

## RECRUITMENT AND SELECTION POLICIES THAT GOVERNMENT EMPLOYEES IN THE MINISTRY OF LABOUR, PUBLIC SERVICE AND HUMAN RESOURCES AND DEVELOPMENT IN SOUTH SUDAN: A CROSS SECTIONAL STUDY.

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### ABSTRACT.

#### Background.

This study aims to establish the best recruitment and selection policies that government employees in the Ministry of Labour, Public Service, and HRD (Human Resources and Development) in South Sudan.

#### Methodology:

The study used a descriptive research design, it was concerned with finding out what, where, and how of the study under investigation. The main focus of this study was quantitative. This study selected 52 out of 90 target respondents to participate in the study.

#### Results:

Recruitment practices at the Ministry of Labour, Public Service and HRD - South Sudan begin with vacancy analysis, which is followed by job analysis, the ministry carries out the job description and person specification, and there is extensive advertising of vacant job, all persons seeking employment with the ministry submit their applications, and applications are received by employment division of the directorate of the Department of Human Resource.

The appointment board of the ministry selects applicants to specific established posts, scrutiny of applications is ensured during the selection process at the Ministry of Labour, Public Service, and HRD – South, interviewing of the candidates is done to get the most suitably qualified, written test is conducted after scrutiny of applications and psychological tests are conducted individually to find out the individual quality and skill of a person.

#### Conclusion:

The recruitment process depends on antecedents' variables (internal and external sources). Recruitment depends on antecedent variables whereas the selection is a dependent variable which is responds to the independent variables. The selection follows the recruitment which includes initial screening, interview, employment test, reference check, medical examination, and job offer.

#### Recommendation:

The management of the Country should always ensure effective communication of the job vacancy to reach the public in time. This is achieved through the use of, an intranet, notice boards, newsletter; team meetings, etc.

*Keywords: Recruitment, Selection Policies, Government Employees, Ministry of Labour, Public Service, Human Resources and Development*

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### BACKGROUND.

Recruitment and selection is the process of attracting individuals on time, in sufficient numbers, and with appropriate qualifications (Walker, 2009). Thus, recruitment seeks to identify and attract potential candidates from within and outside an organization to begin evaluating them for future employment. The ideal recruitment effort attracts a large number of qualified applicants who will take the job if it is offered (Clark, 2008). Selection then begins when the right caliber of

candidates is identified. Through, selection managers make decisions about who will or will not be allowed to join the organization (Berman, 2007). The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, and checking references and backgrounds. Organizations use these processes to increase the likelihood of hiring individuals who possess

the right skills and abilities to be successful at their jobs (Walker, 2009).

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees (Kakembo, 2014). In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development and implementation of a comprehensive and valid recruitment and selection system is money well spent.

There are also malpractices in the recruitment processes such as the practices of technical know-how as opposed to technical know-how. As a civil servant with over five years of experience in the Public sector, the researcher deems it important to study the recruitment and selection procedures in the Public service. This study aims to establish the best recruitment and selection policies that government employees in the Ministry of Labour, Public Service, and HRD (Human Resources and Development) in South Sudan.

## **METHODOLOGY.**

### **Research Design.**

The study followed a cross-sectional research design which was used to obtain both qualitative and quantitative data from different departments of the ministry. This design was used because the information on opinions about the role of recruitment and selection practices on performance will be collected then from a sample of a population. The quantitative approach was used to quantify incidences to describe current conditions and to investigate the relationships between recruitment and selection practices and performance using the information gained from the questionnaire and interview guide. The qualitative approach was used to explain the events and describe findings using the questionnaire, interviews, and documentary analysis.

A descriptive research design was also used to describe and examine the obtained data. This is concerned with finding out what, where, and how of the study under investigation. Its designs were used in preliminary and exploratory studies to allow the researcher to gather information, summarize, present, and interpret for clarification. The choice of the descriptive research design is based on the fact that in the study, the research is interested in the state of affairs already existing in the field and no variable was manipulated.

### **Study Population.**

The population of the study comprises 70 respondents, who included: the 15 top management staff, 25 middle management staff, and 30 supportive staff of the ministry.

### **Sample size determination.**

The study selected only 52 members out of 70 accessible populations to participate in the study. This will include 10 top management staff, 18 middle management staff, and 24 supportive staff of the ministry. To obtain this sample size, the researcher based on the guidance of Amin (2005) recommends that a sample size of not less than 30 and more than 500.

