



**RESEARCH PAPER**

**Merit Based Recruitment and Selection: An Effective Tool Kit of HRM-A  
Case Study of University Sindh, Jamshoro**

**<sup>1</sup>Haseena Bano\* <sup>2</sup>Amanullah Parhyar and <sup>3</sup> Dr. Waqar Ahmed Sethar**

1. Ph. D Scholar, Institute of Business Administration University of Sindh, Jamshoro, Pakistan
2. Lecturer, Department of Business Administration, Government College University Hyderabad, Sindh, Pakistan.
3. Assistant Professor, Mehran University Institute of Science & Technology Development, Mehran University of Engineering & Technology, Jamshoro, Pakistan.

**\*Corresponding Author:** Amanullah.parhyar@gcu.edu.pk,

**ABSTRACT**

The Objective of this study was mainly to analyze the effectiveness of the fair recruitment and selection procedures in the public sector universities of Pakistan. In order to achieve the objective, the current hiring practices were studied from 50 respondents of university of Sindh Jamshoro, through non – probability sampling method. The careful attention was given in data collection and was collected through personally administered questionnaire from heads of the teaching departments who are actually operating academic departments and are a vital part of recruitment and selection. Data was analyzed through SPSS by applying Pearson correlation and regression analysis and some needed descriptive statistics. Study found that Job description and job specification have the greater influence on the effectiveness of fair recruitment and selection procedures. Secondly, fairness of recruitment and selection procedures proved interconnected and interrelated. Finally, based on the discussion in detail, the authors have jotted down brief followed by future directions, which authors believe will not only help the researchers to conduct future research but also practitioners in the relevant recruitment and selection section can take the benefits from this research.

**KEYWORDS** Job Description, Job Specification, Merit, Policy, Recruitment

**Introduction**

In today's era every organization is supposed to be effective and face the competitive advantage over all others than have a dire need to promote their best organizational human resource policies by means of creating sound and healthy practices within the organization. If an organization has an efficient utilization of human capital tends to prosperous and progressive development of the same organization.

Other than Hr practices there is very difficult to make the things planned and controlled form for decision making concerns.

It was also observed from the different studies by the couple of practitioners that, public sector universities have a better human utilization practices than other organizations. This Research work is about to evaluate the human resource practices through effectiveness of Recruitment and Selection in Public Sector Universities.

Moreover, bundle of studies concluded that, HR activities and sound HR practices have a direct correlation employee overall performance (Gould-Williams, 2003; Teclmichael Tessema & Soeters, 2006) found direct and strong correlation with organization performance too (Cures et al. 2010). Likewise, Pfeffer, 1994; Schuler & MacMillan (1984) competitive edging can only be obtained when human resource of any organization considered as a major source of the organization of any nation.

However, number of studies has yet been done to check the relationships between performance of the employees and organizational human resource practices, but at earlier studies were focused only for developed countries. (Aycan et al., 2000). Whereas, limited practitioners likewise Shahzad et al. (2008), led down their research practices such as developing countries as Pakistan and observed the strong correlation in between employee performance and HR activities and practices which was conducted for public sector universities of Pakistan. It is notified that, most of the developing countries particularly Pakistan, majority of the entities in the country follows and implement less HR practices in HR management system, also gradually focuses upon to adopt the international HR practices but the still performance is slower and slower; but so for the comparison and contrast perspectives the public sector entities have a better HR practices than other entities of the country.

The common administration execution relies upon sound job description, job analysis and employee commitment in the education sector. Nonetheless, low assurance, high turnover, outrageous common administration pay bills, and the poor administration quality are across the board in the administration organizations that neglect to pull, keep up and inspire high caliber government workers.

Human resource professionals and consultants use job descriptions and job specifications as basic building blocks for many human resource (HR) functions, including recruitment and hiring, performance evaluations, and salary ranges.

### **Literature Review**

Nevertheless, Pakistan is considered as among the developing Countries of the world. At some extent positive results by means of HR practices are supposed to be observed through public sector universities. No doubt employee of any organization is considered as major asset of an organization, so in this connection according to the Armstrong (1995) every organization is near the level of success and going upstairs step by step for proper utilization of human capital not for in individual basis but make them stronger on collectively basis through proper training and development of employees for achieving the desired objectives of the organization by adopting strategic and logical approaches in development of the organization and employee performance.

