

Optimizing Recruitment Practices for the Quality Assurance Department of Daewoo Bus Service

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Abstract

Transportation sector taking a central place inside the national economic growth cannot be overemphasized. The transportation sector of Pakistan is sophisticated and diverse, but still its development is kind of at its premature stage. Several people ride daily on public and private transport to come to their final destination either within the city or outside city's border. Use of roads by people has been largest in Pakistan among many transport modes. Subsequently when it comes to buses, the current ones make no claim to be in a good condition and are not air-conditioned. The individuals are suffering as a result of bad busses, conductors and passengers who show hatred that end up frustrating the directions even more by overloading and delaying the buses and non-availability of transport. The country of Pakistan has over 170 million inhabitants, but the state of transportation in general is not a good one. Nevertheless, one cannot say that the situation is much better compared to last year, i.e. before the crisis came. The Daewoo bus still remain the only travel option specially during the times of economic crisis when other transportation modes such as airplanes and trains are expensive beyond people's budget. Even though Daehost service enjoys monopolistic conditions in the market, the given theoretical concept 'Marketing Mix' and its implementation are crucial. According to the findings provided, the marketers should take on all the marketing mix concepts issue fully and practice reliably in order to add value to the service, which in turn increases the company's market share.

Introduction

Daewoo Business being the largest and first foreign investment Company with well-planned transport system of Pakistan has been serving state for decades. It forms the only complete transportation system which links nationally to cover various international trade routes. The company has been specialized in transport services and has got thousands of buses under its ownership. The firm has also equipped itself with highly developed workshops for well-maintained fleet of its buses, which is the best continuous and the most reliable service. With 15 years of transportation services in Pakistan (Daewoo), generally people of Pakistan have got to know of and accordingly highly praised by both Pakistani & Korean governments. The media of the countries undoubtedly like to show how the Company creates the new history in the area of transport industry with its different portals. DPMSL - Motorway Service Limited is the biggest player for business of services in Pakistan. DPMSL is an innovator in the provision of a comforting, energizing feeling and a unique timeout for commuters throughout their journey. This is as a result of creating an ever-bordering choice for products, affordable prices, and top-notch services. The career of Daewoo Pakistan Motorway Service Limited (DPMSL) as the motor service on September 10th, 1997, started when it signed the Contract

Agreement with the National Highway Authority (NHA). In the process of providing better facilities to the motorway travelers, Daewoo build tankas with BOT (Build, Operate and Transfer) criteria, along Motorway Lahore-Islamabad. The target of DPMSL is to facilitate the mass of Pakistani general public with evading them from going to any other place for the services assurance. The preferable amenities you can see are the wide parking side, satisfied mosques, equipped workshops and garages (24-hours working), unpolluted and clean wash rooms, CNG stations and fuel station. The business mix group features tp synonyms and other international chains, the local corner stores, and the big shopping Marts, flowers & horticulture, and there are many more investments to come. The simply described strategy for our company to achieve competitive advantage is this: we focus on customers likelihood and never compromise quality. Taking a step-by-step approach, we operate current project with excellence and at the same time provide growing and escalating business opportunities for the local community, who seek respectable, clean and tidy trading place by the road (M2), so that we satisfy drivers' each and every need which rises by the day.

