

**REACTION OF APPLICANTS TO SELECTION PROCEDURE'S EFFECT
ON BEHAVIORAL OUTCOMES IN ORGANIZATIONS OF NEPAL**

A Dissertation Submitted to
Kathmandu University School of Management
in partial fulfillment of the requirements for the
Degree of Master of Philosophy (MPhil) in Management

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DECLARATION

I hereby declare that this dissertation entitled *Reaction of Applicants to Selection Procedure's Effect on Behavioral Outcomes in Organizations of Nepal* embodies the result of an original research work I carried out in partial fulfillment of the requirements for the degree of Master of Philosophy (MPhil) in Management of the Kathmandu University and that this dissertation has not been submitted for candidature for any other degree.

.....

(Prabina Rajbhandari)

(Date)

RECOMMENDATION

This is to certify that Ms. Prabina Rajbhandari has completed her research work on *Reaction of Applicants to Selection Procedure's Effect on Behavioral Outcomes in Organizations of Nepal* under our supervision and that her dissertation embodies the result of her investigation conducted during the period she worked as an MPhil candidate of the School of Management. The dissertation is of the standard expected of a candidate for the degree of MPhil in management and has been prepared in the prescribed format of the School of Management. The dissertation is forwarded for evaluation.

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ABSTRACT

This study has focused in examining the reaction of the new applicants in their perception towards recruitment and selection process and its relation to attitudinal and behavioral outcomes. It also examines the moderating effect of Person-job-fit in this relation.

The sample of 210 was collected from different organizations in different sector in Nepal; banking, consultancy, airlines manufacturing, and trading industries.

The predictor variables in this study was perceived predictive validity, test procedural justice and recruitment information, while the dependent variables were organization commitment, organization engagement and turnover intention. Correlation, regression and hierarchical regression test were conducted for hypothesis and moderation test. All the hypothesis of the test was supported while none of the moderation hypothesis was supported.

In testing the demographic variables relation, T-test and one way ANOVA was tested. Out of the demographic variable only age and gender seems to affect the relationship in this study. Gender affected OE and TI and it was seen that male were less likely to turnover and had higher OE as compared to female. Similarly in age it was seen that age above 32 had less intention to turnover compared to rest and in OE almost all the age group between 18-22, 23-27, 28-32 and above 32 were seen to have statistical significance.

The result has high practical implications and has been highlighted.

Key Words: Perceived predictive validity (PPV), test procedural justice (TPJ), recruitment information (RI), organization commitment (OC), organization engagement OE, and turnover intention (TI) and person-job-fit (PJF),

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ABBRIATION

R&S	Recruitment and Selection
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CHAPTER I

INTRODUCTION

Recruitment and selection process, the different types and its effectiveness has been a criterion for subject of research for over 60 years (Singh & Thaly, 2013).

There are number of research on the process of recruitment and selection related to financial, and behavioral outcomes with moderating variable as organizational fit.

Thus, several scholars have focused on R&S to examine different organizational variables, employee commitment, job satisfaction, productivity, citizenship behavior, and others (McFarlin & Sweeney, 1992; Moorman, 1991; Mayer & Schoorman, 1998; Rupp & Cropanzano, 2002). These studies have dealt with R&S in terms of perspective of the organization and supervisors perceptions.

Number of books, articles have proliferated on recruiting and selection process and have contributed extensively to understanding of applicants attraction and job choice (Barber, 1998; Rynes, 1991) as well as understanding applicants reaction to the selection process itself, the test taken for recruitment (Ryan & Ployhart, 2000). In recruitment and selection two new areas of research emerged, the process of the selection test based on justice theory and the financial and behavioral outcomes became the major focus. The knowledge generated by these research in the relevant areas have enhanced human resource management concerning attracting, selecting and recruiting top applicants in the developed world where due to increased global competition organizations are reliant on positive work attitudes and behaviors that stems from employee commitment (Lavelle, Brockner, Konovsky, Price, Henley, Taneja, & Vinekar, 2008).

However, there are very few researches that deals explicitly on the topic of recruitment and selection and moreover on the topic of new entrants' reaction to the recruitment and selection process and its impact on the behavioral outcomes leading to overall organizational performance in South Asian context. There is next to negligible study on the new recruits perception on the selection process on perceived predictive validity, content validity, test procedural justice, organizational justice and recruitment information and its effect on the employees organizational commitment, organizational engagement and turnover intention moderated by person job fit in Nepali context.

The moderating factor is to understand if person job fit has any impact of overall behavioral outcomes in the relation between predictor variable and dependent variable. Organizational commitment and organizational engagement is the attachment employees have to their organization and the increase in both should result in decrease in turnover intention thereby reflecting on the performance of the employee.

Recruitment and Selection (R&S) are important component in the efficient working of an organization as it has the capacity to alter the effectiveness of an organization. Efficiently selected recruits show high degree of commitment and negative turnover intentions, resulting in performance. According to Chow (2006) taken from (Lee, 2010), business strategies and appropriate HRM practices has positive effect on organizational performances. Besides financial aspects having effect on performance, behavioral aspects of employees also has impact on performance in an organization. Rotundo (2000) explains performance as focusing on behaviors or actions of individuals, not just the results or outcomes.

Similarly, Smith (1976) states that the accurate measure of job performance includes direct observation of behavior. Likewise, Murphy (1989) argues that job performance is also defined in terms of behaviors and subjective measures. Subjective or contextual factors like turnover intention, organizational commitment, engagement and person job fit and other variable like job satisfaction, retention, is used in performance evaluations as they contribute to organizational effectiveness and improve in overall organizational performance, (Robbins, 2005). Performance, according to Murphy (1989), is the action or behavior that employee's conduct that contribute to the organization's goals and is measured by the individual level of proficiency, which is consistent with the definitions stated by others.

One of the measures of performance is organizational commitment and is defined as, a state in which an employee identifies with a particular organizations' goal, and wishes to maintain membership in the organization thereby, identifying with ones' employing organization (Robbins, 2005). In addition he further states, there is positive but modest relationship between organizational commitment and job performance. Furthermore, it is better predictor of turnover intention, as it is more global and enduring.

Organizational engagement refers to employees who are involved in, enthusiastic about and satisfied with his or her work in an organization. According to human capital analytics group, engagement of employees bases it on vigor, dedication and absorption. Where vigor refers to high level of energy and mental resilience while working, the willingness to invest efforts and persistence in work and face the difficulties. Similarly, dedication refers to involvement in ones work, finding meaning, often challenged, experiencing enthusiasm, causing inspiration and pride in

one's work. Absorption refers to being fully engrossed and concentrated and finding it difficult to detach from work.

Organizations performance is measured not only by outcomes; it is also measured by behavior of employees. Employees and individuals engage in perception as a process by which they organize and interpret their sensory impression in order to give meaning to their environment (Robbins, 2005). Perception, as a psychological construct is associated with other construct like attitude and behavior and it influences the way human understand its surroundings and take decisions.

Similarly turnover intention is a critical issue for organizations because of the associated costs and negative consequences it leads to, like decrease in productivity, profits and potential and loss of knowledge, skills and intellectual capital that is difficult to replace (Atef, 2017). Turnover intention is defined as “the conscious and deliberate willfulness to leave the organization”, (Tett & Meyer, 1993). According to Issa et al. (2008) turnover intention is the employees' thought of voluntarily quitting the job.

Person- job fit is defined by the satisfaction, and propensity to leave job in case of dissatisfaction. It depends on the degree to which individuals successfully match their personalities to the work assigned to them in the organization. The theory further states that satisfaction of an employee is highest and turnover lowest when personality and occupation is a good match, (Robbins, 2005). Therefore, for higher level of performance of an organization, recruitment and selection process must be appropriate and must take into account PJF to ensure good performance.

Recruitment and selection is the process that engages specific instruments to choose from, to find the most suitable individual for the job available. In recruitment and selection process, perception of the recruits is important to understand, the

effectiveness of the process and its result, as employees' performance ultimately leads to organizational performance. Antecedent variables like perceived content validity, predictive validity, test procedural justice, organization attractiveness and recruitment information give greater understanding to the new recruit's perception towards the recruitment and selection procedure (R&S).

Test procedural justice refers to the perceived fairness of the process used to determine the distribution of rewards (Robbins, 2005). With number of organizations utilizing written ability tests, interviews and other procedure for hiring (Rowe, Williams, & Day, 1994), applicants reactions has been highly recommended by organizational research, to understand if such tests are relevant to find highly competent employees, (Smither, Reilly, Millsap, Pearlman, & Soffey, 1993).

Recruitment and selection procedure, (Greenberg & Tyler, 1987; Leventhal, Karuza, & Fry, 1980), has been interpreted as perception of selection procedures in terms of justice theory, its importance and resultant behavior seen in employees. Organizational justice theory has two component, procedural justice and distributive justice. Test procedural justice refers to perceptions that are heavily influenced by the processes through which important organizational outcomes are determined and the extent to which the components of the decisions process are judged to be fair or it implies the organizational processes perceived fairness (Lind & Tyler, 1988; Kim and Mauborgne, 1998). Similarly distributive justice refers to the perception of the process through which important actual distribution of such outcomes (pay) are fair, is determined. In this research focus will be on test procedural justice as it is conventionally linked with selection test conducted in course of recruitment and selection in an organization.

Organization Attractiveness is another important antecedent to R&S and is defined by each individual employee, and it influences the degree of attraction one has to the organization, (Rowe, Selection procedures in North America., 1994).

Organizational attractiveness is the degree to which an individual would personally seek an organization as an employer, based on the favorable beliefs that an individual has of that organization, and the degree to which an individual would recommend the organization as an employer, based on the intention to act of that individual (Hendriks, 2016).

Content validity is expressed as the relation of the content of the selection process or the content in the test to the related content of the job. It demonstrates by data showing that the content of a selection procedure is representative of important aspects of performance on the job. Test with high content validity is more job-specific and therefore more direct assessment. It also states the degree to which accumulated evidence and theory support specific interpretation of the test scores, entailed by proposed uses of a test, (Sproule, 2009). There is lack of literature in content validity in employment testing and most of the literature is from civil service commission.

According to Lawshe, (1975), it overlaps between performance on the test under investigation and ability to function in the defined job performance. Furthermore, it states that content validity analyses of procedure are appropriate or not, is distinguished only when the behavior in job performance is close to one who knows the job to be able to make competent and required judgment. To address this issue the study will use as respondents only the newly recruited employees, trained and in jobs for less than a year.

Perceived predictive validity refers to as perceptions about “how well the procedure predicts future job performance, regardless of how it looks” (Smither et al.,

1993, p 54, as cited by Hausknecht, 2004). It is assessment made on test takers perspective. It believes that people scoring well on the test also perform well on the job and is considered as an individual's judgment about the predictive ability of a selection procedure.

Recruitment information is defined as organizational activities, such as recruitment sources, developing recruitment advertisements, that influence the number and types of individual who apply for a position and also affects applicants' decisions to accept a position if offered, (Gatewood, Field, & Barrick, 2010).

Recruitment sources' characteristic is the amount of information presented to the potential candidates about the organization using different modes of communication- advertisements, agencies, organizations, professional associations, inside organizational resources and other sources. Better information received by applicants leads the candidates to perceive better personal outcomes if hired by those organizations (Gatewood et al., 2010)

There are a number of researches on utility, validity and fairness of employee selection procedures, comparison between reactions to two different types of selection process. Research has found ability and achievement test is perceived more favorably than personality or interest inventories, (Smither et al., 1993) but there are few empirical research on the perception of the newly recruits on their reactions to the procedure and how it impacts their performance in the organization in Asian context. According to Smither et al. (1993), applicant reactions to selection procedures may be of practical importance to employers because of its influences on organizations' attractiveness, and its possible effects on selection procedure's validity and utility, and helps keep organizations out of litigations.

Therefore, this research tries to study the perceived perception and reaction of new recruits to R&S process and the impact it has on the employees' behavioral outcomes. This research also tries to study whether R&S has any impact on new recruit turnover intention, their organizational commitment and engagement. Furthermore, it tries to study antecedents of R&S process, the perception and reaction of new recruits on content validity, predictive validity, test procedural justice, organizational attractiveness and recruitment information. It also tries to study if PJF moderates the relationship between selection process and employee performance as it not only taking into consideration the practical implications on management practices, but will significantly contribute to the existing body of literature on perceived perception of new recruits' on R&S process but also its outcomes.

Problem Statement

R&S is more an informal process in Nepal (Adhikari, 2001). According to Maharjan (2013) multinational organizations that have HR functions are complicated and unique as it blends in both cultures, national for e.g. *bhan-sun* (influencing decision makers through influential person) or through politicking as stated by Shrestha (2011), and international practices, hence R&S process is hybridized in Nepal.

More rigorous research is called for in applicant's perspectives of the recruitment process and of the R&S process used by organizations, as stated by leading recruiting researchers like Rynes (1993). Similarly the study of various components of selection procedure, instead of just the R&S process, is important for employers as it might have influence on the attractiveness of the organization to the new applicants due to higher degree of competition, (Nassar, 1999). Basically researchers have started to study the area of organizational justice to explore new

applicants' perception of selection methods from applicability of social justice theory concepts (Gilliland, 1993). Therefore, selection process and its effectiveness in selecting and recruiting suitable and appropriate employees and perceptions of newly recruited candidates are of great importance in any organization for better performance.

In Nepal GDP by sector: agriculture- (35%), industry (20%), Services (45%) (2010). Industry: tourism, manufacture, energy based, agro and forestry based, minerals are the important source of employment (FY 2014/15). In 2016 in Nepal, these industries employed in total around 9,846 people on average (Gaudel, 2016). Similarly in financial sector there are 28 commercial 'A' class bank and 57 development banks and other financial institutions, all main source of employment in Nepal. In Nepal's context there is substantial R&S activity but there is very limited research on recruitment and selection, research on its processes and trends is nominal and research on new employees' perception of the recruitment and selection process, negligible.

There is great need to understand the issues of psychometric soundness of R&S tests; reliability, validity according to Schmitt, Gooding, Noe, and Kirsch (1984), and research in later years have looked at effectiveness of the selection process as stated by Hunter and Hunter (1984), and most notably the fairness of the selection process as stated by Schmitt (1989). Numerous studies have psychometric perspective; few studies have examined the social side of the selection process (Herriot, 1989b). The dominant concern of issues has been on fairness and test bias, but one important but often overlooked issue is the reaction of new applicants to R&S testing and selection decision (Schmitt & Gilliland, 1992).

Testing and selection fairness based on justice theory are important research from business, ethical and legal perspectives, as is applicants' perception of test fairness for the same reasons. It can be argued that reactions of applicants to selection process might hold influence to attract highly qualified applicants by the organizations, from business purpose, while it can, in turn, measure the usefulness of such selection process in organizations. (Boudreau & Rynes, 1985; Murphy, 1986). In addition, it is of great theoretical importance as it expands the knowledge base in R&S.

Another important focus of this research in applicants' perception of R&S process has been the effect perception has towards certain behavioral outcomes like organizational commitment, organizational attractiveness and turnover intention. Therefore understanding how and what provides applicants positive impression in R&S processes might increase the ability to influence such perceptions and enhance applicants' behavioral outcomes that will help organization to perform well.

According to Gamage (2014) basic purpose of R&S is to choose the right candidate to fill various positions in the organization. He further states, available evidence indicates that there is positive and significant relationship between R&S and organizational performance. As stated by, Katou and Budhwar (2006) effective R&S process has a positive association with organizational performance. Though, there are number of study relating R&S to outcomes, yet there is gap in the research where person-job-fit moderates outcomes.

According to McEvoy, (1984); Deshpande and Golhar, (1994); Atkinson and Storey, (1994), to find competent workers, is always a challenge to organizations. The main difficulty lies in recruiting and selecting candidates with correct qualification to achieve organizational goals (Priyanath, 2006, as cited in Ekwoaba, 2015).

Furthermore, he states that problem is intensified due to lack of systematic process used for recruiting and selecting candidates for organizations (Priyanath, 2006).

According to Gamage (2014) a systematic R&S process involves: identify vacancies, conduct job analysis, formulate job description, prescribe person specifications, devise a test that suits the purpose and advertise. He further states, in recruiting process, it is important to gather much information of required qualification in candidates, evaluate each qualification based on job requirement and then make decisions for employment against informal process.

It is common understanding that the progress of an organization and its success depends on its ability to maximize exploration of talents and potential in the workforce. However not taking into account the recruiter's perception on the R&S process used, its effectiveness and perception of how it affects their performance, is the gap that could lead to organizations facing retention and performance problem. According to interviews conducted with HR heads of banks in Nepal for this research, there is 20% turnover in newly recruited employees after training and filled vacant job positions.

Slow but steady globalization in Nepal has increased in banking, manufacturing and other business enterprises like multinational joint venture business operations, thus, competition has increased and development of HRM practices in these organizations, and understanding the R&S process has become an emerging issue in context of Nepal.

R&S is the first entry point for employee in any organization and employees once employed must perform well, for the organization to perform well too. As there are no such studies conducted in context of Nepal that examines the relationship between the perception of the new employees toward the R&S process and their

behavioral outcomes, therefore this research tries to bridge that gap by examining the issue from the context of a developing country, Nepal.

This study tries to take into account the perception new entrants have about the R&S process and how it impacts them. Moreover it tries to understand the impact of new applicants' behavioral outcomes resultant of their perception of the R&S process. This study will also try to understand if R&S process based on perceived predictive validity, content validity, test procedural justice, organizational attractiveness and recruitment sources leads to employee commitment and engagement, and lessens turnover intention. Furthermore it will also try to see the impact PJF has on the performance of the new recruit in its performance as a moderating variable. The research question will be:

In what way does the perception of R&S process of new recruits affect employee behavioral outcomes in an organization and does PJF moderate the relationship between perceptions of R&S and behavioral outcomes in organizations?

Objectives of the Study

The primary objective of this study is to advance our understanding of the relationship between the perception of the newly appointed employees of R&S process - perceived predictive validity, content validity, test procedural justice, organizational attractiveness and recruitment sources and its effect on their behavioral outcomes- organizational commitment and engagement, and what lessens turnover intention. Further objectives are to examine the moderating effect of Person-job-fit on the relationship between perception of the new employee and its effect on behavioral outcomes.

The specific objectives are:

- To examine the effects of socio-demographic variables – gender (male, female

respondents) and behavioral outcomes.

- To test perceived predictive validity and behavioral outcomes.
- To test perceived content validity and behavioral outcomes.
- To examine test procedural justice and behavioral outcomes.
- To examine organizational attractiveness and behavioral outcomes.
- To test recruitment sources and behavioral outcomes.
- To examine R&S process and behavioral outcomes- attitude-organizational commitment, engagement and behavior-turnover intention.
- To examine the moderating effect of Person-job-fit and R&S process and behavioral outcomes, i) organizational commitment, ii) organizational attractiveness, and iii) turnover intention.