Merit based Recruitment and Selection: Recruitment of skilled and effective staff is a central workforce development issue for the Sindh University Jamshoro. Recruitment and selection is not only about choosing the most suitable candidate. The recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining with the education institute. From the human resource management perspective the first most crucial and difficult human resource management strategy for achieving organizational goals is recruitment and selection strategies as the outcome of recruitment and selection strategy can be very productive for the organization if selected right person in terms of appropriate skills mix and also very nonproductive if wrong one was selected and can lead failure of the organizations (Compton, 2009 & Canton, 2004). Polychart (2006) has rightly argued that due to the KASOs emergence, the success and failure of an organizations depends on staffing but unfortunately the organizational management and researches have not been able to understand it's worth by knowing that this is the supreme human resource function. Effective recruitment and selection has always been one of a most pivotal for the organizations in the educational sector because of not having any absolute methodology for attracting, screening and finally finding the right person for the right job in an organization (Pounder, 1996).

Similarly, Becker and Huselid (1998) argued that, employee and organizational performance based upon the robust Human resource activities, whereas different scholars

observed their concern about the employee performance and organizational productivity is only based upon the momentous effect of the HR practices.

Moreover, bundle of studies concluded that, HR activities and sound HR practices have a direct correlation employee overall performance (Gould-Williams, 2003; Tecl Michael Tessema & Soeters, 2006) found direct and strong correlation with organization performance too (Cures et al. 2010). Likewise, Pfeffer,1994; Schuler & MacMillan (1984) competitive edging can only be obtained when human resource of any organization considered as a major source of the organization of any nation.

However, number of studies has yet been done to check the relationships between performance of the employees and organizational human resource practices, but at earlier studies were focused only for developed countries. (Aycan et al., 2000). Whereas, limited practitioners likewise Shahzad et al. (2008), led down their research practices such as developing countries as Pakistan and observed the strong correlation in between employee performance and HR activities and practices which was conducted for public sector universities of Pakistan. It is notified that, most of the developing countries particularly Pakistan, majority of the entities in the country follows and implement less HR practices in HR management system, also gradually focuses upon to adopt the international HR practices but the still performance is lower and slower; but so for the comparison and contrast perspectives the public sector entities have a better HR practices than other entities of the country.

## **Hypotheses**

H1: there is positive relationship between recruitment and selection with organizational performance at Sindh University Jamshoro.

H2: there is positive relationship between compensation and reward with organizational performance at Sindh University in Jamshoro.

H3: there is positive relationship between job analysis and job description with organizational performance at Sindh University in Jamshoro.

## **Material and Methods**

The data were gathered through questionnaires from public sector University (Sindh University Main Campus Jamshoro)

The careful attention was given in data collection and was collected through personally administered questionnaire from heads of the teaching department who are actually operating academic departments and are a vital part of recruitment and selection. Data was analyzed through SPSS by applying product moment correlation and simple regression analysis and some needed descriptive statistics.

Convenience sampling technique were used to collect data from the sample and in total 50 head of the departments showed willingness to fill the questionnaire and most of them were senior level officers.

The primary data is collected through questionnaire using non-probability sampling technique in which convenient sampling technique were used to collect the data through questionnaires.

The SPSS software used to interpret the data by using tables, graphs and percentages. The logical arguments were discussed, analyzed, narrated and triangulated based on the pre-stated basic variables of the merit based human resource management.

## Reliability

The extent to which a selection test provides consistent results (R. Wayne Mondy)

**Table 1**  
**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 00.716           | 9          |

## Results and Discussion

**Table 2**  
**Correlations**

|                   |                     | Selection | Hiring | Policy | JobDec | Job Specification |
|-------------------|---------------------|-----------|--------|--------|--------|-------------------|
| Selection         | Pearson Correlation | 1         | .616** | -.052  | .529** | .411**            |
|                   | Sig. (2-tailed)     |           | .000   | .718   | .000   | .003              |
|                   | N                   | 50        | 50     | 50     | 50     | 50                |
| Hiring            | Pearson Correlation | .616**    | 1      | -.244  | .535** | .435**            |
|                   | Sig. (2-tailed)     | .000      |        | .088   | .000   | .002              |
|                   | N                   | 50        | 50     | 50     | 50     | 50                |
| Policy            | Pearson Correlation | -.052     | -.244  | 1      | .216   | .114              |
|                   | Sig. (2-tailed)     | .718      | .088   |        | .133   | .432              |
|                   | N                   | 50        | 50     | 50     | 50     | 50                |
| Job Dec           | Pearson Correlation | .529**    | .535** | .216   | 1      | .632**            |
|                   | Sig. (2-tailed)     | .000      | .000   | .133   |        | .000              |
|                   | N                   | 50        | 50     | 50     | 50     | 50                |
| Job Specification | Pearson Correlation | .411**    | .435** | .114   | .632** | 1                 |
|                   | Sig. (2-tailed)     | .003      | .002   | .432   | .000   |                   |
|                   | N                   | 50        | 50     | 50     | 50     | 50                |

