

**PERCEIVED OF PROCEDURAL JUSTICE IN SELECTION SYSTEM. A CASE
STUDY AMONG THE SUCCESSFUL CANDIDATES IN UNIVERSITI
MALAYSIA PAHANG (UMP)**

MAS IDA BINTI R.ARIFUDDIN

**Report submitted in fulfillment of the requirements for the award of the degree of
Bachelor of Project Management with (Hons)**

**Faculty of Industrial Management
UNIVERSITI MALAYSIA PAHANG**

JANUARY 2016

SUPERVISOR'S DECLARATION

I hereby declare that I have checked this project .In my opinion, this project is adequate in terms of scope and quality for the award of degree of Bachelor of Project Management with honor.

Signature :

Name of Supervisor : MOHD HANAFIAH BIN AHMAD

Position : LECTURER

Date : JANUARY 2016

STUDENT'S DECLARATION

I hereby declare that the work in this project is my own except for quotations and summaries which have been duly acknowledge. The project has not been accepted for any degree and it's not concurrently submitted for award of other degree.

Signature :

Name : MAS IDA BINTI R.ARIFUDDIN

ID Number : PB 12067

Date : JANUARY 2016

DEDICATION

Praise to ALLAH to ease everything to the completion of this thesis. This thesis is dedicated to my parents, family who ever have supported me from the beginning until the end of semester.

This thesis is also dedicated to all the final year student especially in a Project Management students who have been a great sources in term of motivation and inspiration.

It is dedicated to all those who believe in the richness of learning. Learn from crib to grave. Knowledge will not end if there have an effort to learn.

ACKNOWLEDGEMENT

I owe a great many thanks to a great many people who helped and supported me in process of making my thesis from the beginning until the ends.

The deepest thanks to my supervisor of this project *Mr. Hanafiah Bin Ahmad* for the guiding and correcting various documents of me with attention and cared. He has taken pain to go through this thesis and make necessary correction as and when I needed.

My deeper sense of gratitude to the participant members gives such a wonderful cooperation and opinion. Not less to my university and lecturers with a nonstop giving us too many creative and critical ideas. Thanks and appreciation to the helpful family, classmates and roommates for theirs supportive and ideas towards the completion of this thesis.

ABSTRACT

This research carried out in Universiti Malaysia Pahang to the each department with the different position of administrative officers. The objective of this research are to examine the applicant's perceptions towards procedural justice in the selection process and to identify the strongest category of procedural justice/fairness that affect applicant's perception. There are three methods of analysis that are used to come out the result finding which are descriptive analysis, cronbach's alpha and procedural justice analysis.in order to get the validity and accuracy of data that are collected, the statistical analysis of SPSS was conducted to analyze the data that have been key in before the result are being interpreted.as a result, it is found that there are several elements of the procedural justice rules/aspects that affected applicant's perception.by going through the analysis it is also found that the strongest categorical that affected the applicant's perception towards the procedural justice in selection system is *interpersonal treatment*.in the selection process the decision of the employer affected to the individuals, organizations, and society that turn affect the perception of the applicants toward the selection process. The applicants perceive to have a fair highly in term of the *interpersonal treatment* in selection process. Thus, procedural justice is an important aspect of reactions that applicants have to personnel selection.

ABSTRAK

Kajian ini dilaksanakan terhadap penjawat awam yang memegang jawatan sebagai pegawai tadbir di setiap bahagian/pejabat di dalam Universiti Malaysia Pahang. Tujuan kajian ini dilaksanakan adalah untuk mengetahui persepi pemohon terhadap keadilan prosedur di dalam proses pemilihan pengambilan pekerjaan dan mengenalpasti kategori manakah penyumbang utama dalam menentukan persepsi pemohon dalam pemilihan tersebut. Terdapat tiga kaedah analisis yang digunakan untuk menghasilkan keputusan kajian tersebut iaitu dengan menggunakan diskriptif analisis, cronbach's alpha dan analisis prosedur keadilan. Untuk mendapatkan kesahihan data yang diperolehi, analisis statistik iaitu SPSS dijalankan berdasarkan data yang dimasukkan sebelum keputusan dijustifikasikan. Keputusan kajian mendapati terdapat beberapa peraturan/aspek di dalam keadilan prosedur yang dapat memberi impak kepada persepsi pemohon. Berdasarkan analisis-analisis yang dilakukan juga, keputusan mendapati kategori keadilan prosedur yang paling menyumbangkan impak kepada pemohon di dalam proses pemilihan ialah *layanan interpersonal*. Di dalam proses pemilihan, keputusan majikan akan mempengaruhi seseorang individu, organisasi dan masyarakat. Ianya akan memberi kesan terhadap persepsi mereka terhadap proses pemilihan. Pemohon ingin diberikan layanan sama rata dan adil terutamanya dari segi *layanan interpersonal* di dalam sistem pemilihan tersebut. Oleh itu, keadilan prosedur sangat peting untuk mengetahui reaksi pemohon di dalam pemilihan pekerjaan.

TABLE OF CONTENT

SUPERVISOR’S DECLARATION	ii
STUDENT’S DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
ABSTRACT	vii
ABSTRAK	vii
LIST OF TABLES	xi
LIST OF TABLES	xi
CHAPTER 1 INTRODUCTION	1
1.1 Introduction to the Chapter	1
1.2 Background of Study	1
1.3 Statement of Problem	3
1.4 Research Objective	4
1.5 Research Question	4
1.6 Scope of Study	4
1.7 Significance of Study	5
1.8 Operational Definition	5
1.9 Expected Result	6
1.10 Summary	6
CHAPTER 2 LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Justice	7

2.3	Procedural Justice and Other Componets of Justice	8
2.4	The Factors Lead to a Procedure Being Seen as Fair	10
2.4.1	Voice Principle	10
2.4.2	Other Determinates of Procedural Justice	11
2.5	The Role of Affect in Perceptions	12
2.6	Antecedents of Perceptions	12
2.6.1	Employee Participation	13
2.6.2	Communication	13
2.6.3	Justice Climate	14
2.8	Selection System	14
2.9	Selection Process	16
2.9.1	Candidate Data Collection	16
2.9.2	Candidate Assessment	21
2.9.3	Comparison	21
3.0	A Model of Applicant Reaction's to Selection System	21
3.1	Procedural Justice Category and Rules	22
3.2	10 Procedural Justice Rules Dimension Definition	24
3.3	The Model Of Applicant's Reactions to Employment Selection System	25
3.4	Summary	26
CHAPTER 3	RESEARCH METHODOLOGY	27
3.1	Introduction	27
3.2	Research Objective	27
3.3	Research Design	28
3.3.1	Type of Data	29
3.4	Population And Sampling	29
3.4.1	Data Collection Techniques	31

3.4.2	Instrumental Justice	31
3.4	Data Analysis	32
3.5	Conclusion	33
CHAPTER 4	RESULT OF DATA ANALYSIS	34
4.1	Introduction	34
4.2	Response Profile	35
4.2.1	Number of Years Working In Ump	37
4.2.2	Applicant's Position	38
4.2.3	Department	39
4.3	Descriptive Analysis	43
4.4	Realibility Analysis (Alpha)	43
4.5	Procedural Justice Analysis/Fairness Analysis	44
4.6	Discussion	46
CHAPTER 5	RECOMMENDATION AND CONCLUSION	52
5.1	Introduction	52
5.2	Recapitulation of This Study	52
5.3	Limitations	53
5.4	Recommandations for Future Research	54
5.5	Conclusion	55
REFERENCE		56
APPENDIX		63

LIST OF TABLES

Table	No. Title	Page
2.1	Selection procedural justice dimension definition used in developing items by Gilliland.	25
3.1	Determining sample size form a given population	31
4.1	Age	36
4.2	Race	37
4.3	Number of years working	38
4.4	Applicant's position	39
4.5	Department	41
4.6	Descriptive analysis	44
4.7	Cronbach's Alpha value	44
4.8	Procedural justice analysis	46
4.9	The level of Category- Interpersonal treatment	47
4.10	The level of aspect in term of category- Information Sharing	50
4.11	The level of aspect in term of category- Structural aspect/formal Characteristics	51

LIST OF FIGURES

Figure No.	Title	Page
2.1	Components of Organizational Justice	8
2.2	Gilliland's Theoretical Model	24
2.3	The model of applicant's reactions to employment selection	26
4.1	Age	36
4.2	Race	37
4.3	Number of years working	38
4.4	Applicant's position	39
4.5	Department	40

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION TO THE CHAPTER

The chapter presents the background of study, problem statement, research objectives, research questions, scope of the study, significance of study, operational definition, expected result, structure of study and summary. Each of the main points will be explained further with detailed information.

1.2 BACKGROUND OF STUDY

Selection process is the important functions of human resource management (HRM) (Armstrong and Taylor, 2014). Technically speaking the function of selection system is to finding the most appropriate applicants that have been fulfill the requirement of the employer.it is includes the process of finding and attract the applicants for applying the jobs.

Recruitment is the first stage in the process which continues with selection and ends with the placement of candidate (Murphy, 1986).Therefore, the employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Perhaps the most basic question in this area is why employers engage in selection efforts at all; why are some

intensive users of selection information and procedures while others are not; for employers that engage in selection, why are different criteria emphasized. In the study that follows will be explain on the elements procedural justice/fairness in selection process and the perception of the applicants toward the selection process. This is because, most people will experience rejection in the job selection process.

In the selection process, the recruitment is the first process and continues with the selection of the applicant towards the job offer. The power to select the applicants is own by the decision of the employer in an organization. The decision of the employer affected to the individuals, organizations, and society. In selection process, there will be some applicant that experience in rejection in the job application. The rejection of the applicant is the main issue in selection process that in turn affect the perception of the applicants toward the selection process. There are a lot of researchers published their opinion regarding the procedural justice in selection process. In this context, the procedural justice is the same meaning with the fairness which is important because it is bring the role of organizational justice in effective management as it is said to influence employee sentiments.

The applicants perceive to have a fair in term of the procedure in selection process meanwhile the organization is positively influence the procedural justice. Thus, procedural justice is an important aspect of reactions that applicants have to personnel selection (Folger and Greenberg, 1985).

In order to achieve employee satisfaction, commitment and decrease the overall turnover rate, leadership within the organization is equally important (Fatt et al., 2010). Therefore, it is important to determine if the managers actually care about ensuring procedural justice in selection system and their perception, as their actions will not only benefit the employee but the organization as well as a whole.

1.3 STATEMENT OF PROBLEM

The goal of any selection process is to select the most qualified applicants for the position. An organization's ability to attract and hire the most qualified candidates can be effected from how the applicants react to procedural justice/fairness in selection process of selection system (Rynes and Barber, 1990).

A job applicant's perception of whether a selection process is fair constitutes an important factor for employers to take into consideration when designing hiring and any selection procedures. It is evident that the outcome of a selection process has a potentially profound impact on a job applicant especially in hiring or rejection.

The most particular factor that affects job satisfaction of employees is called procedural justice, which is concerned with the fair treatment of justice procedural. Basically, the procedural justice/fairness refer to the extent of which employees perceive outcomes, procedures and interactions to be fair in term of each elements of procedural justice/fairness. The perceptions of fairness concept is an imperative concept for employees because it affects their attitudes and behaviors which in turn lead to positive or negative employee satisfaction and performance. An unfair perception leads to dissatisfaction with. An employee exerts less effort on the job and ultimately parting with the organization (Mowday, 1991).

Every applicants or employees have a sense of equality and feel that they are rewarded fairly. The employees with high job satisfaction tend to exert higher levels of performance, productivity, commitment and retention rates. Therefore organizational Justice must prevail (Al-Zu'bi, 2010). If the selections outcome is negative and the process is perceived as unfair by the applicant, some aspect of the process, or the process in its entirety, it may become the basis for a discrimination lawsuit against the employer.

This research will presents the concept of procedural justice and the applicant's perception of procedural justice. The study also considers by which categories or aspects in procedural justice/fairness most influencing perception of applicants as it relates to the selection process.