Organization of the Report

The report contains five chapters. The first chapter illustrated the introduction to the research theme, context, research problem and finally the objectives.

Chapter Two is the literature review part that presents concepts, definitions, different perspectives presented by the researchers on R&S process, and the variables of the research. It reviews the findings of different research scholars on R&S process and its relationship between different antecedents and the moderating effect of Person-job-fit on the relationship between perceived R&S process of the applicants and behavioral outcomes.

Chapter three presents the research methodology, the design, and procedure. This involves operationalization of variables, population, sample, sampling design, and the instruments used to test the different constructs. It also presents research procedure, questionnaire, sources of items and its administration, techniques used for data processing, its analysis, and hypothesis testing practices used in current research.

Chapter four comprises of the hypothesis testing summary in tables and results of the data analysis, both descriptive and inferential statistics is presented.

In the final chapter, the summary of the findings, and the discussion of the findings are presented, as well as comparisons between the findings of the research conducted in different environs than the current research, with the present research findings. The practical and research implications, limitation and, critique is presented.

CHAPTER II

REVIEW OF LITERATURE

Behavioral Outcomes based on reaction of applicants to selection procedure has been a subject of interest to most organizations in the western world over several decades (e.g. Mosier, 1947) taken from Ryan and Ployhart (2000) and is still going strong in the western world but now is of interest in Nepal too. This chapter presents a synopsis of both relevant theories and research based literature in the field of recruitment and selection and the perceptions applicants have regarding R&S.

The review of literature forms an understanding of the concepts and theories related to R&S and how they are perceived by applicants, from its earliest to recent research, their antecedents and consequences. The focus in this chapter is on R&S and its association with behavioral outcomes in employees based on the perception they have regarding the R&S processes.

Recruitment and Selection Process

R&S refers to the process of recruitment, to provide organizations with pool of potential and qualified candidates from where new recruits are selected to fill the vacancies, and is all a part of the process of HRM. Organizations must be cognizant of legal considerations and therefore it must address the concern from both strategic and operational perspective. In HRM functions, good selection practice is important to any organization as it contributes to organizational efficiency (Di Milia, 1997) as cited in Di Milia and Smith, (1997), he further suggests that effective selection process and practices can improve the productivity of the organization and contribute to business growth. Several recent studies have also shown that the quality of

employee selection decisions directly affects efficiency, behavioral and organizational performance, productivity and growth of an organization (Patrickson, 1988; Shackleton, 1991, Gatewood, 1998). For example Sang (2005) discovered a positive association between recruitment and selection and business performance. Thus, selection is an important process to an organization. It is linked to the behavioral outcomes of employees and overall performance of the organization.

Hausknecht (2004), states that from 86 independent samples, it was established that the applicants having positive perceptions about selection are more likely to have a favorable view of the organization and report stronger intentions to accept job offers and recommend the organization to others.

The study of new recruit's perception of the R&S process is important for five reasons; first if the new recruits find the process invasive it may lead to finding the organization less attractive. Therefore company's image, brand is an important aspect to acquire good candidates for recruitment, (Murphy, 1986); second, negative reactions to R&S will discourage potential candidates, (Smither, Reilly, Millsap, Pearlman, & Stoffey, 1993). Third, perception of unfavorable R&S process will deter candidates, (Macan, Avedon, Paese, & Smith, 1994). Fourth, the new recruits might venture into litigation, (Smither et al., 1993) and fifth, they might not reapply if they perceive R&S process is not fair. Therefore as selection is the entry point for any candidate to an organization, at time of R&S the recruit's perception is important to acquire good candidates for achieving organizational goals.

There has been an increase in the interest in modern times to study new applicant's perceptions of the employee selection process from validity, job relatedness, perception of fairness of various processes of tests administered, perceived predictive validity, content validity, test procedural justice, recruitment

information, outcomes and different kinds of tests and its relevance, need, utility and validity. (Smither et al., 1993; Gilliland, 1993; Arvey et al., 1990; Brurke, Normand, & Raju, 1987; Chan, Schmitt, Sacco, & Deshon, 1998; Crant & Bateman, 1990).

Similarly acceptability or non-acceptability in relation to various drug testing procedures, and new systems of computer administered tests, fair and unfair treatment and others were also taken into consideration. This clearly indicates two major thrust in applicant's perceptions, a focus on fairness of selection methods used, and focus on test takers perception of the test and its relevance to the related job they were applying for. One relates to the processes while the second relates to ones' own perception and behavior while experiencing the tests. Both stream of research is important as it helps in understanding the applicants' reactions to R&S overall process. Besides these interests, researchers were interested see the outcome behaviors based on the perceptions formed by the applicants.

Measurement systems was the issue of research in the early 1900's, face validity as the focus of research (Mosier, 1947), impact of paper and pencil test verses job sample on examinee attitudes, (Schmidt, Greenthal, Hunter, Berner, & Seaton, 1977), examinees reaction to computer aided tests, (Schmidt, Urry, & Gugel, 1978). It was only later that the focus of research moved from traditional discussions of organizational justice based on distributive justice, fairness in relation to organizational performance and distribution of equity or inequity, underpayment or overpayment (Berhoff, Cohen, & Greenberg, 1987b), similarly equity theory by Adam (1965) used as motivation theory in the 60's and early 70's. The dominant attention after 70's were on personnel recruitment and selection based on literature on issues of soundness of psychometric tests reliability and validity of interpretation

made on the basis of the tests (Schmitt, Gooding, Noe, & Kirsch, 1984) and fairness related to the R&S processes.

Traditionally, R&S research were focused on understanding the process from the perspective of organization based on validity, utility of techniques used in selection, that helped organizations in using valid selection tools. Another aspect of development in research was examining the reactions or perspectives of applicants as both select each other during R&S (Rynes, 1993). Research continues with goals to better estimate the predictive value of R&S and understanding the reactions applicants have to processes used in R&S.

Research on belief of tests showed applicants had positive attitudes towards it and was related to test performance (Arvey, Strickland, Drauden, & Martin, 1990). Similarly a research on procedural justice, recruitment information, fair/unfair treatment at test, consistency of tests administered and job relatedness used to examine the outcome of organizational attractiveness, intentions towards the organization, attitude to the test fairness found that procedural justice perceptions has some incremental value on general attitudes, test fairness, test taking. It also showed positively related for hired recruits than for the rejected, for the rejected it was negatively related (Gilliland, 1994). However, for organizational attractions or intentions towards the organization it did not show a favorable outcome (Bauer, Maertz, Dolen, & Campion, 1998).

Likewise a study on process fairness and outcome fairness based on selection process (GRE, GPA, research, work experiences, letter of recommendations, personal statement) it was seen procedure perceived as fair and was seen to have more favorable intentions and self-assessed performance increased as outcome fairness increased; most unfavorable reactions occurred with unfair process. It was also seen

that perceptions of process fairness were enhanced when providing procedural and personal information. Self-perceptions of accepted candidates was positive when provided with personal information than for the rejected candidate and it also found when different information about procedural processes were provided as explanation for the decision undertaken, different effect on fairness, self-perceptions and organizational outcomes were seen. Procedural fairness test score was found positively related to perceptions but was negatively related to test related to content validity or job relatedness. (Ployhart & Ryan, 1997; Ployhart & Ryan, 1998; Ployhart, Ryan, & Bennett, 1999). Ryan and Chan (1999a). Research on perceived predictive validity based on selection procedure, personality and cognitive ability and outcome that was examined on test performance, it found based on race, blacks had lower perceptions of predictive validity for cognitive tests, related to test performance, but no such difference was found on personality test perceptions (Chan, 1997).

Regarding test being job related, fairness study found self-efficacy and experience related to job relatedness and showed most tests as less job related whereas more performance tests related (Ryan, Greguras, & Ployhart, 1996). Another study on predictive validity, fairness, selection information, procedural justice, process favorability, outcome fairness, it was seen that perception was most positive for selected candidates and least positive for rejected candidates, perception generally were not related to withdrawal of candidate from R&S process, whereas only few stated the process for withdrawal from the process. It was also found that predictive validity did not correspond with actual validity and was found that high ability candidates saw procedure of R&S as job related, found it was positive for process and procedural dimensions and less predictive of fairness when tested between the French

and American students.(Ryan, Sacco, McFarland, & Kriska, 2000; Smither, Reilly, Millsap, Pearlman, & Stoffey, 1993; Stiner & Gilliland, 1996)

In 1993, Gilliland proposed a model for applicants' reaction to selection system; it was an empirical research in the domain. Numerous studies have been influenced by this model and there are numerous empirical researches examining various antecedents and outcomes as well as moderating variables have been based on this model.

With the continuing competition in global market, organizations and managers must review their R&S process to ensure such process predicts future job performance to a reasonable extent. Therefore need for chosen methods of testing should be high on predictive validities. It is important to ensure that R&S methods possess high predictive validity and are effective, reliable, valid and also minimize costs associated with loss of good talent pool, poor employee performance, high in organization commitment and engagement and low in turnover intention. Though this is next to impossible to achieve as there is no best way to select new applicants as employees, but there can be a combination of carefully chosen methods HR professionals can use that will help improve predictive validities and by extension, the R&S method.

The concept of predictive validity is critical to employee selection. Most scholars state that since there is no univocal definition, predictive validity essentially centers on how the process is capable to correctly predict or measure employees' future job performance in the organization. (Pilbeam & Corbridge, 2006; Smither et al. 1993; Ni & Hauenstein, 1998; French & Rumbles, 2009). The applicants that find the selection process invasive may take a view of the organizations as less attractive (Hausknecht et al., 2004) Therefore organizational attractiveness is important as the said 'war' for selection of best candidates intensifies, organization that maintains their

attractiveness to applicants throughout R&S process will have advantage, (Smither et al. 1993). Organization also sends out signals, according to Rynes (1993) signal model theory in context of R&S, of an organizational characteristics as a form of realistic job preview that assists candidates of make a choice whether to accept the offer or not (Hausknecht et al., 2004). Likewise validity and applicants' perception of fairness influences outcomes of subsequent attitudes and behavior in organizations (Rynes, 1990). It has been linked conceptually with outcomes including organizational commitment, engagement, and turnover intention, (Gilliland, 1993).

In most study the validity and utility of the tests are established and outcome of attitude and behaviors are tested, but according to Ni and Hauenstein (2004) using outcome attitudes and behavior reduces actual predictive value and utility of the R&S process as these outcomes tend to relate moderately, hence applicants perceptions of the R&S process must be related to actual behaviors such as recommending to others, reapplying, retesting and others (Hausknecht et al., 2004)

Predictive Validity

The main focus of any R&S process is to select the best candidates and to increase the utility and predictability of the process. Thus the candidates selected through the process must provide high degree of utility and productivity on the work assigned, (Allen et al., 2007). It has been stated that inappropriate selection not only hurts the organization but is also unfair on individuals recruited as it can stressful for managers who have to deal with unsuitable employees (Pilbean & Corbridge, 2006). It has been argued that R&S process must display high predictive value and usefulness based on the cost associated in the process and risk turnover of dissatisfied employees. According to Smither et al. (2004), HR personnel must have better understanding of applicants' perception towards R&S process and it should help

increase their ability to impact their perception and behavior. Citing CIPD (2004) report, which stated the cost of an employee, managers and professionals leaving an organization was estimated around £5000, to £7000 (Pilbeam & Corbridge, 2006). According to Taylor (2007) a correlation coefficient is accepted to measure predictive validity; if the coefficient correlation is 1 it predicts performance of new employees accurately, whereas if a correlation coefficient of score is 0 it predicts absence of any prediction, which is not impossible as all the data in research is based on perception and accurately measuring perceptions is next to impossible.

Predictive models have the ability to significantly raise the reliability and validity of R&S process (Anderson & Shackleton, 1986; Bliesener, 1996; Drakeley, 1988; England, 1971; Hough, Keyes, & Dunnette, 1983; Hunter & Hunter, 1984; Rothstein, Smidt, Erwin, Owens, & Sparks, 1990; Schmitt, Gooding, Noe, & Kirsch, 1984). In terms of predictive validity in R&S process, it has shown equal performance as conventionally accepted cognitive test to being indicative of employees' future performance in organization once employed (Drakeley, Herriot, & Jones, 1988; Hunter & Hunter, 1984).

Predictive validity aids to measure the utility and reliability as it enhances the efficacy of the method used but has limitations. The main problem is to empirically measure perception and try to generalize the results is not possible as each candidate perceives situations and issues differently. A process is considered fair by one applicant might be just the opposite to another, hence measurement criteria and sampling biases, also limits predictive validity (Pilbeam & Corbridge, 2006), the only best thing is to conduct numerous research and try to improve it. Studies have stated that in test of predictive validity the key is in choosing the criteria relevant to the organizations and being able to identify and use them as main predictor variables. It

has been seen in predictive validity that if measures are developed of high ability, they can be predictors of performance across organizations. As example cognitive tests for across the organizations and bio-data for individual organizations have maintained validity for robust predictors of performance (Guion, 1992; Owens, 1976; and Rothstein et al., 1990; Wilkinson, 1997).

Bliesener (1996) has cautioned that as his test estimation of predictive validity was of .22 in biographical data, but also states that it is truer indicator as it is based on single study and validation sample distinct to other developmental samples. However for practical use Cronbach, (1960), has stated predictive models must be stable. Nonetheless there is always a shrinkage and loss of validity based on model sample used in application than in developmental sample due to various reasons. He has stated that it could be either time or due to applicants being already employed or situational specificity being one of the issues as organizational culture, environment, and working conditions and others could be important in one but not in other and such variables are not taken into consideration in the particular study.

Other study has stated that though there isn't any one best way to predict, recruiters have used several techniques together to maximize the predictability (utility and reliability) of the process and stated certain procedures are good predictors. A meta-analysis found assessment centers having 0.7 correlation coefficient, for structured interviews, ability tests, including numerical and verbal reasoning scoring 0.6 in correlation coefficient, it found 0.5 correlation coefficient for work sampling and 0.4 for assessment centers for job performance, bio-data, personality assessment whereas 0.3 for unstructured interviews and 0.1 for references. But we still see organizations using unstructured interviews with less predictive but high face validity (Pilbeam & Corbridge, 2006).

Since there isn't any one single best process in R&S, HR personnel must follow the ethical, moral, legal standard and must improve on predictive validity through more rigorous study as it is clearly seen this construct is important for R&S.

Content Validity

The content validity is another antecedent of R&S process. Content validity demonstrates the content assessment process that reflects on the important performance domains of the job. The process can help address the constraints faced by organization, is a practical approach, and helps develop assessment procedure based on the requirements of the job and therefore validates R&S process, (Sproule, 2009). An operational definition is the extent to which the overlap exists between performance on the test, and ability to function in the job performance domain (Lawshe, 1975). Content validity is essential to the basic intrinsic meaning of any measure. The measures needed for criterion-related validity must themselves possess content validity (Mussio & Smith, 1975). Therefore, content validity is essential criteria for content relevance and content representation in R&S process (Stelly, 2007).

The definition of validity is supported by the principles of validation used in personnel selection procedures which states that it is a unitary concept and its contribution comes from different sources of evidence specifically helps in understanding the inferences that can be drawn from the recruitment and selection process. It further states that Evidence for validity based on content typically consists of a demonstration of a strong linkage between the content of the selection procedure and important work behaviors, activities, worker requirements, or outcomes on the job (Society of Industrial and Organizational Psychology, 1999).

This is in contrast to the standards, as it indicates users to rely on test content to provide validity evidence (Principles, 2003), as it states test content is only one source of validity evidence which is also true for criterion- related validation. The content assessment method of content validity indicates the performance of the job and it prescribes based on developed assessment on the study of the job. The content validity process has a scientific structure to assure the process used to develop the tests is appropriate. However, in tests in academic achievement, the judgment is in relation to how closely test content and mental process play in instructional objectives whereas in employment test, the judgment is based on abilities selected by tests in relation to abilities required for job. Hence it is easy to test in academic areas while it is difficult to do so in jobs as the question raised is ‘whose judgment’ decide which applicant to recruit (Lawshe, (1975).

In relation to reliability according to (Ronan & Prien, 1971) there are numerous problem but the use of behavioral outcome measures for performance have been shown to be both reliable and valid, in test-retest reliability estimates of behavioral outcome scales.

Therefore an operational definition is the overlap that exists among performance of the test under study, and tested candidates ability to function in the defined job realm, (Lawshe, 1975). Analysis of content validity in its simpler form is mostly restricted to proficiency test, job knowledge test and work sample tests.

Content validity is also known in research as job relatedness and it has much influence on procedural fairness perception of applicants in R&S process. Job relatedness is defined as test that either measures content relevance to the job or it appears to be valid. This validity can be captured in both content validity sense (content of the test relevant to job) as well as criterion-related sense (result of test

related to performance on the job), (Gilliland, 1993). Numerous research models related to applicants reaction to job relatedness (Avery & Sackett, 1933), job relevance, (Iles & Robertson, 1989; Schuler, 1993) taken from Gilliland, (1993). Numerous studies had examined job relatedness of test used on applicants and its effect related to perception of fairness.

Most studies have found that positive results based on perceived fairness at assessment centers, (Dodd, 1977), work sample tests (Schmidt et al., 1977), both related to job relatedness or content validity. Similarly it was also found job relevance and perceived fairness were higher with content valid computerized work-sample test than other pen and pencil, simple tests (dictation, simple typing, a study conducted with secretaries competent in computers). This study found high correlation of job relevance with perceived fairness. In similar study by Smither, Reilly, Millsap, Pearlman, and Stoffey (1993) taken from meta-analysis (Ryan & Ployhart, 2000), on perceived job relatedness in different types of selection tests and it was found significant for structured interviews, assessment-center tests, cognitive ability tests with questions related to job were perceived more job related than personality test, bio-data's, cognitive tests with abstract questions. Hence we find that though research related to job relatedness or content validity has shown perception of fairness by applicants in selection process under certain conditions there is further need to enhance our knowledge in content validity as content validity is important for numerous reasons.

One major reason is that it helps to achieve the major task of finding best candidate among the rest and the method is found to be the feasible method only when used with supplement of supporting data. Most research used students as their source of information in experimental research and not the applicants except in one or

two cases where they administered the questionnaire to the police officers and fire-fighters, hence more study is needed with real applicants as sample. Therefore in Nepal there is dearth of knowledge in relation to the fairness based on content validity with either the students in experimental research or from new applicants and requires more research in perception of applicants since it helps practitioners to make better judgment and for theoreticians increase the knowledge base.

