

## Employees Reaction to Selection Process and Its Effect on Behavioural Outcomes in Organizations of Nepal

Prabina Rajbhandari Vaidya\*

\*School of Management, Kathmandu University, Lalitpur, Nepal

### Abstract

**Background:** Limited prior research has focused on social aspect of recruitment and selection (R&S) process: the behavioral outcomes, the effect of perceptions of selection process, decisions made by new employees and its effect on the organization.

**Objectives:** This study aims to analyze employees' perception to recruitment and selection process and resultant behavioral and attitudinal outcomes in organizations in Nepal and also examines the moderation effect of PJJF.

**Methods:** The study follows quantitative-hypothetico-deductive research methodology. Altogether 210 employees from public and private organizations of Nepal participated in the study. Moderated multiple regression was used to test hypotheses and moderation effect.

**Results:** Regression result shows significant and positive relation between R&S process- PPV, TPJ and RI with outcome variables OC and OE and significant negative relation with TI. Moderating effect was seen in the relation between PPV, PJJF and OC.

**Conclusion:** R&S process in organizations should be fair. This process if perceived as unfair by applicants, there is high degree of turnover once they are employed. This has high cost on organizations and also loss of competent and talented employees.

**Keywords:** Organizational commitment (OC), perceived predictive validity (PPV), person-job-fit (PJJF), recruitment and selection (R&S), recruitment information (RI), test procedural justice (TPJ)

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### Correspondence:

Prabina Rajbhandari  
Vaidya prabina@kusom.edu.np

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## Introduction

Recruitment and selection (R&S) process and its effectiveness have been subject of research for over 60 years and most studies focused on process of recruitment and selection: financial outcomes, psychometric tests, behavioral outcomes and organizational fit as a moderating variable. However, there is limited study on R&S process's relation to behavioral and attitudinal outcomes moderated by person-job fit (PJF). Good behavioral outcomes ultimately lead to organizations performance, as success of organization is invariably dependent on the quality of people selected. Person-job-fit is a match between a person and knowledge, skills, and abilities (KSA) required by the job. Studies show accurate and clear job information associated with positive work outcomes (Meglino, Ravlin, & DeNisi, 2000)

According to conservation of resources theory, (COR) (Hobfoll et al., 1990), organizational outcomes lead to optimal functioning of organization and vice versa, therefore organizations' low productivity can be the result of negative behavioral outcome ensuing low OC, (organization commitment), OE, (organization engagement) and to increased TI, (turnover). Therefore, good behavioral outcomes like employees being committed and engaged to organization leads to motivated employee's less likely to leave the organization thereby reducing recruitment expenditures.

Major studies in R&S have dealt with organizations and supervisor's perspective (Newell, 2005), importance of different selection test validity (Ployhart, Schmitt, & Tippins, 2017), performance and financial outcomes (Oh et al., 2011) with dependent variables as job satisfaction, productivity, citizenship behavior, psychometric accuracy of tests in selection process ( Ryan & Ployhart, 2014), tests effectiveness and the reaction of applicants to the R&S procedure to tests for selection (Breugh, 2013) and others. Very few studies concentrate on social aspect, behavioral outcomes based on perceptions of selection process, decisions made by employees and its impact on the organization.

Behavioral outcomes and subjective factors like turnover intentions, organizational commitment, engagement and person-job-fit are mediums of evaluation in overall organizational performance. According to De Cremer et al., (2010) fair R&S process leads to positive outcomes. Positive outcomes is possible based on new employees' positive perception to the R&S process in relation to PCV, (perceived content validity), PPV, (perceived predicted validity), TPJ, (test procedural justice), OA, (organizational attraction) and RI, (recruitment information). Likewise, a study by Skitka, Winquist & Hutchinson (2003) on process fairness and outcome fairness based on selection process found R&S perceived as fair, had more favorable intentions as self-assessed performance increased, outcome fairness increased and most unfavorable reactions occurred with unfair process (Ployhart & Ryan, 1997). R&S literature establishes if R&S process is perceived as unfair and unprofessional it results in negative outcomes, less committed and engaged employees with high degree of turnover (Skitka, Winquist, & Hutchinson, 2003).