1.4 RESEARCH OBJECTIVE

The objectives of this study are as follow:

RO1: To examine the applicant's perceptions towards procedural justice in the selection process.

RO2: To identify the strongest category of procedural justice/fairness that affect applicant's perception

1.5 RESEARCH QUESTION

This research specifically aims to answer the following research questions:

RQ1: What is applicant's perception towards procedural justice in the selection process?

RQ2: Which is the strongest category of procedural justice/fairness that affect the applicant's perception?

1.6 SCOPE OF STUDY

This study was delimited to the implementation of the organizational justice which focused more on procedural justice on the selection process of selection system. It was also defined the perception of these applicants towards the fairness of procedural in selection system and the category or aspect that strongly affect the applicant's perception.

1.7 SIGNIFICANCE OF STUDY

This study will be a significant effort in supporting the fairness of procedural justice in the selection process and the mostly category or aspect that affect the perception of employees in the workplace. This study also advantageous to the staff and the trainers in human resources management, corporate strategies when they get to employ effective learning of fairly procedure in their workplace which is setting principally in diverse theories related to the use of effective human resources management.

By understand the theory of perception towards the fairness, the desires of the employees on the procedural justice will bring the benefits to human resources management, these trainers and staff be sure on the competitive advantage. Additionally, this study will provide recommendations on how to evaluate and access the procedural justice towards the selection system in University Malaysia Pahang in accordance to human resources management.

This study also will be helpful to the worldwide industry and business consultants in selection process and informing them in the area of human resources management, the objectives, method or techniques and strategies. It will also serve as a future reference for researchers on the subject of human resources and corporate companies.

1.8 OPERATIONAL DEFINITION

- a) **Organizational attractiveness** : Organizational attractiveness is defined as an attitude or expressed general positive affect toward an organization and toward viewing the organization as a desirable entity with which to initiate some relationship (Aiman-Smith et al., 2001).
- b) **Organizational justice**: refers to an employee's perception of their organization's behaviors, decisions and actions and how these influence the employees own attitudes and behaviors at work (Greenberg, 1986).

1.9 EXPECTED RESULT

Based on this study, the expected result from the procedural justice in selection system in organization will be affect the perception of the employees in organization and the strongest category of procedural justice can be get. Therefore, it can improve the organizational fairness.

1.10 SUMMARY

This chapter introduced the background or the root of the issues under which focused on the perception of applicants in procedural justice in selection system and the category or aspects that affect the applicant's perception. The next chapter then proceeded to highlight the gaps in the current literature and discussed the objectives of the study, research questions and the flow of chapter two to chapter five.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

From this chapter, each theories have been proposed to explained details on the relationship of the element of justice, selection system, selection process, procedural justice, procedural justice category/rules and the perception of applicants on the selection process.

2.2 JUSTICE

According to Tabibnia et al. (2008), Justice or Fairness refers to the idea that an action or decision is normally right. It is defined according to the ethics, religion, fairness, equity, or law. Naturally, people are focused to the justice of events, situations, ownership and procedural in their daily life. Through variety of perspectives, individuals are respond towards the actions and decisions made by their organizations. Perception of the certain individual feels that these decisions as fair or unfair can influence the things or the individual attitudes and behaviors.

Basically, justice or fairness is the important element to an organization especially in HR department because the fairness itself can bring the perceptions to the parties. The negative perception can bring the negative effect towards the organization due to their impacted on emotional, job attitudes, and person's behaviors in the workplace. Justice in an organizations are related with the various issues which are connected to the perceptions of fairness, equality, and selection system procedures.

2.3 PROCEDURAL JUSTICE AND OTHER COMPONENTS OF JUSTICE

Saunders and Thornhill, (2004) explained that the Procedural Justice is one of the components in the concept of Organizational justice. Organizational justice is theorized that called as a multidimensional construct. The other four components are distributive, interpersonal, and informational justice. There are numerous of literature in the organizational psychology field that has making their research and studied on the organizational justice and the outcomes. To understand the organizational justice it is important to differentiate what is the differences between these components. The components of each organizational justice are stated below:

- i. **Procedural justice:** Procedural justice is related to the fairness or justice in term of the process or procedure that lead to the outcomes. When the other parties feel that their voice in the related process or procedure that they are having is ignored it assume that there is no fairness in term of that procedure. The process are involves consistency, accuracy, ethicality, and bias (Leventhal, 1980, Tyler and Blader, 2003).
- ii. **Distributive justice:** Distributive justice is theorized as the fairness related with decision outcomes of the decision and resources distribution. It is one of the theory in fairness regarding the decision of outcome and their resources distribution. The outcome can be divided into two which are can't be seen and can be seen. The example of cant be seen in naked eyes is pay meanwhile the cant be seen of outcome is praise. When the outcome seem to applied equally it can affect the perception of the parties (Adams, 1965, McFarlin and Sweeney, 1992).
- iii. **Interactional justice:** The term that refer to the level of treatment of authority towards the individuals and the amount of explanation regarding the decision and information (Bies and Moag, 1986). A researcher Colquitt (2001) stated that under the interactional justice there two small components which are interpersonal and informational justice that explain below.

- a) **Interpersonal justice:** Related to the sense of respect, dignity, politeness by the authorities to the related party during executing procedures (Bies, 2005).
- b) **Informational justice:** It is related to the amount of explanation by authority on the procedures that given to other parties. it includes the timeliness, specificity, and truthfulness (Kernan and Hanges, 2002).

The components of Organizational Justice can be summarize as on the below diagram:

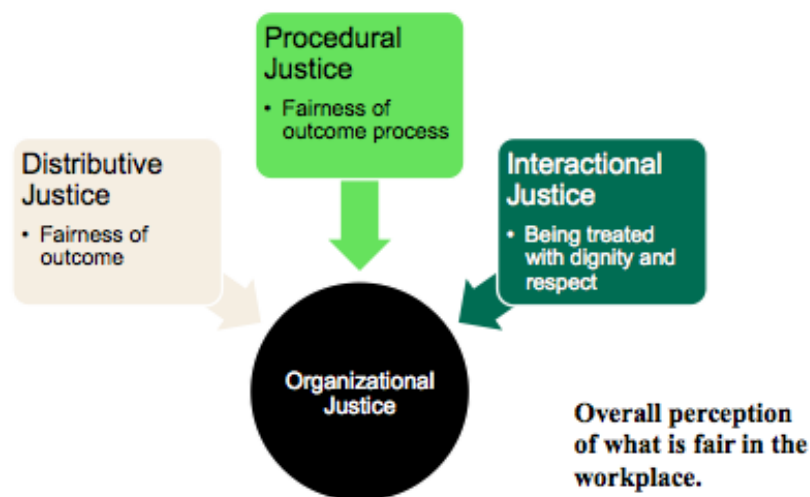


Figure 2.1: Components of Organizational Justice

As for this research, the focused only to the Procedural justice. Procedural justice is concerns the fairness and the transparency of the processes by which decisions are made, and may be contrasted with distributive justice and retributive justice (fairness in the punishment of wrongs). Selecting the employee properly and hearing all parties before a decision are being made is the step and was consider that step are appropriate to be taken in order and characterized as procedurally fair.

Certain theories of procedural justice stated that a fair procedure bring to equitable outcomes. As an example, the effect on the higher quality interpersonal interactions are found in the procedural justice process in selection process by affecting the perception of fairness during conflict resolution.

2.4 THE FACTORS LEAD TO A PROCEDURE BEING SEEN AS FAIR

Procedural justice are used only when employees feel that the process includes aspects of ethicality, consistency, precision and indiscrimination (Leventhal et al., 1980). Procedural justice as a major components of organizational justice really important as it is encompasses a fair of any procedures especially in the selection process. It lets the personnel to have a say in the decision process, it gives personnel a fair of treatment, and allows them to involve in appraisal process.

A recent researcher identify that, a voice is an instrumental that affects the decision making process. For example, the voice that will not have any weighting on the decision-making process is sometimes enough for a procedure to be seen as reasonable and fair. So, in this context, one of the factor to lead to a procedure being seen as fair is the voice principle and other causes is based on the "Leventhal's rules"(Tyler et al., 1996, Naumann and Bennett, 2000).

2.4.1 Voice principle

Perception of people in terms of procedural justice can be improved if they are giving chance to present information. The voice before decisions are need to take. Everyone can apply to daily working condition and management practice as to formal. The psychologist have claimed that having a voice helps to achieve particular needs such as the chance to be heard and to influence other people, as well as the confirmation of being valued as a participative group member (Storey, 2001).

The other direct initiatives in supporting the voice principle may comprise the proposition schemes, appeal processes and participative management (Sheppard et al., 1992). By going through the right procedures, it should be highlighted by a strong management commitment to maintain and authorised the systems for an example the selection process that are in place.

2.4.2 Other Determinates of Procedural Justice

In the term of procedural justice, it includes six of rules that related to it which is called "Leventhal's rules". These rules are consistence, bias suppression, accuracy, correct ability, representativeness, and ethicality. In the organization that adopting the procedural justice in workplace or even in their selection system procedure, the things are going to be fair to everyone. The procedural justice that was applied in the organization need to be consistent with the ethical value and moral. Below is the explanation on the, "Leventhal's rules" that the reason affected the perception of fair in decision (Leventhal et al., 1980, Naumann and Bennett, 2000, Tyler et al., 1996).

- i. **Consistency:** use a standard criteria to make a decision in term of the time, situation or person.
- ii. **Neutrality:** The decision are based on fact, not on interests or personal feelings of the decisions maker. Multiple information sources will help to create a comprehensive and objective view of a situation.
- iii. **Accuracy:** The decision need to be right, correct and not old fashioned. The decision and information need to be clearly clarify and valid in term of HR policies.
- iv. **Correct ability:** Existing of positive criticism, advices, or appeal procedures between both parties.
- v. **Representativeness:** the things that effect their concerns.
- vi. **Morality and ethicality:** The age, gender, nationality and other external factors not the reason to form the decision.

2.5 THE ROLE OF AFFECT IN PERCEPTIONS

One of the key components that has been shown to play a role in the formation of organizational justice perceptions is affect. The particular role of affect in organizational justice perceptions influenced by the form of affectivity being examined (emotions, mood, and disposition) as well as the situation and nature of justice being measured. Affect may serve as an antecedent, outcome, or even a mediator of organizational justice perceptions.

A famous researcher provides a model that describes the role of affect and emotions at many stages of the appraisal and reaction stages of justice perception formation. Then, they will clarify that injustice is mostly an affect and subjective experience. Affect and emotions is the part of the responses to perceived injustice. By referring to the previous study, there are a lot of injustice that is perceived, there are a lot of negative emotions are practiced (Barsky et al., 2011). In addition, affect can act as a mediator between justice perceptions and actions taken to recompense the perceived injustice. Affect plays this role in equity theory such that negative affective reactions act as a mediator between perceptions and actions, as emotional reactions to justice motivate individuals to take action to restore equity.

The findings of one famous researcher shows that both state and trait level negative affect can act as antecedents to justice perceptions. State and trait level negative affect are negatively connected with interactional, procedural, and distributive justice perceptions. Conversely, positive state and trait affectivity was linked to higher ratings of interactional, procedural and distributive justice (Barsky et al., 2011).

2.6 ANTECEDENTS OF PERCEPTIONS

Based on the research regarding the central role of affect in justice perceptions, a famous research have been improved the research by studied the idea continuously (Diefendorff and Richard, 2003). He stated that a clinical levels of undesirable affect depression will bring an antecedent to perceptions of injustice in an organizations (Lang et al., 2011). He also have been tried a longitudinal cross-lagged effects among organizational justice perceptions and finally found that depressive symptoms do lead to

subsequent organizational justice perceptions. Thus, affect can serve as an antecedent to justice perceptions in this instance.