Test Procedural Justice

The definition of test procedural justice based on Gilliland's (1993) theoretical framework, was used by Bauer et al. (1998), it stated five justice rules, information of test and its use, perform in the test based on relevant abilities, good treatment at testing site, consistency in test administration and job relatedness of the test and his study found some of the procedural justice dimensions positively related to test procedural justice.

Most research conducted in earlier times used students as their source of information in experimental research where the result of the test undertaken would not have any effect in their lives, as they answered to hypothetical questions, real applicants were not used. However there are only very few case where the study administered the questionnaire to the real applicants for whom the result of the test had some impact on their lives, in police department and fire fighters taken from meta-analysis by (Ryan & Ployhart, 2000). Thus there needs to be more rigorous study with applicants' perceptions under consideration.

Most studies have generally found selection procedures are considered fair by the applicants, (Kluger & Rothstein, 1993; Ployhart & Ryan, 1998; Rynes & Connerley, 1993; Steiner & Gilliland, 1996). However, methodological limitations have been viewed in past studies of procedural justice. For example outcomes have

not been controlled (Rynes & Connerley, 1993) due to which the individual difference of procedural justice impact on the outcomes is not possible to determine. Similarly the selection outcomes too were not controlled in early literature, and pass or fail (outcomes) cannot be changed at will to measure its effect on the perception of applicants when assessing procedural justice. Hence more study is required to ascertain whether test procedural justice perceptions really predict applicants' perception change even when the outcome is controlled (Bauer et al., 1998).

In a study by Bauer et al. (1998), using Gilliland's (1993) theoretical framework found five justice rule were significant to employment testing situation: information of test and its use, performance based on abilities in test, conducive environment and treatment in the test, uniformity in the administration of tests, and job relatedness of the test. The study states information of the test and treatment at the test were both positively relate to justice theory, perceived job relatedness was also found significant.

Studies conducted on test procedural fairness found that for hired applicants it was positively related to fairness and were negatively related to rejected candidates (Gilliland 1994), for fair and unfair treatment in tests, it was seen that unfair procedures were seen as related to fakability, dishonesty and question propriety, similarly fairness perception changes according to acceptance by organization against rejected (Kluger & Rothstein, 1993; Lounsbury, Bobrow, & Jensen, 1989; Macan, Avedon, Paese, & Smith, 1994; Ryan & Chan, 1999a) from review Ryan, Ployhart (2000), where fairness based on assessment center was tested and when process is considered as fair it indicated favorable intentions and performance and it increased as outcome fairness increased when testing against GRE, GPA, and others (Ployhart & Ryan, 1997; Ployhart, Ryan, & Bennet, 1999). Ployhart & Ryan (1998)

from critical review by Ryan, and Polyhart (2000) in a study with students found with positive perceptions does not change due to inconsistency, rather the perception of inconsistency changes, and unfavorable reactions increases when unfair process is seen but with positive outcomes.

Organizational Attractiveness

Organizational attractiveness is another major antecedent of R&S process. It plays an important role as it helps attract applicants. Chapman, Uggerslev, Carrol, Piasentin, and Jones (2005) states in their meta-analysis that organization attractiveness is related to attracting applicants and they further argue that the attraction is the outcome of job organization characteristics, recruiter's behavior, perception of recruitment process, perceived fit and hiring expectancies. They further state that attractiveness is a major issue to applicants and plays an important role and there is bidirectional relationship between attractiveness and recruitment.

According to a study by Turban (2001), recruitment activities, as recruitment materials and recruitment process influence the attractiveness of an organization. He further found that organizational attributes, explains 14.3% of variance in R&S process. It is how organization treats the new recruit that influences the extent to which an organization is attractive to the applicant. And this helps organization to accomplish specific goals, a key finding of the study by Lievens, Decaestecker, Coetsier, and Geirnaert (2001). Hendriks (2016) states, that organizational attractiveness helps in its role in retaining employees in organizations. Another important antecedent is demography of the new recruits like age, years of experience, education level, gender and background of the new recruits.

Employer attractiveness has multidimensional construct, job and characteristics of the organization (Cable & Judge, 1979) and the attractiveness is the

perception the new recruits form based on both (Judge Cable, 1997; Turban et al., 1998; Cober et al., 2003; Ehrhart & Ziegert, 2005 as cited by Podnar & Balmer, 2014, p.92).

Employer attractiveness has three phases in its definition given by Hedlund, Andersson, and Rosen (2010), work; organization is considered attractive if a person is interested to apply for selection and has intention to stay; is engaged in the work or organization.

According to the theory proposed by Behling, Labovitz and Gainer (1968), there are three perspectives that explain how candidates determine the attractiveness of a job or organization and they are: objective issue, evaluating the advantage verses disadvantage; subjective issue, fit between job and organization image with personal need; and critical issue, the treatment they receive during the tests.

Grounded on a model by Barber (1999), he states there are three phases of recruiting, to keep the applicants convinced to apply for job, to keep the applicants interested and influence the choice of intention. The first phase is basically employer attractiveness and the second and third is the image the organization has as a brand that keeps the new applicants interested. It is seen that job and organizational attractiveness are not directly linked to the R&S process of an organization. However Gomes and Neves (2011) stated perceptions of organizational attractiveness predicts intent to apply (Carless, 2005; Porter et al., 2004), job pursuit intentions (e.g. Saks et al., 1995), and intention to apply for a job vacancy (Saks et al., 1995; Robbins, 2005). Hence we can draw inference and state that there is a link between perceptions organizational attractiveness and intent to apply.

Recruitment Information

Recruitment is considered an important antecedent in the process of HRM.

Recruitment refers to the process of generating pool of capable candidates to apply to an organization for employment (Gold, 2007). According to chartered institute of personnel management of Nigeria (CIPM) the definition of recruitment is stated as the “process of identifying, attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist.” To find the suitable candidates it must first source candidates and sources of recruitment can be of two types, internal and external source. Internal sources would be promotion, transfer, job posting and job bidding, whereas, external sources would be advertisement, e-recruitment, employee referrals, labor offices, employment agencies, educational institutions and training establishments (Adu-Darkoh 2014).

External Sources of recruitment refers to attracting applicants from outside the organization. Various methods used are, advertisement, e-recruitment, employment agencies, labor office, education and training institutes (Beardwell, 2001).

Advertisements objectives according to Armstrong (2006) should be to compete for the interest of potential candidates against other employers, create and maintain interest by communication in attractive and interesting manner about the information about the job, the organization the terms and conditions of employment and the qualifications required. And it must stimulate action by the way the message has been conveyed by not only bring it to attention but to encourage them to read the whole advertisement as well as prompt replies from good candidates (Armstrong, 2006).

R&S and its reliability and average predictor performance correlations on a number of assessment techniques have been stated in meta-analysis. Such meta-

analysis's contribution in our understanding of the predictive validity of selection methodology and empirical study of recruitment and selection study over the last twenty years, have enhanced knowledge in this field. The study in work psychology has been ongoing in many western worlds, especially in US, however they have also stated that meta-analysis can in simplifying the issues and in bridging cause and effect relational laws might oversimplify R&S. The study in meta-analysis has also started debate on generalized formula concerning moderating and mediating factors (Murphy, 1996; Herriot & Anderson, 1997). Just taking into consideration of organizational goals might incite neglect, if it does not consider the applicants' views in decision making in relation to R&S process. Such decisions are not only based on justice validity, but organizations reputation, its attractiveness and fair and equitable recruitment and selection process.

In R&S, job attributes were considered important factors that influenced the applicants reaction to R&S process but only up to the interview stage as recruiter influenced the candidates reaction (Taylor & Bergmann, 1987; Harris & Fink 1987). It was also stated in studies that candidates extrapolated from the behavior of the recruiter to infer organization attractiveness and work styles, and forms with less discriminatory questions were looked on favorably and preferred application blanks consisting of equal opportunity, (Saks, Leck & Saunders, 1995). Another study by Scheu, Ryan and Nona (1999) found web-sites as recruiting mechanisms and found potential candidates perception was significantly influenced by it and it influenced the image of organization and their intention to apply.

Similarly, in another study on testing it was stated that candidates moderately responded to cognitive tests (Silvester & Brown, 1993, Steiner & Gilliland, 1996) and related more with job relatedness than random abstract tests (Smither et al., 1993;

Rynes & Connerley, 1993). In another study conducted over the telephone, it was found applicants were positive towards tests when received feedback (Lounsbury, Borrow, & Jensen 1989). Positive reaction to computer based test has been reported in literature (Arvey et al., 1990; Schmitt, Gilliland, Landis, & Devine, 1993; Schmidt, Urry, & Gugel, 1978).

Evidently, numerous studies related to interviews have been explored (Harris & Finkm 1987; Powell, 1991; Rynes, 1991; Rynes et al., 1980) some have explored on interviewers behavior on various outcomes, while others have focused on personal qualities of interview with warmth, sincerity, empathy, good listening skills (Harris & Fink, 1987; Rynes, 1991) . In this respect it was found that interviewer's behavior, question style, interviewer job knowledge informativeness was found to influence applicant's reactions generally towards the interviews. However, in an experimental study Rynes and Miller (1983) found only 4% applicants were willing to second interview even though interview was viewed high on affect and warmth. Also, it was seen that when outcomes are controlled interviewer has little effect on predicted variance on job choice intentions (Harris & Fink, 1987; Rynes & Miller, 1983). Different stages in the interview phase were more predictive of the outcomes than recruiters behavior during the interviews.

Work sample, another important component in Recruitment is perceived positively by applicants as fair, valid and job related (Smither et al., 1993; Schmitt et al., 1993; Steiner & Gilliland, 1996). Study further found tests were considered difficult and less fair, and gave favorable grading to assessment centers (Dodd, 1977; Dulewicz, Fletcher, & Wood, 1983) due to job relatedness. Assessment center have seen to have positive effect on successful candidates whereas have negative effect on unsuccessful candidates. Positive reactions were seen when tested on 13 selection

process and found positive reactions to references, high in content validity(job relatedness), and neutral on personality, drug testing. In context of interviews it was positive when rated as fair process and job relatedness, and positive grades for work sample and job skill related tests, and negative to astrology, graphology. Though there is study on the construct recruitment however there is need for longitudinal study to better understand the applicants' reaction to recruitment.

Independent Variable

Organizational Commitment (OC)

Organizational commitment is defined as potential connection among employees and the organization (Upchurch, Dipietro, Curtis, & Hahm, 2010). In other terms, if the relationship between organization and employees is strong then the commitment will be high and if it is weak then the commitment will be low.

Organizational commitment refers to willingness to conform to the organizational values and exert effort for the good of the organization as a whole, (Becker, Randal, & Riegel, (1995). Yeung and Berman (1997) have stressed that company performance is highly influenced by HR practices that can directly influence OC in employees. Whitener (2001) organizations that have good management policies concerning employee performance, career training, compensation and selection will be interpreted positively by employees and in turn, they will reciprocate with high commitment to the organizations. This can be stated as OC is employees' willingness to apply their effort for organizations' goals and success and the degree of fit between the employee's values and the organizations values, according to Mowday, Steers and Porter (1979). It also refers to as psychological state that binds employees to organization instead to a job for its own sake rather than for instrumental values.

Congruency is seen between one's values and beliefs to those of the organization. Developing understanding of OC's positive impact on the employees it also promotes stable and consistent behavior increasing creativity and organizational competitiveness. Employees committed have higher tendency to remain in their jobs or organizations and decreases intention to turnover (Ajzen & Fishbein, 1980), postulates that intentions are the most immediate determinants of actual behavior. Peryyer, Jordan, Firms and Travaglione (2010), study shows that the intentions to quit are influenced by lack of commitment.

For a number of years researchers have studied OC of employees with other variables like attitude and behaviors. OC has been defined in numerous ways but a major change in definition has been that it is multidimensional in nature (Angel & Perry, 1981, Mowday, Steers, & Porter, 1979) it accounts for employees loyalty, willingness to apply effort, value for organizational goal, aligning oneself with the organization and to remain a member of the organization (Porter, Crampon, & Smith, 1976; Porter, Steers, Mowday, & Boulian, 1974).

It is also important to study OC as a construct as it has been seen to relate to employee behavior, like job search, turnover, and absenteeism and to some degree to performance (Abelson & Shridan, 1981; Angle & Perry, 1981; Bludorn, 1982; Farrell & Rusbult, 1981; Morris & Sherman 1981; Porter et al., 1976; Porter et al., 1974) and in relation to attitudinal, affective and cognitive construct to job satisfaction, job involvement and job tension (Hall & Schneider, 1972; Hrebiniak & Alutto, 1972, Porter et al., 1974; Beyer & Trice, 1978), and personal characteristics of employee as age, sex, need for achievement, and job tenure (Angle & Perry, 1981; Hall & Schneider, 1972; Hrebianiak & Alutto, 1972; Steers, 1977). It has been suggested that organizational commitment is a relatively stable attitude but it still requires studies to

add to the understanding of the construct as there are number of issues that still needs to be studied in relation to external and internal environment of the organization.

Most researchers have relied on exchange theory (March & Simon, 1958) to link characteristics and the environment of OC (Marsh & Mannari, 1977; Steers, 1977). Following in the track of Bem (1967), Salancik and Pfeffer (1978), commitment to a course of action might determine the ensuing attitudes. It further suggests that commitment makes employees rationalize and develop attitudes that are consistent with their commitment; this causal relation has been confirmed by number of scientific and field experiments (Kiesler, 1971; Salancik, 1977). However there is great need to increase our study in the construct of OC as study findings keep fluctuating on whether commitment is the outcome of job satisfaction or vice versa, similarly other variables also need much deeper study to come to some conclusive decision in OC.

Organizational engagement (OE)

Meyer et al. (2010), cited in Welch, (2011) refers to organizational engagement as “Engagement is experienced as enthusiasm and self- involvement with a task or collective (for example, organization), is fostered by a corresponding dispositional orientation and facilitating climate, and manifests itself in proactive value-directed behavior”. Accordingly to Marta et al. (2013), there is both theoretical and empirical research to suggest engagement is stand-alone vital construct and is the outcome of engagement. She further states (Marta et al., 2013) that (Saks, 2006) engagement can be explained as experience of the work activity, and connected with work role rather than behavior driven and states that engagement predicts psychological wellbeing.

A large number of researches have stated that OE predicts employee outcomes, its success and financial performances (Bates 2004; Baumruk 2004; Richman, 2006). However according to Saks, (2006), OE has rarely been studied in the academic literature and he further comments that OE is different from commitment. Lockwood (2007) states that human resource practices play a pivotal role in engaging employees.

The Towers Perrin Talent Report (2003) as cited by (Allameh, 2014) found that approximately 81% of employees surveyed were engaged, but as many as 19% of employees surveyed were disengaged. As stated by Gubman (2004) disengaged employees perform poorly, hunt for another job, and badmouth about management or the organization. Sanford (2003) that disengaged employees is a cost to businesses financially via decreased profits, sales, lower customer satisfaction, and lower productivity. Furthermore he reported that Gallup estimated that actively disengaged employees may cost the American economy up to \$350 billion per year in lost productivity and lower overall organizational performance. Therefore it can be inferred that engagement increases overall organizational performance. HRM can encourage employee engagement in the workplace by emphasizing learning, performance and change.

Introduction to conceptualization by Kahn (1990), many organizations from practitioners' point of view have developed measures of employee engagement (e.g., Kenexa, Gallup, Dell, Caterpillar, TalentKeepers, & Lombardi, 2011). Of OE it has been said "rarely has a term that represents a 'soft' topic resonated as strongly with business executives as employee engagement has in recent years", (Macey, Schneider, Barbera, & Young, 2009).

In spite of the growing interest in the field of OE, it has constantly been plagued with controversy in the advancement of the construct, where the question has been raised if OE is just an old construct given a new name (Holwerda, 2007; Harter & Schmidt, 2008; Newman & Harrison, 2008). Majorly the question raised is does OE offer incremental contribution to the work behavior beyond the traditionally related job attitudes. Some researchers have gone to the extent to say with attitudes of organizational commitment, job satisfaction, and job involvement; there is no need for OE (Newman & Harrison, 2008). The study in OE was considered to be “in a state of disarray” by Dalal, Brummel, Wee, and Thomas (2008) as numerous variables were overlapping each other. There is prejudice against this construct and there is doubt if the construct adds to the prediction of work behavior beyond other established construct.

However, two meta-analysis of (Christian et al., 2011) and Newman et al. (2010) have stated beyond doubt that OE’s predictive validity is above that of traditional job attitudes (i.e., job satisfaction, involvement and organization commitment). Though in a study by Christian et al. (2011) suggested that “engagement exhibits discriminant validity from, and criterion validity over job attitudes”, more study is essential to investigate this conclusion as it is unclear the level of engagement’s prediction behavior.

Higgs (2007) in his reviews on past literature stated HR must take care of all forms of policies and practices to increase employee engagement. Its policies must ensure employees are engaged, challenged, opportunities for growth and development is provided in their job, for better performances. OE has become an important outcome to achieving organizational goals through employees who aspire to perform. This also suggests some variables of HR practices affects engagement and lessens

turnover intention and similarly it can be said that selection process if conducted efficiently and effectively can also have significant effect on engagement and commitment which in turn lessens turnover intention and overall enhances performance.

Turnover Intentions

Turnover intention refers to the rate at which employees leave the organization and are replaced by a new recruit. It is a serious issue for any organization. This problem has plagued Nepal too with employees job shopping after the organization has already incurred cost to recruit, select, train and place them in vacant jobs. HR practices that are not effective or poor are considered as one of the major reasons for turnover intentions in organizations. Turnover can be controlled turnover, uncontrolled turnover, or turnover due to demography. Research output proposes that the extent of controlled turnover is much greater than uncontrolled turnover whereas voluntary turnover is a major issue facing organizations. Based on report by Task Force, over two-thirds of the organizations showed had suffered a loss of productivity greater than 10%, as a result of high employee turnover.

Past research has explained that intention to leave is one of the biggest predictors and an immediate sign of employee's turnover (Griffeth et al., 2000; Porter & Steers, 1973; Rizwan et al., 2013). On the other hand basically researches has proven that typical turnover costs is high for organizations, which includes exit costs, temporary replacement costs, recruitment and selection costs, time cost, decreased morale and productivity among retained workers; loss of future key talent, sharing of organizational processes, technology, and relationships as found by Fitz-enz, (1990).

Turnover intention is of interest and concern for both academicians and practitioners as number of turnover in USA was 2.1 million as of 2012 April. It is

serious issue and of high financial consequences. Studies have shown that turnover intention predicts employee turnover. Unfair R&S process leads to withdrawal from the process in applicants, Ryan (1993), and was supported by interviews conducted in a study to retest the claim.