During job fair interviews and interaction with HR managers of banks and job consultancies in Nepal, we found 20 percent of new employees leave organization within a year after being oriented, trained and placed in jobs. This has led to high cost to organizations and topic of inquiry. It has increased the importance to study the perception of new applicants' reaction to R&S process and its effect on the new

employees' behavioral outcomes. This study, therefore, examines the reaction to R&S process of new employees employed for not more than one year in the organization and its impact on the outcomes.

According to theory of reasoned action, attitude towards an experience will result in behaviors consistent with those attitudes (Fishbein & Ajzen, 1977). As reported by Maharjan & Sekiguchi (2016), Nepal has either hybrid (hybridization between international MNC and local process), and according to (Kondos, 1987) informal (natabad, crypabad and politicized) or un-systematized process (informal process and interviews).

In recent times, growth in youths' population and demand for jobs has pressurized the job market, but due to informal and un-systematized R&S process, it has played a negative role, leading to low performance in all areas of industry in Nepal (World Bank, 1997b). This has negatively affected employees' behavior and attitudinal outcomes and overall organizational productivity, therefore there is need to examine the reaction of applicants to R&S process and examine its relation to outcomes.

The research question is, "How does the perception of applicants to R&S process affect newly selected employees' attitudinal and behavioral outcomes in an organization, and does PJF moderate the relationship between perceptions of factors in R&S and behavioral outcomes in organizations?"

The primary objective of this study is to extend understanding of the relationship between the perception, of the newly appointed employees, of R&S process (PPV, PCV, TPJ, OA and RI) and its effect on their behavioral outcomes (OC and OE), and attitudinal outcome (TI). Further, it will examine the moderating effect of PJF on the relationship between perception of the new employees and its effect on outcomes.

### **Review of Literature**

Organizations' performance is measured by behaviors and resulting outcomes 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. Perception, a psychological construct, is associated with other constructs like attitude and behavior and it influences the way human understand its surroundings and take decisions.

### **Recruitment and Selection Process**

R&S focuses on attracting and selecting best applicants in increased global competition as organizations are reliant on employees' positive work attitudes and behaviors for overall success. Studies have confirmed that merit-based R&S process showed talented employees outperform others, and are hard to substitute (Barney & Wright, 1998). McMahan, Bell, & Virick (1998), suggests the connection between employees and progressive HR processes is similar to merit-based R&S affecting employee behaviors leading to overall organizational positive results.

Recruitment process starts with recruitment planning. It must source candidates with abilities and attitudes required to achieve organizational objectives. It identifies: job vacancy, analyzes job requirements, reviews applications, screens and shortlists, and finally selects the right applicants for further process. Job analysis is identifying, analyzing, determining the duties, responsibilities, skills, abilities and work environment of

job, it results in job description, job specification, and finally ends with job evaluation, which helps, select the right candidate. Recruitment strategy prepares strategy for recruiting potential candidates.

Selection is an important process and takes place based on job requirement, knowledge, skills, abilities, personalities, and other characteristics needed to fit into the organizations and specifically in the job. People selected with knowledge, skills, abilities and experience leads organizations to succeed and increase its competitive advantage (Armstrong, 2006).

Resource Based View theory, (RBV) (Coates & McDermott, 2002) states that organizations attain sustainable competitive advantages when organizations have human resource pool that cannot be imitated by competitors. In addition, equity theory, (Morand & Merriman, 2012) is grounded on principle of fairness and right R&S criteria. Selection process includes selection test, interview, reference checking and final selection and if selected offer job. Selection research supports the role of procedural justice in shaping new recruits' attitudes towards selection fairness and applicants have positive attitude if tests are seen as fair and applicants are treated fairly. Positive perception is developed when test are valid (test contents consistent with intended purpose), measures (the objectives it intended to measure like "hard" or "soft" skills) , correct techniques are used, process of the test is same for all and positive signal about the organizations is given to the applicants when recruitment information is provided on time, fair treatment is seen at tests (TPJ), there is consistency in the test administered and the test questions are related to the job (PCV).

Applicants' perception of fairness influences outcomes of attitudes and behaviors seen in organizations when employed and is linked conceptually with outcomes including OC, OE, and TI (Gilliland, 1993). HR practices predict OC, OE and turnover, and company's performance (Juhdi, Pawan, & Hansaram, 2013). Human resource practices play a pivotal role in: engaging employees help meet goals through employees who aspire to perform and organizational commitment, which is an indication for reduced turnover and has three major components: a strong belief in and acceptance of the organization's goals, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership. In most research, commitment is taken as predictor of employee retention.

