Firstly, the analysis was done separately to determine the practices of recruitment and selection of the organizations mentioned above. Secondly, the study compared the results of these two firms and determined which organization has differences between practices of recruitment and selection.

Figure 1 shows a diagrammatic form of the practices of recruitment and selection in The Searle Company Limited. The results demonstrate that the practices of recruitment and selection are active, formal, and well designed in the Searle Company Limited. Table 1 shows that 71% of staff in Searle thought that forecasting of HR has done quarterly. 89% of staff agrees that job vacancies were advertised via newspapers in the Searle and top management decided for final selection of candidates' selections. 79% of employees agree that vacancies of jobs were advertised on the website of the Searle and employees in the Sami believe that three interviews round were conducted for final employee selection. 68% believe that Searle clearly describes the specification of candidates, requirement, and objectives of job position in the process of recruitment. 75% of employees' believe that pool of adequate applicants is greater than that offered by HR. 82% of staff agrees that the candidate's pool was obtained through resources including both internal and external as well.

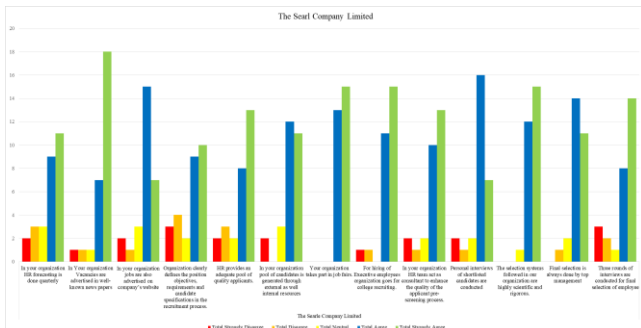


Figure 1. The Searle Company Limited

Moreover, 100% of employees agree that Searle always participates in job fairs. 93% of employees believe that Searle went to college for the recruitment process of hiring employees for executive positions. 82% of employees agree that the team HR performed as a consultant to increase the applicant quality for the process of pre-screening. Further, 82% of staff believes that HR scheduled the interview personally for shortlisted candidates only. Almost 96% of employees believe that the systems of selection followed in Searle are highly rigorous and scientific because they thought managers of HR participate in the process of recruitment and selection. Further, all the employees believe that the employees are in the right place and are competitive because HR practices are highly formal. The results found that there were higher ratios of employees that agree with those practices of recruitment and selections were better and more formal in The Searle Limited Company.

Figure 2 shows a diagrammatic form of the practices of recruitment and selection of Sami Pharmaceutical (Private) Limited. The results demonstrated that the practices of recruitment and selection are also active, formal, and well designed in that company. Table 1 shows that 68% of staff in Sami thought that forecasting of HR was done every quarter and that top management took the decision for the final selection of candidates. Almost 64% of staff agreed that job vacancies were advertised through newspapers in the Sami. A total of 75% of employees agree that vacancies of jobs were advertised on the website of Sami, and it went to college for the recruitment process of hiring employees for executive positions. 79% believe that Searle clearly describes the specification of candidates, requirement, and objectives of job positions in the process of recruitment. 86% of employees believe that the pool of adequate applicants with the higher quality offered by HR and Sami sometimes participates in job fairs.

Moreover, only 57% of the staff agreed that the candidate's pool was obtained through internal and external resources. 93% of employees agreed that HR team performed as a consultant to increase the applicant quality for the process of pre-screening. A total of 89% of the staff believes that HR scheduled the interview personally for shortlisted candidates only. A total of 71% of employees believe that the systems of selection followed in Sami are highly rigorous and scientific. Only 61% of employees in the Sami believe that three interview rounds were conducted for the final employee selection.

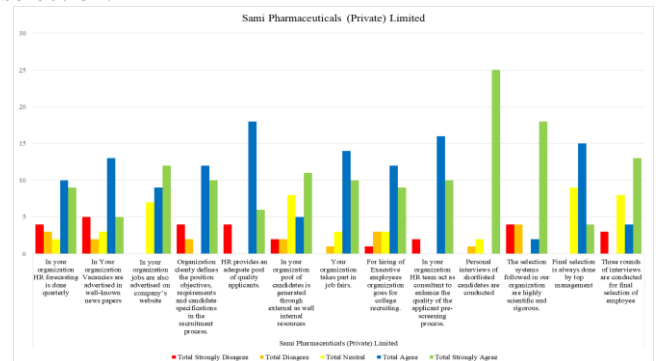


Figure 2. Sami Pharmaceuticals Company Limited

Moreover, the selection of employees in three rounds is recognized as a high formal practice of HR. Further, all the employees believe that the employees are in the right place and are competitive because HR practices are highly well designed, formal and structured. Overall, the staff in the Sami believes that candidates with the required knowledge and skills were recruited. The results found that there were higher ratios of employees that agree with those practices of recruitment and selections were better and more formal in Sami Pharmaceuticals (Private) Limited. The results of both pharmaceutical companies demonstrated that both companies have highly formal practices in HR. According to objectives, the study compared the results of both organizations to investigate which firm has highly formal practices of recruitment and selection that

are mentioned below in Tables 1 and 2.