2.6.1 Employee Participation

The decision making and other organizational procedures is the evidence that the antecedent to perception of organizational justice is applied. When the employee feel that that they have response in any processes or procedure rather than when they do not perceive that they have the chance to involved (Bies and Shapiro, 1988, Greenberg, 1983). The chance able to involve the decision making process by improving the perception of people on procedural justice (Bies and Shapiro, 1988). Another researcher also found that the employee response towards the procedural justice as well as the interpersonal justice (Kernan and Hanges, 2002).

2.6.2 Communication

Communication also one of the antecedent towards organizational justice perception among employees. Communication is said that really related on the interpersonal and informational justice perceptions (Kernan and Hanges, 2002). By applying procedural injustice, it can create one of the factor bring antecedent towards organizational justice perception among employees. Thus, by improving the communication in organization, it can improve justice perception on employees toward the transparency and trustworthiness of the manager. It can also reduce the level of uncertainty (Kernan and Hanges, 2002). So, the information need to provide by accurately, timely, and helpful towards impact on justice perceptions become positive (Schweiger and Denisi, 1991).

2.6.3 Justice climate

The team members and co-workers also can be influences on the perception of organizational justice (Li and Cropanzano, 2009). One of the research have studied which stated that the team level perception is the factor that justice climate is form. This creation can affect the view of individuals toward justice (Li and Cropanzano, 2009). A member of team will be shared their own perception to others and directly make an interpretation of the procedural (Roberson and Colquitt, 2005). The individual able to learn the perspective of their own justice to another person. This is can lead homogeneity among the team members towards the perception on justice (Roberson and Colquitt, 2005). Thus, a grouped of individual may become an antecedent to individuals justice perceptions.

2.7 SELECTION SYSTEM

Selection process is important in all the organization.it is one of the activity that need to be concern especially to the Human Resources Department. To ensure the successful of an organization at the long term, the Human Resource Planning is act as crucial role. There are different types of method used in organization that need to be follow which is includes timeline, location, number of people and the types of people. When it is fulfiller it can brings the organization to achieve their objectives.

Generally the objectives of Human Resource Planning (HRP) department is related to the resources, screening, recruit and doing the election. It is also related with external and internal factor of surrounding in organization which are career planning, training and development, promotions, risk management, performance appraisal, and other related on HRP. of these elements is need to be focused and makes as a priorities to execute them well. Therefore it is important of the organization to select or to hire the employees to the right position. That is the reason on why making the selection is difficult .the lacks of skill of organization to handling the latest technology does not consider a good perspective of organization.it may bring the pressure among the employer on how to perform the selection well. Therefore, in an organization it is always to be the best way if there is a systematic or strategic ways to perform the selection process.

Based on the opinion of the famous researcher stated that, selection process is a activities that searching the best and talented employees to let them apply the jobs. (Flippo, 1984). The selection system is a repetitive process that depends on the one party to another parties but with different personal objectives. This activities is brings the benefit for the both side. Through the selection process, the person are discover on what is the strongest, skills, ability, capability and potential of the candidates. They are going to be ask on what the contribution that the applicants are going to offer in that organization. It is always have the linkage between the job seeker and what job they are applying.

According to Korsten (2002) and Jones et al., (2006), HRM theories includes the interviews, assessment and examinations especially in form of psychometric ways and others that suit and other rationale ways in selection process. To performing the selection process there are many ways one that includes the internal and external. Commonly in selection process, it is related with the recruitment policies, job postings, advertising, job application, interviewing process, assessment, decision making, formal selection and training (Korsten, 2002). Jones et al., (2006) stated that the recruitment policy is includes the healthcare, business or industrial sector. These factors is important as an indicators to perform the selection process, development of new policies and creating the objective of organization.

The successful recruitment method is includes the analysis of the entire element of the job which includes the examination to identify the level of knowledge of applicants, interviews session, observation of the market and etc. Regarding to the Jones et al., (2006) in his research, the organization that failure in handling their recruitment can bring the bad luck of that company. It can bring the problems along their operation. It may be drop in ROI and revenue and the worst thing is increase the level of staffing in that company.

2.8 SELECTION PROCESS

According to Martin (2010) , in selection process, it is important to make decision on the successful candidate as a result of:

- i. Candidate data collection
- ii. Candidate assessment
- iii. Comparison.

In the selection process, it is important making a simple comparison of candidates with each other because it is likely to be highly subjective and will lead to an offer of the position to the candidate who was deemed to be ‘the best on the day’. Instead, it is need to touse the person detailed description of what is required for every stage of selection process. It is extremely important to compare the candidates because they are tend to very costly if we get the worst selection.

2.8.1 Candidate Data Collection

Based on (Martin, 2010), the information can be gathered about candidates through:

- i. Application forms
- ii. Curricula vitae (CVs)
- iii. Interview performances
- iv. Tests (ranging from physical, intelligence and aptitude tests through to personality profiles)
- v. Appraisals (for internal candidates)
- vi. References
- vii. Online questionnaires
- viii. Assessment Centre performances.

In order for those process to be accomplish and achieving their objectives, select the person applicants who most closely fits requirements. The relevant information about the candidates need to collect. For example an applicant have bizarre taste in foods or hobbies, who is the admires or other related and relevant questions, to avoid prejudices

unlikely to be relevant and can lead, like discussions of which football team he or she supports, to unfounded prejudices.

To conduct selection process it important to shortlisting or deciding who to invite for interview/further assessment. Generally it is using information given on the application form or CV. Assessment of the information given by candidates in need to be in the line of the requirement of the post as outlined on the job description and person specification. it is need be as objective and consistent as possible. Shortlisting is done after the closing date. Normally, larger organizations set that at least two people need to be involved in the shortlisting process, especially when a large number of applicants are or the post is a very senior one. These two stages are often referred to as long listing and short listing.

The first stage is where a large number of applicants are asking to take part in an initial selection process. For example, a first interview or an online assessment. Long listing is used as a 'screen out' or disqualify applicants from participate in the next stage of selection process. Many organizations find it helpful to aim for between four and six candidates on the final shortlist. Shortlisting also gives the first real indication of the success or not of the recruitment and advertising stages of the process.

Later stages of the selection process involve gathering data about candidates using some of the other methods outlined above. It is consider three of the above methods in more detail and start with interviews and then move on to provide summaries of the latest thinking about tests and assessment centers.

These latter two methods have increased in popularity and are designed to provide more information about the candidate than can be obtained by exclusive use of the much-maligned interview. Tests and assessment centres have also usually been validated to see whether the tests and exercises used adequately measure relevant characteristics and abilities in order to predict job success.

2.8.1.1 The Interview

Martin (2010) stated that every tools of selection have their own disadvantage and advantage. They can create different of validity even in the interview itself. As an example is unstructured interviewing.it can be say that it have their opportunity to have a success future in the job it is because almost in all organization there are always provide the interview as the first ranking method that they should done towards the job seeker. That is one of the best way to find out what is the capabilities of job seeker to give the contribution of the company and fulfill the requirement of the jobs. Therefore it's kind of uncompleted of activities if there is no interview session as the recruiting method. Although there is existing of the disadvantage, but if there is no interviews the organization can't really know whether the job is relevant with the job seeker or not.

By using the tools of interview, the applicants can get prepared on theirselves and improve themselves in the best manner by ensuring that the question that they going be asked are in a well preparation. So there is a win situation. Besides that there are still majority of organization are using the interviews tools as their recruitment tools due to the benefits. Below are some of the benefits of the interviews.

- i. confirming information
- ii. discovering omissions
- iii. testing assumptions
- iv. Giving applicants with information.

a) behavior-based interviewing

This is the types of interview to test the competencies of the applicants. This is the best method to predict the performance toward the job by asking about the applicants past achievements and job experience .below is the example of the step in behavior based interviewing.

- i. Asking on the competency profile in term of the job requirement
- ii. Develop open-ended questions

iii. Scoring the applicants based on their answer.

b) Situational interviewing

Situational interviewing is also related to the past behavior focus to the future-oriented. The question was more to the dilemma and need some encounters actions. The interviewed will focus on how to attack the applicants by using 'What if' analysis. The interviewer need to evaluate them by using the scoring technique whether poor, average or good. By using of this techniques it may increase the level of reliability and avoid from any types of discrimination. But this techniques is kindly meaningful if the applicants don't have experience on what they are being ask.

c) Telephone interviewing

The benefits of the telephone interviewing are stated below.

- i. Reduce the cost. Useful for the applicant of live out of area.
- ii. Save time
- iii. The chance to start to assess applicant's skill.

The telephone interviewing have their own disadvantage which is the applicants will not notified that they may receive a call from the related company .therefore the quality seem to lower than the structure interview.

2.8.1.2 Tests

The psychometric tests is important to measure capabilities and personality of the applicants.by going through the result of the test, they can predict on the applicant and organization's future. Van der Vaart et al., (2013) have identify the elements for the use of tests that stated below.

- i. The user need to ensure they have satisfied the system of the test to proceed the decision making.
- ii. The test need to be rationale and relevant to measure the factors.
- iii. the result of the test are enough in term of reliability and validity that can be and supported by any statistical evidence (Act, 1998).
- iv. To ensure equality the care must be the first priority.
- v. The results should not be the only reference to makes decision making.

2.8.1.3 Assessment Centers (Acs)

Assessment Centre is very useful for those who is know what is exactly the function of it. It is used not only for the small organization but even in the large of organization scale. Nowadays not only the professionalize using the Ac but the other scale are starting to use for example is the customer service, technical, graduates and other related position. eventhough the user of AC was increase by time to time but only the small portion of people have a good practices in AC. The good AS is includes:

- i. Combination of selection method.
- ii. Assessment of some of applicants together.
- iii. Assessment by experienced assessors
- iv. Assessments with clearly explained the competencies.

2.8.2 Candidate Assessment

It is crucial matter to identify the applicant's criteria with their relevant job. In order to define on those criteria the organization needs proper skills. The best applicants are always good in communication verbal or non-verbal. The successful applicants need to be experienced, knowledgeable and good in communication skills. Therefore in an organization it is easier for them to filter the applicant that does not fulfill the requirement of the organization. They are not able to be short listed to the next stage.

The organization is always used the Curricular vitae (CVs) as a beginning to filter and shortlist the applicants. Therefore, it is important to the organization to specify clearly what the requirement for the job offer since it can help the applicants to get the job. After having the short listed of the applicants, the organization will proceed bring them to the next stage.

2.8.3 Comparison

By going through to this stage, the Candidate assessment will be compared with the potential applicant that was almost fulfill the requirement of the job of the applicants. Which means that it is comparing the applicants that have the closest specification. The most closely applicants that fulfill the requirement of the job offer will be offered to the job. Therefore that applicant is considered to success and be qualified.

2.9 A MODEL OF APPLICANT REACTION'S TO SELECTION SYSTEM

The reaction to selection procedure have been studied from both the interest recruiting, whereby perceptions and reactions are related to job choice intentions and the interest of demonstrating how certain selection procedures are more or favorable. For example the work sample test or assessments centre.

Paré and Tremblay (2007) has created the following for factors influences the perceived acceptability of selection situation,

- a) The presence of job relevant information that can aid job acceptance decisions.

- b) Participation or representation in the development of selection process.
- c) Understanding of the evaluation process and the task relevance of the selection procedure
- d) Content and form of feedback

Similarly, Lemons and Jones (2001) proposed that perceived fairness can be influenced by the content of the selection system. For example from the job relatedness which are thoroughness of KSA of knowledge, skills and abilities coverage invasiveness of questions, ease of faking answers. Apart from that the understanding of the system development process, the administration of development process (consistency, confidential, opportunity for consideration and prior communication)

Brockne and his friends (2001) has discussing the psychological impact of personnel selection method on individual candidates by using their model. Their model explained that the features of the selection method and the nature (e.g.: accept vs. reject) and specificity of decision feedback would influence applicant's cognitive and affective reaction toward the process. In turn, applicant's cognitive and affective reaction should influences outcomes such as work commitment, performance, turnover, psychological well-being and personal agency.