Organizational engagement is stated as enthusiasm and self- involvement with a task or collective (organization). It is promoted by positive orientation and enabling climate, affects in proactive, value-directed behavior. OE is important outcome to achieving organizational goals (Walden, Jung, & Westerman, 2017) and states that OE predicts employee outcomes.

TI refers to the rate at which employees leave the organization or business relations (Kumar, Scheer & Steenkamp, 1995). It is explained as conscious and deliberate willingness to leave, the thought of voluntarily and self-motivated, intention to quit job in search of new employment. It is directly associated with costs and negative consequences, decrease in productivity and profits, potential loss of knowledge, skills, intellectual capital and experience of employees. Difficulty to replace includes costs related to exit, temporary replacement, recruitment and selection, time, decreased morale and productivity costs among employees. Studies suggest turnover intent decreases OC, OE and results in high degree of disruption in organization (Bentein, et al., 2005).

### Perceived Content Validity

This is criteria for content relevance and content representation in R&S process and refers to the degree that items of a measuring instrument are appropriate and reflect the construct it is intended to measure. Analysis of content validity is mostly limited to test proficiency, job knowledge and work sample tests. Content validity is diagnostic aid used in tests hence considered important in most selection process in organizations (Rossiter, 2008).

*Hypothesis 1a: Perceived content validity is significantly and positively related to organizational commitment.*

*Hypothesis 1b: Perceived content validity is significantly and positively related to organizational engagement.*

*Hypothesis 1c: Perceived content validity is significantly and negatively related to turnover intention.*

### Perceived Predictive Validity

This refers to perceived prediction of future job performance based on assessment made on test takers perception. It believes that people scoring well on the test perform well on the job and is based on an individual's judgment about the predictive ability of a selection procedure. Despite an absence of univocal definition, scholars have stated it as essentially centering on how the process is capable to correctly predict or measure employees' future job performance in the organization based on the outcomes of R&S process. Studies have found predictive models have the ability to significantly raise the reliability and validity of R&S process. Predictive validity is an important measure for decision-making as it aids in inference drawing, based on information.

*Hypothesis 2a: Perceived predictive validity is positive and significantly related to organizational commitment.*

*Hypothesis 2b: Perceived predictive validity is positive and significantly related to organizational engagement.*

*Hypothesis 2c: Perceived predictive validity is negatively and significantly related to turnover intention.*

### Test Procedural Justice

This refers to perceived fairness of process used to determine distribution of results, or of selection in an organization (Robbins, 2005). Relevance of different tests has been topic of studies to find competent candidates in firms. Interpretation of employees' behavior uses organizational justice theory and test procedural justice. Perception is influenced by the processes through which outcomes are analyzed and decisions making processes and organizational process are judged to be fair. Gilliland (1993) states, test types, human resource policy and behavior of human resource personnel influences perception of applicants to selection systems' procedural justice. Procedural justice is based on procedural rules and the extents to which the rules are followed helps evaluate the fairness of the process. Perceptions of recruiters behavior (e.g. honesty and interpersonal treatment) is related to variety of affective and intentional outcomes (Rynes, 1991). Konovsky and Cropanzano (1991) states procedural justice perception were related to job performance, satisfaction and organizational commitment, and a similar effect can be expected between applicant's reaction to selection process and performance.

*Hypothesis 3a: Test procedural justice is positively and significantly related to organizational commitment.*

*Hypothesis 3b: Test procedural justice is positively and significantly related to organizational commitment.*

*Hypothesis 3c: Test procedural justice is negatively and significantly related to turnover intention.*

### **Recruitment Information**

It is defined as organizational activities, such as recruitment sources, developing recruitment advertisements that influence the number and types of individuals who apply for a position which affects applicants' decisions to accept a position if offered, (Gatewood, Field & Barrick, 2008). It is generating pool of capable candidates to apply to an organization for employment, (Bratton & Gold, 2017). Better information received by applicants leads the candidates to perceive better personal outcomes if hired by those organizations. RI fulfills numerous purposes like finding job opportunity, preparing for selection and determining fit.