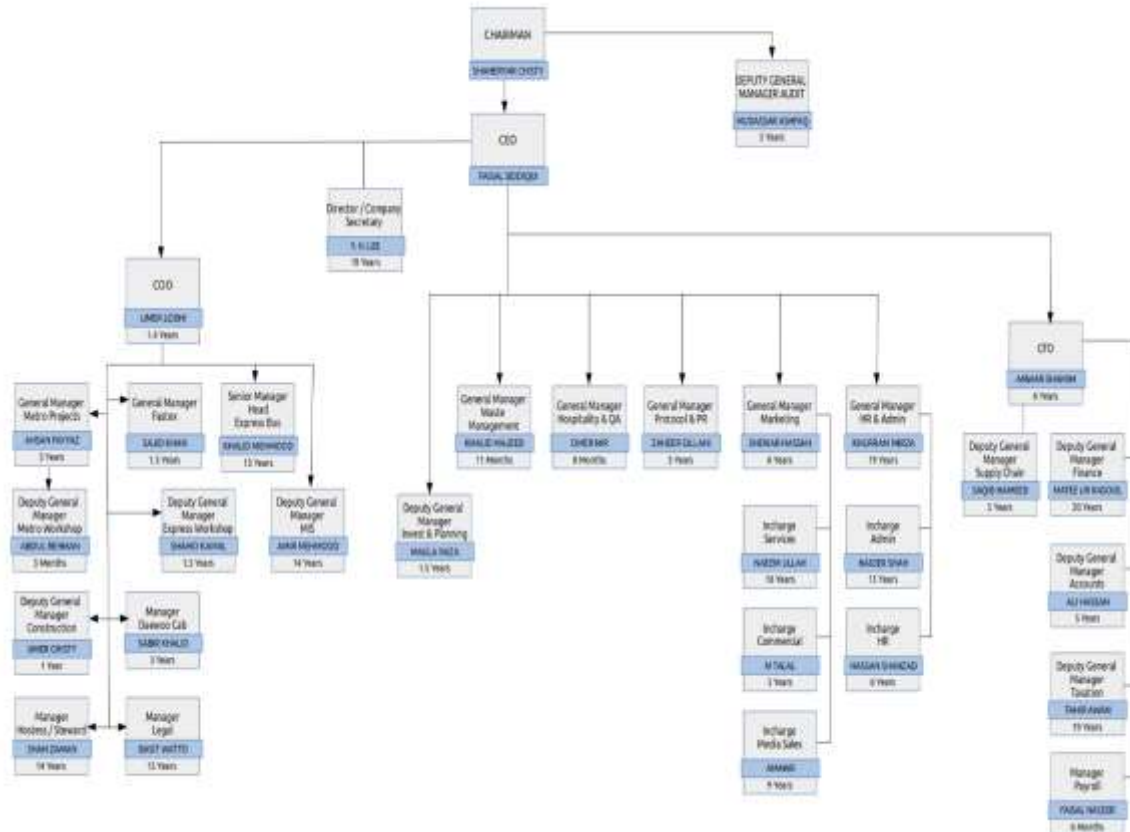
Vision statement

“To be the superlative business institution in Pakistan & achieve market recognition by delighting commuters' with quality services as well as the range of product offerings a modern state of the art Motorway Service Areas.”

Mission statement

“An organizational environment that fosters professionalism, motivation & quality by adopting our core values & services”.

Organizational structure



Literature review

Introduction

Recruitment extends a number of advantages to organizations, particularly those such as Quality Assurance (QA) and whose candidates have to have high levels of skills and knowledge. Presenting this piece of report, it will be focused on the wide range of methods and techniques of programmatic recruitment mobilized by the Department of QA at Daewoo Bus Service.

Recruitment Practices

Among the top priorities of QA Department has to be effective recruiting techniques that allow us to draw in the right people for our team. This involves activity elements like job analysis, sourcing, screening, interviewing, and selection. In view of QA where technical talents and perfectness are required, it is vital to build recruitment culture basing on competencies and skills that candidates need to possess.

Optimizing Recruitment Practices

Recruiting efficiently requires efforts to reduce redundancy, ensure accuracy and adequately address the nature and desires of the target audience. This implies that for QA Department, there must be a strategy to pick the best talent from the pool and provide these candidates with the necessary technical skills, problem-solving abilities, and quality attitude just like those that are needed for the role.

