

Effective Recruitment and Selection Procedures: an Analytical Study Based on Public Sector Universities of Pakistan

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Abstract

The focus of this study was mainly to analyze the effectiveness of the fair recruitment and selection procedures in the public sector universities of Azad Jammu & Kashmir and Pakistan. The careful attention was given in data collection and was collected through personally administered questionnaire from heads of the teaching department who are actually operating academic departments and are a vital part of recruitment and selection. Data was analyzed through SPSS by applying regression analysis and some needed descriptive statistics. The study found that organizational politics and line management have the greater influence on the effectiveness of fair recruitment and selection procedures. Secondly, fairness of recruitment and selection procedures proved interconnected and interrelated. Finally, based on the discussion in detail, the authors have jotted down brief conclusion and recommendations followed by future directions, which authors believe will not only help the researchers to conduct future research but also practitioners in the relevant recruitment and selection section can take the benefits from this research.

Keywords: Organizational Politics, Line and HR Management, Selection effectiveness

Introduction:

Since the industrial revolution economies started growing speedily in the developed countries and later on this process of growing industries and markets expanded to the whole world which turned into large completion among big companies operating in both public and private sectors. The world turned into global village which encouraged movement of Knowledge, Skills and Abilities across the cultures in the different countries in the world that caused the researchers focus towards the human resource management field to address different aspects related to the employees behavior particularly recruitment and selection, one of a key human resource management function. Effective recruitment and selection has always been one of a most pivotal for the organizations in the educational sector because of not having any absolute methodology for attracting, screening and finally finding the right person for the right job in an organization (Pounder, 1996). Researchers studying various human resource practices have been focusing continuously on recruitment & selection among other HR practices (e.g., Taseem & Soeters, 2006 and Huselid, 1995), while as on the other hand (Barber, 1999) has raised various observations on the previous studies in the area of recruitment and selection that their most of the focus has been the large firms which have different recruitment and selection procedures. Bregugh et al, (2000) mentioned that the direct mail and the employee referrals has very active impact on the applicants response as compare to newspaper advertisement, which according to him is passive in nature. In the public sector universities of Azad Jammu & Kashmir and Pakistan newspaper advertisement is the only source of recruitment on which entire selection depends.

There are two phases to make new selection of employees needed by the organizations, the first one is to generate a large pool of applicants and then make the best selection out of them (Barbar 1998). Recruitment is equally important to study because effectiveness of the selection directly depends on the how large and qualitative is the pool of applications (Murphy and Barham (2002). One of a positive aspect of this research is that it addresses recruitment and selection simultaneously that will help to have better picture as was done by many researchers in the past (Sally 2007). In most of the literature the recruitment and selection are being treated separately while as recruitment and selection are interrelated & interdependent that has influence to each other (Rynes & Barber, 1990). If the recruitment process will not be effective to bring enough pool or applications the right selection becomes very difficult for any specific job (Carless, 2007).

Barber at al., (1999) have found that it is hard to measure the effectiveness of recruitment and selection appropriately because of organizations having different systems of measurement. Vigoda, (2000) has argued that studies have been lacking the focus on the relationship between organizational politics and many other work related outcomes and he stressed the need to focus more on organizational politics related studies in the public

sector. The basic objective of this research is to investigate and analyze the effectiveness of recruitment & selection in public sector universities, keeping in view procedural fairness, Transparency, gender issues, Line Manager Role, HR Competency and organizational & state politics influence. Recruitment and selection had been a very key area of research among the researchers of human resource management field. In such case the coordination between line and HR management is very crucial to make the right selection, (Hsu, 2000) has indicated that HR officials do share their responsibilities with the line management and this effect seems stronger in the field of recruitment and selection, especially when it is the matter of the final selection. Researchers have argued that it is the line management who has to support the HR management for the execution of their function because they actually control the employee directly (Armstrong, 1992).