### **Sampling methods and procedures.**

The researcher used simple random sampling and purposive sampling to select the samples from the population. Simple random sampling was used to limit the biases of purposive sampling. The importance of simple random technique is that it allows a higher level of accuracy than a full study of the population, and guards against bias as far as a stratification variable is concerned. It was administratively convenient in that different research assistants were sent to collect data from different departments. The importance of the purposive sampling technique is that the researcher can easily get specific information from specific people.

### **Data type and source.**

Data consisted of both primary and secondary data.

#### **Primary data.**

This was collected mainly through questionnaires, interview guides, experiments, and observations. Because of the purpose of the research, only the questionnaire method and interview guide were used in this study and the data collected were interpreted properly.

#### **Secondary data.**

Secondary Data was obtained from published and unpublished data by library search or document search

### **Data collection methods.**

The study employed two methods of data collection which included: a survey questionnaire and an Interview.

#### **Survey questionnaire.**

A closed questionnaire was used to collect primary data from the respondents. It was self-administered to the support staff. The questionnaire was used for easy coding and facilitation of collected raw data on a wide range of opinions. Closed-ended questions were used because they do not give the respondent a hard time think

#### **Interview.**

The interview methods comprise personal (face-to-face)

interviews with key respondents to be considered to have the necessary information relevant to the study objectives and those who did not have time to fill out the questionnaire. Structured interviews were used, and this is where the researcher will ask the respondent predetermined questions and then record the answers. This method provided in-depth data that could not be obtained using the questionnaire.

### **Data collection instruments.**

Data collection instruments used included: questionnaires and an interview guide.

### **Survey questionnaire.**

The survey questionnaire was administered to collect data from respondents. The survey questionnaires were first pre-tested before going for the actual data collection. This method was submitted physically by the researcher for filling. The survey questionnaire was structured under sections to cover the demographic information of the respondents and the independent and dependent variables. The items on the questionnaire were measured on a 5-point scale of 5 = Strongly Agree, 4= Agree, 3= Note Sure, 2= Disagree and 1 = Strongly Disagree.

### **Interview guide.**

To supplement the data collected with the questionnaire, interview guides were used for key respondents that is the top management, middle management, and the supportive staff of the ministry. This will be applied through face-to-face interviews to have an in-depth understanding of human resource recruitment and selection practice and performance. To achieve considerable responses, interview guides were used to ask targeted questions expecting a given range of answers. Interviews were held with those respondents identified purposely to provide more explanations of the topic under study and those who were too busy to fill out the questionnaire.

### **Data Processing, Analysis, and Presentation.**

Data processing: The quantitative data collected from respondents were coded and edited continuously to ensure accuracy and completeness. Data collected with the use of an interview guide were put into meaningful and exhaustive categories. Data collected at the end of each day were checked to ensure accuracy; this was useful in ensuring that the objectives of the study were being addressed.

### **Data Analysis.**

Data was analyzed both manually and scientifically. By

this, the researcher means to use a computer to give a clear understanding of the various responses and the significance of each response depending on the magnitude of the corresponding number and frequency percentage of total responses, and conclusions drawn based on those frequencies. The coded data were then put in Windows SPSS for Data Analysis, the SPSS was used because it is a Statistical Software that enables the generation of raw data into Statistical Information. Quantitative Data will be presented in the form of Frequencies.

### **Data presentation.**

The findings were presented in the form of illustrative tables, and the qualitative data were averaged and collated to establish consistencies and differences; this was presented in narrative form as discussions.

### **Reliability and Validity of the instruments.**

#### **Reliability.**

Reliability was used to measure the degree to which the instrument yields the same results if put under the same conditions. To ensure reliability, the research instruments were pretested to select 8 respondents to ensure consistency and comprehensiveness. Further, consultations with other researchers, supervisors, and peers were done to review the research instruments.

#### **Validity.**

The concept of validity ensured that the instruments were used to yield relevant and correct data. To ensure validity, data collection instruments were constructed in such a way that they have an adequate number of items and that each question on the scale has a link with the objectives of the study and covers a full range of issues that were measured. Where necessary, questionnaires were revised accordingly to suit the objectives of the study.

### **Ethical Considerations.**

The researcher respected the dignity of the respondents and treated the information given by them with utmost confidentiality. The researcher was keen not to ask provocative questions to the respondents especially questions concerning private life and even those which degrade somebody's dignity. The researcher began by establishing a relationship with the management of the Ministry the Questionnaires were then distributed and collected after two days from the point of collection of the questionnaires indicated to the respondents.

**RESULTS.**

**BACKGROUND INFORMATION.**

The background information focused on gender, number of years in the organization, age group, and departments in which the respondents work, and the qualifications of the respondents.