*Hypothesis 4a: Recruitment intention is positively and significantly related to organization commitment.*

*Hypothesis 4b: Recruitment intention is positively and significantly related to organization engagement.*

*Hypothesis 4c: Recruitment intention is negatively and significantly related to turnover intention.*

### **Organizational Attractiveness**

It is defined as attracting applicants and attraction for an organization is the outcome of organizations characteristics, recruiters' behavior, and perception of recruitment process, perceived fit and hiring expectancies. Studies state that attractiveness is a major issue to applicants and plays an important role. It has bi-directional relationship between attractiveness and recruitment. Highhouse and Hoffman, (2001) suggest that number of signals sent out by organizations can influence attraction and job choice based on information passed as indirect cues.

*Hypothesis 5a: Organizational attractiveness is positively and significantly related to organization commitment.*

*Hypothesis 5b: Organizational attractiveness is positively and significantly related to organization engagement.*

*Hypothesis 5c: Organizational attractiveness is negatively and significantly related to turnover intention.*

### **Person- Job Fit**

It is understood as association between person's characteristics and those of the job or tasks performed at work (Edwards, 1991) that determines PJF. It is a match between job and person, either leading to satisfaction, or propensity to leave job in case of dissatisfaction. It is dependent on the degree individuals match their personalities to the work assigned. Robbins, (2005) finds satisfaction of an employee is highest and turnover lowest when personality and occupation is a good match. Kristof- Brown, Zimmerman & Johnson, (2005) meta-analysis states perceived or subjective fit of PJF has strong correlations with organizational commitment and turnover intention.

*Hypothesis 6a: Person-job fit moderates perceived predictive validity and organizational commitment*

*Hypothesis 6b: Person-job fit moderates test procedural justice and organizational commitment.*

*Hypothesis 6c: Person-job fit moderates recruitment information and organizational commitment.*

*Hypothesis 6d: Person-job fit moderates perceived predictive validity and organizational engagement.*

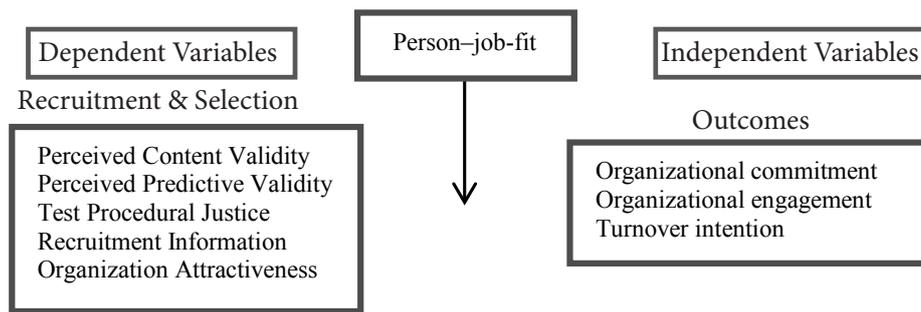
*Hypothesis 6e: Person-job fit moderates test procedural justice and organizational engagement.*

*Hypothesis 6f: Person-job fit moderates recruitment information and organizational engagement.*

*Hypothesis 6g: Person-job fit moderates perceived predictive validity and turnover intention.*

*Hypothesis 6h: Person-job fit moderates test procedural justice and turnover intention.*

*Hypothesis 6i: Person-job fit moderates recruitment information and turnover intention.*

**Figure 1***Conceptual framework*

Source: Developed by author.

**Materials and Methods**

This study used primary data. Altogether six hundred questionnaires were distributed on the basis of convenient sampling. The study was focused only on the perceptions of the employees working within a year. The respondents were from banks, job consultancies, airlines, trading and manufacturing industries of Nepal. Out of 299 questionnaires collected, 210 questionnaires were fully usable, yielding a response rate of 70 percent. Questionnaire had altogether 68 questions; 6 questions were related to socio-demographic information and 62 questions were for dependent and independent variables. Survey method was used for data collection and response was collected by visits and email. Moderated Multiple Regression Analysis was used to test hypothesis and moderation.

**Measures**

For all the nine variables validated scales were used. For assessing PPV, Smither et al., (1993) scales were used with reliability coefficient of .83 with five items with five-point scale (1 strongly disagree to 5 strongly agree). “The actual content of the examination was clearly related to the job” and “I am confident that the examination can predict how well a candidate will perform on the job”.