3.0 PROCEDURAL JUSTICE CATEGORY AND RULES

Research in the area of applicant reactions to selection procedures has been based on the organizational justice literature. Procedural justice refer to the perceived of the methods used to make organizational decision. Such justice perception are related to the attitudes toward organizations. The underlying logic is that applicants perceive a hiring process as more fair to the extent that the selection procedures seem fair. Organizations may have the ability to positively influence procedural justice. Thus, procedural justice is an important aspect of reactions that applicants have to personnel selection.

Research on applicant reactions to selection systems has been largely driven by Gilliland theoretical model. His model includes 3 broad categories with 10 rules of procedural justice. That shown in figure below.

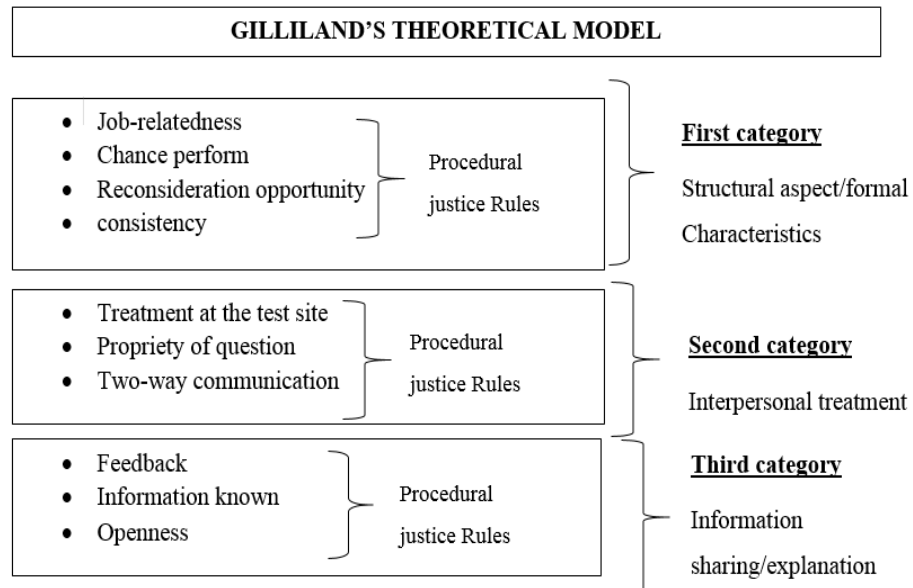


Figure 2.2: Gilliland's Theoretical Model

According to the figure 2.2 above, Gilliland's theoretical model includes 10 procedural justice rules that fall under three broad categories. The first category is Structural aspect or formal Characteristics which under the rules of Job-relatedness, Chance to perform, Reconsideration opportunity and consistency. Under the second category, the interpersonal treatment domain is treatment at the site, two way communication and propriety of questions. Within the third category which is information sharing or explanation grouping is includes the feedback, information known and openness. These rules are theorized to influence perception of overall fairness of given selection process and other outcomes. Potential outcomes noted by Gilliland include reaction during hiring, reaction after hiring and self-perceptions that explained in the next points (Gilliland, 1994).

3.1 10 PROCEDURAL JUSTICE RULES DIMENSION DEFINITION

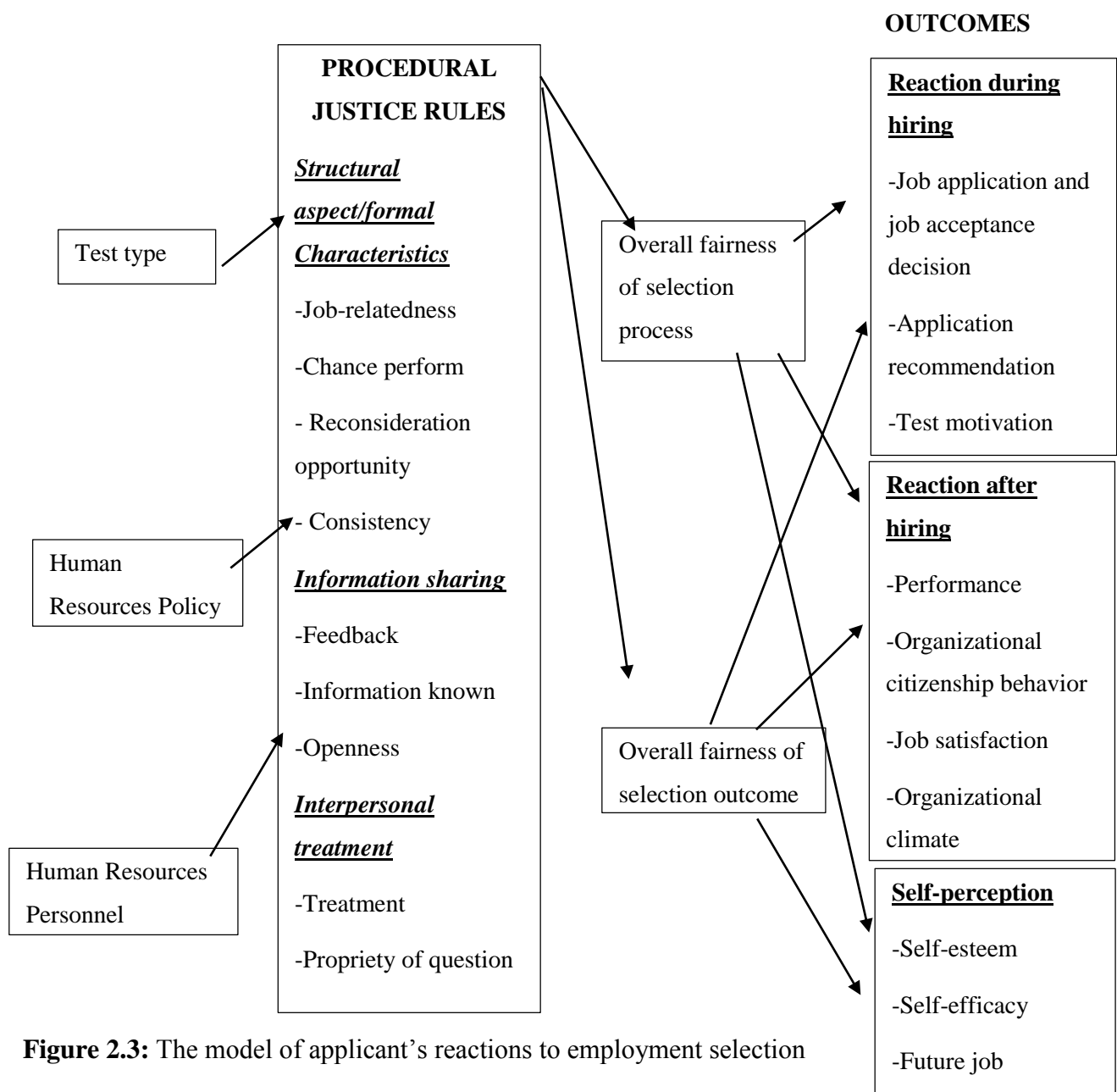
The following table are elaborated the 10 procedural justice rules dimension definition.

Table 2.1: Selection procedural justice dimension definition used in developing items by

<i>Phase One: Selection Procedural Justice Dimension Definitions Used in Developing Items¹</i>	
1. <i>Job-relatedness</i> is defined as:	"The extent to which a test either appears to measure content relevant to the job situation or appears to be valid."
2. <i>Chance to perform</i> is defined as:	"Having adequate opportunity to demonstrate one's knowledge, skills, and abilities within the testing situation."
3. <i>Reconsideration opportunity</i> is defined as:	"The opportunity to challenge or modify the decision making/evaluation process and the opportunity to review and/or discuss scores and scoring."
4. <i>Consistency of administration</i> is defined as:	"Decision procedures are consistent and without bias across people and over time."
5. <i>Feedback</i> is defined as:	"The provision of timely and informative feedback."
6. <i>Information known</i> is defined as:	"Information, communication, and explanation about the selection process prior to testing."
7. <i>Openness</i> is defined as:	"The extent to which communications are perceived by applicants as being honest, sincere, truthful, and open."
8. <i>Treatment at the test site</i> is defined as:	"The degree to which applicants are treated with warmth and respect."
9. <i>Two-way communication</i> is defined as:	"The opportunity for applicants to offer input or to have their views considered during the test/in the selection process."
10. <i>Propriety of questions</i> is defined as:	"The extent to which questions avoid personal bias, invasion of privacy, and illegality and are deemed fair and appropriate."
<i>Note:</i> Definitions were adapted from Gilliland (1993).	

Based on the table 2.1 above, the potential items reflecting all Gilliland's procedural justice were designed so that the scale could be used in diverse employment and research setting. The definitions of procedural justice were examined and served as the basis for item generation (Gilliland, 1994). The definition above based on the Gilliland's model which were used to develop items for each subscale. Following the development of multiple items for each definitions, items were reviewed by five subject matter experts (SMEs).all had doctoral degrees in areas related to human resources management (Gilliland, 1994).

3.2 THE MODEL OF APPLICANT'S REACTIONS TO EMPLOYMENT SELECTION SYSTEM



According to the model presented in figure 2.3 above, situational and personal conditions influence the extent to which procedural justice rules are perceived as satisfied or violated. That is condition such as test type, human resource policy, and behavior of human resource personnel influence applicants perception of the procedural justice of the selection system. Procedural justice is conceptualizes in terms of the procedural justice of the selection rules (McFarlin and Sweeney, 1992). Perceptions of the extent to which each of these rules is satisfied or violated are combined to form an overall evaluation of the fairness of the selection system. Applicant's prior experiences with selection and hiring processes also may influences the salience of the procedural rules and the evaluation of the fairness of the selection system (Walumbwa et al., 2008).

A final part of the model deals with the relationship between fairness perceptions and individual and organizational outcomes. These outcomes includes some variables common to both accepted and rejected candidates (job application decision, test motivation, self-esteem, self-efficacy and endorsement of the company's product), some variables specific to the accepted candidates (job acceptance decision, job satisfaction, performance, organizational citizenship behavior, and organizational climate), and a variable specific to rejected applicants (future job search intentions) (Gilliland, 1994).

3.3 SUMMARY

In conclusion, from literature review all the concept and perspective of different researchers on the procedural justice, employee perception, selection system and selection process has been explained .From the information that given above, the fairness of procedural will be effected the perception of the employee in selection process of selection system.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter explained the research method used for the study. The study are focused on the research design, the selection area of the study, the research instrument, population, sampling and the data analysis.

3.2 RESEARCH OBJECTIVE

As mention on the previous chapter, the objectives of this research are to investigate what is the applicant's perception toward procedural justice in selection system and to identify which is the strongest category of procedural justice/fairness that affect applicant's perception. The research methodology is the way in order to achieve the research objective.

3.3 RESEARCH DESIGN

Research design is related to the decision making that able to affect the research question, statement and action to be done on research, the data collection and the process of data analysis and interpretation the result. Therefore, in order to get the valid of finding, it is important to relate the research design with the planning and structuring of the research (Marais, 1988). According to Lorch and Myers (1990), research design is consider with the measurement of the research variables. Based on Fossey et al. (2002), the dimensions in selecting the appropriated design is stated below .

- i. Research context and the techniques utilized to gather and process research data.
- ii. The aim of research.
- iii. Paradigm perspective.

To perform research design it can be divided into two methods which are quantitative research and qualitative research. Based on this study, the quantitative approach will be adopted in this research. According to Berg (2004), qualitative approach is focused on the social sciences research, that is formalized and more controlled, the range is more reliable, and it is likely close to the physical sciences. Basically, quantitative research involves measurement (Adcock, 2001). It focuses on interconnection with a view to making generalizations towards replication and verification (Bryman, 1999). Quantitative research also involves statistical analysis and the combination data in numbers. From the data that have been analyze later, the result will be formed and will be generalized (Durrheim and Tredoux, 2004).

As mention above, this study will be adopt quantitative research because it is the best way to investigate the perception of applicants towards selection process and to identify the strongest category of procedural justice/fairness that affect applicant's perception. The qualitative method able to be used for a broader study because the subject can includes an unlimited number and generate of result and findings.it is also bring the high level of result accuracy and achieve objective of the study.