Details of the findings are presented in tables 1-4

**Table 1: Gender of the respondents.**

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Responses	Frequency	Percentage
Male	28	53.8
Female	24	46.2
Total	52	100.0

*Source: Primary data*

In table 1, the study revealed that 53.8% of them were male and 46.2% were female. As evidenced by the study, this was because more males were willing to take part in

the study, and that male respondents were the most active members as compared to females.

**Table 2: Years of experience.**

Responses	Frequency	Percentage
below 1 year	4	7.7
2-5 years	33	63.5
6-10 years	15	28.8
Total	52	100.0

*Source: Primary data*

Table 2, represents the time spent in the ministry by the respondents, where 63.5% had spent 2-5 years, 28.8% had spent 6-10 years and 7.7% had spent less than 1 year in the ministry. Most of the respondents were from the age of 20-29 years. The study revealed that the respondents

were familiar with human resource recruitment and selection practices on performance at the Ministry of Labour, public service, and HRD, hence providing relevant information necessary for the study.

**Table 3: Age group.**

Responses	Frequency	Percentage
20-29 years	22	42.3
30-39 years	14	26.9
40-49 years	12	23.1
50+ years	4	7.7
Total	52	100.0

*Source: primary data*

Table 3, represents the age groups of the respondents, where 42.3% were 20-29 years, 26.9% were 30-39 years, 23.1% were 40-49 years and 7.7% were +50 years. The study revealed that there were respondents from all age

groups as the Ministry of Labour, public service, and HRD don't have age discrimination when dealing with its customers.

**Table 4: Level of education.**

Responses	Frequency	Percentage
Masters	10	19.2
Bachelors	32	61.5
Diploma	10	19.2
Total	52	100.0

*Source: Primary data*

Table 4 established the education level of the respondents, and their responses were; 61.5% of the respondents had attained a Bachelor's Degree as their highest level of education, and 19.2% were master's and Diploma holders

respectively. This implies that the respondents could interpret the questionnaire effectively, hence providing relevant information needed by the study.

**Recruitment practices at the Ministry of Labour, Public Service, and HRD.**

This section examines the recruitment practices used at the Ministry of Labour, Public Service and HRD - South

Sudan.

Vacancy analysis: Respondents were asked whether Recruitment practices at the Ministry of Labour, Public Service and HRD - South Sudan begin with vacancy analysis. The results are indicated in table 5:

**Table 5: Recruitment practices begin with vacancy analysis.**

Responses	Frequency	Percentage
Strongly Disagree	1	1.9
Disagree	20	38.5
Not sure	1	1.9
Agree	24	46.2
Strongly Agree	6	11.5
Total	52	100.0

*Source: Primary data*

According to table 5, the majority of the respondents (57.7%) generally agreed that recruitment practices begin with vacancy analysis. This implies that the Ministry of Labour, Public Service, and HRD - South Sudan carries out vacancy analysis. However, 40.4% of the total respondents disagreed and 1.9% were not sure. It should be noted that recruitment practices in any organization begin with vacancy analysis.

**Job analysis.**

Respondents were asked whether the Ministry of Labour, Public Service, and HRD - South Sudan carries out job analysis. The results are indicated in table 6:

**Table 6: Job analysis.**

Responses	Frequency	Percentage
Strongly Disagree	12	23.1
Disagree	5	9.6
Not sure	6	11.5
Agree	16	30.8
Strongly Agree	13	25.0
Total	52	100.0

*Source: Primary data*

According to table 6, the majority of the respondents (55.8%) generally agreed that the Ministry of Labour, Public Service, and HRD - South Sudan carries out job analysis. However, 32.7% of the total respondents disagreed and 11.5% were not sure. It should be noted that whenever the Ministry of Labour, Public Service and HRD - South Sudan carries out job analysis. This means that whenever the Ministry decides to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, it means that they have a clear indication of the particular requirements of the job,

where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

**Job description and person specification.**

Respondents from the ministry were asked whether they carry out job descriptions and person specifications. The results are indicated in table 7:

**Table 7: Job description and person specification.**

Responses	Frequency	Percentage
Strongly Disagree	8	15.4
Disagree	17	32.7
Not sure	4	7.7
Agree	13	25.0
Strongly Agree	10	19.2
Total	52	100.0

*Source: primary data*

According to table 7, the majority of the respondents (48.1%) generally disagreed that the Ministry of Labour, public service, and HRD carry out job descriptions and person specifications. However, 44% of the total respondents agreed and 7.7% were not sure. This implies that the Ministry of Labour, Public Service, and HRD conduct job description and person specification since the

majority of the respondents agreed with the statement asked them.