In the public sector universities of Azad Jammu & Kashmir and Pakistan, once an employee is being selected on regular bases, he or she remains serving till 60 years of their age which implies that by average they spent almost more than 35 years of their age serving in these organizations under different capacities which matters continuously during their period of service in terms of survival and competitive advantage by the organizations regardless of private or public sector. For this research purpose effectiveness of recruitment and selection means the meeting of the basic objectives or recruitment (generating large pool of applications) and selection (picking the best appropriate applicant among them). Keeping in view influence of various dependent variables, i.e., relevancy of selection procedures, departmental HR competency, organizational and state politics influence on its effectiveness and poor coordination between line and staff authority. Pounder and Young, (1996) has highlighted in a study that the effective recruitment and selection is becoming more and more difficult and challenging. Many human resource management researchers have argued that the survival and success of an organization lies on how effective the practices of recruitment and selection are taking place (Ofori & Aryeetey, 2011).

This study is highly significant as the main focus of this study is to investigate the fairness of effectiveness of recruitment and selection practices in the public sector universities of Azad Jammu & Kashmir and Pakistan as it is education that helps the country to make social and economic development. Aycan et al. (2000) has identified various countries that are under researched in the area of human resource management and Pakistan is among one of them. Therefore, this research is needed specially to conduct a thorough analysis of the various aspects of the recruitment and selection to understand how effectively these primary practices are taking place in the public sector universities which impart education and skills to the future generation of Pakistan. Shahzad (2008) has identified that no Pakistani universities are being listed among the world best universities and he strongly argued that universities must pay special focus on their teachers' performance as he found they are not working effectively, while as this research paper will focus more on to probe about the effective recruitment & selection practices that is the base to bring the right blood into the organizational mainstream, so that organizations can deliver the best for the development of the youth because in case of non effectiveness of recruitment and selection this youth has to suffer which ultimately is being translated into the overall country performance. To enhance the objectivity of this research we have chosen head of the departments or chairmen (HoD) as basic unit to collect data by assuming which is almost the reality, that they not only understand the human resource management policy and practices but also have the experience of being direct or indirect members of the selection process, committee or board.

Related Literature Review

Effective Recruitment and Selection

From the human resource management perspective the first most crucial and difficult human resource management strategy for achieving organizational goals is recruitment and selection strategies as the outcome of recruitment and selection strategy can be very productive for the organization if selected right person in terms of appropriate skills mix and also very non productive if wrong one was selected and can lead failure of the organizations (Compton, 2009 & Canton, 2004). Polychart (2006) has rightly argued that due to the KASOs emergence, the success and failure of an organizations depends on staffing but unfortunately the organizational management and researches have not been able to understand it's worth by knowing that this is the supreme human resource function. Effective recruitment and selection has always been one of a most pivotal for the organizations in the educational sector because of not having any absolute methodology for attracting, screening and finally finding the right person for the right job in an organization (Pounder, 1996).

Researchers have been working on the three perspectives that have helped to develop fair selection procedures and in this regard ten procedural rules have been suggested to assess the fairness of any selection system (Gilliland 1993). Cropanzana (2007) conducted research on applicants' reaction to examine the violation of the procedural rules and found that job relatedness and interpersonal treatment of the selection procedure were more concerned to the applicants while as applicants showed concerns over not receiving timely feedback and biasness. Applicants perception and reaction to the selection procedures have attached huge interest among different researchers who analyzed it in different perspectives, and among these a dominant focus is the fairness

of selection procedures, that has an impact not only on the organizations attractiveness (Bauer et al., 1998) but also on the applicants motivation regarding a particular selection test (Chan et al., 1997). It has been argued that fairly treated applicants recommend the organization to others while as in case of not fairly not treated may go for litigation for their possible remedy (Bauer et al., (2001). Kandola and Zottoli & Wanous, (2000) has identified from the research that informal recruitment (employee referrals and Walk in) had been considered more helpful to the job applicants because these sources provide accurate and complete set of knowledge about a particular job with some other advantages over the formal recruitment sources (advertisement & Posters). Zolttoli & Wanous, (2000) has found that the advertisements place in the different newspapers have been found least effective source of recruitment in both public and private sector as well.