The function of quantitative method is to provide the study on the summarization of the data and enhancing generalization. The quantitative method also includes any variable with a numbers of cases which provide some procedure to achieve validity and reliability of data and result.

Basically the quantitative analysis is using standards means approach by which the research able to be enhance and to be analyzed. It allows to compare the analysis with the different or the similar of other studies to improve clarity (Walumbwa et al., 2008). Leech and Onwuegbuzie (2009) stated that by using quantitative method, the different information will be summarized and each of the category can be compare overtime. Therefore, the qualitative method was considered ideal for this research, as the aim was to gather in depth information about the perception of procedural justice.

3.3.1 TYPE OF DATA

By referring to the objective of this chapter, the data will be collected by using quantitative data. Quantitative data is obtained where the numerical and measurement rely on random sampling (Creswell, 2002).

Generally, the data can be divided into two terms which are primary and secondary data. Any data that was collected for the first attempt is called primary data. Those data is usually in the types of raw materials with maintaining their originality in character which need the statistical machine to being interpret (Atluri, 2011, Glass, 1976). Meanwhile the secondary data is the data that have been collected from other people and have been going through the statistical machine. They are generate refined primary data (Miller and Crabtree, 1992).

3.4 POPULATION AND SAMPLING

The study is focused on the population of 20 department in Universiti Malaysia Pahang (UMP) meanwhile the sample size is 48 of administrative officer (AO) in each departments of UMP. The sample size is the number of representative from population that selected randomly as observations in this study.

Table 3.1: Determining sample size form a given population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

Based on the table 3.1 above, according to Morse (2000) , in the process of formalize research, the quality sampling may be characterized by the number and selection of subjects or observations. Obtaining a sample size that is appropriate is the critical path. The most important is a large sample size is more representative of the population, limiting the influence of outliers or extreme observations(Morse, 2000). A sufficiently large sample size is also necessary to produce results among variables that are significantly different. For qualitative studies, where the goal is to “reduce the chances of discovery failure,” a large sample size broadens the range of possible data and forms a better picture for analysis (Ulin et al., 2012). Moreover, according Krejcie and Morgan (1970) and Kotrlik and Higgins (2001), the table for determining sample size from a

population above will be used to guide how is the process of population and the feedback of the sampling, and compared the proposed table above and the secondary data.

3.4.1 Data Collection Techniques

Based on the information that stated at the previous discussion, this study will be aim to used quantitative method as the data collection technique. By applying this technique, survey questionnaires are used to examine the applicant's perceptions towards procedural justice in the selection process and to identify the strongest category of fairness that effect the perception of applicants identify the selection process. There is no any data that available in this research, so it is need to be conducted from the beginning or initial of stage.

The questionnaire is divided into 2 sections which are part A and Part B. There have total up 49 questions on the questionnaires. The first section is Part A, consist of 8 questions, which is related to the demographic that are contribute from age, race, number of years working, position and department. The demographic question is used to collect the percentages data in questionnaire. Meanwhile, the types of questionnaires for the section B is the rating scale that contain liker scale from 1-5 which means the level of likers from the *strongly disagree*, *disagree*, *neither agree nor disagree*, *agree*, and lastly is *strongly agree*.

3.4.2 Instrumental Justice

In this study, 41 question in the questionnaire of the section B is related with the instrumental of justice which is also related with the 10 elements of justice such as the Job-relatedness, Chance perform, Reconsideration opportunity, Consistency, Feedback, Information known, Openness, Treatment ,Two way communication and Propriety of question. The question that being ask in the questionnaires are the final items for the *selection procedure justice Scale* (SPJS) that used to identify examine the applicant's perceptions towards procedural justice in the selection process and to identify the strongest category of fairness that affect the perception of applicants. The study provides the (SPJS) questionnaires based on the trusted reference. According to (Bauer et al., 2001)

the use of SPJS questionnaires is really suitable for preliminary psychometric evidence. From this statement, the study can ensure all the element of selection process and procedural justice can be justified statistically and descriptively. These instrument is using the 5-point response/likert scale that mention in the previous points.

3.4 DATA ANALYSIS

The statistical machine which is SPSS software (statistical package for the social science software) will be used to analyze and interpret the data. SPSS software will help to provide analysis of data in percentage, frequencies, pie chart, mean, median, mode and other related to this study. Then, the data for the questionnaires will be calculated to identify the reliability value (Green and Salkind, 2010).

To analyze the data, the research is used descriptive statistics. The descriptive analysis is allows the data to be analyze by describing, showing or the summarization of the data in the meaningful manner. As an example is the pattern that can be get from the data (Bassey, 1999, Berg et al., 2004). However, it can't be able to take any decision on conclusion beyond the data regarding the hypothesis that we already made. It is just a simple form on how to describe the data (Bassey, 1999, Berg et al., 2004).

Generally, by simply presented the raw data, it is hard to understand on the displayed data. Therefore, that is the reason in why the descriptive study analysis is most important for this study. The study can able an describe the data in the best manner that can be easier to enhance the data (Vergura et al., 2009). Descriptive statistics therefore enables us to present the data in a more meaningful way, which allows simpler interpretation of the data. As an example by using descriptive statistics the likers scale can convert and interpret with average mean score that helped to classify the level of rank (e.g.: high, medium and low).

3.5 CONCLUSION

This chapter 3 is explained on the research methodology. All the stated method should be used to achieve the purpose of study by providing objectives of research study, the research design (Sample size, questionnaire development, description of instruments), and lastly analyze the applicants perceptions as well as fairness categories. That's are the way to produce the data in the meaningful way.

CHAPTER 4

RESULT OF DATA ANALYSIS

4.1 INTRODUCTION

This chapter shows the results and findings from the quantitative questionnaire data based on the statistical analysis. There are 48 sets of questionnaires were distributed to the respondents. However, there are only 47 sets was collected. By going through the data analysis, the data were specify the respondent personal profiles which is called descriptive statistic and reliability analysis. The questionnaires that adapted from the academic journals useful in order to makes the data reliable and realistic.

4.2 RESPONSE PROFILE

4.2.1 AGE

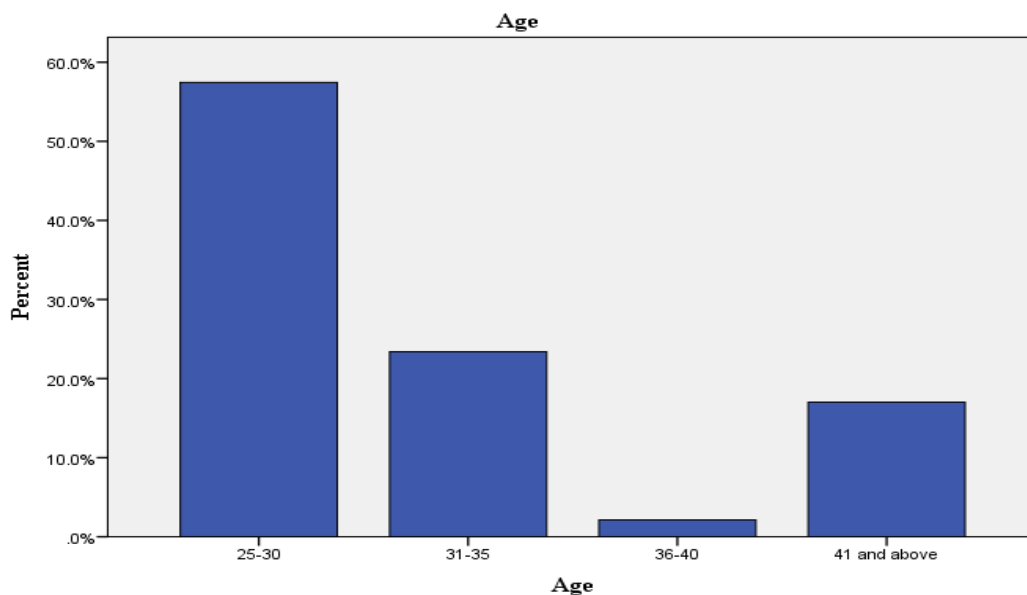


Figure 4.1: Age

Table 4.1: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	27	57.4	57.4	57.4
	31-35	11	23.4	23.4	80.9
	36-40	1	2.1	2.1	83.0
	41 and above	8	17.0	17.0	100.0
	Total	47	100.0	100.0	

Based on figure 4.1 and table 4.2, both data shows the value of age that responded to the questionnaire. The percentage value for range of age 25-30 is 57.4% with 27 respondents. The age within 31-35 is 23.4% with 11 respondents, 36-40 just have 1

respondent which is bring only 2.1%.the last is the age of 41 and above stated 17.0% with 8 respondent.

4.2.2 RACE

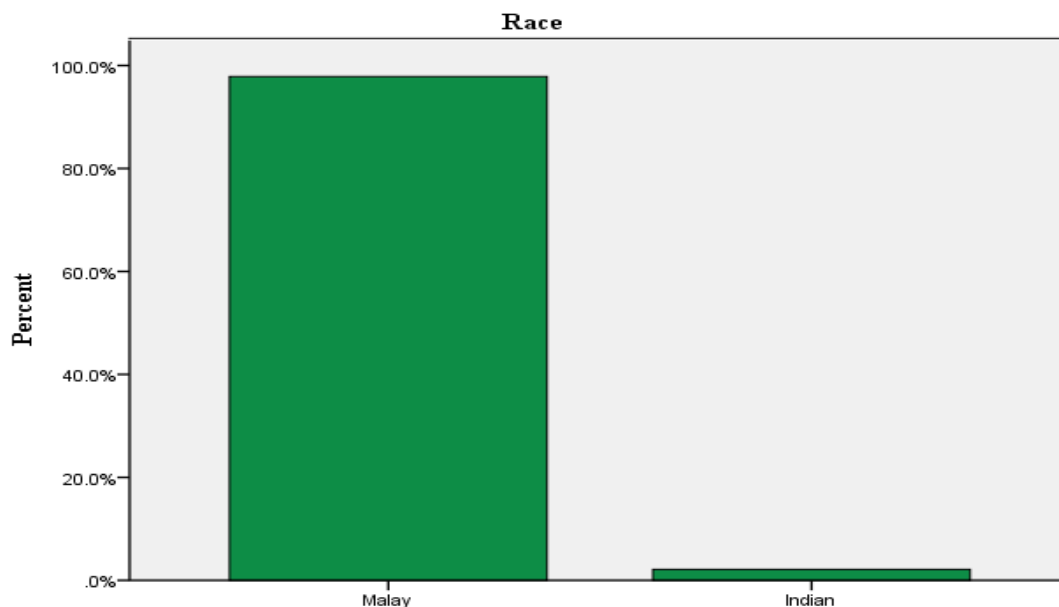


Figure 4.2: Race

Table 4.2: Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	46	97.9	97.9	97.9
	Indian	1	2.1	2.1	100.0
	Total	47	100.0	100.0	

The figure 4.2 and table 4.2 above showed the value and percentage for the races of the respondents. There are three types of race which are Malay, Chinese, and other race if any. Based on the data value above, most frequent race of respondent is Malay with 95.8% with 46 respondents follow by Indian 2.1 % with only 1 respondent. There is no other race of the respondents.