There are numerous tested models developed by authors to clarify turnover intentions and its' related constructs (Bakker & Demerouti, 2006; Jacobs, 2005; Lee & Mitchell, 1994; Morrell, Loan-Clark, Arnold & Wilkinson, 2008; Schaufeli & Bekker, 2004; Seffane, 1994). One of the important models is JD_F model, job resources-demand model (Bakker & Demerouti, 2006; Bakker, Demerouti, & Verbeke, 2004) that explains why individuals tend to leave. Most studies using the model found, job demand and lack of resources was the result of burnout that resulted in turnover in employees. There is indirect relation between turnover and job demand construct. It was also found disengagement too increased turnover intention besides job demands. Number of research on organizational citizenship behavior was found positively related to turnover (Jacobs, 2005), positive and negative relation of organization culture led to turnover, while number of mediating variables were tested for example job satisfaction, organizational commitment, knowledge sharing (Wasti, 2003).

Turnover intention might be influenced by other personal and contextual variables like employability, labour market situations, ease of finding new job, mobility cognitions, and search behavior of individuals. It can be inferred that prospect and ease of employment in new job influences turnover intention (Agrawal et al., 2007; Akgun & Lynn, 2002; Allen & Meyer, 1996; Chen, Chu, Wang, & Lin, 2008; Jaros et al., 1993; Lee & Mitchell, 1994). Turnover intention has high cost associated and negative consequences for any organization as stated by Bothma

(2011), (Bludorn, 1982; Mobley, 1982). High degree of disruption and huge cost to organization due to skilled employee's turnover, (Roodt & Bothma, 1997; Sulu, Ceylan & Kaynak, 2010)

Content Validity and Organizational Commitment (OC), Engagement (OE) and Turnover Intention (TI).

The perception of candidates regarding R&S is affected by how coordinated is the content validity of tests to job in an organization. Similarly perceived content validity refers to the extent to which candidates judge the test accurately reflects the job requirements (Holton, Bates, & Syler, 1996a). Perceived content validity and job utility are the constructs that is important to measure the dimensions of relevance in R&S process.

Content validity means any validity strategy that focuses on the content of the test. When test takers investigate the degree to which a test represents sample of the content based on either objections or conditions the test was originally designed to measure, indication of content validity. The system is developed under well trained people to make judgments to the degree the test items match test objectives or conditions.

Candidates as adult learners find relevance and applicability of learned skills that they perceive to help perform tasks or solve problems. An important predictor of job performance is the ability of individuals to use major cognitive processes, like evaluation, planning, judgment, recognition and memory. Empirical evidence supports that general cognitive ability is an important factor in any job regardless of settings as stated by Schmidt, Hunter, and Caplan (1981). Extensive studies and meta-analyses (Hunter & Hunter, 1984; Hunter, 1986; Thorndike, 1986) has suggested that generally high cognitive ability has high validity in predicting OC.

In employee behavior research OC has been accepted as an important factor (Mowday, Porter, & Dubin, 1974). The construct has been defined and been in attention in recent times as organizations seek ways to increase its overall employee effectiveness in organizations (Steers & Porter, 1991). Though there are number of definition but all definitions share one common factor, organizational commitment represents a strong bond between individual and organization and it states that it is an attitude or behavioral investment (Mathieu & Zajac, 1990). It further states organizational commitment as job attitudes and predictive and content validities associations are seen having high significance in job.

Studies in organizational commitment states negative relation with turnover in employees (Steele & Ovalle, 1984; Porter, Streers, Mowday, & Boulian, 1974) and it has three factors, belief and acceptance of organizational goals and values, will to exert self to accomplish organizational goals and a desire to maintain organizational membership(Reichers, 1985). Similarly in other studies OC satisfaction mediation model suggests through rationalization process, results in commitment to an organization is seen as positive attitude towards job (Bem, 1967; Salancik, & Pfeffer, 1978) and continuing or turnover intention is based on their feelings regarding jobs. Commitment to any organization usually develops prior to entry (O'Reilly & Caldwell, 1981; Schein, 1968) or it develops at early stages of employment (Porter, Crampon, & Smith, 1976), Bateman & Strasser, (1984) also supports said thesis.

Studies have also stated that more committed an employee to organization, more likely to have long tenure in organization (Koch & Steers, 1978), engage in work related task (Steers, 1977) engage in innovative behaviors (Katz & Kahn, 1978) and in some situation exhibit improved job performance (Larson & Fukami, 1984). Generally research has suggested organizational commitment reflects attitudinal

involvement, motivation increases, thus it can be inferred that when content validity or job relatedness is high at the time of R&S process then high motivation is experienced and leads to OC as seen in training of employees (Mathieu et al., 1991). There are next to nil research on content validity and organizational commitment in R&S stating a glaring gap. Most research has been in relation to procedural justice/ justice theory and organizational attractiveness and very limited in context to constructs between content validity and commitment. In a study conducted it was stated that commitment and content validity with performance utility showed significance though it did not increase to the required statistical significance as required yet it can be inferred that content validity and commitment are positively related, (Bates, 1997). Nonetheless, the role R&S plays in attitude-behavior effect remains indistinct. It should be noted that existing literature has very little studies on organizational commitment, turnover intention and organizational engagement related to content validity and predictive validity and is mostly clumped together as R&S rather than individual construct being studied in relation to individual behavioral outcomes.

Additionally, it has been seen that empirical studies have rarely had theoretical backing in choice of any HR constructs despite of a growing consensus in trying to conceptualize R&S processes in HR (Wright & Boswell, 2002). Finally most empirical studies have rarely targeted highly skilled workers as their recruitment happens in less numbers compared to entry point applicants in any organization, even though retaining these high level professionals are most critical human issues in the minds of executives in any competitive and global organizations, (Ang, Slaughter, Ng, 2002; Evans, Gonzalez, Popiel, & Walker, 2000), therefore there is much study required in R&S's individual constructs and its relation to individual outcome

behaviors. Since there are next to negligible studies in context of constructs like content validity and organizational commitment, organizational engagement and turnover intentions it can be inferred from studies of several scholars who found R&S practices play an indirect role in organizational effectiveness which in turn enhances organizational commitment (Meyer & Smith 2000; Whitener, 2001)

Several theoretical frameworks have been put forward to unravel the HRM-performance relationship. Examples are contingency theory, the resource-based view and human capital theory (Paauwe, 2009; Wright & Gardner, 2003). However, as these frameworks are situated at the firm level, they fail to grasp the underlying mechanisms by which HRM affects performance (Wright & Gardner, 2003). The soft HRM approach meets this limitation by bringing employees into the equation. It emphasizes the ability of HRM to satisfy employees' needs, which is hypothesized to generate favorable HRM outcomes (e.g. commitment) and subsequently improved organizational performance (Edgar & Geare, 2005)

The three-component model of organizational commitment was theoretically derived by Allen and Meyer (1990). The affective commitment component was based on a study of antecedents of emotional attachment by Mowday, Porter, and Steers (1982). The development of the continuance commitment component was based on a theory of increased costs related to work actions (Becker, 1960) and also a theory of increased perceived costs when there is a lack of employment alternatives (Farrell & Rusbult, 1981; Rusbult & Farrell, 1983). The component of normative commitment was developed based on the work of Wiener (1982), who believed an employee's feeling of obligation to an organization was influenced by the individual's experiences both prior (such as familial/cultural socialization) and following (such as organizational socialization) his or her entry into an organization.

In an independent- effect model according to Porter et al. (1974), it holds that satisfaction and commitment contributes significantly to turnover intention in an employee in an organization. The study further states that attitudes towards organization and job interact to influence the intention to quit an organization.

Turnover intention is explained as a conscious and deliberate willingness to leave the organization, usually measured in specific intervals and seen as voluntariness to leave the organization, in search of alternative employment (Mobley, Homer, & Hollingsworth, 1978). Though, turnover might be understood as termination but it has not been studied in this relation, but rather than in terms of voluntary, self-motivated, intention to leave the job. According to Mowday et al. (1982), commitment strongly correlated to job relatedness and negatively to turnover intention, turnover (HoM & Huh, 1981) and turnover intention is concerned with leaving the organization than job. In regard to turnover intention cognition is expected to be the best predictor based on theoretical prescriptions (Ajzen & Fishbain, 1980; Steel & Ovalle, 1984) and this theory it builds on intellectual capital. Several studies by scholars state HR practices play an indirect role in reducing turnover intentions (Vandenberg et al., 1999). Number of research in this specialized area to test favorable outcomes, employees need consideration and personal touch (Carson, 2005; Truss et al., 1997), general consensus in soft HRM to how it affects organizational performance and its impact on employees (Paauwe, 2009; Guest, 1997). Study on relation between HRM and HRM outcomes (Gellatly et al. 2009; Gong et al., 2009; Gould-Williams, 2007) and based on social exchange theory, theoretical framework has explained this relationship. Social exchange theory (Blau, 1964) stated that HRM affects positive interchangeable association and employees too reciprocate through positive behavior to organization (Gould- Williams, 2007) As

there is dearth of literature and empirical study between individual independent and dependent variables there seems to be a gap and for that reason this study tries to bridge the gap by focusing in studying the relationships between the individual antecedent variable and its effect on behavioral outcome variables.

Predictive Validity and Organizational Commitment (OC), Organizational Engagement (OE) and Turnover Intention (TI)

The theory of predictive validity states that it predicts future job performance of employees selected in R&S in organizations (Pilbeam & Corbridge, 2006; Smither et al, 1993; Ni & Hauenstein, 1998) from Mowday and Steers, (1979). Predictive validity has high significance in selection of employees in relation to the functions performed in organizations and states that for R&S to be valid, reliable and effective, predictive validity must be high in empirical evidence (e.g., Smither et al., 1993) however other studies have found results high on content validity but low in predictive usefulness and vice versa. Certain trends are in evidence (Becker, 1960; Brown, 1969; Buchanan, 1974; Grusky, 1966; Hall, Achneider, & Nygren, 1970; Hrebiniak & Alutto, 1972; Kanter, 1968; Salancik, 1977; Weiner & Gechman, 1977) as taken from Mowday and Steers, (1978) that states most of the definitions are mainly concentrated to commitment related behaviors.

A correlation coefficient measures predictive validity (Taylor 2007) states that if the coefficient is 1, it has high predictive accuracy however if the score is 0 then it must be assumed that its predictive value is null and void. Though it has high usefulness, yet predictive and face validity have limitations. Face validity is a perception based on applicants' reactions to the R&S process is almost impossible to measure precisely, as it only indicates the trends rather than give exact data. And since it is perceptual data it also has the problem of generalizability (Pilbeam &

Corbridge, 2006). With this in context as limitations as no R&S method can predict in absolute terms yet we must continue to restudy and reapply the various variables in relation, as it gives us indications of the trends that the applicants follow and helps us to take calculated decisions.

OC is defined in terms of attitude, based on the second view from available theories. The goals of the organization and the individual are cohesive or compatible (all et al., 1970), the attitudinal commitment states organization and the identity of the person is linked (Sheldon, 1971) and that commitment is also based on reciprocal to rewards from the organizations (March & Simons, 1958) and according to theory, commitment is also related to motivational and intrinsic motivation. The theory also underlies the fact highly committed employees are less likely to leave the organization and perform better than less committed employees. Results based on five studies and an independent one (part-time military personnel) turnover intention found very high correlation between commitment and turnover intentions (Horn et al). Hence it is seen high inverse correlation with commitment and turnover intention whereby high commitment results in less turnover intention and vice versa (Porter et al., 1974), but it is also clear that other variables too play a role in turnover intention (Porter & Steers, 1973).

An important longitudinal study conducted with newly hired psychiatric technicians, to study commitment and predicting turnover across time, found the relation between commitment and turnover intentions intensified with time and also stated that commitment is better predictor of turnover intention than any other variable. The studies evidence for predictive validity of commitment has been established by strong relation between predicted direction between commitment and turnover, absenteeism, tenure and performance on job. The magnitude not being high

in these studies states that behavior of employees in organization is influence by a number of complex factors and not just commitment. Based on Mowday and Steer (1979) when comparison between the predictive power of both commitment and job satisfaction was seen that commitment correlates well with turnover intention and is more stable predictor of turnover (Horn et al., Porter et al., 1974). However there are issues on general lack of agreement concerning the commitment measure and conceptualization, (Hrebiniak & Alutto, 1972) due to less degree of comprehensive examination of organizational commitment. Therefore according to (Ekuma, 2012) its basic issue of the study is R&S must possess high degree of predictive value to predict effective, and lower the cost associated with turnover intention by decreasing it, and poor performance otherwise the cost to the organization in the long run will be high. Thus R & S must possess high degree of predictive value and more research is needed to have sound backing of empirical findings.

Interest in OE began as a counter balance to negative psychological state. Earlier studies focused on stress, burnout and poor performance and limit developing understanding the strengths of engagement (Youssef- Morgan & Bockorny). Academic William Kahn studied and propounded personal engagement. He stated when people either bring in or leave out their personal selves during work-role performances, they are seen as those expressing themselves authentically at work, cognitively, emotionally and physically. New studies states engagement is a psychological state (Christian et al.), 'relatively performance of work'. In meta-analysis comparing Utrecht work engagement scale with MBI, Cole et al drew conclusion, engagement was measured by UWES. However it was also seen that small variance in job satisfaction and commitment resulted in being accounted for burnout. In the last 10 years the research interest in OE has increased manifold. But

despite the growing interest controversy has plagued it continuously, there are no new issues but the same issues have been studied as new issues (Holweda, 2007; Harter & Schmidt, 2008; Newman & Harrison, 2008). Newman and Harrison (2008) stated it was redundant with earlier job attitudes, organizational commitment, satisfaction, and job involvement. Saks (2008) stated “it was the imprecise definition and a packaging with other constructs”. Meta- analysis resolved the debate by adding both conceptually and empirically to the literature. Meta-analysis of Christian et al.(2011) and Newman et al.(2010) have contributed to understanding of engagements predictive validity beyond that of just traditional job attitudes (job satisfaction, OC, and job involvement) Similarly other studies helped build the foundation of OE as an important construct, Christian et al., 2011 in a meta-analysis found incremental validity of employee engagement was higher than job satisfaction, commitment and involvement, which suggested that engagement does offer exclusive prediction of task performance. However other studies suggest that there is overlap of job attitudes with engagement and hence if it does not uniquely predict work behaviors and job attitudes hence necessitates further research. Meta- analytic empirical evidence states attitudes are predictors of engagement, or behaviors at work. Results of Harrison et al. (2006) suggests attitudes are main predictors of behaviors. Meta- analytic study of engagement and turnover also suggested engagement has strong relation with turnover intention and engagement is best at predicting real turnover in organization. Therefore if R&S process shows high engagement it can be inferred that it will predict high engagement in employee and less turnover intention as stated in the analysis which gave clear results.

It has been seen in studies that employees high on turnover intentions are those not satisfied by the present job or due to attraction to new job. (Huselid, 1995)

study found that when in doubt of job security, compensation become the reason for intention for turnover, then it shows strong negative relation with working conditions in organization resulting in turnover (Mowday, Porter, & Steers, 1982; Gupta & Jenkins, 1991; Saiyda & Ahmad, 1997) . Research has also found that HR practices like pay, benefits and training negatively relate to turnover as it motivates employees (Lazear, 1986; Madrian, 1994; Gruber & Madrian, 1994) and hence decreases turnover.

Empirical studies have suggested that turnover intention is affected by staffing practices (R&S process), employment monitoring (performance appraisal), (Schmidt and Hunter, 1983). Subsequently it has been argued that attention organizations show for their HR practices determines employee turnover and selection affects the quality of recruited employee (Shaw et al., 1998). This is indicative of clear relation in staffing process and the validity of the selection process. Valid selection process sees better informed recruitment and selection decision leading to low turnover. Huselid (1995) found selective staffing process is highly related to turnover.

Test Procedural Justice Organization Commitment (OC), Organization Engagement (OE) and Turnover Intention (TI)

Test procedural justice researchers and theorists main interest is with perceived fairness of procedures in making organizational decisions (Folger & Greenberg, 1985). Test procedural justice has three components, formal characteristics procedure, explanation of procedures and decision making and interpersonal treatment (Greenberg, 1990b). Procedural justice is seen as decisions are judged to be fair, or perception of fairness is seen about organizational procedures (Tyler, 1988; Kim & Mouborgne, 1998). And its main emphasis is on, application

criteria, suppression bias, accurate information used, opportunity for error, representativeness, and ethical treatment (Johnson, 2002; Fassinal et al., 2008; Heponiemi, 2007) and has also been stated it indicates substantial impact on organizational attitude and behaviors. Significant findings were that perception of procedural justice exerts on individuals highest order attitudes of trust and commitment and high degree of intention to stay (Kim & Mauborgne, 1998; Cascardi et al., 2000; Johnson et al., 2002).

R&S literature has been the issue of utility of the R&S process (Hunter & Hunter, 1984) the fairness of the process and its impact on the applicants (Schmitt, 1989), psychometric soundness of tests (e.g., reliability), the validity of inferences made based on the test results (Schmitt, Gooding, Noe, & Kirsch, 1984). Though the issues have been of interest for many decades, hardly any studies show interest from social perspective (Herriot, 1989b). Mostly studies have delved into test bias, differential prediction and the impact on productivity and hiring rates (Hartigan & Wigdor, 1989; Schmitt, 1989). Most overlooked but important focus is to test fair treatment and reaction of the applicants to such tests (Schmitt & Gilliland, 1992).

There is theoretical and practical importance in the study of outcomes based on the fairness of R&S process, yet there aren't any developments of theory in this area. Preliminary models lacked solid theoretical framework but have since used organizational justice theory (Greenberg, 1990b). A causal relation between procedural justice and OC was seen to have strong significance of organizational justice over OC. Another study's result found work engagement highly mediated the effects of procedural justice on OC (Karatepe, 2011). Similarly another study conducted on telecom sector with 400 employees stated positive and significant effect

of procedural justice on OC, and also found it enhanced OC behavior (Khattak, Sindhu, Haider, & Urooj, 2017)

Earlier, due to competition in employees due to low unemployment rates (Nassar, 1999) in the developed world, it was believed organization attractiveness might influence the decision makers. To examine they used organizational justice theory to perceptions the applicants had to R&S process (Gilliland, 1993). It was seen that more or less favorable impression regarding the organization increased the influence it had on the applicant's attitudes and behaviors. One of the issues related to procedural theory research is practice of commonly used scales and not looking into developing and improving it. Similarly lack of consistency in using measures, some items/scales clearly relate to procedure (Thorsteinson & Tyan, 1997), while other relate to the whole process (Gilliland, 1994) and others still refer to fairness outcomes (Truxillo & Bauer, 1999). Careful analysis shows most studies on procedural fairness have been assessed using different measures (e.g., Gilliland, 1994; Macan, Avedon, Paese, & Smith, 1999). Therefore there is need for better integration of test attitudes on fairness to develop better understanding.