\*\*Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the result of correlation analyzes of the relationships among recruitment selection, hiring and job specification job description, HR policies at Sindh University Jamshoro. Recruitment selection has positive relationship with organizational hiring procedure ( $r=.594$  and  $p<0.01$ ). Recruitment and selection plays good role in the organizational performance. The second objective of this study was to identify the relationship between job description and hiring procedure. Job specification has positive relationship with organizational merit based hiring procedure ( $r=.664$  and  $p<0.01$ ). The third objective was to examine the relationship between HR policies and practices shows negative relationship with hiring procedure at Sindh University in Jamshoro

Performance appraisal management has positive relationship with organizational performance ( $r=.663$  and  $p<0.01$ ).

**Standardization** The uniformity of procedures conditions related to administering tests (R. Wayne Mondy)

**Table 3**  
**Model Summary**  
**Coefficients**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .661 <sup>a</sup> | .437     | .387              | .37307                     |

a. Predictors: (Constant), Job Specification, Policy, Hiring, Job Dec

| Model |                   | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                   | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)        | .949                        | .667       |                           | 1.423 | .162 |
|       | Hiring            | .493                        | .160       | .459                      | 3.086 | .003 |
|       | Policy            | .000                        | .099       | .000                      | -.003 | .998 |
|       | Job Dec           | .248                        | .166       | .41                       | 2.499 | .141 |
|       | Job Specification | .042                        | .160       | .39                       | 2.43  | .710 |

a. Dependent Variable: Selection

In order to analyze the various relationships and influence of independent variables on recruitment and selection fair procedures, we applied regression and correlation test which are shown in the following given tables. Table No. 1.1 shows the results regarding various independent variables with fair recruitment procedures that are highlighted in the first column that are followed by their Mean, Standard Deviations and correlation values.

While as the table 3 mentions about the details about constants followed by coefficients, t values and their significances.

In table 3, the coefficient of the regressors, Job Description and Job Specification are B= 2.499, 2.43, respectively that shows significant effect on our regress and fair selection procedures with significant t values above 2. Other regressor, Policy have -.003 respectively which shows insignificant effect on our D.V Selection at ( $\alpha = 0.05$ ). Moreover, in table no. 2 the correlation values and their significance support these results as well.

While in Table 3, the value of R square is .437, which shows the variation of dependent variable this is explained by the Independent variables provided all other things constant. So here the value 0.437 shows 43% of variation if explained by explanatory variables the Job description, Job specification and policy on dependent variable selection. However, the reliability was checked through Cronbach's Alpha test at table 4

This finding has very much significance because this can badly hurt the basic objective of selection which is selection of right person on the right job if recruitment process is not capable of generating large pool of applications which is also argued by (Carless, 2007) that if the recruitment process will not be effective to bring enough pool or applications the right selection becomes very difficult for any specific job (Carless, 2007).

## Conclusion

This study reveals that organizations practice job description and specification and policy implementation at different level based on the organization size, type etc. The job description, specification and policy are important to implement other human resource management activities such as tarring and performance appraisal etc. while recruitment and selection of candidate.

This study consists on merit based recruitment and selection on employees of university of Sindh main campus Jamshoro which will be generalized on public sector universities of Pakistan by taking 50 employees of university as sample, and data was

collected through questioners. It was revealed that, job description and job specification is found positively and statistically significant towards merit based recruitment and selection. While policy have adverse consequences due to less implementation of policies on fair recruitment and selection due the directly and indirectly influence of external factors.

The research article is mentioning the reviews of different researchers from books, research articles, thesis, and other literature available on internet. It includes various perspectives and perceptions of varies researchers regarding the relationship between HRM practices and hiring procedure. They found that there exists a link or association between different HRM practices and organizational performance. Thus this is a well-researched and well discussed topic worldwide.

### **Recommendation**

It is hereby recommended that effective recruitment and selecting in the Public Sector University and enlist the factors which help in proper screening, examining and selecting the right person for the right job at the right place and applying the HRM practices and policies setting certain goals. Nevertheless, collecting the poll of talented and knowledge oriented people and design certain test for desired one at the matching principle of job specification. Moreover, when faculty is merely merit based recruited it provides the working competitive edge to the education sector by providing the qualitative education

It is recommended that interviews are structured (i.e., standardized for all applicants) with a focus on assessing applicants' responses to realistic work scenarios. It is also important to ensure that selection techniques for screening applicants are also closely linked with an accurate job description.