4.2.3 Number of Years Working In Ump

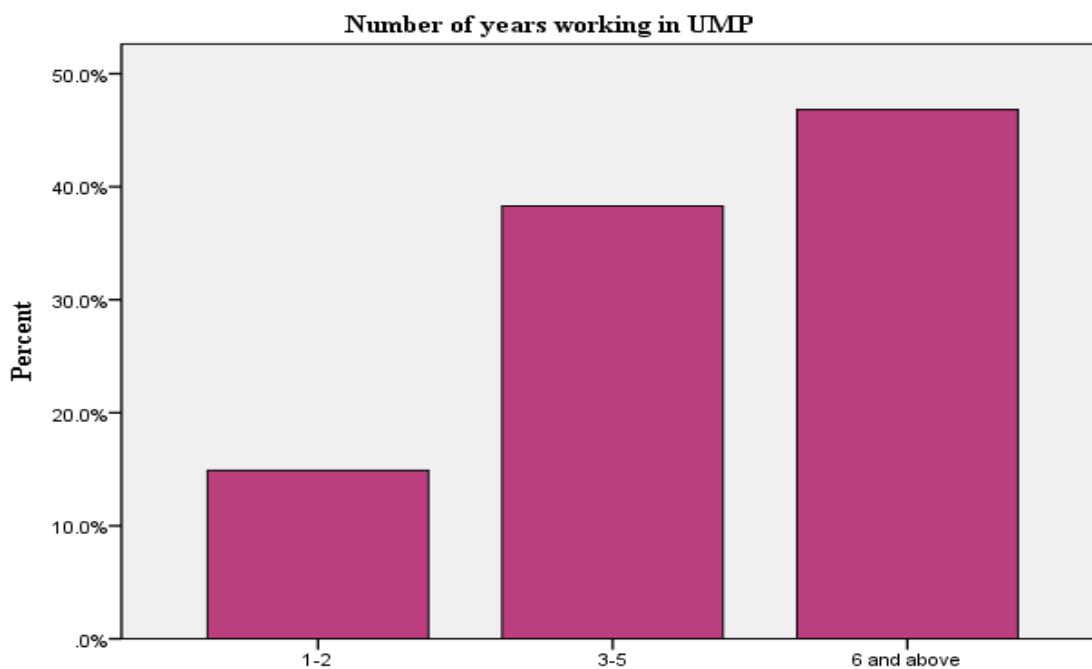


Figure 4.3: Number of years working in UMP

Table 4.3: Number of years working in UMP

	Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2	7	14.9	14.9	14.9
	3-5	18	38.3	38.3	53.2
	6 and above	22	46.8	46.8	100.0
	Total	47	100.0	100.0	

The figure 4.3 and table 4.3 above shows that the number of years of the respondents working in UMP. There are 46.8% of the employee in administrative officer that have a 6 and above years working in UMP.

4.2.4 Applicant's Position

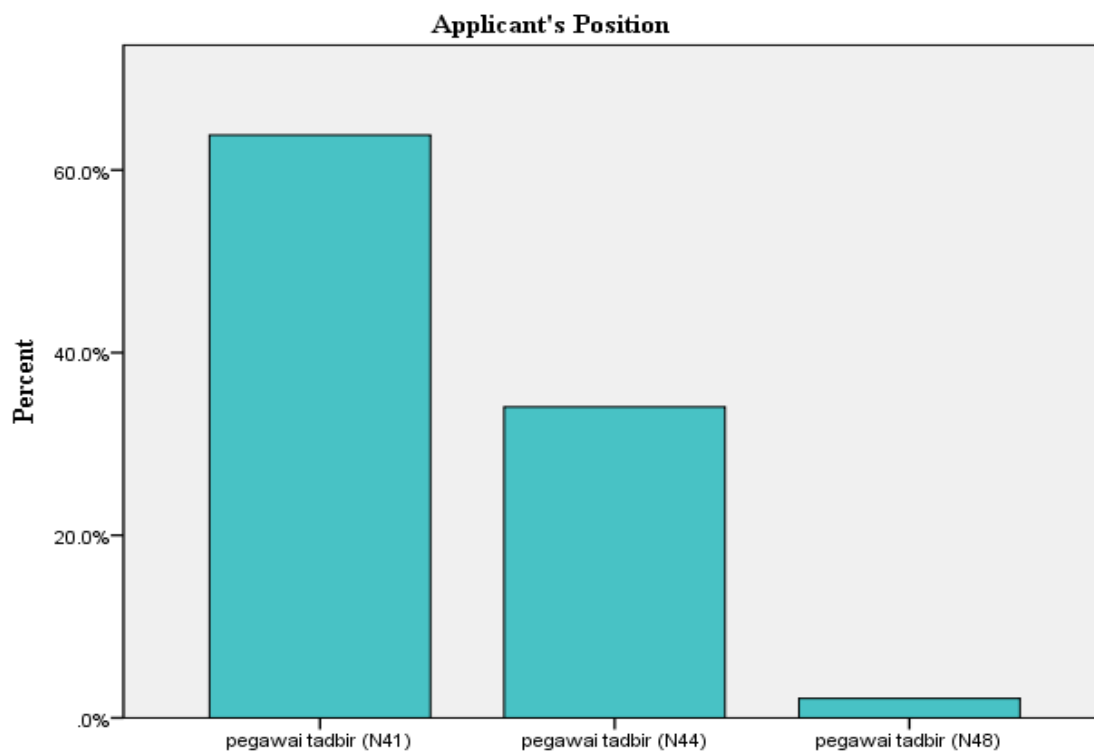


Figure 4.4: Applicant's position

Table 4.4: Applicant's position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Pegawai tadbir (N41)	30	63.8	63.8	63.8
Pegawai tadbir (N44)	16	34.0	34.0	97.9
Pegawai tadbir (N48)	1	2.1	2.1	100.0
Total	47	100.0	100.0	

The figure 4.4 and table 4.4 above shows that the number of respondents for the position of (N41) is 62.5 with 30 respondents, follow by (N44) 33% with 16 respondents. The last position is (N48) 2.1 with 1 respondent.

4.2.5 Department

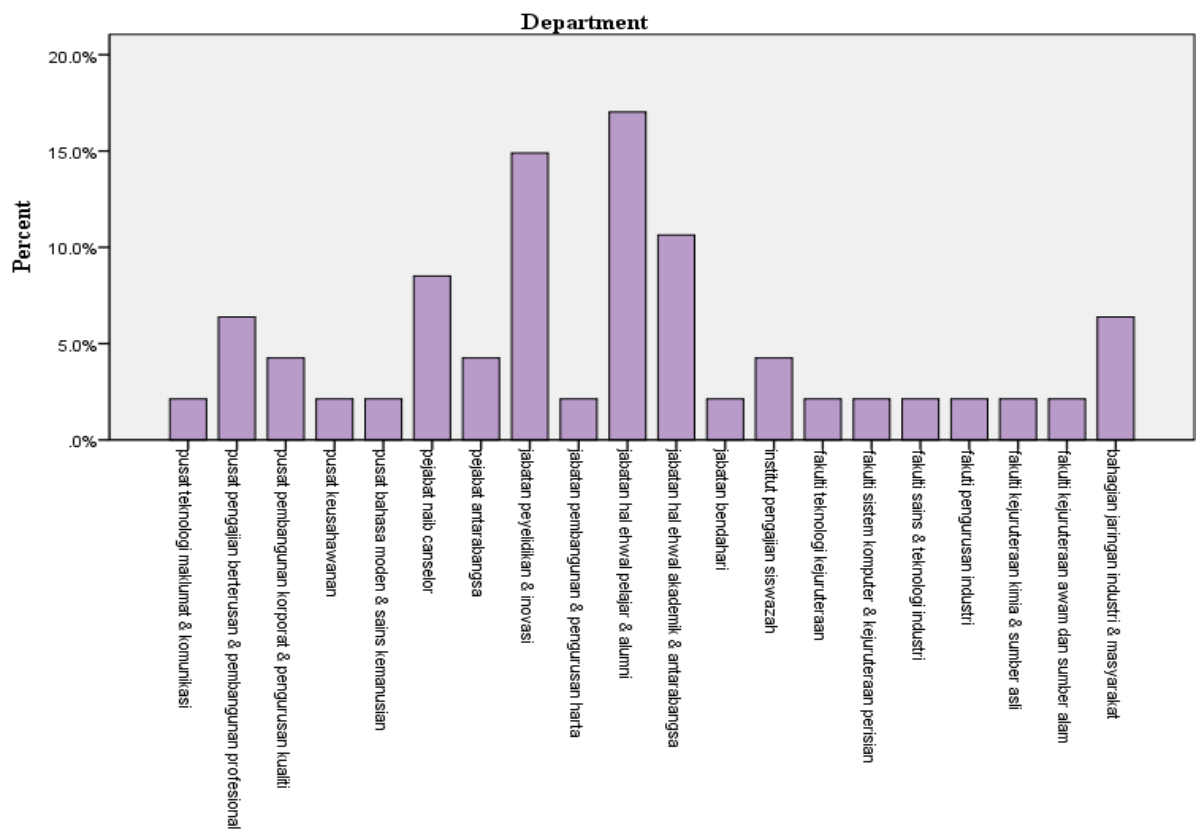


Figure 4.5: Department

Table 4.5: Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Pusat teknologi maklumat & komunikasi	1	2.1	2.1	2.1
Pusat pengajian berterusan & pembangunan profesional	3	6.4	6.4	8.5
Pusat pembangunan korporat & pengurusan kualiti	2	4.3	4.3	12.8
Pusat keusahawanan	1	2.1	2.1	14.9
Pusat bahasa moden & sains kemanusiaan	1	2.1	2.1	17.0
Pejabat naib canselor	4	8.5	8.5	25.5
Pejabat antarabangsa	2	4.3	4.3	29.8
Jabatan peyelidikan & inovasi	7	14.9	14.9	44.7
Jabatan pembangunan & pengurusan harta	1	2.1	2.1	46.8

Jabatan hal ehwal pelajar & alumni	8	17.0	17.0	63.8
Jabatan hal ehwal akademik & antarabangsa	5	10.6	10.6	74.5
Jabatan bendahari	1	2.1	2.1	76.6
Institut pengajian siswazah	2	4.3	4.3	80.9
Fakulti teknologi kejuruteraan	1	2.1	2.1	83.0
Fakulti sistem komputer & kejuruteraan perisian	1	2.1	2.1	85.1
Fakulti sains & teknologi industry	1	2.1	2.1	87.2
Fakulti pengurusan industry	1	2.1	2.1	89.4
Fakulti kejuruteraan kimia & sumber asli	1	2.1	2.1	91.5
Fakulti kejuruteraan awam dan sumber alam	1	2.1	2.1	93.6

Bahagian jaringan industri & masyarakat	3	6.4	6.4	100.0
Total	47	100.0	100.0	

The figure 4.5 and table 4.5 showed the value and percentage for the department in organizations. There are total 20 types of department in UMP. The highest frequent respondents is from *Jabatan hal ehwal pelajar & alumni* with 16.7%.

4.3 DESCRIPTIVE ANALYSIS

Table 4.6: Descriptive analysis

Item	Numbers
Number of questionnaire distribute	48
Number of questionnaire respond	47 (respond rate: 97.92%)
Number of questionnaire useful	47 (useful rate : 97.92%)

This table 4.6 showed that the descriptive analysis according to the questionnaires that distributed. There are 48 questionnaires that was distributed but only the 47 of respondent was respond. So the number of useful questionnaires that was using in this study is 47.

4.4 REALIBILITY ANALYSIS (ALPHA)

Cronbach's alpha is the common measure of internal consistency "reliability". Basically in the Cronbach's alpha, it is used if there are any multiple liker question in the questionnaire to determine the scale of their reliability. It is also use to investigate how closely the set of item as a group. A high value of alpha is often used (along with substantive arguments and possibly other statistical measures) as evidence that the items measure an underlying (or talent) construct (Peterson, 1994).

Summarizes from the result of the reliability analysis of variables. It can be seen that all factor is high over 0.6. The Cronbach's alpha is not statistical test but it is a coefficient of reliability. The Cronbach's alpha of this study is stated below.

Table 4.7: Cronbach's Alpha value

Item : Section B		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.636	0.778	38

Based on the table 4.7, it showed that the Cronbach's alpha value for each variable in the questionnaire. The value for alpha in the section B is 0.778 which means that the questionnaire is acceptable to conduct. As a conclusion, the all the respondents from UMP was understand about the survey and gave a good responds.