TPJ was measured using seven items with reliability score of 0.68 from Smither et al., (1993). It used five-point scale (1 strongly disagree to 5 strongly agree) “It would be obvious to anyone that the examination is related to the job” and “Failing to pass the examination clearly indicates that you can’t do the job”.

RI was measured by seven items with reliability score of 0.84 from Demo et al., (2012). “The organization I work for communicated performance results to candidates at the end of the selection processes” and “The organization I work for discloses information to applicants regarding the steps and criteria of the selection process”.

OC was measured using OCQ- Mowday et al., (1982) with nine item scale, and used five-point scale (1 strongly disagree to 5 strongly agree). The reliability score was 0.92. “This organization really inspires the very best in me in the way of job performance” and “I really care about the fate of this organization”.

OE was measured using Utrecht Work Engagement Scale (UWES) by Schaufeli and Baker (2003) with 17 items with 0.91 reliability coefficient. The response was scored on five-point scale with (1 strongly disagree to 5 strongly agree). “At work I feel like bursting with energy” and “I am enthusiastic about my job”.

TI was measured using a self-report instrument with three items by Mobley, Honer and Holingsworth (1978). Response was scored on five-point scale (1 strongly disagree to 5 strongly agree) with 0.9 reliability coefficient. "I often think about quitting my present job" and "As soon as possible, I will leave the organization".

PJF was scored on five item scale developed by Abdel-Halim (1981), 0.74 was reliability coefficient alpha value. "I feel I have adequate preparation for the job I now hold" and "My job gives me a chance to do the things I feel I do best" and was measured with five items. Response scale was scored on five-point Likert scale where 1 'strongly disagree to 5 'strongly agree'. The internal consistency reliability coefficient alpha values are from .73 to .74 with questions, "It is difficult to detach from my work" and "I feel that my job and I are well matched".

## Results and Discussion

### Demographic Status

There were altogether 63 percent male, 14 percent officer level respondents and the rest were from managerial level. There were 54 percent respondents in the age group of 23-27, 20 percent each in 18-22 and 28-32 age groups. Above 32 years were 6 percent. There were 45 percent employees employed for less than six months, 29 percent currently in job for less than a year and 22 percent in job for six months and more and newly selected were just 3 percent. There were 58 percent respondents from manufacturing and trading industries and job consultancies while approximately 42 percent were from banks and approximately 17 percent from airlines and more than half of the respondents had bachelor's degree.

### Descriptive Analysis

The mean, standard deviation, and Pearson correlation coefficients between variables in the study are shown in Table 1.

**Table 1**

*Mean, Standard Deviation and Correlation Coefficients:*

Items	Mean	SD	1	2	3	4	5	6
PPV	2.89	.98						
TPJ	3.39	.60	.31**					
RI	3.50	.69	.25**	.49**				
PJF	3.71	.67	.23**	.48**	.61**			
OC	3.62	.60	.29**	.38**	.45**	.64**		
OE	2.18	.93	.25**	.55**	.55**	.75**	.77**	
TI	3.59	.70	-.14*	-.20**	-.31**	-.53**	-.43**	-.43**

Notes: \*\* $p < .01$ , \* $p < .05$

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

PPV is positively related to OC, OE and inversely to TI ( $\gamma = 0.29, p < 0.01$ ;  $\gamma = 0.25, p < 0.01$ ;  $\gamma = -0.14, p < 0.05$ , respectively) PPV is positively related to PJF ( $\gamma = .023, p < 0.01$ ). TPJ is positively related to OC, OE, and inversely related to TI and is related positively to PJF ( $\gamma = 0.38, p < .01$ ;  $\gamma = 0.55, p < .01$ ;  $\gamma = -0.20$ ,

$p < .01$ ;  $\gamma = 0.48$ ,  $p < .01$ ). Similarly, RI is positively related to OC, OE and inversely to TI, and positively to PJF ( $\gamma = 0.45$ ,  $p < .01$ ;  $\gamma = 0.55$ ,  $p < .01$ ;  $\gamma = -0.31$ ,

$p < .01$ ;  $\gamma = 0.61$ ,  $p < .01$ ). The results above indicate, all the variables are positively and significantly related in expected direction except TI which is inversely related to all the variables as expected. Moderated Multiple Regression (MMR) analysis was used to test proposed hypothesis and the results are shown in Table 2, Table 3 and Table 4.