On completion of the selection process, a comprehensive induction program is also likely to improve the retention and performance of new workers. Two useful induction strategies are providing new workers with a comprehensive induction kit, and pairing them up with a mentor or "buddy" to help orientate them in their position and to the organization.

It is prime function of management to infuse talented personnel in the Sindh University Jamshoro which would give fruitful result by providing quality education timely, who work with integrity.

**References:**

- AdebabayAbay, (2011). *Promoting and Strengthening Professionalism in the Civil Service: The Ethiopian case*, Ministry of Civil Service. Addis Ababa, Ethiopia.
- Aliyow Wudu, (2005). *Decentralized Human Resources Management and capacity: the case of BasonaWorana in North Shoa Zone*, ANRS. Addis Ababa University, Ethiopia.
- Armstrong, M., (2001). *A Hand book of Human Resource Management Practice*, London: Kogen Page.
- Arthur & Diane G. (2006), *“Recruiting, interviewing, selecting and orienting new employees: (4th edition). 354 pages*
- Brannick, M. T., Levine, E. L., & Morgeson, F. P. (2007)., *Job and WorkAnalysis: Methods, Research and Applications for Human Resource Management*. Thousand Oaks, CA: Sage Publication.
- Bratton, J., (2007). *Human Resource Management Theory and Practice'*, New York: Palgrave. Buba
- Dhinesh, S., (2009). *Professional Ethics and human resource*.University of Science Press. New Delhi.
- Carless, S. A. (2007). Graduate recruitment and selection in Australia. *International Journal of Selection and Assessment*, 15(2), 153-166.
- Cascio, W. F. (1998), *Applied Psychology in Human Resource Management, 5th edition*. Prentice Hall, Upper Saddle River, NJ.
- Catano.V.M., Wiesner.W.H., Hackett.R.D.,& Methot.L.(2004). *Recruitment and selection in Canada*. Nelson Education Ltd.
- Chan D, Schmitt N. (1997). Video-based versus paper-and-pencil method of assessment in situational judgment tests: Subgroup differences in test performance and face validity perceptions. *Journal of Applied Psychology*, 82, 143-159.
- Compton, R. L., Morrissey, W. J., Nankervis, A. R., & Morrissey, B. (2009). *Effective recruitment and selection*
- Drory.A,Gadot.E.V. (2010). Organizational politics and human resource management: A typology and the Israeli experience. *Human Resource Management Review*, 20, 194-202
- GetachewHailemariam, (2006). *Civil Service Reform in Ethiopia: Success in two ministries. Research Memorandum 59* , Jimma University, Ethiopia.
- Grant, P. C. (1988). Why job descriptions don't work. *Personnel Journal*, January 1988, 52-59.
- ItikaJosephat Stephen, (2011). *Fundamentals of human resource management Emerging Experiences from Africa*. African Studies Centre: University of Groningen / Mzumbe University.
- ketti Donald, Ingraham W. Patricia, Sanders P.ronald and Horner constance, (1996). *Civil Service Reform*

- Kothary C.R., (2004). *Research Methodology- Methods and Techniques*: second revised Edition. New Age International (P) Limited, Publishers New Delhi.
- Martin & Thompson, (2006). *Code of Professional Conduct: Canadian bar Association* <http://www.cba.org/cba/activities/pdf/codeofconduct06.pdf> [Accessed on 11 April 2013].
- MdG, (2011). *Best Practices in Civil Service Reform: Reference and Resource Manual Public Sector Reform No. 1*
- MehretAyenew, (1997). *Public Administration in Ethiopia 1974-1992: Administrative and Policy Response to Turbulence*, PhD Thesis, State University of New York.
- Ministry of Capacity Building, (2004). *Ethiopia Public Sector Capacity Building Program Support Project Africa Regional Office Government of Ethiopia*, Ministry Of Capacity Building, Addis Ababa, Ethiopia.
- Nieto Michael L., (1989). *Human Resource Management: an Integrated Approach 21*. < <http://www.palgrave.com/business/nieto/pdfs/Introduction.pdf>> [Accessed 9 Dec 2012].
- Olowu, B., (2001). *African decentralization policies and practices from 1980 and beyond*
- Richard A. Swanson G. (2007), *Analysis for Improving Performance, Tools for Diagnosing Organizations and Documenting Workplace Expertise*