Fullerton (1994) have argued that in order to remove the discrimination, the main principle is that process should be made in such a way that applicants will experience sameness in treating them during the whole selection process. Powel, (1991) have explained that there are many researchers who have pointed out about the many recruiters who are providing applicants enough and specific information which enables them to decide about the suitability and relevancy with the job. Vianen et al, (2004) argued that in making selection of an employee the situational judgment test has higher rating as compare to the cognitive ability and personality test. It has been argued that by using technology in the field of recruitment and selection has many advantages and this can enhance the level of validity, acceptance and also will be able to bring efficiency in an organizational recruitment and selection activities (Chan & Schmitt, 1997). Researchers have raised various concerns over the transparency of the selection procedures that according to (Brink, at. Al, 2006) is very critical. Some researchers argued that women candidates qualify more in open competition as compare to male candidates which (Van Balen, 2001) has found that this is because of the lack of the transparency in selection procedures. However (Brink at. al, 2006) has found that women can have more probability to be appointed if the selection committee consists of a significant number of women members.

Human resource Personnel and Line management role

Researchers have suggested and agreed that human resource policies must be integrated with the overall strategic objectives of the organization, human resource managers and specialists needs very special attention to the recruitment and selection of employees to align its consistency with the overall organizational strategy and other subsequent functions of human resource management, this function should be treated as integrated process not taken as casual or an ad hoc activity (Hsu, 2000). The first interaction between an organization and applicant is actually happening on the recruitment and selection stage when a new candidate perceive fairness treatment from the organization which has long lasting effects after this candidate joins the organization as employee (Cropanzana et al., 2007). Plychart (2006) has noted that the effective selection of an employee is only possible when the organizations have the capability to generate a larger pool of potential applicants. It has been argued that fairly treated applicants recommend the organization to others while as in case of not fairly not treated may go for litigation for their possible remedy (Bauer et al, 2001). Kandola and Fullerton, (1994) have argued that in order to remove the discrimination, the main principle is that process should be made in such a way that applicants will experience sameness in treating them during the whole selection process. Gilliland, (1993) suggested that fairness reaction by the applicants may have a relationship with the legal action against the recruiter. Mitsuhashi et al, (1998) has found in the context of Chinese firms effectiveness of HR practices between the line and HR executive and he noted that Line executive perceive lower HR department performance as compare to the them which they argued that are due to the lack of appropriate authority and huge governmental influences in their activities. Lews, (2002) has argued that in Chinese State Owned enterprises the management has not been able to foster proper human resource management practices, which has caused multiple issues for the organizational management like overstaffing and lack of having appropriate expertise required by the organizations. Hsu, (2000) has discussed that the human resource decision making sharing between HR specialist and line managers, he found that line managers has more influence over the human resource specialist in terms of recruitment and selection decision. Tulubas & Celep, (2012) have argued that it is the supervisor who has direct impact on the daily activities of the faculty members as they remain physically and personally very close to these faculty members. Armstrong, (1992) has described that the basic job of the human resource specialist is to provide assistance and support to the line managers, which doesn't mean that they control their activities.

Organization and state politics

Vigoda, (2000) has identified that organizational politics has affecting negatively the employees reaction and has found that in the public sector organizations the employee prefer silence by showing negligent behavior if they feel politics around them, as they don't want to quite the job. Lee & Renzetti (1990) have declared that researchers who held researches on the recruitment & selection are actually talking a very sensitive area to be analyzed with some ethical & legal consequences, while as according to the (taylor, 2006) the research

investigation in managerial practices which clashes with the common social norms and exposure of asymmetrical power relation can be threatening. Schneider (1992) has argued that the performance of an organization in public sector depends on its managers who are running these organizations and managing its overall affairs, this also depends on those people who have the appointing authority of these managers. In the public institutions it has become common that recruitment and selection practices are facing the issue of unfair practices and in USA & UK nepotism and cronyism is the main acquisition upon these public institutions (Taylor, 2006). Schneider (1992) has mentioned that in 1945 post era Brazil was one of an effective state led industrialization but due to serious issues in the bureaucracy and political involvement specially in the field of recruitment and selection this couldn't be maintained. Taylor, (2006) suggested that the researchers should focus on the political and ethical aspects of the recruitment and selection practices rather than looking into the economic and technical aspects.