Table 1. Comparison of The Searle Company Limited and Sami Pharmaceuticals (Private) Limited

Questions	1	2	3	4	5	6	7	8	9	10	11	12	13
The Searle Company Limited													
Total for Strongly Disagree	2	1	2	3	2	2	0	1	2	2	0	0	3
Total for Disagree	3	1	1	4	3	0	0	1	1	1	0	1	2
Total for Neutral	3	1	3	2	2	3	0	0	2	2	1	2	1
Total for Agree	9	7	15	9	8	12	13	11	10	16	12	14	8
Total for Strongly Agree	11	18	7	10	13	11	15	15	13	7	15	11	14
Sami Pharmaceuticals (Private) Limited													
Total for Strongly Disagree	4	5	0	4	4	2	0	1	2	0	4	0	3
Total for Disagree	3	2	0	2	0	2	1	3	0	1	4	0	0
Total for Neutral	2	3	7	0	0	8	3	3	0	2	0	9	8
Total for Agree	10	13	9	12	18	5	14	12	16	0	2	15	4
Total for Strongly Agree	9	5	12	10	6	11	10	9	10	25	18	4	13
Comparison of the responses of The Searle Company Limited and Sami Pharmaceuticals (Private) Limited													
Total for Agree + Strongly Agree % (Searle)	71	89	79	68	75	82	100	93	82	82	96	89	79
Total for Agree + Strongly Agree % (Sami)	68	64	75	79	86	57	86	75	93	89	71	68	61

Figure 3 shows the results of a comparison of the practices of recruitment and selection in TSCL and Sami. Most employees answered the questions with “agree,” indicating that both organizations have the best and most formal HR practices, but the practices of recruitment and selection in TSCL are much better than the Sami. The results also mentioned in Tables 1 and 2 demonstrated that high TSCL practices of recruitment and selection are much better and more formal than the Sami. The Responses of employees toward agreeing and strongly agreeing related to recruitment and selection process were 304 from TSCL and 272 from Sami.

responsible for practices of selection and recruitment and carefully hires the employees, which suggested the right employees are at the right position in that organization. Moreover, practices of HR related to the development and training of the employee, evaluation of the performance of employees, and compensation process can be appraised.

Both companies' responses were “agree,” and the question's responses were above 50%. The results indicated that employees working at TSCL and Sami believe that forecasting of HR is done every quarter. In both firms, top management decided on the final candidates' selection to avoid the wrong selection of employees for the available job position. The job vacancies were advertised via newspapers (either, online or offline) in both organizations to attract the employees to the firm. However, it is a good opportunity for the people to read the job description published in a newspaper and apply for the job in that organization. The vacancies of jobs were advertised on the website of the Sami, TSCL indicated that today's generation more uses social media, and it is the best opportunity for an individual to apply via websites. Both organizations went to college (university) for the recruitment process of hiring employees for executive positions. When job affairs are organized by universities or colleges, it increases the chances of hiring the most talented employees as the precious employees are considered assets to the organization and increase the success of the organization.

Moreover, both organizations clearly describe the specification of candidates, requirements, and objectives of job positions in the process of recruitment so that it is beneficial for the candidates to read carefully the job requirements and determine the job fitness. The management of both organizations pools adequate applicants that have higher quality. Additionally, the candidate's pool was obtained through resources including both internal and external as well.

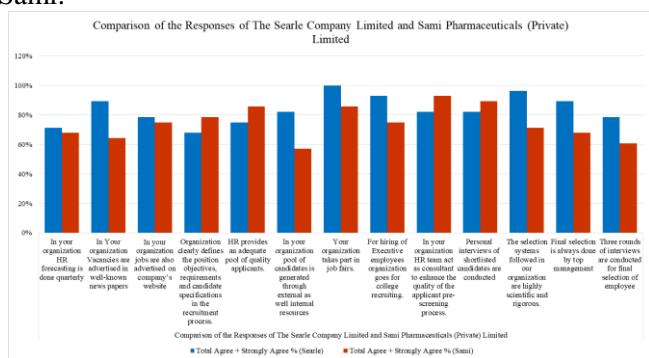


Figure 3. Comparison of TSCL and Sami

Table 2. Total counts toward “agree”

	Total Counts toward “Agree”
The Searle Company Limited	304
Sami Pharmaceuticals (Private) Limited	272

5. Discussion

The practices of recruitment and selection practices in TSCL and Sami have been analyzed. The study found that these organizations have good practices of selection and recruitment. The major findings from the results demonstrated that TSCL and Sami have a highly formal HR hierarchy and structure. Management of HR represents a well-developed department that is fully

Further, the HR team is always ready to perform as a consultant to increase the applicant quality for the process of pre-screening. It is more formal in consideration that HR scheduled the interview personally for shortlisted candidates only. The systems of selection followed in TSCL and Sami are highly rigorous and scientific. The employees agreed that three interview rounds were conducted for final employee selection that indicated the formal practices of HR in both organizations.