**Table 2**

*Moderated Multiple Regression Analyses Results of Predictors: PPV, TPJ, RI; Dependent Variable: OC*

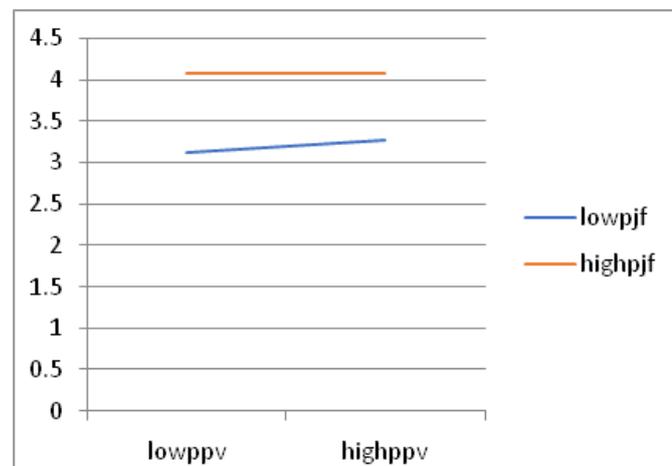
	Standardized Beta coefficient	R <sup>2</sup>	F
Model 1 PPV	.28**	.08	18.43**
Model 2 PJF	.60**	.42	76.91**
Model 3 PPVxPJF	-.76**	.44	54.35**
Model 1 TPJ	.37**	.14	33.87**
Model 2 PJF	.59**	.41	72.10**
Model 3 TPJxPJF	-.44	.41	48.58**
Model 1 RI	.44**	.20	52.35**
Model 2 PJF	.57**	.41	72.55**
Model 3 RIxPJF	.00	.41	48.13**

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

PPV has positive and significant relation with OC ( $\gamma = 0.28$ ,  $p < 0.0$ ) supporting hypothesis H: 2a. Result show PPV, PJF and OC is also significant for ( $p < .01$ ). Third model, the interaction term (PPVXPJF) is significant at ( $\gamma = -0.76$ ,  $p < .01$ ) supporting hypothesis H: 6a. Moderation of PJF on PPV is shown in Figure 2

**Figure 2**

*Moderating effect of PJF on PPV and OC*



Source: Developed by author using data from questionnaire survey.

**Table 3***Moderated Multiple Regression Analyses Results of Predictors: PPV, TPJ, RI; Dependent Variable: OE*

	Standardized Beta coefficient	R <sup>2</sup>	F
Model 1 PPV	.25**	.06	14.19**
Model 2 PJF	.72**	.56	134.41**
Model 3 PPVxPJF	-.50	.57	91.70**
Model 1 TPJ	.55**	.30	90.07**
Model 2 PJF	.62**	.60	158.24**
Model 3 TPJxPJF	-.52	.61	107.39**
Model 1 RI	.55**	.30	90.58**
Model 2 PJF	.65**	.57	138.77**
Model 3 RIxPJF	.28	.57	92.70**

Note. \*\* p&lt;.01, \* p&lt;.05

PPV has positive, significant relation with OE at ( $\gamma=0.25$ ;  $p<0.01$ ) supporting hypothesis H: 2b. Result of PPV, PJF and OE is significant at ( $p>.01$ ). Third model (PPVXPJF) is not significant for OE and does not support hypothesis H: 6d. TPJ has positive, significant relation with OE at ( $\gamma=0.55$ ,  $p<.01$ ) supporting hypothesis H: 3b. Result of TPJ, PJF and OE is significant at ( $p>.01$ ) Third model (TPJXPJF) is not significant for OE and does not support hypothesis H: 6e.

RI has positive, significant relation with OE at ( $\gamma=0.55$ ,  $p<.01$ ) supporting hypothesis H: 4c. Result of RI, PJF and OE is significant at ( $p>.01$ ). The third model, (RIXPJF) is not significant for OE and does not support hypothesis H: 6f.