Krause, (2006) mentioned that citizen elect their members in a democratic set up to work for them but the struggle starts once these members interact with the bureaucracy of the agency or organization to implement their policies and on the other hand the bureaucracy tries to maintain their independence, in such cases the politicians select their non elected supporters in the public offices that generate multiple agency issues. Suleiman, (2003) has highlighted that in many countries it has been observed that due to political appointees, the organizational performance and morale has been negatively hit, that has caused a hurdle in the way of effective recruitment and selection. Many countries are hiring top position or executive are being selected with the approval by the top politicians and rest are being selected through organizational internal prevailing mechanism (Krause, 2006) and this sort of system of selection procedures are also prevailing among the most of the SAARC countries including Azad Jammu & Kashmir, Pakistan as well.

The struggle of appointing officials in the public sector organizations between the president and other ministers depends on the pressure from their supporters as President has more pressure as compare to the other ministers to appoint near relatives or supporters in the state owned institutions even they try to do this with the lower level jobs as well (Schneider, 1992). Lew, (2007) has explained that it is evident from the literature that political appointments to have more political control hurt the organizational performance and found that due to longer experience in the programs the bureau chief performance was higher than those chiefs who have been politically appointed. Huber & McCarty (2004) has argued that the bureaucrats sometimes may not listen to the politicians and in such cases these politicians will punish them in by all means. Researchers have elucidated that the basic objective of the career merit system was to enhance the capability & capacity of government to perform effectively because of having relevant knowledge, skills and professional background (Kaufman 1965; Simon, Thompson, and Smithburg [1950] 1991). Vigoda (2003) has claimed that most of the research studies on organizational politics have been perceived negatively while as (Drory, 2010) has mentioned that traditionally it has been seen as evil.

Research Methodology

The basic aim of this study was to investigate the effectiveness of the recruitment and selection procedures in the public sector university of Azad Jammu & Kashmir and Pakistan. Because the objective of this study is to focus recruitment and selection simultaneously in this research, therefore to collect the relevant and valuable data, we choose the head of the departments of the public sector universities, who were also the direct line managers to control the departmental and faculty members activities on daily basis and these were directly or indirectly part of recruitment and selection process of the faculty members in their department or section. The data was collected personally through a well designed questionnaire based on five point likert scale ranging from "Strongly agree" to "Strongly disagree". Analyses were made through the latest version of SPSS a well known software for the statistically data analysis, so that effective conclusion can be drawn. MS Excel latest version 2007 has also been used in summarizing various items under a single variable to be used in SPSS for further detailed analysis.

Convenience sampling technique were used to collect data from the sample and in total 80 head of the departments showed willingness to fill the questionnaire and most of them were senior level officers. The researchers personally administered this questionnaire and remained present during the completion of the questionnaire to clarify any confusion to them as they were highly busy in their administrative and academic work. Any head of the department in teaching section whether he or she has this portfolio currently or had been in his career were requested to fill the questionnaire because in public sector universities the tenure for head of department is three years selected by rotation on the basis of seniority decided by the vice chancellor (CEO) of the university.

Data Analysis and Empirical Results

In order to analyze the various relationships and influence of independent variables on recruitment and selection fair procedures, we applied regression and correlation test which are shown in the following given tables. Table

No. 1 shows the results regarding various independent variables with fair recruitment procedures that are highlighted in the first column that are followed by their Mean, Standard Deviations and correlation values. While as the Table 2 mentions about the details about constants followed by coefficients, t values and their significances.