**Extensive advertising of vacant jobs.**

Respondents were asked whether extensive advertising of vacant jobs. The results are indicated in table 8:

**Table 8: Extensive advertising of vacant jobs.**

Responses	Frequency	Percentage
Strongly Disagree	1	1.9
Disagree	19	36.5
Not sure	8	15.4
Agree	15	28.8
Strongly Agree	9	17.3
Total	52	100.0

Source: Primary data

According to table 8, the majority of the respondents (46.1%) generally agreed that the management of the ministry carries out extensive advertising of vacant jobs in their organization. However, 38.4% of the total respondents disagreed and 15.4% were not sure. It should be noted that there is extensive advertising of vacant jobs since the majority of the respondents agreed with the statement asked of them.

**All persons seeking employment with the ministry submit their applications.**

Respondents were asked whether the ministry ensures that all persons seeking employment with them submit their applications. The results are indicated in table 9:

**Table 9: All persons seeking employment with the ministry submit their applications.**

Responses	Frequency	Percentage
Strongly Disagree	1	1.9
Disagree	18	34.6
Not sure	6	11.5
Agree	18	34.6
Strongly Agree	9	17.3
Total	52	100.0

Source: Primary data

According to Table 9, the majority of the respondents (51.9%) generally agreed that all persons seeking employment with the ministry submit their applications. However, 36.5% of the total respondents disagreed and 11.5% were not sure. It should therefore be noted that the recruitment process of the ministry requires every person seeking employment to submit applications before.

**Labour, Public Service and HRD.**

The appointment board of the ministry selects applicants for specific established posts. Respondents were asked whether the selection practice at the ministry in South Sudan requires the appointment board of the ministry to select applicants for specific established posts. The results are indicated in table 10:

**Selection practices at the Ministry of**

**Table 10: The appointment board of the ministry selects applicants for specific established posts.**

Responses	Frequency	Percentage
Strongly Disagree	3	5.8
Disagree	18	34.6
Not sure	5	9.6
Agree	16	30.8
Strongly Agree	10	19.2
Total	52	100.0

Source: Primary data



According to table 10, the majority of the respondents (50%) generally agreed that the appointment board of the ministry selects applicants for specific established posts. However, 40.4% of the total respondents disagreed and 9.6% were not sure. According to the interview with the staff from the human resource department, it was confirmed that it is the appointment board of the ministry to select applicants to specific established posts.

**Scrutiny of applications.**

Respondents were asked whether scrutiny of applications is ensured during the selection process at the Ministry of Labour, Public Service, and HRD. The results are indicated in table 11:

**Table 11: Scrutiny of applications.**

Responses	Frequency	Percentage
Strongly Disagree	8	15.4
Disagree	11	21.2
Not sure	11	21.2
Agree	15	28.8
Strongly Agree	7	13.5
Total	52	100.0

*Source: Primary data*

According to table 11, the majority of the respondents (42.3%) of the total respondents agreed that scrutiny of applications is ensured during the selection process at the Ministry of Labour, Public Service and HRD – South. However, 36.6% of the total respondents disagreed and 21.2% were not sure whether scrutiny of applications is ensured during the selection process at the Ministry of Labour, Public Service and HRD – South. Hence despite the divergence in the responses, the study concludes that the Ministry of Labour, Public Service, and HRD –South ensures that scrutiny of applications during the selection

process.

**Interviewing of the candidates is done to get the most suitably qualified.**

Respondents were asked whether interviewing of the candidates is done at the Ministry of Labour, Public Service and HRD – South while obtaining the most suitably qualified. The results are indicated in the table.12:

**Table 12: Interviewing of the candidates.**

Responses	Frequency	Percentage
Strongly Disagree	10	19.2
Disagree	11	21.2
Not sure	9	17.3
Agree	15	28.8
Strongly Agree	7	13.5
Total	52	100.0

*Source: primary data*

According to Table 12, the majority of the respondents (42.3%) generally agreed that interviewing of the candidates is done at the Ministry of Labour, Public Service, and HRD. However, 40.4% of the total respondents disagreed and 17.3% were not sure. It should be noted that funds allocation for procurement influences procurement performance to a large extent. Resource confirmation and resource allocation hinder the supermarket in making procurement effective.