Use of Technology in Recruitment

Technology has basically driven the way in which the recruitment is conducted. AI-based technology can be leveraged to automate many tedious tasks, including resume screening and candidate matching, which in turn promotes the recruiters to concentrate more in the strategic aspects of the hiring processes (Jones, 2019). Data analytics complement the recruitment process by offering the organization better understanding of the effectiveness of different recruitment strategies, providing data-driven solutions in this process for the decision-making process (Smith et al., 2018). Organizations that refer to a prospective candidate from within their current workforce to fill a specific position such as those in quality assurance have been found to be extremely successful. The people recruited by employee referral tend to be better with their performance, more satisfied with the job and become of their role for a longer period (Garcia et al., 2019). Referral program for employees might be one way of Daewoo Bus Service to access its own pool of talent and to accept candidates who can adapt to the company quickly since these people are already familiar with Daewoo Bus Service's culture and values.

Social Media Recruiting

Social media platforms are an essential ingredient in the arsenal of candidates' recruiters, including the technical ones. Platforms such as linkedin support recruiters in communicating with passive candidates and creating a talent pool for the QA Department which the staffing become stronger in this way (Lee, 2018). Social media is one of the effective tools that Daewoo Bus Service can use to advance its candidate pool and present the employer brand to potent job seekers with competitive qualities.

Diversity and Inclusion in Recruitment

Diversity and inclusion should be regarded as two crucial pillars in recruitment that could trigger better innovation and decision-making into the QA Department (Johnson, 2020). Through actively choosing a diverse group of candidates and designing a recruitment process that will help towards being more inclusive, Daewoo Bus Service will have the ability to create

a team that encompasses a wide array of viewpoints and experience, which eventually will result in positive impact in the company.

Continuous improvements in recruitment

The optimizing of the quality of recruitment is an ongoing activity that is under perpetual change. Organizations are required to review and update their recruitment strategies from time to time against the background of the QA Departments current needs and the industry requirements. Daewoo Bus Service may stay competitive and draw high quality QA staff by being constantly improving recruiting practices. Overall, it can be said that the successful implementation of enhanced recruitment strategies by Quality Assurance Department of Daewoo Bus Service is the primary necessity of getting the best workforce., Through the integration of different strategies like the use of technology, approach of diversity and inclusion, employee referral programs and continuing to improve the hiring process, Daewoo Bus service will improve the recruitment process and get better recruitment outcomes for the QA department.

Recruitment Management

Objective

Hence, the bus services become the liability of the company and it becomes obvious that the company will need more people to do the work effectively. Therefore, Daewoo Pakistan Express Bus Service Ltd recruitment object is to accountably acquire the numbers of competent employees at minimum costs, and in such way provide the best services and leadership to the Daewoo Pakistan express bus service Ltd. It is of the utmost importance that individuals who are the most fit for the respective positions are drawn by the pool and a fair chance provided to each candidate when selecting.

Reinforcing of operations will be affected by transferring of staff of all rank / grades / levels from one place to another and from one workshop to another so as to avoid congestion of duties.

1.Accountability:

The HR Head will be responsible for arranging qualified candidates for all open positions, conducting interviews, conducting reference checks, negotiating compensation and joining date, processing induction/orientation of new employees and providing all necessary forms as per policy and procedures.

2.Criteria:

This SECTION outlines the procedures to be applied to all the recruitment, selection and induction activities for all kinds of employment including, Regular Employment (Permanent & Contractual Employees). All activities pertaining to recruitment will be purely on merit and all correspondence will be treated as strictly confidential. Recruitment will be non-discriminatory on the grounds of sex, race, age, religion or disability.

Recruitment process

This procedure would be followed / implemented on occasion of any new post to be filled.

The appointing manager must:

- a) Define the job. Rather giving an exact requirement, can the updated conditions be used? It is if it were a new position that one needs to clearly define its exact job requirements and craft a job description. They should, therefore, involve the appropriate Human Resource Manager for appropriate grading and compensations.

- b) Prepare a Job Requisition Form which sets out the terms and conditions of the position including the required reporting line and forward it to the Human Resources Department. Such authorization is submitted each time when no vacancy is considered further without it.
- c) Accurate Job Description and person specification are a must. Address the Human Resource for advice on completing these courses.