In table 2, the coefficient of the regressors, organization politics, selection procedures and line management involvement are $B = 0.220, 0.569, -0.258$ respectively that shows significant effect on our response variable fair recruitment procedures with significant t values above 2. Other regressors, State Politics, Transparency and HR capacity have 0.509, -0.165, 0.235 respectively which shows insignificant effect on our response variable fair recruitment procedures at ($\alpha = 0.05$). Moreover in table no. 2 the correlation values and their significance support these results as well.

Regarding the analysis of the relationship and influence on response variable, fair selection procedures with six aggressors mentioned in the first column of table no. 4, only line management and selection procedures with $B = .0413$ and 0.303 respectively show the significance influence which has t value higher than 2 that is considered significant among the research community. However, four regressors, state politics, organization politics, transparency and HR capacity have shown -0.95, 0.009, 0.013, 0.023 with t value lower than 2, that indicates that there is insignificant influence over the response variable at ($\alpha = 0.05$). This is further supported by the evidence in the table no. 3 which contains the results about the correlations between response and aggressor variables.

Discussion and Conclusion

Carless, (2007) has argued that if the recruitment process is not effective to bring enough pool or applications, then it is very difficult for the organization to make effective selection for a specific job. The first aspect of this study was this to focus on effectiveness of recruitment procedures through fair recruitment selection procedures, influence of State politics, organization politics, fair selection procedures, transparency of selection procedures, influence of line manager and HR capacity.

The first finding of this study we have noted is that organizational politics has significant influence on the recruitment procedures which means that this has influenced the fairness of recruitment procedures. The rationale behind this is that organizational politics that consists of key officials, especially vice chancellor (CEO) is having full control over all the functions and appointments of university directly; hence they do influence the recruitment procedures. Here, though the state politics has not shown influencing recruitment procedures but we argue that they achieve their objective through organizational politics because the top university authority is being selected by state politicians specially by the president, which according to (Krause, 2006) that in many countries hiring of top position or executive are being selected with the approval by the top politicians and rest are being selected through organizational internal prevailing mechanism, which in the context of public sector universities of Pakistan is fully under the control of these appointees selected by the politicians.

Another key finding of this study is that selection procedures have influence over the fairness of recruitment procedures which means that there is not a clear recruitment strategy, and it depends on the nature of the selection procedures because in some cases the universities adopt short listing mechanism on the basis of details given in application form, while as in some occasions they also adopt written test to make short listing as well. Secondly when universities are conducting selection of employees on contract basis, they don't follow the set recruitment and selection procedures, even sometimes the head of the department knows once such appointments are being made by the universities top officials which is also a glimpse of the organization politics in an organization and such procedures do affect the overall performance and productive of the organization which is partially been relevant with (Suleiman, 2003) who has mentioned that in many countries it has been observed that due to political appointees, the organizational performance and morale has been negatively hit, that has caused a hurdle in the way of effective recruitment and selection. Another aspect of this finding is that when it comes to make an appointment on higher grades especially on associate and professor level, then recruitment strategies are being devised accordingly on the directions of key official of the universities, so that the already desired known candidate may be selected. In some cases the organizational key authority use such recruitment and selection strategies as punitive measures for some faculty members on higher grades in spite of their eligibility. This finding we summarize that as it has been found in this study that organization politics has direct influence on fairness of recruitment and this has also connection with this finding because the ultimate decision making of recruitment campaign is the CEO of the universities who are directly appointed by the politicians which is the notion of organizational politics and according to the Vigoda (2003) most of the research studies on organizational politics have been perceived negatively while as (Drory, 2010) has also mentioned that traditionally it has been seen as an evil.