Most prominent research used as foundational studies was by Smither et al. 1993; Gilliland (1993) and Arvey et al. (1990). It must be noted that test taking attitude examines self, whereas, justice related to perception is process or it accounts for whether the test is a fair method of hiring. Chan et al. (1997), in his study, though found mediation of face validity but did not find any specific change in post – feedback process fairness. To understand how applicant's behavior is centered around the test procedures some studies treated variables as potential antecedents of perceptions in R&S process (e.g., organizational attractiveness; Mekan et al., 1994; Ryan, Ployhart, Greguras, & Schmit, 1998), but there is still lack of surety as to the

key determinants of applicants perceptions. Some studies related to post-test perceptions are helpful since these perceptions may relate to behaviors demonstrated by applicants during later stage (e.g., OC, OE and withdrawal behavior). A study with hotel employees in Northern Cyprus stated that distributive justice was a better predictor of job satisfaction, organizational citizenship behavior and TI than procedural justice (Nadiri & Tanova, 2010). Many studies have examined and found job related tests and its effect on perception fairness and found there is positive relation to perceived face validity and perceived fairness, job relatedness; perceived fairness had higher content-valid test , it was seen that there was high correlation between job relatedness and perceived fairness of tests administered (Schmitt, Gilliland, Landis, & Devine, 1993).

Another study in China, suggested cognitive trust fully mediated procedural justice on hotel employees' job satisfaction and organizational commitment (Hon & Lu, 2010). In a meta-analysis it is stated that applicants perception were found to relate to a variety of work related criteria such as job performance, organizational citizen behavior, job satisfaction ,OC and TI. Though in the analysis it was found that there were some differences across settings, yet it was overall meaningful relationship between applicant perception and behavioral intention, (Hausknecht et al., 2004). He further suggests that there must be more systematic and post-hire behavioral outcome studies to better understand the relation fully.

Predictive Validity and Outcomes (OC, OE, TI)

Studies and tests have shown that applicants ranked high on predicting voluntary turnover, high ranking applicants have substantially better probability to perform in an organization and staying in the organization e.g., applicants ranked on merit on top 30 % were found to have low turnover of 95% probability of retention.

And applicants ranked from bottom 20% have 25% of staying in the organization and will be the first to leave the organization. (Hagopian, Rush, Lewin, & Long, 2001)

A research on predictive validity of judgment of dangerousness in emergency civil commitment found that emergency commitment situation allows for judgment of dangerousness with relative high degree of short-term predictive validity (McNiel & Binder, 1987). Similarly in a study between two organizations, the result suggests that not much difference found with respect to turnover but predictor variable and OC was significantly higher.

In another study it was seen that applicant attraction outcomes were predicted by job /organization characteristics (engagement), recruiter's behavior, perceptions of recruiting process, perceived fit and hiring expectancies (Chapman, Uggerslev, Carroll, Piasentin, Jones, 2005). Another study explored OE as a predictor of TI and the results conclude that engagement was significant predictors of TI (Gene & Jean, 2010).

Similarly, another study examined the organizational commitment with different indicators based on three theoretical frameworks of (Tinto, 1975, 1987; Bean, 1985; Huselid & Day, 1991). The results found predictive validity of sub-factors of OC on different outcomes were significant and significant direct effect on students' intent and actual persistent behavior (Amaury, 1993). The findings must be used cautiously as the study was conducted with students and not real applicants.

Organization Attractiveness, OC, OE and TI

Organization Attractiveness is defined by Tsai and Yang (2010:49), as willingness of applicants to accept the employment offer and continue in the same organization, a good place to work (Ehrhart & Ziegert (2005), benefits envisioned by potential employee working in the organization (Berthon, et al., 2005). Similarly

Albertine and Weekout (2011), stated “the package of organizational characteristics an individual perceives and which determines the thoughts about a particular organization as an employer”, while Celani and Singh (2011) related employer branding and attractiveness and that increases the success to attract and retain employees as work force.

There are numerous studies on the relation between organizational attractiveness and retention intention of individual; to attract talent, organizational attractiveness is important (Vroom, 1966). Several studies were conducted on perception of applicant on prestige of organization (e.g., Truban et al., 1998; Truban & Greening, 1996) and suggested item measure perceived as best place to work and employees feel proud to associate with an organization. Similarly studies on attractiveness and culture that project and reflect values to the mass (Cantanzaro et al., 2010), attractiveness related to reputation (Turban & Cabl, 2003; Caligiuri et al., 2010;Williamson et al., 2010) corporate social performance (CSP) (Wood, 2010) while Turban and Greening (1996) focused on employees, stakeholder and applicants perception on employees work space conditions as relevant variables in predicting organizational attractiveness.

Organizational attractiveness is an important construct for numerous reasons. Based on “customer is god” concept or based on model of signaling theory in selection by Rynes (1993) the emphasis has been focused on quality and characteristics of organizations as interpreted by employees and is seen as a preview to choices applicants make to join the organization (Hausknecht et al., 2004). This attributes to their perception of organization as psychological contract when hired (Allen et al., 2007) and can very easily have a negative effect where the candidates do not accept to join and discourage others from doing so (Rynes, 1990). Similarly

applicants' perception of fairness also influences attitude and behaviors towards the organization (Rynes, 1990). Fairness perception has also been conceptually linked with other outcome variables like OC, TI, (Gilliland, 1993) and has the tendency to reduce the importance of actual predictive value or utility of the R&S process. However another important issue that has been raised was that intentions and behaviors tend to relate moderately hence applicants' perception should relate to actual behavior (Ni & Hauenstein, 2004).

The basic focus of R&S process is to get the best candidates to maximize the utility and predictability of the process to achieve competitive advantage in the market place. The candidates selected via this process must be able to provide maximum productivity on the assigned tasks (Allan et al., 2007) Pilbeam and Corbridge (2006) have stated inappropriate R&S decision not only reduce effectiveness of organization, but refutes rewards and is unfair to the candidate and if unsuitable candidate is accepted becomes a major problem to the manager. Hence R&S process must have high predictive value since the cost otherwise is too high to all the stakeholders. A study examined the mediating role of perceived organizational attractiveness (Job characteristics) with procedural justice and turnover intentions. The results of longitudinal field study where N=82 found procedural justice and TI are partially mediated by OE (Li, & Bagger, 2012).

Another study found organizational attractiveness has positive and significant relation with commitment. Organization attractiveness was seen to lead to satisfaction with job and have less intention to turnover, while willing to achieve organizational goals due to commitment (Lim, Lim, Lim, Moh, Phua, 2013).

Organization attractiveness and OC, OE and TI has been looked at from a narrow perspective, individual's engagement with his or her work tasks Christian et

al., (2011). From a broader perspective it is seen as opposite to burnout, intense involvement and satisfaction with work, while others state engagement is a distinct construct. Recently HRM scholars have considered it a management practice, instead of ‘doing engagement’ to being engaged. Fundamentally, Jenkins and Delbridge (2017), states two ways to manage employees engagement based on performance, using ‘soft’ or ‘hard’ approach.

There has been limited research on organizational attractiveness, in a study in insurance, McCulloch and Turban (1997) found negative outcomes seem to limit attraction in the eyes of the applicants and dissonance to leads to view organization as less attractive. An organization perceived as attractive by applicants but would not join the organization if the applicants found the process of R&S undesirable. They may view desirable R&S process more positively.

According to Employer Branding Theory, organizations must be careful about public image, projection of image by organizations through its policies and activities to attract employees (CIPD, 2009). With shrinking skilled manpower in the developed world, there is need for organizations to remain attractive to entice best talents. Hausknecht et al. (2004) based on attraction theory, claims that during R&S process organizations must portray positive image otherwise lose top candidates. Applicants finding R&S process intrusive will find the organization less attractive to work (Hausknecht et al., 2004). Similarly organizations considered attractive by applicants will have advantage (Smither et al., 1993). Further Rynes’ (1993) model based on signaling theory states that applicants interpret R&S process as realistic preview of the organization’s characteristics.

Attitudes, behaviors have been linked to outcomes like job satisfaction, organizational commitment, turnover intentions, (Gilliland, 1993). Attraction hence can be concluded, is an important concept in R&S process.

Decrease in turnover and organizational commitment is an important topic in HRM and a study in IT sector, private-owned enterprises in China found not all of HRM practices had significant effect on OC, however it found R&S, has significant positive effect on commitment (Qiao, Luan, & Wang, 2008)

Recruitment Information and OC, OE and TI

Recruitment process has changed from just being a part and parcel of HRM to a multibillion dollar industry. It has been defined as an active process of advertising and reaching out to potential applicants, the first phase, an important part of the hiring process (Tielsch, Traumer, & Pytlik, 2012).

HR practices and its relation to outcome require a deeper look at selection and outcome variables. Huselid (1995) has stated that HR practices can be categorized into two groups: one that enhances skills and second that enhances motivation. R&S process, e.g., selection, training and development activities are more associated with enhancing skills whereas performance appraisals compensation, enhances motivation. For research purposes integrating both as whole entity would be ideal but since there is a gap in our studies conducted and our learning, studies involving then individually is still highly relevant.

After Rynes, Heneman and Schwab's (1980), there hasn't been enough studies conducted in this area of R&S, mostly studies has been focused on applicants perception. Taylor and Bergmann (1987) study resulted in findings that job attributes only impacted till the interview level, extrapolation from interviews behavior to infer its relation, (Rynes, Bretz & Gerhart, 1991), and relation to application forms in R&S

process (Saks, Leck & Saunders, 1995). On cognitive tests, candidates moderately responded (Silvester & Brown, 1993), test with tangible items were seen as more job-related than abstract tests (Smither et al., 1993; Rynes & Connerley, 1993), feedback after results generated positive attitudes (Arvey et al., 1990; Schmitt, Gilliland, Landis & Devine, 1993). Schmidt et al., (1978) found applicants liked computer test rather than pen-and- pencil tests. Test takers' perception of fairness was influenced by perceived job relevance cognitive test (Chan et al., 1998b) and it was seen that personality tests were perceived unfavorably (Smither et al., 1993).

According to Schuler et al. (1993) model based on 'social validity' states, that four components has high influence on acceptance of R&S process by applicants, transparency of results, tests relevance to organizational needs, feedback, relationship with assessors. Another study by Arvey and Sackett (1993) stated perceived fairness influence the content of selection like, job relatedness and knowledge of skills needed in organization.

Anderson and Ostroff (1997) model proposed 'socialization impact' that has four empirically testable domain: information provision (IP), preference impact (PI), expectation impact (EI), attitudinal impact (AI) and behavioral impact (BI) Critical issues remain largely unanswered whether reaction to R&S process motivates long term OC, OE and decrease TI.

Moderating Effect of Person –Job Fit (PJF)

Researchers in number of instances have stated importance of Organization fit rather than person-job-fit. Once the applicant is an employee, the relation to job becomes of predominant importance than just its fit in organization. PJF clearly reflects employee's fitting in a job and it refers to employees' knowledge skills and abilities (KSA) in relation to and demands of the particular job. PJF is enhanced only

when desires of employees' needs, goals, values, interest and preferences are fully recognized by the organization. And performance can be gauged by how successfully work and employee is compatible and how far the demands of the job matches with the employees' interest, values and abilities (Edwards, 1991).

Empirically studies have shown PJF related to performance, May, Gilson and Harter (2004) have stated importance of psychological conditions to create engaged employee if conditions met with PJF, if conditions of good fit between PJF and employees KSA, organization engagement is high (Schufeli & Bakker 2004). And it has also been noted that if engagement is high, which is negatively related to turnover intention then employees voluntary intention to leave an organizations is low (Falenburg & Sachyns, 2007). Major research has concluded that with engagement high when PJF is effective, it negatively influences turnover. Studies have stated that better employee retention is priority as less recruiting is required. The foundation of retention is job descriptions, recruitment, selection and employee orientation (Dibble, 1999).

Turnover has been seen to be high in the first three years of employment and if HRM can succeed in reducing employees' turnover, it increases commitment and productivity in an organization (Kaliprasad, 2006). Another study stated that TI had significantly strong relation with committed employees retained in the organization (Vispute, 2013). Though TI is an important variable in R&S, there is need for more studies to enhance our knowledge. Meta- analysis of Fit (Kristof-Brown, Zimmerman, & Johnson, 2005) found conceptualization of fit or content dimension moderated for organization commitment, intent to quit, and overall performance. Furthermore it was seen that combined measure of PJF had a stronger correlation in the same order, with attitudinal criteria, needs- supplies fit and demands –abilities fit.

CHAPTER III

RESEARCH METHODOLOGY

This chapter describes the design and research approach of the study .It presents detailed research activities as research hypothesis, research design, various instruments used, research process (administered questionnaire), and data analysis approach and procedures.

Research Approach

The fundamental purpose of the study was to examine the relationship between perceived perception of applicants to Recruitment and Selection process and its effect on behavioral outcomes in Nepal's context. As there are next to nil research in this area of interest and therefore we see a big gap in knowledge on the R&S process and its impact on different dependent and outcome variables. In the western world most studies have examined the perception of applicants and HRM issues rather than focused on the impact of R&S on outcome variables and very few researchers have focused on Recruitment and selection process and its relation to other variables.

This study will help in commencement of research in this subject in Nepal as well as examine if the results of the studies in developed world will be applicable in our Nepali context, where the environment is very different (culture, high level of ethnicity, low level of education, tight job scenario and political influences in all walks of life) from the developed world. The basic purpose is to examine the relationship between perception of applicants to the R&S process and its relation to the outcome variables like organizational commitment, engagement and turnover intention. This study also looks into the moderation of the variables by person-job-fit and examines its effect on the variables. For this though we test perception of the

applicants as measured in numerical values and the values are tested to see the direction and intensity in the relationship established. This study follows a quantitative construct and therefore is positivist in nature. Positivist epistemology generates knowledge involving systematic measurement and test of the variables of the phenomenon in question.

There has been number of arguments from researchers to the suitability of the positivist approach in the inquiry of relationships in nature and/or reality. According to Trochim (2008) positivism's sole goal is to establish a relationship between the prescribed phenomenon and its reliance on empiricism where observation and measurement is the core of the study. In Social sciences some researchers believe the use of positivist approach in perceptual, attitudinal and behavioral study cannot capture the different dimensions just by the use of questionnaire. The perception of an individual has number of influences and nuances, and the same questionnaire result's is difficult to replicate, as the perceptions would have changed for the individual with every change in the forces in the environment around the individual. Therefore markedly perceptions are most difficult to quantify, and it fluctuates with the slightest change in environment. More appropriate method would be qualitative or a mixed method to incorporate the construct fully. But then generalizability would be difficult and scholars believe that such construct as perception, attitudinal and behavioral variables too can be captured by definite and quantifiable answers to questionnaire (Mcfalls, 2001, as cited by Grix, 2002). This is looked on positively by the research scholars as it brings semblance of order and scientific rigor in the social constructs and forms a basis of knowledge by conducting explicit assessment, and generate basis of reliability, generalizability and validity. Creswell (2003) also suggests that deductive process of quantitative method has three important aspects: the research

problem, personal experiences and the audience for the study, by testing, and validating the theories consistently, there is compelling evidence for the use of post positivist study.

Research Design

The study follows the positivist epistemology and the process engaged in this quantitative study is survey questionnaire to generate data from a cross section of Nepal's different organizational sectors: public, private organizations like manufacturing, financial institutions- banks, airlines, consultancies.

Research Hypothesis

Hypothesis is seen as a logical relationship between one or more variables that can be tested (Sekaran, 2003). To test the relationship between the research questions stated in the study and the different variables as illustrated in the theoretical framework the following hypothesis were formed.

Hypothesis 1a: Perceived predictive validity (PPV) will have significant positive relation with OC

Hypothesis 1b: PJF will moderate the relationship between PPV and OC

Hypothesis 2a: PPV will have significant and positive relation with OE

Hypothesis 2b: PJF will moderate the relationship between PPV and OE

Hypothesis 3a: PPV will have a significant but negative relation with TI.

Hypothesis 3b: PJF will moderate the relationship between PPV and TI

Hypothesis 4a: Test procedural justice (TPJ) will have a significant and positive relation with OC

Hypothesis 4b: PJF will moderate the relation between TPJ and OC

Hypothesis 5a: TPJ will have significant and positive relation with OE.

Hypothesis 5b: PJF will moderate the relation between TPJ and OE

Hypothesis 6a: TPJ will have a significant positive relation with TI.

Hypothesis 6b: PJF will moderate the relation between TPJ and TI.

Hypothesis 7a: Recruitment information (RI) will have a significant and positive relation with OC

Hypothesis 7b: PJF will moderate the relation between RI and OC

Hypothesis 8a: RI will have a significant and positive relation with OE

Hypothesis 8b: PJF will moderate the relation between RI and OE.

Hypothesis 9a: RI will have significant but negative relation with TI

Hypothesis 9b: PJF will moderated the relation between RI and TI

Variables and their Operationalization

The study has tried to examine the relationship between the perceptions of perceived applicants' reaction to R&S process with outcome variables. Moderation effect is used to see if the moderating variable affects the direction and the strength of the relationship between the dependent and independent variables.

The independent variables in the study are perceived predictive validity, test procedural justice and recruitment information, whereas the dependent variables are organizational commitment, organizational engagement and turnover intention.

The moderating variable in this study is person-job-fit and the study will examine if this important variable to an employee to fit into a job, will affect the relation with dependent and independent variables in its strength and direction.

Demographic information was collected and will be used in the research to test its influence on the variables of the study, though it is important to realize that there might not be much influence as most information generated has very less variation among the groups and within the group except for gender.

This was with attention to applicants recruitment need to meet the criteria set by the research and because of the set criteria, the range in the information is low for example education was either graduate or undergraduate degree, job position was either officer level or manager level yet on the other issues of demographic information of age, work experience and others will be tested to see its impact on the aforementioned relationship.

The variable sources and the definitions for the study were taken after extensive study of literature review. For independent variables the scales were as used by Smither et al., (1993) and for the independent variables, perceived predictive validity with five items, test procedural justice with seven items, and recruitment information scales it followed Demo, Neiva, Numes, & Rozzett (2012) and has six items in total.

For dependent outcome variables different scales and research scholars were used, OC the scales used were from OCQ- Mowday et al., (1982) with nine items, for OE the questionnaire was used from UWES (Utrecht Work Engagement Scale) Schaufeli, & Baker, (2003) with 17 items. Similarly for TI, the scale used followed Mobley, Honer and Holingsworth (1978) with three items. Likewise for moderating variable of PJF the scales were used following Abdel-Halim, (1981) with five items in total.