Vacancies Announcement Sources

After fulfilling aforementioned parameters, HR Dept becomes responsible to recruit matchless candidates for the desired posts, So Job vacancies will have been announced through the following mode of advertisement.

- i. Wide-read newspaper.
- ii. Cable Operators
- iii. Internal Job Postings
- iv. Company Website

Applications Receiving & Scrutiny Process

- a) Applicants will be asked to submit their applications along with their Resumes / Bio – Data / Curriculum Vitae, Experience Certificates and Educational Degrees / Certificates to the Contact person as given in the advertisement.
- b) The applications may be sent through fax, post, emails and courier.
- c) All applications received will be treated as confidential. Once the last date for submission of applications is closed the applications will be short listed by the concerned official in HR Department with the help of relevant Department Head within few days.
- d) Only short listed candidates will be called for assessment /test /interview.

1. Major Recruitment

- a) Planning department will be expected to fill the requirement of additional manpower, which will be done for any induction of buses or new route launching.
- b) Only when Management signs off on it, this quota can be forwarded to HR who will then initiate the process of recruitment.
- d) The HR department shall run a process to produce a person. The mentioned person will be the one chosen by the Selection Committee. This Committee has been created by management function. The Committee Members should be consist of (these members of HR, Operations Dept, COO, CEO).

2. Are Recruitment Now as Easy as it Never was?

If, for whatever reason, a vacancy in this office occurs due to retirement, resignation, termination or dismissal etc., this post has already been approved at the highest level, the CEO. And the relative HR Head along with the appointed department head will go through the requirements of the selection method and take sufficient actions to fulfil the post.

- 3. This artificial intelligence will aid in the recruitment process, as new posts will be filled by the first-rate candidate found by the AI that evaluates their skill sets and prior experience.

While the manager/ Head of a department would not want to take this step, if they see it is a necessity to have more staff/ workers in his department, they will place a proposal to the management (full justified). The similar guidelines of job certifications will be followed for filling in the new post. The selection panel will comprise of the HR Manager, the Operations Department Manager, and COO followed by the CEO.

On the contrary, I will be adapting these parameters when recruiting the Workshop Staff.

1. Workshop be categorized as recent manpower status and talked about in HR department.
2. Workshop will now give HR department a request with the experts note for issuing any staff / worker hire.
3. The workshop team will conduct both the test and interview of those candidates that are shortlisted by HR with the consent of the head and CEO of the company including copy- verification of all original documents followed by final selection.
4. In the end, HR Head and the CEO will make the selection. As well we (workshop staff) will get familiarized with picked up candidates names for the final stage.

Scope :

By adopting above said procedures, we will be able to recruit right person for the right job and can get the required standard results. These steps will also be helpful to improve company business because a good & hardworking employee can do work with sincerity, devotion and dedication. These factors will definitely lead the company towards success and prosperity.

Selection management

Objective

This policy pertains to selection of candidates for all open positions to be filled by DPEBSL. Final selection of candidate(s) shall be made on merit by the interview panel. The HR Head will evaluate the recommendations of the Interviewer established under this policy and finalize the selection of the candidates.

Accountability

HR Head will be overall responsible for selecting best candidates for the suitable jobs for the best interest of the company. The selection of candidates for the position Deputy General Manager and above will be recommended by the CEO and the Board of Directors will make appropriate decision.

Policy and procedure

- a) Appropriate selection procedures must be used for each post. Procedures may vary, at its simplest this may involve a straight forward structured interview and skills testing.
- b) Outstation candidates will be called on company buses by giving them complimentary tickets.
- c) Interviews will be conducted at a suitable place with no interruptions.
- d) After completion of the interviews a merit list will be prepared.
- e) The candidates with the highest rankings will be given the first preference and will be offered employment.
- f) In case the number of recommended candidates exceeds the prescribed number of posts, the HR Dept will maintain a list of Reserve Candidates for future considerations
- g) In case selected candidate rejects the job offer In case the Reserved Candidates will then be offered employment.
- h) Finally after mutual discussion with the concerned Manager the most suitable candidate with high ranking would be appointed.
- i) The Human Resources Department will inform the successful candidate along with offer letter, mentioning briefly the compensation package and issuance of Appointment Letter subject to the acceptance of the offer and clearance of medical test (in case of Bus Drivers).