Line management involvement has been noted significant in this study that implies that they have more influential role which has also been mentioned by Hsu, (2000) that the human resource decision making sharing between HR specialist and line managers, he found that line managers has more influence over the human

resource specialist in terms of recruitment and selection decision. This more influential role in fairness of recruitment is due to the effective direct control as the human resource officials have not direct control over the organizational staff, while as the line managers do have control over the daily activities of their subordinate employees that make them capable of exercising more control and role in the recruitment and selection decisions. Another dimension of this finding is that in the public sector universities of Azad Jammu & Kashmir and Pakistan, there is lack of proper human resource department that may have relevant HR officials to deal with the various HR functions specially recruitment and selection and this make the line manager more capable of gazing the HR officials their lower performance as compare to them, which has also been noted by (Mitsuhashi et al, 1998) who has found in the context of Chinese firms effectiveness of HR practices between the line and HR executive and he noted that Line executive perceive lower HR department performance as compare to the them which they argued that are due to the lack of appropriate authority and huge governmental influences in their activities, however in this study governmental influence has not been found directly influencing the recruitment and selection practices.

Fairness in recruitment procedures has been directly influencing the fairness of selection procedures, which supports that these two functions of the same coin are fully interrelated and inter connected which has also been argued by (Rynes & Barber, 1990) that most of the literature on recruitment and selection are being treated separately while as recruitment and selection are interrelated & interdependent that has influence to each other. Fairness has remained one of a most important aspect of the effective recruitment and selection procedures because this helps the organizations to generate a large pool of applicants on which effective selection depends which has been supported in a earlier research by (Harris, 2000) that the organizations which have higher procedural fairness perception among the applicants are able to generate a large pool of applications for selection. In this finding it is evident that both fairness of recruitment and selection procedures are having corresponding influence on each other and we argue that one of an influence on selection procedures is due to the use of news paper advertisement which has been found having least effective source of recruitment for both public and private sector organizations in a study and this supported with a similar finding by (Zolttoli & Wanous, 2000) who has found that the advertisements place in the different newspapers have been found least effective source of recruitment in both public and private sector as well. This finding has very much significance because this can badly hurt the basic objective of selection which is selection of right person on the right job if recruitment process is not capable of generating large pool of applications which is also argued by (Carless, 2007) that if the recruitment process will not be effective to bring enough pool or applications the right selection becomes very difficult for any specific job (Carless, 2007).

Conclusion

The most significant conclusion of this study is the organizational politics influence over the effectiveness of fair recruitment and selection in the public sector universities of Azad Jammu & Kashmir and Pakistan, which according to the previous research findings have mentioned in this study are not good for the organizational productivity, as such influences affect the influence the overall performance of the organizations. This specially influences the fairness of the recruitment procedures that causes a sever questions over the effectiveness of the recruitment and meeting its objectives.

Line management involvement in the recruitment and selection procedures depicts that they have more control over recruitment and selection procedures but actually it is also significant to see the aspect existence of human resource department section which we noted that universities are not focusing to establish this pivotal department for the larger interest of the universities, instead they just rely on the old pattern of human resource which is merely dealt by a small section having no relevant people to deal with the different human resource management function specially recruitment and selection.

Effectiveness of the recruitment and selection fairness has been noted interrelated and interconnected which means that both have influence on each other. However the influence of organizational politics raises its severity to the extent of achieving the desired effectiveness of recruitment and selection, i.e., fetching large pool of applications and getting the right person on right job.

We have noted in this study that universities key official, the vice chancellor (CEO) of the university and the first line managers are having effective control in the recruitment and selection, which shows the similar pattern of influence over the effectiveness of fairness of recruitment and selection in the public sector universities and we argue on the basis of previous literature discussed in this study that this influence is being translated through entire line management on the direction of vice chancellor that is a key figure of organizational politics along with the registrar and concerned dean.

We finally conclude that the universities are not effective in managing fairness of recruitment and selection because of the fact that organizational don't have effective and clear policy of recruitment and selection to achieve the basic objectives of recruitment (large pool of applications)and selection (right person on right job).