4.5 PROCEDURAL JUSTICE ANALYSIS/FAIRNESS ANALYSIS

The table below shows the mean of each aspect and the grand mean for each the categories. The number of mean are based on the questionnaire's data that have been answered by the respondents. The higher of the grand mean, the strong the perception of the category toward the fairness.

Table 4.8: Procedural justice analysis

Category	Aspect	Mean	Rank	Total mean score	Rank
Interpersonal treatment	Two way communication	4.0681	1	3.8719	1
	Treatment at the test site	3.9021	2		
	Propriety of question	3.6454	3		
Information sharing	Information known	4.1276	1	3.8345	2
	Openness	3.7305	2		
	Feedback	3.6454	3		
Structural aspect/formal Characteristics	Chance perform	4.1543	1	3.7558	3
	Job-relatedness (Content)	3.8936	2		
	Job-relatedness (predictive)	3.7766	3		
	Consistency	3.5248	4		
	Reconsideration opportunity	3.4298	5		

By referring to the table 4.8 above, to examine the perception of applicant's towards the procedural justice in this research, the *Gilliland Theory* was used. According to the *Gilliland Theory*, there are 10 aspect or perception of the applicants towards the procedural justice which are *Two way communication, Treatment, Propriety of question, Information known, Openness, Feedback, Chance perform, Job-relatedness, Consistency and Reconsideration opportunity*. Therefore, the objective one of this research is consider to be achieved.

In order to achieved the objective two of this research, the study are using the rank and the mean score data analysis. According to table above, the highest mean score is the *interpersonal treatment category* which the mean is stated 3.8719 follow by *information sharing category* which is 3.8345. The lowest mean score is *Structural aspect/formal Characteristics* which is 3.7558.

4.6 DISCUSSION

According to the procedural justice analysis that stated at the previous topic, there are 10 aspect or perception of applicants toward the procedural justice in selection process which are *Two way communication, Treatment, Propriety of question, Information known, Openness, Feedback, Chance perform, Job-relatedness, Consistency and Reconsideration opportunity*. Similarly, the rank and the mean score stated in procedural analysis above can be explained that the strongest perception of applicants in selection system in UMP is the *Interpersonal treatment*. The category of *interpersonal treatment* have 3 elements or rules which are the *Treatment at the test site, two way communication and Propriety of question*. These perceptions of this category shows the highest ranking towards the perception of applicant in procedural fairness. Which mean that the category of interpersonal treatment is the strongest category that affect the applicant's perception.

In order to describe the procedural justice analysis above, it can be divided into two level which are in term of *aspect* and in term of the *categories*. By looking to the *categories* of data above, it is shows that the *Interpersonal treatment* is the first rank. Meanwhile in term of the aspect, the most bring the highest contribution to the applicant perception in this categories is *two way communication*.

Table 4.9: The level of Category- Interpersonal treatment

Category	Aspect	Mean	Rank	Total mean score	Rank
Interpersonal treatment	Two way communication	4.0681	1	3.8719	1
	Treatment at the test site	3.9021	2		
	Propriety of question	3.6454	3		

According to the table 4.9 above, it can be explained that the applicant are curious on two way communication since it is the first rank in term of *aspect* in this *categories*. *Two way communication* refer to the opportunity for applicants to offer input or to have their views considered in selection process ,but it is different from the *opportunity to perform* in that is relates primarily to the personal interaction (Tyler and Blader, 2003). Similarly the research by Blodgett (1997) demonstrated the difference between *two way communication* and *opportunity to perform*. Stimulated that the applicants for a high status job expressed more anger and resentment toward computerized and paper-and-pencil interviewing than toward traditional face to face interviewing.

Though all the interviewing formats presumably provided adequate *opportunity to perform*, the non-traditional interviews format did not allow for *the two way communication* that applicants appear to expect from interviews. The Cohen-Charash and Spector (2001) demonstrated that more favorable impressions and reaction to non-directive interviewers than to the directive interviews. Although not a selection situation, the opportunity for appraises to express their feeling was one of the strongest predictor to perceived accuracy and fairness of performance appraisal.

The *two way communication* is also refer to the opportunity to ask question regarding the selection process. Therefore, it is important to the selection system to provide applicants with adequate opportunity to gain information that is relevant to

making acceptance decisions. Such opportunities doesn't not found applicant's satisfaction with the selection process will likely be lessened.

Clearly, it is proven by the research on performance evaluation demonstration the importance of two way communication because applicants are not likely to *expect two way communication* during all aspects of the selection process, it will be useful to determine for which selection procedures *two way communication* is a salient issue (Colquitt et al., 2001).

The second rank towards this categories is *treatment on the test*. The degree of desirable which applicant are treated with warmth and respect is high. According to Donovan and his friends (1998), the researchers of Bies and Moag (1986) had analyse that the content recruitees description of fair and unfair treatment found that one dimension of fairness was related to respect or alternately rudeness (Bies and Moag, 1986). Similarly Anderson and Goltsi (2006) stated that the possible impact that sympathetic treatment may have on applicants during the selection process. The reaction to interview demonstrated that the warmth and thoughtfulness of an interviewer was the strongest predictor to impressions of the company and expectation regarding job offers and acceptant of those offer. The Parsons and his friends (2001) also found that the strongest predictor of general effect of an interviews was the extent to which interviewers was personable.

The third rank in the *interpersonal category* is the *propriety of question*. Since the category is highest mean score, so it is prove that the *propriety of question* have strong influences to the perception of procedural justice in selection system but less contribution in term of their *aspect*. As the Bies and Moag (1986) found that one of the dimension that influence applicant perception of fairness was the propriety of question ask during recruitment. The question propriety include the improper questioning and prejudial statement. Similarly the suppression of personal bias was discussed by Tyler and Blader (2003), as a rule of procedural justice. Moorman (1993) stated that the impact that question propriety has on perceived invasion of privacy, which may be related to perceived of fairness. While Berry (2007) stated that the possible impact that illegal variables have on perceived fairness of a selection system, and it is easy to speculate on the significant impact this treatment on fairness perceptions and later decision making.

Table 1.10: The level of aspect in term of category- Information Sharing

Category	Aspect	Mean	Rank	Total mean score	Rank
Information sharing	Information known	4.1276	1	3.8345	2
	Openness	3.7305	2		
	Feedback	3.6454	3		

By referring to the table 1.10 above, the *information sharing* is the second highest of the total mean in term of the *aspect*. It is less brings the effect of perception of fairness in selection system. By look at to the *aspect* above, the *information known* is the highest mean with the first rank. According to Greenberg and Tyler (1987) , the perceived of procedural justice is greater when there is an explanation known or justification on the selection information rather than there is not given. The perception fairness can be affect if there is no explanation in the selection system procedure as a result the perception can influenced the validity of selection process and the scoring for the decision making or any selection decision.

Eventhough the *openness* brings less contribution to affect the applicant perception fairness but the openness is important during the selection process as they includes information feedback elements. The *openness* and honesty can bring various types feedback and information because it is related to the applicant's reaction. During the selection, all the correctness, truthfulness, and sincerity are the strong parameter to affect the perception applicants toward the interview organization and job offer

The *feedback* seem to be important as according to the McFarlin and Sweeney (1992), the reaction of applicants is more favorable among people that is received feedback rather than who are not. Brockner (2001) found that when there is a lag time between initial times for an application for a job, it can be increase the withdrawing application from selection process. Similarly Blodgett (1997) found that the reason why the application not interest with the company is when there is a delay in their selection

procedure. Although there is no perceived of fairness but it shows that the procedural aspect in selection system do influence perception of applicants.

Table 4.11: The level of aspect in term of category- Structural aspect/formal Characteristics

Category	Aspect	Mean	Rank	Total mean score	Rank
Structural aspect/formal Characteristics	Chance perform	4.1543	1	3.7558	3
	Job-relatedness (Content)	3.8936	2		
	Job-relatedness (predictive)	3.7766	3		
	Consistency	3.5248	4		
	Reconsideration opportunity	3.4298	5		

The *structural aspect/formal characteristics* is the mostly less to contribute the applicants perception towards fairness. However, these category have affected a little bit on the applicants. By look at the first rank of the aspect which is *chance to perform*, the selection process are perceived to be fair when the applicants have the chance to speak and express on the decision (Hauenstein et al., 2001). The chance to give the information during the selection process is related to the fairness in the selection process, the voice can be used to describe or proposed everything. If the applicants have enough chance to describe the KSA's during the selection process, it can be control their performance. The perception in procedural fairness see to be high when interviewer give the opportunity to elaborate input during selection process (Cropanzano and Wright, 2003).

By going through the second and the third rank on aspect above. Both of the job relatedness is related to the validity of the content towards the job situation during the selection process (Tyler, 1988). However Bauer (2001) define the *job relatedness* is the rule of the accuracy in decision by referring to the as much good information as possible. When there is a content-valid and computerized work sample, it may influence highly of perceived fairness rather than when there is a simple typing during selection process.

The fourth rank is the consistency.in term of the procedural fairness, the researcher Conklin (2001) was suggested that the *consistency* is whatever content along the selection process. As an example is the scoring, decision, procedure and the interpreting of the scoring. All of these are related to the equality that the applicant should have the chance to knows and get the decision outcome. Meanwhile the last rank is *reconsideration opportunity*. This is aspect also relates with the applicant perception but not mostly. According to Greenberg (2013) one of the reason to affect the perception of applicant regarding the fairness in selection system is the chance to challenge or correct the decision making during selection process. The simple term is by giving the applicant the second opportunity. Similarly with Naumann and Bennett (2000), the influence of perception is to chance to get review on the applicants scoring.

CHAPTER 5

RECOMMENDATION AND CONCLUSION

5.1 INTRODUCTION

This chapter is related to an opportunity to discuss on the findings and results of the research. The data analysis from previous chapter is useful to give the information whether this study is an important towards the perception of procedural justice in selection system. This chapter will be discuss on recapitulation of the study, limitations, recommendations and a conclusion for the end of this study.

5.2 RECAPITULATION OF THIS STUDY

This study is aimed to identify and analyze the perception of successful applicant in UMP towards the procedural justice in selection system. The staff selection process method used in UMP and their perceptions towards procedural justice in that selection process has been mentioned in chapter one as the research objective follow by problem statement, research questions, and expected result. The chapter two focusing more on the explanation of procedural justice, selection system and applicants perception. Meanwhile the chapter three is discussing on the research methodology. In the chapter four, the study analyze the collected data by using descriptive analysis, reliability analysis, scale analysis, procedural justice analysis average mean score. For the final chapter, the study have provide the conclusion and recommendation by giving the suggestion and idea for the future study.

By referring to the previous research objective which stated in chapter 1 and the summary result analysis at the chapter 4, the RO1 and RO2 are consider to achieve their goals.

5.3 LIMITATIONS

In order to complete this research there are some barriers or limitation that have been faced. The first limitation is the related to the SPSS. The Statistical Package for the Social Sciences (SPSS) software is a technically software to the researchers and has become a problem which it is hard to know the right way to make analysis otherwise the program that analyze the data is a wrong status. Besides that, it is takes time in entering data and takes time to learn the software which causes the delayed making data analysis eventhough the data have been collected a few month. However, after entering the data by the helps of supervisor and friends, it's become easier since we become familiar with the software and it is easier to analyze the data.

Secondly is related to the time. The time that are given to complete this research is limit. This research was conducted on the small size of population which are only the successful candidates in UMP. It bring the small sample size so it will be difficult to find significant relationships from the data. Eventhough it is only includes the small size of sample and population, but to get the data is challengeable. This kind of things can improve the critical thinking as well as increase the maturity of the future research.

Besides that, the overloaded work and some extent due to the other project assignments might affect the result of the research. The motivation and the writing performance may a bit destructed because they were required to take part in many studies at the same time. From this perspective, it can tells us on the time management is important in order to let things go on track with no reason.

It is also difficult to distribute and collected the data from the respondents since they were includes some specific procedure that to be follow by the respondent and the students as well. For example, some department need to scan the questionnaires before it is distributed to the related respondents. But it is one of the experience that everyone should learn and ready for the future.