Perceived predictive validity (PPV). It is perception of the applicants' and it has been defined as how well the procedure predicts future job performance, (Smither et al., 1993). This antecedent variable helps in choosing the best candidate for the organizations based on the prediction by means of using the test processes like cognitive tests, interviews and others used in the selection process. This variable is important, based on its prediction the organizations selects the employee with low

level of outcome behavior like turnover intention and high level of outcome attitudinal behavior of organization commitment and engagement in the employees.

Test procedural justice (TPJ). This variable is defined as perceived fairness of the procedures (interactional justice) and fairness of decision makers' behavior during the enactment of procedures (interactional justice) (Bies & Moag, 1986) and in making decisions (Folger & Greenberg, 1985) to determine the recruitment and selection process. The process of test procedural justice is important to the applicants as it results in whether they accept or decline the job offered and its negative result with new applicants not accepting the job would be the signal it sends out and will not recommend it to other applicants. Whereas positive effect would be the applicants will accept the offer and have positive influence on the attitudinal and behavioral outcomes.

Recruitment information (RI). is organizational activities for example recruitment sources, developing advertisements, influencing the number participating in the process, types of individual to apply as a result it affects applicants' decisions to accept a position if offered, (Gatewood, Field, & Barrick, 2010) . It is described to the extent that it provides internal and external information to the possible interested candidate to be recruited and helps generate a pool of interested applicants.

Organizational commitment (OC). Organization commitment is a state in which an employee identifies with a particular organizations' goal, and wishes to maintain membership thereby, identifying with ones' employing organization (Robbins, 2005).

Organization engagement (OE). Organization engagement refers to the employees who are involved in, enthusiastic about and satisfied with his or her work in an organization.

Person-job-fit (PJF). Is the satisfaction, or propensity to leave job in case of dissatisfaction, depends on the degree to which individual successfully match their personalities to the work assigned.

Unit of Analysis

According to (Trochim, 2008), the unit of analysis is an essential feature examined in the study. This study has one unit of analysis, individual, for it considers only each response of the participants.

Validity and Reliability

Validity is the closest approximation to the truth (Trochim, 2008), and an extensive search for articles by scholars in the interest area were reviewed. The internal validity was ensured as it made use of validated measures used in different study by other researchers.

Reliability is the measure of stability and consistency with each item, within the measure used, to examine the construct and helps the goodness of fit (Sekaran, 2003). The instruments used for this study are from other research conducted by scholars across the globe and hence can be considered reliable. For reliability in data collection, the participants were informed of confidentiality and anonymity and reassured that the data collected will be used only for the study.

Population and Sample

The population included all the newly selected employees with less than 1 year of employment from different sectors of the industries, in airlines the employee response were 20, banks the employees response were 50, private manufacturing and trading industries the response of the newly employed applicants were 70, and consultancies newly employed response were 70. The sample number and frequency is as shown in table 3.1.

Demographic Characteristics of Sample

The sample was taken from different organizations including Banks, Consultancies, Airlines, Manufacturing and Trading Industries. The organizations were chosen based on where the recruitments had recently taken place. The total sample was 210, where women made 37.1 percent whereas men made a total of 62.4 percent. Similarly the qualification for the entry level in recruitment and selection was from bachelors to masters with work experience differed from none to more than 4 years, the position for applying for job also differed from officer level to manager level and age group differed from 18 to above 32 years. The result of the demographic characteristics of the sample is organized in tabular form and presented in Table 3.1.

Table 3.1

Frequency Statistics of the Sample (N=210)

Variable	Group	N	Percentage
Gender	Male	131	62.4
	Female	78	37.1
Applied Position	Officer	180	85.7
	Manager	29	13.8
Academic Qualification	Bachelors	133	63.3
	Masters	76	36.2
Age	18-22	42	20
	23-27	114	54.3
	28-32	41	19.5
	Above 32	13	6.2
	Just selected as employees	8	3.2
Service in current job	Less than six months	95	45.2
	Six months	47	22.4
	Less than a year	60	28.6
	None	145	69
Earlier experience	1 year	26	12.4
	2 years	12	5.7
	3 years	7	3.3
	4 years	15	7.1
	More than 4 years	5	2.4
	Banks	50	41.7
Sector	Consultancy	70	58.3
	Airlines	20	16.7
	Manufacturing, Trading & Industries	70	58.3

Research Instruments

There were seven instruments used in the study that had previously been developed by various research scholars and had been validated and reliable to measure the variables in the study. The study used validated and established instruments to collect required data. There aren't any validated instruments developed in Nepal hence the instruments used were from developed nations and other nations used in various studies.

Perceived Predictive Validity (PPV)

PPV was measured using of 5- item perceived predictive validity scale used in the study by Smither et al. (1993). The coefficient alpha value was .83 in Likert type scale of 5 point was used for response where 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree and 5= strongly disagree.

Test Procedural Justice (TPJ)

TPJ was measured using 7- items of test procedural justice validity scale also used by Smither et al., (1993). The coefficient alpha value was .68. Likert type scale of 5 point was used for response where 1= strongly disagree to 5= strongly agree.

Recruitment Information (RI)

RI was measured using 6-item of recruitment information validity scale was used by Demo, Nieva, Nunes and Rozzett (2012). The measure has 6 items and its reliability is .84 Cronbach α in EFA.

Organization Commitment (OC)

OC was measured using 9 items of organizational commitment validity scale was used by OCQ- Mowday et al., (1982). To measure this variable shortened questionnaire from 15 –item scale questionnaire was used. The questionnaire was

taken from 'Taking the Measure of Work' By Dail L. Fields, 2002. The alpha coefficient ranges from .74 to .92.

Organization Engagement (OE)

OE was measured using 17 items of organization engagement validity scale used by UWES (Utrecht Work Engagement Scale) Schaufeli, & Baker, (2003).

Turnover Intention (TI)

TI was measured using 3 items of turnover intention validity scale used by Mobley, Honer and Holingsworth, (1978). Response was gathered by 5- point Likert scale from 1- strongly disagree to 5 –strongly agree.

Person Job Fit (PJF)

PJF was measured for this study with questionnaire developed by Abdel-Halim (1981). It used five items to assess the person-job-fit. The coefficient alpha values are from .73to .74(Xie, 1996; Xie & Johns, 1995).

Research Procedure

This section relates to the research procedure that includes the use of questionnaire, process used to gather data, and analysis strategy and all elements are described in detail.

Administration of the Questionnaire

The questionnaire had six socio-demographic variables altogether the total number of questions asked was 68, 62 questions were items related to dependent and independent variables and 6 were socio-demographic variables.

The questionnaire had clear instructions in describing the purpose of the study, confidentiality issues and others. The questionnaire, for the ease of the respondent, started with demographic information and the items related to research followed in a

new table. The information from the two sections was as predefined criteria set in the study.

A pilot testing was conducted among the students of MBA and MPhil students and was found no problem in questions being comprehended. Around 25 minutes were found to be required to complete the survey and was communicated to the HR managers in organizations the questionnaires were sent. This study used the validated and reliable instruments that had been used extensively therefore statistical operation was not conducted at this stage.

The organizations used as sample were informed on the study with conversations with HR heads and questionnaires were sent on the basis of the number of new recruits under 1 year were provided us, these were followed up for collection later. Some organizations wanted questionnaire emailed which the respondent filled and sent it directly via email which was printed and its data used. There were altogether 299 responses out of 600 sent out to organizations of which only 210 were usable data. The criteria used in this study of one year of being employed employees could only answer the questionnaire was a major hurdle in collection of responses.

The sample size was calculated using sample size calculator available in the internet and also used the scientific table. The calculation was based on the size of the population and required confidence interval. Calculating the population size and 95% confidence level the sample size of 200 was identified as acceptable for this study.

It was 48% of response rate and usability was 70 %. There are mixed reactions of researchers on the required sample size for a study for generalizability of the study. Sekeran(2003) and Trochim (2008) argue that in social science research, even 30 % response rate can be considered, as the general practice in general

management is of low response, whereas the norm according to Babbie (1998) suggests that there should be minimum 50 % response rate for practical and generalizability purpose.

Data Processing

All the data was processed using coding according to the organization and once there were screened for eligibility they were fed in the SPSS 20.0 for Windows statistical package.

Data Analysis Strategy

SPSS 20.0 was the software used for data analysis. The data was screened for missing data. The seven reverse items and were converted and screened for discrepancy in the data while entering it. It was then analyzed for its normality, dispersion, central tendency, descriptive statistics and others. Pearson correlation and regression analysis for hypothesis were also conducted

Factor loading of each item of the instrument as well as goodness of fit was conducted to determine if any items needed to be dropped from the instrument. Based on the suggestion by Rosen (2006) the items were dropped if CFA found items loaded scales were less than 0.30, if the fit priori improved after the items were removed and the reliability of the instrument improved after the low score items were dropped. Reliability analysis was checked by Cronbach alpha for each instrument.

Hypothesis Testing

Hypothesis testing, to test the direct relationships between dependent and independent variables undertaken in the study, and correlation coefficients were calculated.

Correlation coefficients tests whether the hypothesized direct relationships are significant and are they in the desired or expected directions. Singh, Finn, & Goulet, (2003) suggests this method is not considered robust hence regression analyses was carried out to confirm the relation hypothesized as already indicated by correlation coefficients.

There were nine regression model estimated taking R&S variables as independent variable whereas outcome variables as organizational commitment, organizational engagement and turnover intention were used as dependent variable. In second step the independent variables were entered to explain the additional variance change. Finally in the third step the moderating variable was also included in moderated multiple regression (MMR) or hierarchical regression, where PJF as moderating variable is tested along with independent, R&S variable and dependent, outcome variables. All demographic variables were used as a control variable and its relation was studied in a separate step.

Aguinis (1995) suggested that MMR is the appropriate method to detect the effects of moderating variables in research. According to Aguinis (1985) the equation is developed where dependent variable is Y, a predictor X and the second predictor Z hypothesized as moderator, the equation given below states the ordinary least square regression to test the additive model to the main effects in predicting Y from X and Z.

$$Y = a + b_1X + b_2Z + e_1$$

New equation is formed by the interaction between the two variable X*Z and including it in the third model of regression equation estimated.

$$Y = a' + b'_1X + b'_2Z + B'_3X*Z + e_2$$

Here the beta coefficient's significance of the interaction term ($X*Z$) and F statistics indicates the presence of the interaction effect (Aguinis, 1995). Independent sample t - test was carried out to assess the significant differences between male and female employees in their OC, OE and TI, outcome variables and one way ANNOVA Post hoc test using Tukey HSD was used to test the age to compare within group and between group.

CHAPTER IV

RESULTS

This chapter reports the analysis and findings of this study. It includes the demographic characteristics of the sample, and it carried out reliability of each instrument to see if all the items in a construct established the same factor.

Differential and inferential statistics were used to test the hypothesis.

Reliability Analysis

Reliability Analysis first calculated the Cronbach Alpha for each construct and its items. In research usually accepted calculated value for Cronbach $\alpha \leq 0.7$ and above for items, but in social science research the exact construct cannot be measured hence there is acceptance of Alpha score of also 0.6 and above. The α score was calculated of all the items of the construct. The item of score less than .6 were dropped from the construct chosen for research, one at a time to try increase the score of alpha. In some cases after dropping the problematic items the score of α increased to .6 whereas in two cases of the independent constructs PCV and OA even after dropping of the problematic items the α score did not increase to the required acceptable score and was hence the variable was dropped from the study. The results of Cronbach alpha's high score after dropping the items indicate that the reliability of the items of the construct and is better fit.

Reliability Analysis was administered in all the construct items to see if all the items used to measure the construct had consistency and if there weren't then those items were removed. Based on findings of reliability test, three items from the total of 5 items in Perceived Predictive Validity (PPV), and two items from total of 7 items from Test Procedural Justice (TPJ), showed very low scores of Cronbach Alpha,

hence they were dropped from the construct. Out of the two items dropped from TPJ, one was reverse scored; the second had double negative in the question. In the same way in PPV, perceived predictive validity, three items were dropped, one of them were reverse scored item, the second item dropped was ambiguous and the third item dropped was not relevant and ambiguous in nature.

Two independent variables were dropped from the study due to very low scores of Cronbach α even after removal of the problem items from the construct, perceived content validity (PCV) and organization attractiveness (OA). PCA had total 5 items but even after removal of 3 items it still did not increase the α score from .53 to the desired level hence this construct had to be dropped from the study. Similarly OA had total of 5 items and after removal of 3 items the score of the construct remained .52 hence it was also dropped from the study.

The values of Cronbach alpha before and after the items were deleted for different constructs are shown in table 4.1. The increase of Cronbach alpha score after items were dropped suggests the reliability of the instrument increased after items were deleted.

Table 4.1

The Values of Cronbach Alpha for different Instruments

Instrument	No. of items	Factor	No. of deleted items	No. of retained items	Cronbach alpha before deletion of items	Cronbach alpha after deletion of items
PPV	5	1	3	2	.48	.65
PCV	5	1	3	2	.32	.53
TPJ	7	1	2	5	.58	.66
OA	5	1	2	3	.35	.52
RI	6	1	-	6	.81	.81
OC	9	1	-	9	.87	.87
OE	17	1	-	17	.89	.89
TI	3	1	-	3	.78	.78
PJF	5	1	-	5	.80	.80

Maximum, Minimum, and Mean values of All Variables

The maximum, minimum, mean values of all the variables in the study are presented in Table 4.2.

These result indicates that TPJ (Test procedural Justice) ($M= 3.39, SD=.60$), RI (Recruitment Information) ($M=3.50, SD=.69$), OC (Organization Commitment) ($M=3.71, SD=.67$), OE (Organization Engagement) ($M=3.62, SD=.60$) have mean score above average indicative of employees showing high level of OC, OE, and RI,TPJ indicated high influence on R&S, whereas moderate mean score in PPV ($M=2.89, SD=.98$) indicates mediocre prediction. However for TI ($M=2.18, SD=.93$) the mean score suggests, the intent to turnover in employees in the present organization is modest.

Table 4.2

Descriptive Statistics of Variables (N=210)

	N	Minimum	Maximum	Mean	SD
PPV	210	1	5	2.89	.98
TPJ	209	1.80	5	3.39	.60
RI	210	1	5	3.50	.69
OC	210	1.44	5	3.71	.67
OE	210	1.76	5.88	3.62	.60
TI	210	1	5	2.18	.93
PJF	210	1.20	5	3.59	.70

Correlations between Variables in the Study

The correlation between variables was conducted using Pearson correlation coefficients between the variables in the study and the results are given in Table 4.3.

Table 4.3
Correlation between the Study Variables

	PPV	TPJ	RI	PJF	OC	OE	TI
PPV							
TPJ	.31**						
RI	.25**	.49**					
PJF	.23**	.48**	.61**				
OC	.29**	.38**	.45**	.64**			
OE	.25**	.55**	.55**	.75**	.77**		
TI	-.14*	-.20**	-.31**	-.53**	-.43**	-.43**	

Note: PPV-Perceived Predictive Validity, TPJ- Test Procedural Justice, RI- Recruitment Information, PJF- Person-Job-Fit, OC- Organizational Commitment, OE- Organizational Engagement, TI- Turnover Intention.

** $p < .01$, * $p < .05$

There exists statistically significant and positive relation ($p < .01$) between PPV, TPJ, RI, and OC and it shows statistically significant but negative relation ($p < .01$) between OC and TI. Similarly a statistically significant and positive relation ($p < .01$) is seen to exist between PPV, TPJ, RI, and OE and statistically significant and negative relation ($p < .01$) exists between OE and TI. The results show a statistically significant but negative relation for ($p < .01$) exists between TPJ, RI and TI whereas statistically significant and negative relation for ($p < .05$) exists between PPV and TI.

The results are indicative that all the relationship of independent variables in relation to the outcome variables are in the expected directions. However a more robust analysis is needed for better interpretation of the relationships between the independent and outcome variables, and hence, regression analysis was performed as shown in table 4.4.

Table 4.4

Moderated Multiple Regression (MMR): Independent variable (PPV, TPJ and RI) and Outcome variables (OC, OE and TI)

MMR: PPV and OC and PJF

B Standardized coefficient			
Variables	Step I	Step II	Step III
PPV	.29**		
PPV		.15**	
PJF		.60**	
PPV			.61**
<u>PJF</u>			1.11**
PPV_PJF			-.76*
F	18.43**	76.92**	54.35**
R²	.08	.43	.44

Note: ** $p < .01$, * $p < .05$

MMR of PPV, TPJ and RI and OC

All three models were seen to be significant $F=18.43$ for the first model, $F=76.92$ for second model and $F=54.35$ for the third model, for $p < .001$. (see table 4.4)

The results from correlation analysis showed positive association between the independent and outcome variables ($\gamma = .29$, $p < .01$). Hierarchical regression analyses carried out to test the moderating effect of PJF on the relationship between PPV and OC too indicated that PPV has significant positive influence of OC ($\beta = .29$, $p < .01$). In this analysis, interaction term (PPV×PJF) was also found to be significant ($\beta = -.76$, $p < .01$) and PJF moderates the relationship between PPV and OC. Hence we can say that H1a and H1b both the hypotheses is supported

Table 4.5

MMR of TPJ, OC and PJF

B Standardized Coefficient OC			
Variables	Step I	Step II	Step II

TPJ	.38**		
TPJ		.09	
PJF		.59**	
TPJ			.33
PJF			.86**
TPJ_PJF			-.44
F	33.88**	72.10**	48.61**
R²	.14	.412	.416

Note: ** $p < .01$, * $p < .05$

All three models were significant at $F=33.88$ for the first model, $F=72.10$ for second model and $F=48.61$ for the third model, for $p < .001$. (see table 4.5)

Though the result from correlation analysis showed positive association between the antecedent and outcome variables ($\gamma = .38$, $p < .01$). However, moderated multiple regression analysis shows that TPJ in second and third model is not significant and there is no moderation between the relation between TPJ and OC by PJF. Therefore we can say that hypothesis H4a is supported but H4b hypothesis is not supported.

Table 4.6

MMR: RI, OC and PJF

Variables	B Standardized Coefficient		
	Step I	Step II	Step II
RI	.45**		
RI		.10	
PJF		.58**	
RI			.10
PJF			.58**
RI_PJF			.00
F	52.35**	72.55**	48.13**
R²	.20	.41	.41

Note: ** $p < .01$, * $p < .05$

All three models in the Hierarchical regression analysis is significant for $F=52.35$ for the first model, $F=72.55$ for second model and $F=48.13$ for the third model, for $p<.01$. (see table 4.6)

The correlation analysis results showed positive association between the independent and dependent variables, RI and OC, ($\gamma = .45, p < .01$). Moderated multiple regression analysis carried out to test the moderation effect of PJF on the relationship between RI and OC also indicated that RI has significant positive influence of OC ($\beta = .45, p < .01$).in the first model whereas second and third model is not significant and the moderation between the relation between RI and OC by PJF is not significant. Hence we can say that hypothesis H7a is supported but hypothesis H7b is not supported.