**The written test is conducted after the Scrutiny of applications.**

Respondents were asked whether written tests are conducted after scrutiny of applications at the ministry during selection processes. The results are indicated in table 13:

**Table 13: Written test is conducted after Scrutiny of applications**

Responses	Frequency	Percentage
Strongly Disagree	12	23.0
Disagree	11	21.2
Not sure	3	5.8
Agree	19	36.5
Strongly Agree	7	13.5
Total	52	100.0

*Source: Primary data*

According to table 13, the majority of the respondents 50% generally agreed that the management of the ministry conducts a written test after the Scrutiny of applications. However, 44.2% of the total respondents disagreed and 5.8% were not sure. Since the majority of the respondents agreed with the statement asked of them, it is therefore noted that written tests are conducted during the selection process.

**Psychological tests are conducted individually.**

Respondents were asked whether psychological tests are conducted individually at the ministry. The results are indicated in the table.14:

**Table .14: Psychological tests are conducted individually.**

Responses	Frequency	Percentage
Strongly Disagree	7	13.5
Disagree	18	34.6
Not sure	5	9.6
Agree	16	30.8
Strongly Agree	6	11.5
Total	52	100.0

*Source: Primary data*

According to table .14, the majority of the respondents (48.1%) generally disagreed that the ministry conducts individual psychological tests to find out the individual quality and skill of a person. However, 42.3% of the total respondents agreed and 9.6% were not sure.it is therefore concluded that psychological tests are conducted individually to find out the individual quality and skill of a person.

**DISCUSSION.**

**Recruitment practices at the Ministry of Labour, Public Service, and HRD.**

From the current study, South Sudan begins with vacancy analysis, followed by job analysis, the ministry carries out the job description and person specification, there is extensive advertising of vacant jobs, and all persons seeking employment with the ministry submit their applications, and applications are received by employment division of the directorate of the Department of Human Resource.

The appointment board of the ministry selects applicants to specific established posts, and scrutiny of applications is ensured during the selection process at the Ministry of labour, public service and HRD – South, interviewing of the candidates is done to get the most suitably qualified, written test is conducted after scrutiny of applications and psychological tests are conducted individually to find out the individual quality and skill of a person.

Taking care in matching people to the requirements of the

organization as a whole as well as to the particular needs of the job, preparing questions and conducting interviews, understanding the tasks related to the current job, Understanding the capabilities (knowledge, skills, and attributes) required for the position and understand the current labour market. This is also seen by Bohlander, Snell, and Sherman (2001) who argue that to achieve a competitive advantage, people have always been central to organizations. They reiterate the fact that success increasingly depends on the organization’s people-embodied expertise, which includes the knowledge, skills, and abilities embedded in an organization’s employees. In the view of Schuler and Macmillan (1984), organizations best able to meet this challenge are those that can acquire and utilize valuable and scarce resources. Human resources fall into this category of resources, particularly if they are effectively deployed through appropriate human resource practices. One of the key tasks for an organization, therefore, is the effective management of human resources.

From the study, it is realized that recruitment and selection are of great importance to every organization, though an integral part of human resource planning and development, its application operation, and challenges



make its policy quite difficult. All managers need to understand the objectives, policies, and practices used for selection. As Robbins (2005) observed, an organization's human resource policies and practices represent important forces for shaping employee behavior and attitudes.

This is in support by Sunderland, (2008) who says that recruitment may be conducted internally through the promotion and transfer of existing personnel or referrals, by current staff members, of friends and family members in company newsletters, and through office memoranda (Keshav, 2013). Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting (Absar, 2012) Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment. (Beardwell, 2007).

Generally, organizations can recruit internally from those already employed by the organization, or source from the external labour market. This is because internal recruiting is cost-effective compared to external recruitment and is considered to enhance organizational commitment and job satisfaction, which leads to lower employee turnover rates and higher productivity (Bernardin, 2003).

## CONCLUSION.

Recruitment is considered an independent variable because the recruitment process depends on antecedents' variables (internal and external sources). Recruitment depends on antecedent variables whereas the selection is a dependent variable which is responds to the independent variables. Selection follows recruitment which includes initial screening, interview, employment test, reference check, medical examination, and job offer.

## RECOMMENDATIONS.

The management of the Country should always ensure effective communication of the job vacancy to reach the public in time. This is achieved through the use of, an intranet, notice boards, newsletter; team meetings, etc.

The management of the Country should also clearly conduct job analysis to determine job descriptions, job specifications, and job evaluation. It is through this proper job analysis that the organization can be able to fix up the specific duties and responsibilities of every employee

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## LIST OF ABBREVIATION.

HRD:	Human Resource department
UN:	United Nations
EU:	European Union
CANS:	Civil Administrative for the new Sudan
GOS:	Government of Sudan
GOSS:	Government of South Sudan
SPLM:	Sudan People Liberation Movement
CPA:	Comprehensive peace agreement

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## CONFLICT OF INTEREST.

The author had no conflict of interest.

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