Worker's Classification

Skilled Workers – Skilled labour denotes educated labourer and expert craftsmen with good knowledge on their duties. They perform their jobs alone.

Workers included in this category at DPEBSL: Masson, Carpenters, Upholsters, Fabricators, Turners, Welders, Dinters, A/V Mechanics, Mechanics, Hostesses, Stewards, Boarding Assistants, Auto Electricians, Van Drivers, Bus Drivers, LTV drivers, etc.

Semi-Skilled Craftsperson – High on the skill level but low on experience, this category of workers acts as the assistants to the skilled workers. They work impartially but the expert ones by and large dictate the commandment of the whole. They become works better than the unskilled ones because of their more knowledgeable and abilities.

Workers included in this category at DPEBSL: Caretaker, Office worker, Loader, Guard, Painter, Plumber, Tire man respectively.

Unskilled – They are similar to semi-skilled & skilled workers in performing their duties. They were old and uneducated and many of them had no previous experience. Workers of Helpers category are Un-skilled Labour which consists of: Sweeper, Bus Washer, Tea Boy and Laundry Man etc.

Methodology

Research Design

Qualitative Approach: This research employs a qualitative approach to gain insights into the recruitment process for the Quality Assurance (QA) Department at Daewoo Bus Service. A qualitative approach is suitable for exploring the complexities and nuances of the recruitment process and allows for a deep understanding of the experiences and perspectives of key stakeholders.

Data Collection Methods

Semi-Structured Interviews: Semi-structured interviews will be conducted with HR managers, recruiters, and current QA employees involved in the recruitment process. The interviews will focus on understanding the current recruitment practices, challenges faced, and suggestions for improvement. Interviews will be audio-recorded with the consent of participants and transcribed verbatim for analysis. Document Analysis: A review of relevant documents, such as job descriptions, recruitment policies, and performance evaluations, will be conducted to understand the formal procedures and criteria used in the recruitment process for the QA Department.

Sampling Strategy

Purposeful Sampling: Use purposeful sampling to select participants who have direct experience and knowledge of the recruitment process for the QA Department. Participants will be selected based on their role and involvement in the recruitment process to ensure a comprehensive understanding of the process from various perspectives.

Data Analysis

Thematic Analysis: Thematic analysis will be used to analyze the data collected from interviews and document analysis. The data will be coded to identify recurring themes and patterns related to the recruitment process. Data analysis will be iterative, with themes being refined and revised as new data is collected.

Ethical Considerations

Informed Consent: Obtain informed consent from all participants before conducting interviews and ensure confidentiality of data.

Anonymity: Maintain anonymity of participants in reporting and analysis to protect their privacy.

Validity and Reliability

Triangulation: Use multiple data sources (interviews and document analysis) to enhance the validity of the findings. Member Checking: Share the findings with participants to ensure that their perspectives are accurately represented.

Summary:

This qualitative research will provide valuable insights into the recruitment process for the QA Department at Daewoo Bus Service. By analyzing the perspectives of key stakeholders and reviewing relevant documents, the study aims to identify areas for improvement in the recruitment process and provide recommendations for enhancing recruitment practices.

Recommendations:

Assessment centers are said to be an untapped resource for global sales force management. It can be used to assess the potential employee and get valuable insight into their Capabilities which can be nurtured with time to retain them and manage the salesforce in the future. An assessment center is one of the most effective tools used by the HR management currently as it has enabled the HR professionals in all industries to hire and place the right candidate for the right job at the right time and also reduce the attrition rate.

Our purpose of proposing and designing the assessment centers for the recruitment of sales force is that the turnover rate of the sales Medical Information Executive is high due to which around 40- 45 sales representative at three different levels per month are hired. Moreover, the cost of hiring and training the new salesforce is incurred every month which is a question mark on the hiring team of the company. Also, if the existing sales force is not competent or lacks the basic skills required, it creates difficulties for the Human Resource department to promote which leads to demotivation among the sales force.