Table 4.7

MMR: PPV, OE and PJF

Variables	B Standardized Coefficient OE		
	Step I	StepII	Step II
PPV	.25**		
PPV		.08	
PJF		.73**	
PPV			.39*
PJF			1.06**
PPV_PJF			-.51
F	14.19**	134.41**	91.70**
R ²	.06	.57	.57

Note: ** $p<.01$, * $p<.05$

All three models were seen to be significant for $F=14.19$ for the first model, $F=134.41$ for second model and $F=91.70$ for the third model, for $p<.001$ (see table 4.7).

The result from correlation analysis shows positive association between the antecedent and outcome variables, PPV and OE, ($\gamma = .25, p < .01$). Moderated multiple regression analysis, to test moderation effect of PJF on the relation indicates relation is significant and positive however, the moderation between the relation between PPV and OE indicated PPV has significant positive influence on OE ($\beta = .25, p < .01$). The interaction term (PPV*PJF) not significant and indicates that PJF does not moderate the relation between PPV and OE as seen in the result. Hence we can say that hypothesis H2a is supported but H2b hypothesis is not supported.

Table 4.8

MMR: TPJ, OE and PJF

Variables	B Standardized Coefficient OE		
	Step I	StepII	Step II
TPJ	.55**		
TPJ		.25**	
PJF		.63**	
TPJ			.53**
PJF			.95**
TPJ_PJF			-.52
F	90.07**	158.24**	107.39**
R ²	.30	.61	.61

Note: ** $p < .01$, * $p < .05$

All three models are significant for $F=90.07$ for the first model, $F=158.24$ for second model and $F=107.39$ for the third model, for $p < .001$ (see table 4.8)

The correlation analysis results showed positive association between the antecedent and outcome variables ($\gamma = .55, p < .01$). Moderated multiple regression analyses carried out to test the moderating effect of PJF on the relationship between TPJ and OE also indicated that TPJ has significant positive influence of OE

($\beta=.55, p < .01$). In this analysis, interaction term (TPJ \times PJF) was found to be not significant and PJF does not moderate the relationship between TPJ and OE.

Therefore based on results of MMR we can say that H5a is supported while H5b hypothesis is not supported.

Table 4.9

MMR: RI, OE and PJF

Variables	B Standardized Coefficient		
	Step I	Step II	Step II
RI	.55**		
RI		.15**	
PJF		.66**	
RI			-.01
PJF			.51*
RI_PJF			.29
F	90.58**	138.78**	92.70**
R ²	.30	.57	.57

Note: ** $p < .01$, * $p < .05$

It was seen from results that all three model were significant for $F=90.58$ for the first model, $F=138.78$ for second model and $F=92.70$ for the third model, at $p < .001$ (see table 4.8). The result from the correlation analysis showed positive association between the antecedent and outcome variables ($\gamma = .55, p < .01$).

Hierarchical regression analyses carried out to test the moderating effect of PJF on the relationship between RI and OE also indicated that RI has significant positive influence of OE ($\beta = .55, p < .01$). In this analysis, interaction term (RI \times PJF) was found not significant suggest PJF does not moderate the relationship between RI and OE. Therefore based on results of HR we can say that H8a is supported while H8b hypothesis is not supported.

Table 4.9

MMR: PPV, TI and PJF

Variables	B Standardized Coefficient		
	Step I	Step II	Step II
PPV	-.14*		
PPV		-.02	
PJF		-.52**	
PPV			.18**
PJF			-.31
PPV_PJF			-.32
F	3.99**	39.55**	26.59**
R ²	.02	.28	.28

Note: ** $p < .01$, * $p < .05$

All three models were seen to be significant $F=33.88$ for the first model, $F=72.10$ for second model and $F=48.61$ for the third model, for $p < .01$ (see table 4.9)

The result from the correlation analysis indicated positive influence between the antecedent and outcome variables ($\gamma = -.14$, $p < .01$). Hierarchical regression analyses tested the moderating effect of PJF on the relationship between PPV and TI. The result indicated that PPV has significant negative influence of TI ($\beta = -.14$, $p < .05$). The interaction term in this relation (PPV×PJF) was found not significant suggest PJF does not moderate the relation between PPV and TI. Hence it can be stated that based on results of Hierarchical Regression, hypothesis H3a is supported while H3b hypothesis is not supported.

Table 4.10

MMR: TPJ, TI and PJF

Variables	B Standardized Coefficient TI		
	Step I	Step II	Step II
TPJ	-.20**		
TPJ		.06	
PJF		-.56**	
TPJ			.39
PJF			-.18
TPJ_TI			-.61
F	8.93**	39.92**	27.47**
R ²	.04	.28	.28

Note: ** $p < .01$, * $p < .05$

All the models were seen to be significant for value of $F=8.93$, for the first model, $F=39.92$ for second model and $F=27.47$ for the third model, at $p < .001$ (see table 4.10). The correlation analysis results showed positive influence between the independent and independent variables ($\gamma = -.20$, $p < .01$). Moderated multiple regression analyses tested the moderating effect of PJF on the relationship between TPJ and TI. The result indicated that PPV has significant negative influence of TI ($\beta = -.20$, $p < .01$). The interaction term in this relation (PPV×PJF) was found not significant suggest PJF does not moderate the relation between TPJ and TI. Hence it can be stated that based on results of Moderated multiple regression, hypothesis H6a is supported H6b hypothesis is not supported.

Table 4.11

MMR: RI, TI and PJF

Variables	B Standardized Coefficient		
	Step I	Step II	Step II
RI	-.31**		
RI		.02	
PJF		-.54**	
RI			.22
PJF			-.35
RI_TI			-.35
F	21.47**	39.56**	26.57**
R ²	.09	.28	.28

Note: ** $p < .01$, * $p < .05$

All three models were seen to be significant $F=21.47$ for the first model, $F=39.56$ for second model and $F=26.57$ for the third model, for $p < .001$. (see table 4.11). The correlation analysis results as showed in earlier table showed positive influence between the independent and independent variables ($\gamma = -.31$, $p < .01$). Moderated multiple regression analyses tested the moderating effect of PJF on the relationship between RI and TI. The result indicated that RI has significant negative influence of TI ($\beta = -.31$, $p < .01$). The interaction term in this relation (RI×PJF) was found not significant suggest PJF does not moderate the relation between RI and TI. Hence based on results of Moderated multiple regression analysis, hypothesis H9a is supported while H9b hypothesis is not supported.

Demographic Variable, Predictor Variable and outcome Variables

Demographic variable Gender were tested to examine the relation it had with predictor variables using T-test, as gender had only two group, male and female. The result shows that statistical significance was seen only in TI, OE, PJF (a moderating variable). It was seen that male had statistically significant difference in their intent to

turnover. It showed that female had higher intent to turnover than male in this study when compared between the two groups. Though difference between mean values between the two groups is low of .3 however TI in male was 2.06 and female was 2.38, where ($T=-2.43$, $P<.05$).

Similarly with OE the mean value for male 3.68 and female is 3.52, where ($T=2.02$, $P<.05$) It was seen that male have statistically significantly higher OE than female counterpart, though the difference between the two mean is very low. The mean value for PJF was for male=3.70 and for female=3.42, where ($T=2.9$, $P<.05$). It was seen that male had statistically higher significance for PJF than female counterpart the difference in mean being .28.

Demography variable Age was tested to examine the relation it had on the predictor and outcome variables using the one way ANOVA test as it had more than two groups in the factor. It was seen that age had significant difference only in TI, and PJF within and between groups. The results of age and TI ($F= 4.56$, $P<.05$), PJF ($F= 6.48$, $p<.01$). Post Hoc test using Tukey HSD was used to see the results for multiple comparisons and found the comparison between the age group between 18 and 22 and above 32 had a statistical significance in TI, that is above 32 were less likely to have turnover intention than the age group of 18 -22. Similarly same results were also seen comparing age group 28-32 and above 32, indicative of 28-32 age group having higher intention to leave than above 32.

The result of Post Hoc Test using Tukey HSD found the age had impact on PJF ($F=6.48$, $p<.001$) and comparing the age of 18-22 with 23-27, 28-32 and above 32, it was statistically significant for all three groups. The mean value for PJF showed higher in above 32 age group, than the other age groups. In age group 18-22 mean

value =3.22, in age group 23-27 mean value = 3.7, in age group 28-32 mean value =3.6.

Hypothesis Testing

Based on results of MMR regression analysis and nine hypothesized direct relationships the between dependent and independent variables were examined.

All the hypothesized moderating effect of PJF on predictor and outcome variables were not supported. On the contrary the predictor variables had significant and as stated relationships with the outcome variables. Two variables were not examined as they were removed from the study. The findings are summarized on the Table 4. 12.

Table 4.12

Summary of Hypothesis Test Results

Hypothesis	Independent Variable	Dependent Variable	Hypothesized Relationship	Findings
H1a	PPV	OC	Positive	Supported
H1b	PPV	OC	Moderated by PJF	Not Supported
H2a	PPV	OE	Positive	Supported
H2b	PPV	OE	Moderated by PJF	Not Supported
H3a	PPV	TI	Negative	Supported
H3b	PPV	TI	Moderated by PJF	Not Supported
H4a	TPJ	OC	Positive	Supported
H4b	TPJ	OC	Moderated by PJF	Not Supported
H5a	TPJ	OE	Positive	Supported
H5b	TPJ	OE	Moderated by PJF	Not Supported
H6a	TPJ	TI	Negative	Supported
H6b	TPJ	TI	Moderated by PJF	Not Supported
H7a	RI	OC	Positive	Supported
H7b	RI	OC	Moderated by PJF	Not Supported
H8a	RI	OE	Positive	Supported
H8b	RI	OE	Moderated by PJF	Not Supported
H9a	RI	TI	Negative	Supported
H9b	RI	TI	Moderated by PJF	Not Supported

CHAPTER V

SUMMARY, DISCUSSION AND IMPLICATIONS

This chapter presents the major findings of the study and discusses by presenting the reasoning of the findings in light of extant literature. Possible causes of the findings are presented by comparison with results of earlier study conducted by researchers. It also deliberates on the consistency and inconsistency found in the results of this study, possible areas of further research, practical applications and limitations of the study

The findings of the study suggests that perception of R&S process of new recruits affect employee behavioral outcomes in an organization in significant and positive way with organizational commitment, organizational engagement and in negative and significant way with turnover intentions.

There was no evidence of a statistically significant effect of the moderating variable Person-job-fit on any of the relation stated in hypothesis. Nonetheless it did have significant correlation with the variables PPV, TPJ, and RI (independent variables) and with OC, OE and TI, (dependent variables).

- All the independent variables analyzed for correlation were seen to have significant and positive correlation with dependent variables: organization commitment and organization engagement where as it showed as predicted negative correlation with turnover intention.
- The moderation variable PJF had a significant and positive correlation with independent variables PPV, TPJ and RI and outcome variables OC, OE and negative relation with TI.
- All hypothesis was supported except the moderating hypothesis.

- The moderation effect of PJF was not supported with any of the variables except with PPV which showed negative relation.

Discussions

Recruitment and Selection is an important component in an organization as it hires the employees that is going to be an integral part of the organization and reasonable R&S would enhance the employee one recruits as employees in any competitive organization. Therefore there is need to understand the important factors that influence the process involved in the R&S that will help make the process more efficient and effective.

As number of researchers have given importance to R&S process through their research published, where perceived predictive validity helps and employer to predict to a degree if the newly recruited applicant will be effective for the organization in the long run. It also helps to assess commitment and engagement to the organization and have less intention to leave the organization. Similarly test procedural justice has positive impact on the new applicants and once employed, show organizational commitment, engagement and have less intention to leave the organization.

Recruitment information is the information provided at the time of applying in the organization for internal and external recruitment. New applicants interested to join organization and undergo the R&S process once employed is expected to show positive attitudinal and behavioral outcomes and less intention to leave. The same applies to perceive content validity and organizational attractiveness, both the factors is expected to enhance the applicants wish to engage and get employment in an organization. Content validity ensures test content matches the job they are being hired for, e.g. it tests cognitive, KSA and other qualities required for the job. Organizational attractiveness is similar to brand of the image and the signal sent by

organization regarding its image, this factor too must attract the new applicants to respond based on the perception they have built and if the perception is strong, new applicant must want to be recruited and show the positive attitudinal and behavioral outcome and less of turnover intention.

The same can be said for the opposite, if the applicants perceived benchmark is not met for the test procedural process, recruitment information, content validity and organizational attractiveness, then the new applicants will not be interested to get employment in the organization and if those applicants get employed will not show the required positive behavioral outcomes and in particular show high degree of intention to leave the organization.

The main objective of the test was to investigate the relation of PPV, TPJ and RI on OC, OE and TI and test the moderating effect of PJF on the relationship in Nepali business organizations. The findings of the study are discussed below.

Predictor Variables and Its Relation with Behavioral Outcomes

Predictive perceived validity (PPV) and Organization Commitment (OC)

The study found PPV having a positive and moderate association with organizational commitment clearly indicating PPV helped the relation to predict the effect of the behavior of the employees to organizational commitment. The correlation between PPV and OC was seen to be $\gamma = .29$. The finding is consistent with most research results (e.g. Hausknecht (2004); Smither et al., 1993; Gilliland, 1993; Arvey, et al., 1990; Brook, Normand and Raju, 1987, Chan Schmitt, Sacco, & Deshon, 1998). The past results too predict either slightly or marginally the relation of predictive validity to organizational commitment.

The result on relation between PPV and OE is seen to be positive and marginal association. The correlation $\gamma = .26$ in this relationship. This result corresponds to the

results of past studies. Organizational engagement has slightly low prediction in the employees in an organization by PPV.

The findings are consistent with the early research conducted by other acclaimed researchers (e.g. Hausknecht, 2004); Smither et al., 1993; Gilliland, 1993; Arvey et al., 1990; Brook, Normand & Raju, 1987, Chan Schmitt, Sacco, & Deshon, 1998).

Perceived Predictive Validity (PPV) and Turnover Intention (TI)

The result on relation between PPV and TI is seen to be negative and has low association. The correlation $\gamma = -.14$ in this relationship. This result indicates that PPV has low to marginal prediction of TI in employees recruited in the organization.

This variable has been defined as perception related to how well the procedure has the ability to predict future job performance (Smither et al., 1993), the basic tenet being good scorers on the test are better performers in their jobs and therefore do not have high degree of intention to leave the organizations. The findings are consistent with the research findings of earlier research as it has been seen that Hausknecht et.al., 2004 found that prediction is seen but more in hypothetical selection contexts in 23 out of 50 relationships examined than in authentic situations. Though being able to predict an outcome is greatly desired factor for employers, but it is most elusive in authentic situation. Perceived predictive validity does not come under psychometric property, but is an individual's decision based on his /her perception towards R&S process. Perception changes rapidly in changing environment affecting the applicants, and therefore makes it a most unpredictable factor. However in social science research, any amount of prediction is considered acceptable since the study is based on perception that is influenced by rapidly changing environment. Therefore low to moderate predictions are also considered good results in context of perceived

predictive validity to its relation with behavioral outcomes. This result is highly relevant to HR managers facing retention problems.

Test Procedural Justice (TPJ), OC, OE, and TI

The study found TPJ having a positive and weak moderation with organizational commitment clearly indicating TPJ helps the relation with weak moderation in the behavior of the employees to organizational commitment. The correlation between TPJ and OC was seen to be $\gamma = .38$. The finding is consistent with most research results (e.g. Hausknecht, 2004; Smither et al., 1993; Gilliland, 1993; Arvey et al., 1990; Brook, Normand & Raju, 1987, Chan Schmitt, Sacco, & Deshon, 1998) where most R&S process has weak to moderate relation with outcome behaviors.

The TPJ considers the propriety of questions, perceived ease of test, (Wiechmann & Ryan, 2003) and transparency of the selection procedures (Madigan, 2000). Perceptions of applicants relate more to general verdict in reference to process and perceived procedure mostly concerned with specific issues related to the R&S process. Pass/ fail result also has high degree of impact on change in perception in an applicant. Therefore newly recruited employees if they perceive the process and procedure of the test as acceptable it can be inferred that they show positive acceptance towards the organization and show the desired commitment to the organization.

The study found TPJ having a positive and slightly high effect with OE, clearly indicating TPJ affects the relation reasonably in the outcome behavior, employee's engagement to the organization. The correlation between TPJ and OE was seen to be $\gamma = .55$. The findings are consistent with earlier results stating test procedural justice motivates employees and enhances job related performance (Aryee

et al., 2004; Brebels et al. 2011a, b; Cohen-Charash & Spector, 2001; Wu & Chaturvedi, 2009).

Numerous researches had found employer engagement has strong impact on task performance (Rich et al. 2010). Yet, if employees felt the absence of procedural justice in their organization, it discouraged them as the effort invested would not be fairly rewarded or acknowledged. Understanding test procedural justice is of great importance not only to theoretical knowledge, also practical knowledge for managing employees in organizations.

Further, research on procedural justice theory and its impact on employee outcome behavior and attitudes has generated high degree of academic interest (e.g., Bernerth & Walker, 2012; Colquitt, 2001; El Akremi et al. 2010; Fortin and Fellenz, 2008; Li & Cropanzano, 2009; Walumbwa et al., 2009; Zapata-Phelan et al., 2009). Research in Procedural justice has found that it is justice related factor motivating positive employees' behavior and enhancing performance (Aryee et al., 2004; Cohen-Charash & Spector, 2001, Wu & Chaturvedi, 2009).

The results of Rich et al., 2010 found employee engagement had strong effect on task performance and other outcome behavior. Another study has supported the idea that procedural justice positively impacts employee engagement and hence motivates the employees to potential positive employee behavior and work outcomes. It was also found that it was motivational factor and hence seen as the cause of most relations with a high degree of positive behavior and outcomes in organizations (He, Zhu & Zheng, 2014)

The result on relation between TPJ and TI was seen to be negative and has low association. The correlation $\gamma = -.20$ in this relationship. This result indicates that TPJ

has weak and negative relation with TI in employees recruited. The negative result is as predicted in the hypothesis.

The predictive variable, test procedural justice is seen as positive behavior on part of examiners and organization taking the test during admission or recruitment has high degree of test procedural justice it emphasized on the positive impact on constructive behaviors and outcomes decreasing turnover intention of employees in an organization. The findings are consistent with the earlier research findings as it has been seen that (Flint, Haley, & McNally, 2012) found that procedural justice mediates turnover intentions and it can be reduced if organizations address the problems in its procedure. Numbers of studies have shown a positive relation between commitment, procedural justice and turnover intention. In another study conducted in non-Western context (Elanain, 2009) high degree of mediation was found in the relationship between procedural justice and turnover intention (Alexander & Ruderman, 1987; Folger & Konovsky, 1989; Greenberg, 1990; Lind & Tyler, 1988; McFarlin & Sweeney, 1992; Sweeney & McFarlin, 1993).