Another objective was to compare practices of recruitment and selection in TSCL and Sami. Further, we recommend improving the present practices of recruitment and selection for TSCL and Sami. Both organizations' practices of the recruitment and selection data were collected through questionnaires and analyzed through Excel software. The questions were related to selection criteria used by the firms, the process of screening, methods of conducting employee interviews, various methods of recruitment, job advertisement, job forecasting, and the number of interviews for the final selection of the candidates for the job. The response rate was 93%, which was excellent to analyze the data related to the practices of recruitment and selection.

Comparisons were made using percentages of each organization that were calculated based on the total number of agreeing and strongly agreeing and divided by the total number of responses. The results of comparison among TSCL and Sami's practices of recruitment and selection revealed that most employees answered the questions with "agree," but the practices of recruitment and selection in TSCL are much better than those in the Sami. This comparison identified that TSCL has higher practices of recruitment and selection than the Sami. However, overall the results revealed that TSCL has much formal practices of recruitment and selection than Sami does. For Sami results suggested that practices for HRM need to be improved.

An in-depth comparison between both organizations' results revealed that the process of recruitment to define clear objectives of the position, specification of candidates, and requirements is less considered in TSCL as it is agreed by only 68% of employees. 32% disagree on that question, which revealed it needs to be improved. In contrast, 100% of employees agreed that TSCL participates in job fairs, which is a highly formal consideration. Further, the pool of employees generated via internal and external resources was observed as weak in Sami as employees did not see a better pool of employees by HRM. However, the best practice of HR in Sami was that team HR sometimes performed as a consultant to increase the applicant quality through the process of pre-screening.

Overall, the results revealed that TSCL has much formal practices of recruitment and selection than Sami does. In-depth comparison results revealed that the practices of HR are better in TSCL than Sami as

employees' response percentages for nine questions were higher toward agreement. In contrast, responses to the other four questions revealed that the process of recruitment to define clear objectives of the position, specification of candidates, and requirements are more highly considered in Sami than in TSCL. Moreover, the best practice of HR in Sami was that team HR sometimes performed as a consultant to increase the applicant quality through the process of pre-screening than TSC. Shortlisted candidates' interviews are more often conducted in Sami than in STCL. The comparison leads to the investigation of the efficiencies and effectiveness of HR practices. If the findings investigate the deficiencies, in any case, remedies have been recommended. It is obvious from the comparison of this project that both the organizations need only little improvement in their present system of recruitment and selection.

6. Conclusion

6.1. Main Findings of the Study

The study aimed to investigate the effective practices of recruitment and selection in selecting qualified talents in TSCL and Sami. The results show that both companies' response results were toward "agree," and the question responses were above 50%. Both pharmaceutical companies have formal practices in HR. However, most employees answered the questions that were toward "agree," but the practices of recruitment and selection in TSCL are much better than in Sami.

6.2. Comparison with Other Studies

Previous studies also found that better HRM practice led to improved performance of the firm. The studies are as follows. Khan (2017) found that foreign firms of garment focus more on practices of HRM. Jashari and Kutllavci (2020) found that proper HRM practice significantly and positively influences the performance of firm. Greenidge et al. (2012) found that in Barbados, small firms are likely to depend on informal training practices and recruitment methods and practices compared with large firms. Ahmed (2021) found that qualification and certification affect the process of recruitment. Mustary (2021) argued that employees are considered assets to the company. HRM is responsible for selecting the right person for the right position in an organization.

6.3. Implications and Explanation of the Findings

If best practices in recruitment and selection are followed, potential employees will be evaluated according to the exact job requirements, which will result in better performance. Comparing and analyzing the practices of recruitment and selection and sharing the results with the management of these two

companies will be significant. Management will be able to understand the importance of HR practices in recruiting optimum and competent people at the right time at the right place and avoid the loss of the company from the wrong selection.

6.4. Strengths and Limitations

As far as the limitations of the study are concerned, much of the research has been done easily, excluding the following two impediments. Accessing the participant's requirements, and collecting data from the employees of both firms was hard because both the organizations are top listed pharmaceutical companies and employees were more professional and busy in their daily tasks. Especially HR managers do not have much time, as they are busy with their daily scheduled meetings.

6.5. Recommendations

The study concluded that it is important to value the scope of HRM and give it importance for the HR concerns person, i.e., the manager or office, to be given fair authority so that they are responsible for all HR tasks/functions. The work scope of the department of HR must be determined by all the firms' departments. A standardized appraisal system of performance should be generated to ensure proper selection and recruitment because there is a correlation between these two functions of HR. HR managers should evaluate the best, most talented, and most qualified employees to select for the right position. The study recommended that future researchers conduct empirical research and data analysis by using different techniques.

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