Step 1: Identifying Job Requirements & Competency

In this step, we developed the job requirements to hire the Head of QA department. A job description was bought into place with the consent of the Deputy Manager Human Resources that will further help us in designing the Assessment. In this, we learned how the job analysis is conducted for the sales position, how the requirements have changed over time, and what the basic deliverables of the sales force are and where they are held accountable. The helped us in critically studying the essential competencies for a Medical Information Executive. Below is the Job Description.

Title: Quality Assurance Executive

Department: Compliance

Reports to: ARM / Regional Manager

Minimum Education: Graduate – preferably in commerce faculty/B.Com

Relevant Experience: Fresh or 1 year

Working Hours: Minimum 44 hours / week (6 days a week) - Full Time

Summary:

The MIE will be responsible for achieving sales targets of the area assigned, responsible

for introduction & sales of Company's products in the assigned area and representation of Searle with a positive impact.

Principle Accountabilities

- Achieving assigned sales targets by creating and evaluate the reach/frequency impact of the area assigned.
- Branding the products by providing the relevant information to the doctors and convincing them to prescribe.
- Visiting doctors, chemists, or other members of the medical profession and conveying specific features of Searle's medicinal products.
- Implementing marketing activities in the assigned area to generate business ethically.
- Resolving day to day queries/complaints of the customers, in case of doubt, or in case of the complaint being of more specific nature required to a consult line manager to resolve the problem.
- Applying competitive intelligence to take immediate appropriate action in the area by informing the line manager.
- Developing customers and maintaining the relationship by identifying new opportunities (doctors & hospitals) to generate sales of promoted products in accordance with the guidelines of Searle policies.
- Timely reporting issues of distribution & supply in the area to the line manager.
- Refer suitable candidates for hiring/selection.
- Note: Additional / Other tasks may be assigned as per requirement Deliverables.
- Achieve all business/sales targets set for the assigned region.
- Forward daily, weekly and other reports in formats provided and summarize the work.
- Any useful recommendations can be presented to enable the company in facilitating the sales and distributions of the Searle products in the area Requirement.
- Should have reading, writing and arithmetic skills.
- Fully conversant with assigned medicinal products of Searle.
- Strong interpersonal communication skills with customer service orientation.
- Computer literate.
- Professional appearance, well-groomed and be able to reflect positive company image.
- Work independently as well as a strong team player

Essential Identified Traits:

Persuasive, initiator, problem solver, energetic, creative Working Condition
Mostly field based with intensive travelling.

The core competencies that will be addressed mostly include the technical and professional knowledge and the active listening skills as the sales force is the face and the ear of pharmaceutical in front of the stakeholder.

Step 2: Designing of Assessment Center

In this step we learned which test can be used to access the competencies of the described profile candidate for the job role of Medical Information Executive. As a group we get to design the assessment center which was very new for one of us, while the other guided through the process and helped in finalizing the test which are relevant and should be used. Assessment centers are the best method available to evaluate candidates for the available roles. They help

us in not only understanding the technical capabilities of the candidate but also thoroughly assess their personality in a comprehensive manner. After meeting Mr. Shahzad Khan who is the Human Resource Business Partner at Searle pharma. He suggested that due to time limitations he was not able to design an assessment center for recruitment. This was a very good opportunity for us hence, we went ahead.

We searched about the assessment centers on how they can be effectively used and what should be included to make it practical for the company. We discussed it with a few HR professionals that what they think should be included in the assessment centers. Furthermore, the assessment centers are not very frequently used as a recruitment tool for the sales force so the researches were hardly available. Nevertheless, the requirements of pharma professionals were clearly mentioned which were useful to design the assessment center.