Recruitment Information (RI) and OC, OE, TI

The study found RI having a positive and moderate relation with organizational commitment clearly indicating RI helps the relation with adequate moderation in the behavior of the employees to organizational commitment. The correlation between RI and OC was seen to be $\gamma = .45$. The correlation with OE is $\gamma = .55$ with TI, $\gamma = -.31$. The finding is consistent with most research results where most study on the topic has similar results and is found that recruitment information had significant positive relationship with outcome behaviors like organizational commitment and negative relation with Turnover intention. Studies of (Rynes, 1989; Robertson et al., 1991; Smither et al., 1993; Bauer et al., 1998) found that recruitment

information in R&S process has adequate effect in relation with outcome behavior, OC. The hypothesis is supported in relation to RI with OC, OE and TI.

Moderation of PJF on PPV, TPJ, RI and OC, OE and TI

The moderating effect of PJF on the relation between PPV and organizational commitment is seen to be significant very minimally only when value of low/ high PPV and low/high PJF value is shown in graph in Annex 2. It shows an almost parallel lines in high PPV and PJF but very small change when PPV and PJF is low and medium and in negative direction. The moderation has a negative relation meaning that when the relation between PPV affects its relation to OC in a positive direction the addition of the moderation by PJF takes this relation in negative direction or adversely affects for very low value almost insignificant value. This is highly improbable as logically and based on plausibility the relation should not have a negative relation due to moderation by PJF. This quirkiness in result could be accounted for by either statistical artifact, or due to chance or data problem. There can be no other plausible explanation to it. According to extant literature and has been stated in literature review, PJF moderates organization commitment. PJF has a positive relation with both organization commitment and engagement in normal linear relations. The moderation by PJF on all the relation between PPV, TPJ and RI and OC, OE and TI was seen to be not significant and hence can be stated that PJF does not moderate any of the relation as hypothesized. Therefore this study found PJF does not moderate any of the relation between predictor and outcome variable. Hence all moderation hypotheses were not supported.

One of the main arguments by Vecchio when results does not match earlier research findings was that results of the individual study were partially valid as it was taken as an indication of only the relative relation found for a given domain,

organization or the industry based only on the study, or the sample from whom the questionnaire is collected. This implied that generalizability is difficult unless the study is conducted also across jobs, organization, and industry analysis and with extensive number of respondents. There are other studies that corroborate why PJF might not moderate in a study.

A meta-analysis (Kristof-Brown, Zimmerman, and Johnson, 2005) has stated that credibility could be due to sample size estimates yet discussion is pertinent in case of Vancouver and Schmitt's, (1991) result. The study examined the fit in secondary school teachers, the total sample size was 13,388 and final result was .06 which increased to .12 when this study was excluded. This could be attributed to indirect objective measures or the impact of distinction in relation under investigation. Another major reason could be the sample size is unique or the question asked received congruence reflecting agreement rather than fit (Vancouver & Schmitt, 1991).

Another important issue is the politics of the country, and it has high degree of impact in Nepal. Nepal is a still developing poor country that has very unstable political scenario, with constant change in government and very low economic growth, the country's economy is survived through remittance. This is a clear indication of lack of job in the country and therefore for survival every individual in Nepal is in search of job. This has created an inequitable job market, where applicant numbers far surpass the number needed to recruit or hire in an organization. The only organization flourishing in Nepal today is banking sector and very limited manufacturing and others. This has created an imbalance and the results could be the reflection of Nepal's market where getting a job by any means is the first criteria and the rest of the factors of R&S are of no importance for the applicant and hence the

result could be different than those in western world. Another major issue is using political power to get the job also known as “Bhan-sun” (Shrestha, 2011). This has therefore become the culture to get influence of the political party, leader and other members of the party and use them to gain access to jobs and because of the backing of the politically powerful people, the employees are not affected by any consequences. Once employed, since they have no fear of being forced to leave, it makes the environment in the organization sullied and the newly employed showing less interest in any of the R&S process and this bodes poorly for the researchers. The unique findings of the study could be due to the above mentioned reasons. In this research none of the hypothesis was moderated by PJF.

In PPV, perceived predictive validity, three items were dropped, one of them were reverse coded scored item, the second item dropped was “The actual content of the examination was clearly related to the job” and the third item dropped, “I am confident that examination can predict how well a candidate will perform on the job”. Perhaps the R&S tests the new applicants underwent did not include tests that established the candidates skills required related to the job they had applied for, hence they did not give it high scores.

Two Constructs of independent variables were also dropped as their Cronbach α was very low and removal of items also did not increase the scores. PCV or perceived content validity had five items and removal of three items still did not increase the score of Cronbach Alpha, therefore this constructs had to be removed. This suggests that the examination conducted by the hiring organization did not conduct tests that tested the candidates abilities and skills based on the job they had applied for hence since the questions asked in the test and the items of the constructs did not match applicants must have scored it low to indicate that there is no relation

found. Out of the three items dropped two were “Candidates who perform well on this type of examination are more likely to perform well on the job than candidates who perform poorly”, suggest that they do not believe the test is appropriate to test the skills of the candidates for the job, and “the most able workers get promoted at work”, suggests that in context of Nepal this might not be the case they have experienced in work and professional arena. Most people either affiliated to political parties or high level employee of an organization usually get promoted rather than employees who work hard but do not have any clout in an organization, and their work is not counted. The third item was reversed coded “There was no real connection between the examination that I went through and the job” clearly states the obvious, that there really was no connection between the test taken to recruit and select the candidates tested any required skills and abilities required for the job. This is seen in Civil Service Examination in Nepal, where questions are based on general knowledge rather than job related.

The construct Organizational Attractiveness was also removed from the study as after dropping two items from the total five items in the construct its Cronbach Alpha score was low, $\alpha=0.56$. As the score was low there seems to be no reliability among the items and hence we removed the construct from this study. One of the item dropped was reverse coded but was easy to understand “ It is who you know that counts in getting jobs in organizations”, suggesting that candidates do believe that the jobs applications will get through only if you have clout either politically or personally in the organizations. The second item might have been difficult for the applicants to understand its’ meaning. This could be due to the language problem as there is high degree of disparity in education level in public and private schools.

The result of predictor and outcome variables indicates that all the predictor variable PPV, TPJ and RI have significant relation with outcome variable OC, OE and TI as hypothesized in the study. This is indicative that generally speaking the predictor variables like perceived predictive validity; test procedural justice and recruitment information has statistical positive significance with organizational commitment, organizational engagement and negative statistical significance with turnover intention. Given these results in a study conducted in Nepal it has great importance as it emphasizes in essence, organizations in Nepal need to ensure R&S process. It also highlights HR managers need to take into consideration predictive ability of correct information provided by applicants (e.g. information blank), age, gender and use them to generally predict and recruit the applicants on the basis of it. The age group and gender having less turnover intention and having high engagement should be recruited. It can also be noted that PJF has significant impact on the relation between age and gender, though it did not show similar impact on the moderation relations. PJF was also seen to have positive impact on the linear relation on the predictor and outcome variables but not as a moderator. Based on the compelling evidence of this study related to moderation, it can be emphasized that using PJF as a variable seems more appropriate in a study than using it as a moderator. Its role variable is more significant than as a moderating variable in a relation in case of Nepal.

It was also noted that the study found test procedural justice having impact on the new applicants which can be concluded that the process of test taking does have positive impact on the outcomes of employees in organization commitment and engagement whereas it has negative impact on the turnover intention.

It was also seen that information provided at the time of R&S is an important factor that results in positive impact on the outcome variable, in short it can be summarized that this could be based on the overall good impression the applicant has of the organization through its real time interaction with the organization and that particularly helps for the development of positive perceptions which ensures the overall positive results in outcome.

The result of the study should be treated with caution (Bliesner, 1996) in relation to PPV and overall results as this is a validation sample of temporally distinct study, and what it necessitates in general is conventional, concurrent, cross-validation results.

Implications

The result of this study was as expected in line with prior empirical studies, as it explicitly established the results of predictor variables with outcome variables. Two of the predictor variables were not accepted by this study and the remaining three variables notably showed the anticipated results. The results have compelling evidence of significance towards organization's commitment and engagement and negative significance towards organizations turnover intentions. It has especially high significance in practical implications to practicing HR managers as well as research implications to academicians and researchers working and interested in R&S process in HR. These implications are discussed in the following sections.

Practical Implications

The results of the study found positive and significant relation with organizations outcome variables and predictor variables. The predictor variables in R&S; perceived predictive validity, test procedural validity and recruitment

information had a positive statistical significance with organization's commitment and engagement and negative statistical significance with turnover intentions.

This signifies that an organization that takes into consideration and helps enhance perception of the applicant wanting to be employed must consider the test procedures and the information provided to the new applicants during R&S process. The information provided by the new recruits can be analyzed and used to predict the employee's positive attitude and behavior towards organization. The results of this study have shown that markedly such predictions have positive relation to the outcome behaviors of the newly recruited employees.

The results of the demographic variable of age and gender too have a significant relation with the outcome variable. This is another compelling factor for HR managers while making decisions to recruit the new applicants as employees. The higher the ratio result of less turnover intention the better the applicant for recruitment as it will save huge cost otherwise incurred due to employees leaving. Similarly, age and gender too has shown significant relation to the turnover intention and outcome behavior like OE, and using the evidence can help the HR managers to make a calculated decision for the betterment of the organization.

The results show that PJF has significant relation with all variables in the study hence managers must take this into account and ensure they recruit and select employees with skills and KSA to the jobs that demand it as this will increase commitment and engagement towards the organization and will decrease turnover.

Research Implication

The compelling evidence of the results of the study indicates that there are a number of research implications. There are handful of numbered studies in the R&S using predictor variables and outcome variables and the relation among them. The

study set a control for employees and the questionnaire was only for those applicants selected within one year. This has been one of the biggest hurdles to cross as there were few organizations that did recruit and select applicants within one year and if they did the number was less. Therefore for research such constraints or controls must be carefully analyzed as later it could create problems to generate response. This was used in this study as there was basic assumption that after one year the employees would be influenced by the organizational politics, culture and environment therefore the perception of the employees would have positive/ negative changes based on the organizations.

As earlier stated in literature review most studies in the western developed world were conducted with students and hence there are some differences of result when the same study is conducted with real applicants. Therefore use of real applicant's has better generalizability, validity and reliability as the study results are based on real time experiences.

Very few studies have taken R&S process as a predictor of behavioral outcomes in the developed world. This study constitutes it and most hypotheses based on R&S predictor variable had a positive and significant relation with attitudinal outcome and negative significance with turnover intentions, behavior outcome. The result corresponds with the results in the developed world. However, none of the moderation hypothesis was supported in this study using PJF. This should be subject of interest for further study to see if PJF has more validity as a variable rather than as a moderator variable. Since its influence is on a particular job structure and its scope might not influence the major constructs in a relation. The moderation by PJF did not take place and all the hypotheses of moderation were not supported. This is clear indication for further research using PJF as a variable might have higher degree of

significance in a study than using it as a moderator variable. More research on this area is needed to make conclusive findings.

It was also seen that through empirical studies, perceived content validity (PCV) and organizational attraction (OA) are important factors in the developed western world but in Nepal these same variables had to be dropped as it was not accepted in the study. This is unusual but must keep in consideration that Nepal is still developing country and political and cultural hold has greater impact on people's perceptions. The result is not very logical hence there is need for more research conducted in this area trying to study the predictor variable PCV and OA in South Asian perspective and Nepali context more precisely.

To increase greater validity of findings, enhance generalizability this study must be replicated using political, cultural context of Nepal in particular and South Asian perspective in general, as well as the study must take into consideration the development stages of the economy and the overall perception of importance of jobs in context of Nepal.

Critique of the Study

The study has been able to confirm the conclusions to that of the empirical studies conducted in western world, in an unexplored topic, in an under developing country with high degree of political and cultural impacts.

The results of the study are applicable and can be generalized in most organizations in Nepal as the study was conducted in diverse organizations. This would enhance the HR managers in making calculated decisions in favor of the employees and organizations.

Nevertheless there are number of limitations that are described in the section below. One of the limitations is that there was modest sample size, of non- random

nature. There is uneven distribution of sample number from different organizations as well as use of self-report measures in perceptions, which to some degree restricted the validity and generalizability of the study.

Time is a constraint in all things and similarly here too, was one important constraint. The collection of questionnaire is one of the most random process and works against expectations and preparations, especially as a constraint was applied to the respondent, employees within one year of being selected in the organization.

Usually for perceptual data there is need for data from supervisor or peers but this study used only self-reported data. With such data there is high possibility of source bias based on social desirability effect, method bias and the perceptual data might be bias and hence the results must be used with caution unless other studies are conducted to validate the findings.

A number of items of the independent variables were deleted by the confirmatory factor analysis and two variables were not used in the study can be indication that though the instruments used was validated yet since their origin is the developed western world their direct use might be a hindrance or the cause. If the study had used the instruments developed in Nepal this might not have happened.

The language used in the items was English and since English is third language used by most people in Nepal, the study could have translated the questions to Nepali language. This might have helped the situation to increase the reliability and decrease the ambiguity of the items of the scales.

Very few studies have taken R&S process as a predictor of behavioral outcomes in the developed world. This study has and most hypotheses based on R&S predictor variable has a positive and significant relation with attitudinal outcome and negative significance with turnover intentions, behavior outcome. The results

correspond to the results found in the developed world. The variable was looked at overall constructs rather than take into account the components of the construct. The study results do not add to the knowledge which component, affective, continuance and normative were affected by the predictor variables, therefore more research on particular issue needs to be addressed.

Though there are limitations in this study, this study has been successful in establishing clearly the established relations between the predictor variable, PPV, TPJ and RI with attitudinal outcome, organization commitment and engagement and behavioral outcome, turnover intention.

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ANNEX I

QUESTIONNAIRE

Dear Respondent,

I am Prabina Rajbhandari, a student of M. Phil degree in Kathmandu University School of Management (KUSOM). As final a part of course requirement, I am conducting this research, **“Reaction of Applicants to selection procedure’ effect on behavioral outcomes in organizations of Nepal”**. The research requires information filled in the questions asked below. I am confident that as an important partner of my research you will help fill the question given below. I highly appreciate your cooperation and also kindly request you to provide answers as accurately as possible so that the research results will be accurate and its findings is valuable for all. I assure you your responses will be highly confidential and will be used only for the research purpose. The time for your response would be tentatively 15 minutes.

If you have any question please contact me at KUSOM, or email me at prabina@kusom.edu.np.

Thank you and regards.

Prabina Rajbhandari

Questionnaire for New Recruits

Please provide information to the questions below if you have been in the organization for **not more than 1 year and its applicable for officer and above level.**

i) Gender	Male _____	Female _____	ii) Age	18- 22_____	23- 27_____	28-32 _____	Above 32 _____
iii) Service period from the time of your recruitment				None _____	Less than six months_____	Six months_____	Less than 1 year_____
vi) Applied experience in bank position		Manager _____		v) Academic Qualification		More than 10 years_____	
_____		1 year _____		3 years Bachelors _____		_____	

2. Please answer the questions appropriately and after understanding them accurately.

1- Strongly disagree, 2-Disagree, 3- neither disagree nor agree, 4-agree, 5-Strongly agree

s.n.	Items	1	2	3	4	5
1.	I often think about quitting my present job.					
2.	I will probably look for a new job in the next year					
3.	As soon as possible, I will leave the organization.					
4.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization become successful.					
5.	I talk up this organization to my friend as a great organization to work for					
6.	I would accept almost any types of job assignment in order to keep working for this organization.					
7.	I find that my values and the organization’s values are very similar.					
8.	I am proud to tell others that I am part of this organization.					
9.	This organization really inspires the very best in me in the way of job performance.					
10.	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					
11.	I really care about the fate of this organization.					
12.	For me, this is the best of all possible organizations for which to work					

13.	At work I feel like bursting with energy					
14.	At work I feel strong and vigorous					
15.	When I get up in the morning, I feel like going to work					
16.	I can continue to work for long periods of time					
17.	At work, I am mentally resilient					
18.	At my work, I always persevere, even when things do not go well.					
19.	I find the work that i do meaningful and purposeful					
20.	I am enthusiastic about my job.					
21.	My job inspires me					
22.	I am proud of the work that I do.					
23.	My work is challenging enough.					
24.	Time flies when I am at work.					
25.	When I work, I forget everything else around me.					
26.	I feel happy when I work intensively					
27.	I am immersed in my work					
28.	I get carried away when I work.					
29.	It is difficult to detach myself from my work.					
30.	I feel that my work utilizes my full abilities					
31.	I feel competent and fully able to handle my job.					
32.	My job gives me a chance to do the things I feel I do best.					
33.	I feel that my job and I are well matched.					
34.	I feel I have adequate preparation for the job I now hold.					
35.	I was dissatisfied with the examination used in assessing my qualifications for the job I am applying for.					
36.	The actual content of the examination was clearly related to the job.					
37.	I am confident that the examination can predict how well an candidate will perform on the job					
38.	There is nothing that I can do to improve my performance on the examination					
39.	I have no idea as to what I can do to improve my performance on the examination.					
40.	There was no real connection between the examination that I went through and the job.					
41.	Candidates who perform well on this type of examination are more likely to perform well on the job than candidates who perform poorly.					
42.	After going through the examination it was clear to me what I needed to do to improve my performance.					
43.	After I finished the examination it was clear to me how well I performed.					
44.	The most able workers get promoted at work.					
45.	I did not understand what the examination had to do with the job.					
46.	It would be obvious to anyone that the examination is related to the job.					
47.	Failing to pass the examination clearly indicates that you can't do the job.					
48.	My performance on the examination was a good indicator of my ability to do the job.					
49.	Going through the examination gave me useful information on my strengths and weaknesses.					
50.	I enjoyed the examination to a great degree.					
51.	In general the pay is good in this organization.					
52.	I felt good about the way the examination was conducted and administered.					
53.	I am confident that I performed well on the examination.					

54.	There are many ways in which I would have liked the examination to be different.					
55.	Work is often given to friends of the political party in power.					
56.	It is who you know that counts in getting job in banks					
57.	The organization I work for widely disseminates information about both external and internal recruitment processes.					
58.	The organization I work for discloses information to applicants regarding the steps and criteria of the selection process.					
59.	The organization I work for communicated performance results to candidates at the end of the selection process.					
60.	Selection tests of the organization where I work are conducted by trained and impartial people					
61.	The organization I work for has competitive selection processes that attract competent people.					
62.	The organization I work for uses various selection instruments (e.g. Interviews, tests etc.)					
Thank you for your time						