Recommendation

Based on this study we would like to recommend the universities that they should set their full fledged human resource department on the modern set up basis with competent and relevant personals having expertise related to various functions of the department, particularly recruitment and selection so that organizations will be able to conduct full scale of job analysis and prepare up dated job description and specification. This is highly essential as this will assist the organization to remain competitive by brining the right blood in the organization and keeping them developing according to the changing requirements of jobs from time to time.

Our second recommendation is to the higher education commission of Pakistan to formulate a concrete recruitment and selection policy with full clarity and then implement that with full involvement from the higher education commission HRD professionals to bring the real talent in the universities, so that the country future can be developed with the right kind of knowledge and skills. This will also help the organizations to avoid any kind of political influence over the universities administration.

Our third recommendation is that whatever the situation is the contract appointments must also be made according to the real needs of the organization and all the relevant officials must be involved in their selection. Universities must keep the recruitment and selection on top priority, as in the broader sense, this is a real base for the social and economic development of any society and country. Finally, the researchers should focus on conducting a comparative study based on the public and private sector universities to gain further understanding regarding recruitment and selection mechanism. Moreover, a comprehensive research is needed to analyze the recruitment and selection from the basic pay scale (BPS) 1 to 16, specially the relevant officials of human resource department and their functioning on modern basis.

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Notes

Table 1: **Descriptive Statistics**

Variables	M	SD	1	2	3	4	5	6	7
1. Fair Rec Proc	2.5000	.86501	-						
2. State Politics	3.0500	.80975	-.003	-					
3. Org Politics	3.3063	1.07766	.470**	.207	-				
4. Fair Sel Proc	3.0625	.76347	.505**	-.048	.458**	-			
5. Transparency	2.7975	.54702	.083	.152	.283**	.255**	-		
6. Line Role	3.3313	1.07310	.247	.090	.494**	.679**	.377**	-	
7. HR and Line	3.2656	.86043	.390**	.017	.624**	.685**	.444**	.895**	-
8. HR Capacity	3.2000	.89945	.452**	-.075	.604**	.501**	.401**	.518**	.846**

Note: N = 80, “**” indicates significant result at (α = 0.05)

Table 2: Regression Statistics

Independent Variables	Unstandardized Coefficients			
	B	Std. Error	T	Sig.
(Constant)	.509	.545	.934	.354
State Politics	.029	.105	.277	.782
Org Politics	.220	.100	2.205	.031
Fair Sel Proc	.569	.146	3.901	.000
Transparency	-.165	.162	-1.014	.314
Line Mgt Capacity	-.258	.108	-2.388	.020
HR Capacity	.235	.125	1.879	.064

Dependent Variable: Fair Rec Proc., R Square=.405, F Value=8.290

Table 3: Descriptive Statistics table

Variables	M	SD	1	2	3	4	5	6	7
1. Fair Sel Proc	3.0625	.76347	-						
2. State Politics	3.0500	.80975	-.048	-					
3. Org Politics	3.3063	1.07766	.458**	.207	-				
5. Transparency	2.7975	.54702	.255**	.152	.283**	-			
6. Line Mgt Role	3.3313	1.07310	.679**	.090	.494**	.377**	-		
7. HR and Line mgt	3.2656	.86043	.685**	.017	.624**	.444**	.895**	-	
8. HR Capacity	3.2000	.89945	.501**	-.075	.604**	.401**	.518**	.846**	-
9. Fair Rec Proc	2.5000	.86501	.505**	-.003	.470**	.083	.247**	.390**	.452**

Table 4: Regression Statistics

Independent Variables	Unstandardized Coefficients			
	B	Std. Error	t	Sig.
(Constant)	1.084	.379	2.857	.006
State Politics	-.095	.076	-1.258	.213
Org Politics	.009	.075	.117	.907
Transparency	.013	.119	.108	.915
Line Mgt Role	.413	.066	6.259	.000
HR Capacity	.023	.093	.244	.808
Fair Rec Proc	.303	.078	3.901	.000

Dependent Variable: Fair Selc Proc,
 R Square =.594, F value = 17.770, Sig. = .000

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