It was evident that the retention of good sales representative depends on their personality and their motivations to be in the sales team. Also, English and Math knowledge is required to survive along with good communication skills. Therefore, in the first part of the test, we have added basic math & logical test along with English test. In the second part, we included an MBTI personality test to know about the personality of the candidate and to check if he/she is job fit and organizational fit. Furthermore, in the third part, we have designed a product-specific role play to evaluate the negotiation skills and sales efficiency of the candidate. It will also help the company in assessing the technical knowledge of the candidates and their listening skills. In the fourth part a few interview questions. The interview questions would help the recruitment team to get to know more about the qualities of the candidate, as only a few would be able to qualify out of the thousands who appear for the assessment center. The test is attached in the Appendix-1

Step 3: Candidate Assessment Evaluation

In this step we use the evaluation tools for the assessment center as provided which will be used by the assessor for the test in the assessment center. Answers and scoring for the Math and English test are provided. Also, the scoring of role-play to evaluate the required competencies. The scale of the personality test was good learning as it helped us from the HR perspective that how a new candidate should be evaluated and what combination of traits makes the personality type suitable for the job. The link will help the assessor in evaluating the personality type. So far we have identified that candidates with the INTP-the thinker, ESTP-the persuader, ENFP-the champion, ESFP-the performer are the few personality types that we think will be suitable for the role. In the end, the interview evaluation sheet is also provided which can be used the evaluation and used to design relevant training for the new candidates. Evaluation of the appendix is attached in the appendix-2

The practicum relates to the organizational psychology in a way that it will help the organization in increasing its productivity and understanding the need of its workforce. It will help in reducing the turnover rate and help identify the competencies which can be nurtured by the organization through training. The practicum will help in understanding the behavior and the methods to find the right person for the job. The wide variety of tasks was designed to understand human psychology during the practicum which will help understand and evaluate individual performance and well-being of new and existing employees while benefiting the organization as a whole.

I/O psychology helps organizations in understanding how profitability can be increased by investing in the employees. Through this practicum process, The Searle Company Limited will be able to assess the individual and group dynamics of new Medical Information Executives inducted in the organization through the assessment center. The organizations will

be able to design further training to nurture the talent inducted through the centers and will be well aware of the personal capacity of each individual and their motivation to join the organizations which will help in developing the important motivators and reducing the dissatisfying factors. The hygiene factors within the organization will be set up likewise also the reward system will be designed and modified to meet the changing demands of the sales force which will keep them motivated and reduce attrition.

This will further help in analyzing the factors which cause a high turnover rate, the reason for dissatisfaction. Moreover, it will also help in predicting how the sales force market for pharmaceuticals will look like therefore, it will the company to prepare and evolve as per the demand of the market and bring in new schemes and systems to retain the key players and high performers in the organization.

A. Evaluation of the Practicum

The work performed during this practicum has added practical experience to our learning of HRM and I/O psychology concepts. It let us think from the employer as well as the employee perspective. Through this work, we were able to evaluate the requirement for the salesforce in the national and the international market. It provided us the clarity of why the manufacturing organization invests most on the sales team and selling strategy because of it the skills and competencies of the sales forces which bring all the profit in the organization. Moreover, it helps us understating why specific competencies are required for a certain role. Even in the role of HR how certain competencies clearly show the employer the organizational fit. This practicum report was completed during the lockdown of COVID-19. We were not able to conduct the assessment center for the organization which would have to help us professionally. We could have conducted more deep research about the effectiveness of assessment centers for sales force worldwide. If I would have done it differently, I would compare the recruitment process of at least two pharmaceuticals and helped them in identifying the training which will help them identify and develop the key performers and helped them in retaining them.

The practicum helped us critically evaluate a problem at hand and be able to propose possible solutions for it. It would be interesting to see the candidates' response when they are faced with an updated and innovated recruitment procedure. Ultimately feedback from the recruitment team received will also help us in improving the assessment center. Although this has been carefully designed keeping in mind the time duration and resources available. It is indeed fruitful to be able to have a real life problem at hand and combine our psychology concepts which help us penetrate into the research problem in a better manner.

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