**Table 4***Moderated Multiple Regression Analyses Results of Predictors: PPV, TPJ and RI; Dependent Variable: TI*

	Standardized Beta coefficient	R <sup>2</sup>	F
Model 1 PPV	-.13**	.01	3.98**
Model 2 PJF	-.52**	.27	39.54**
Model 3 PPVxPJF	-.31	.27	26.59**
Model 1 TPJ	-.20**	.04	8.93**
Model 2 PJF	-.55**	.27	39.92**
Model 3 TPJxPJF	-.61	.28	27.47**
Model 1 RI	-.30**	.09	21.47**
Model 2 PJF	-.54**	.27	39.56**
Model 3 RIxPJF	-.35	.27	26.57**

Note. \*\* p&lt;.01, \* p&lt;.05

PPV has negative and significant relation with TI at ( $\gamma= -0.13$ ,  $p<.01$ ), supporting hypothesis H: 2c. Result of PPV, PJF and TI is also seen to be significant for ( $p>.01$ ). The third model, (PPVXPJF) is not significant for TI and does not support hypothesis H: 6g. TPJ has negative and significant relation with TI at ( $\gamma= -0.20$ ,  $p<.01$ ) supporting the hypothesis H: 3c. Result of TPJ, PJF and TI is significant for

( $p > .01$ ). The third model, (TPJXPJF) is not significant for TI and does not support hypothesis H: 6h. RI has negative and significant relation with TI at ( $\gamma = -0.30$ ,  $p < .01$ ) supporting hypothesis H: 4c. Result of RI, PJF and TI is significant for ( $p > .01$ ). The third model (RIXPJF) is not significant for TI and does not support hypothesis H: 6i.

The main purpose of the study was to examine the influence of R&S process, based on perception of employees employed for not more than a year, has on attitudinal outcomes, organizational commitment, engagement and behavioral outcome like turnover intention and moderation of PJF on all the relationship. The results are consistent with the study's prediction as R&S was seen to have significant positive influence in organizational commitment and engagement and negative in turnover intentions. Conversely, with addition of interaction term PJF as a moderating agent the relationship between PPV and organization commitment was only marginally moderated in the opposite direction, while all other hypotheses of moderation were not supported.

Two variables (PCV and OA) were dropped from the study. PJF moderated the interaction between PPV, PJF and OC but did not moderate the rest.

The study result shows that PPV predicts on all three organizational outcomes. However, it shows that direct measures generated better results than indirect measures. It allows us to compare PPV's predictive capacity of organizational outcomes and indicates PPV as better predictor of organizational commitment than engagement and turnover intention. This is consistent with Hough and Schneider (1996) findings that individual assessment is better predictors of outcome. This study shows PPV as individual assessment has capability to predict organizational outcomes, OC, OE and TI.

The study shows that TPJ significantly impacts all three outcomes and showed more measurable impact on OE than OC and TI and supports the claims about procedural justice by Leventhal (1980). This is consistent with the findings of Deutsch (1975) that procedural justice has association with behavioral outcomes.

The study shows that RI has impact on organizational outcomes. It has more effect on OC, OE and TI than PPV and TPJ.

The result indicates that PJF has high association with OC, OE and TI as individual assessment and direct measure as compared to indirect measure (interaction). It shows higher impact on behavioral and attitudinal outcomes than independent variables. The result shows PJF as not a strong moderator.

### **Conclusion and Recommendation**

This study examined the relation between applicant's perception of R&S process and its effect on their behavioral outcomes in organizations. The result is consistent with the prediction made by the study, but must be used cautiously. It shows that R&S's influence on organizational commitment and organizational engagement is positive and significant and negative in turnover intentions and therefore perception of applicants to R&S predicts behavioral outcomes to certain degree.

According to the result of this study, perception of the applicants to the R&S process influences their behavior and has effects even after being employed, hence organizations should manage R&S process

professionally and fairly to ensure there is less attrition and related cost to the organizations. Although, sample participants were drawn from all sectors of business, banks, job consultancies, airlines, manufacturing and trading industry, however it might be susceptible to common method bias due to direct assessment. For more generalizability the study needs to be replicated by using samples from other developing countries to validate the findings.

Future studies could include more factors of dependent and independent variables. Similarly longitudinal study can be conducted to factor in impact of time on employees' outcome. The questionnaire used from developed countries might not perfectly fit and be generalizable in developing countries due to culture of the organizations being influenced by the culture of the country. This study shows most of the results of this study are aligned with the findings of earlier studies in developed countries in different context and culture.

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