5.4 RECOMMENDATIONS FOR FUTURE RESEARCH

By going through this study there are some recommendation regarding this study for the future research. The first thing is regarding the SPSS. The talented researched or the related party should to organize a workshop and train the researcher on how to use SPSS efficiently to prevent the error and non-reliable data. By doing this, it can be improve the performance and the quality of the study.

Secondly, the time given to complete the research need to reasonable to bring the quality of the research data and the result. By giving the extra reasonable time to completing the research, it can generalize the result for the larger group. So the study should involve more participants at different levels and backgrounds.

Thirdly, there is a restriction and the barrier to the students since some department was provided some specific procedures before the questionnaire are distributed to the related party. Since this is the academic research, the organization should be flexible in giving the information in the best manner by reducing the procedure that need to be follow by students. So they can get the data faster and easier .the students can also proceed their research into the next stage once they have been done collected the data.

Lastly, my methodology could have include surveying or interviewing the respondents. Personal interview give a lot of information regarding participants, knowledge and attitudes. This method could have added important qualitative data and focus more into the applicant's though and opinion.

5.5 CONCLUSION

As a conclusion, there are 3 topics that clearly discuss and specified which are the recapitulation, limitations and recommendations for future research. From the whole information given at the previous chapter, it is clear that the initial objective of this research has been specify. The finding have been investigated on what is the perception of applicant and the strongest category that affect applicant's perception in selection system. Therefore, this study is consider to achieve their objective.

Based on the finding, there are ten elements of applicant's perception toward procedural justice in selection process in Universiti Malaysia Pahang and the strongest category that affect the perception of those applicant's is *Interpersonal treatment* .The result is supported by Gilliland (1994) that had been mention that the first priority elements in the context of perceived discrimination is *interpersonal treatment*. He also stated that, when there are other candidates not being treated nicely politeness and less of communication, they will feel that they was discriminated against rather than when they are. Especially for the candidates or applicants from the minority group (Gilliland, 1994).

As the final explanation, when the outcomes are seen as unfair, the procedural fairness perception have a more direct influence on people's reaction than when procedural justice is high. Finally low procedural justice yield the most negative reaction and perception of applicants that bring dissatisfaction.

REFERENCE

- ACT, D. P. 1998. Hmso. London.
- ADAMS, J. S. 1965. Inequity in social exchange. *Advances in experimental social psychology*, 2.
- ADCOCK, R. Measurement validity: A shared standard for qualitative and quantitative research. American Political Science Association, 2001. Cambridge Univ Press, 529-546.
- AIMAN-SMITH, L., BAUER, T. N. & CABLE, D. M. 2001. Are you attracted? Do you intend to pursue? A recruiting policy-capturing study. *Journal of Business and psychology*, 16, 219-237.
- AL-ZU'BI, H. A. 2010. A study of relationship between organizational justice and job satisfaction. *International Journal of Business and Management*, 5, p102.
- ANDERSON, N. & GOLTSI, V. 2006. Negative psychological effects of selection methods: Construct formulation and an empirical investigation into an assessment center. *International Journal of Selection and Assessment*, 14, 236-255.
- ARMSTRONG, M. & TAYLOR, S. 2014. *Armstrong's handbook of human resource management practice*, Kogan Page Publishers.
- ATLURI, R. 2011. Methods and apparatus for accessing data from a primary data storage system for secondary storage. Google Patents.
- BARSKY, A., KAPLAN, S. A. & BEAL, D. J. 2011. Just feelings? The role of affect in the formation of organizational fairness judgments. *Journal of Management*, 37, 248-279.
- BASSEY, M. 1999. *Case study research in educational settings*, McGraw-Hill International.
- BAUER, T. N., TRUXILLO, D. M., SANCHEZ, R. J., CRAIG, J. M., FERRARA, P. & CAMPION, M. A. 2001. Applicant reactions to selection: Development of the selection procedural justice scale (SPJS). *Personnel Psychology*, 54, 387-420.
- BERG, B. L., LUNE, H. & LUNE, H. 2004. *Qualitative research methods for the social sciences*, Pearson Boston, MA.

- BERRY, C. M., ONES, D. S. & SACKETT, P. R. 2007. Interpersonal deviance, organizational deviance, and their common correlates: a review and meta-analysis. *Journal of applied psychology*, 92, 410.
- BIES, R. J. 2005. Are procedural justice and interactional justice conceptually distinct?
- BIES, R. J. & MOAG, J. S. 1986. Interactional justice: Communication criteria of fairness. *Research on negotiation in organizations*, 1, 43-55.
- BIES, R. J. & SHAPIRO, D. L. 1988. Voice and justification: Their influence on procedural fairness judgments. *Academy of Management Journal*, 31, 676-685.
- BLODGETT, J. G., HILL, D. J. & TAX, S. S. 1997. The effects of distributive, procedural, and interactional justice on postcomplaint behavior. *Journal of retailing*, 73, 185-210.
- BROCKNER, J., ACKERMAN, G., GREENBERG, J., GELFAND, M. J., FRANCESCO, A. M., CHEN, Z. X., LEUNG, K., BIERBRAUER, G., GOMEZ, C. & KIRKMAN, B. L. 2001. Culture and procedural justice: The influence of power distance on reactions to voice. *Journal of Experimental Social Psychology*, 37, 300-315.
- BRYMAN, A. 1999. The Disneyization of society. *The Sociological Review*, 47, 25-47.
- COHEN-CHARASH, Y. & SPECTOR, P. E. 2001. The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86, 278-321.
- COLQUITT, J. A. 2001. On the dimensionality of organizational justice: a construct validation of a measure. *Journal of applied psychology*, 86, 386.
- COLQUITT, J. A., CONLON, D. E., WESSON, M. J., PORTER, C. O. & NG, K. Y. 2001. Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86, 425.
- CONKLIN, W. 2001. Whither Justice: The Common Problematic of Five Models of 'Access to Justice'. *Windsor Yearbook of Access to Justice*, 19, 297-316.
- CRESWELL, J. W. 2002. *Educational research: Planning, conducting, and evaluating quantitative*, Prentice Hall.
- CROPANZANO, R. & WRIGHT, T. A. 2003. Procedural justice and organizational staffing: A tale of two paradigms. *Human Resource Management Review*, 13, 7-39.

- DIEFENDORFF, J. M. & RICHARD, E. M. 2003. Antecedents and consequences of emotional display rule perceptions. *Journal of Applied Psychology*, 88, 284.
- DONOVAN, M. A., DRASGOW, F. & MUNSON, L. J. 1998. The Perceptions of Fair Interpersonal Treatment Scale: development and validation of a measure of interpersonal treatment in the workplace. *Journal of Applied Psychology*, 83, 683.
- DURRHEIM, K. & TREDoux, C. 2004. *Numbers, hypotheses and conclusions: a course in statistics for the social sciences*, Juta and Company Ltd.
- FATT, C. K., KHIN, E. W. & HENG, T. N. 2010. The impact of organizational justice on employee's job satisfaction: The Malaysian companies perspectives. *American Journal of Economics and Business Administration*, 2, 56.
- FLIPPO, E. B. 1984. Personal management. *Mc Grow-Hill Book. co.*
- FOLGER, R. & GREENBERG, J. 1985. Procedural justice: An interpretive analysis of personnel systems. *Research in personnel and human resources management*, 3.
- FOSSEY, E., HARVEY, C., MCDERMOTT, F. & DAVIDSON, L. 2002. Understanding and evaluating qualitative research*. *Australian and New Zealand journal of psychiatry*, 36, 717-732.
- GILLILAND, S. W. 1994. Effects of procedural and distributive justice on reactions to a selection system. *Journal of applied psychology*, 79, 691.
- GLASS, G. V. 1976. Primary, secondary, and meta-analysis of research. *Educational researcher*, 3-8.
- GREEN, S. B. & SALKIND, N. J. 2010. *Using SPSS for Windows and Macintosh: Analyzing and understanding data*, Prentice Hall Press.
- GREENBERG, J. 1983. Self-image versus impression management in adherence to distributive justice standards: The influence of self-awareness and self-consciousness. *Journal of Personality and Social Psychology*, 44, 5.
- GREENBERG, J. 1986. Determinants of perceived fairness of performance evaluations. *Journal of applied psychology*, 71, 340.
- GREENBERG, J. 2013. Are the Goals of Organizational Justice Self-Interested? *Handbook of Organizational Justice*, 179.
- GREENBERG, J. & TYLER, T. R. 1987. Why procedural justice in organizations? *Social Justice Research*, 1, 127-142.

- HAUENSTEIN, N. M., MCGONIGLE, T. & FLINDER, S. W. 2001. A meta-analysis of the relationship between procedural justice and distributive justice: Implications for justice research. *Employee Responsibilities and Rights Journal*, 13, 39-56.
- JONES, D. A., SHULTZ, J. W. & CHAPMAN, D. S. 2006. Recruiting through job advertisements: The effects of cognitive elaboration on decision making. *International Journal of Selection and Assessment*, 14, 167-179.
- KERNAN, M. C. & HANGES, P. J. 2002. Survivor reactions to reorganization: antecedents and consequences of procedural, interpersonal, and informational justice. *Journal of Applied Psychology*, 87, 916.
- KORSTEN, A. D. 2002. Developing a training plan to ensure employees keep up with the dynamics of facility management. *Journal of Facilities Management*, 1, 365-379.
- KOTRLIK, J. & HIGGINS, C. 2001. Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information technology, learning, and performance journal*, 19, 43.
- KREJCIE, R. V. & MORGAN, D. W. 1970. Determining sample size for research activities. *Educ Psychol Meas.*
- LANG, J., BLIESE, P. D., LANG, J. W. & ADLER, A. B. 2011. Work gets unfair for the depressed: cross-lagged relations between organizational justice perceptions and depressive symptoms. *Journal of Applied Psychology*, 96, 602.
- LEECH, N. L. & ONWUEGBUZIE, A. J. 2009. A typology of mixed methods research designs. *Quality & quantity*, 43, 265-275.
- LEMONS, M. A. & JONES, C. A. 2001. Procedural justice in promotion decisions: using perceptions of fairness to build employee commitment. *Journal of Managerial Psychology*, 16, 268-281.
- LEVENTHAL, G. 1980. What should be done with equity theory? New approaches to the study of justice in social relationships. *Social exchange: Advances in experimental and social psychology*, 9, 91-113.
- LEVENTHAL, G. S., KARUZA, J. & FRY, W. R. 1980. Beyond fairness: A theory of allocation preferences. *Justice and social interaction*, 3, 167-218.
- LI, A. & CROPANZANO, R. 2009. Fairness at the group level: Justice climate and intraunit justice climate. *Journal of Management*, 35, 564-599.

- LORCH, R. F. & MYERS, J. L. 1990. Regression analyses of repeated measures data in cognitive research. *Journal of Experimental Psychology: Learning, Memory, and Cognition*, 16, 149.
- MARAIS, H. 1988. *Basic concepts in the methodology of the social sciences*, Hsrc Press.
- MARTIN, J. 2010. *Key concepts in human resource management*, Sage Publications.
- MCFARLIN, D. B. & SWEENEY, P. D. 1992. Research notes. Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of management Journal*, 35, 626-637.
- MILLER, W. L. & CRABTREE, B. F. 1992. Primary care research: A multimethod typology and qualitative road map.
- MOORMAN, R. H., NIEHOFF, B. P. & ORGAN, D. W. 1993. Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Employee responsibilities and rights journal*, 6, 209-225.
- MORSE, J. M. 2000. Determining sample size. *Qualitative health research*, 10, 3-5.
- MOWDAY, R. T. 1991. Equity theory predictions of behavior in organizations. *Motivation and work behavior*, 5, 111-131.
- MURPHY, K. R. 1986. When your top choice turns you down: Effect of rejected offers on the utility of selection tests. *Psychological Bulletin*, 99, 133.
- NAUMANN, S. E. & BENNETT, N. 2000. A case for procedural justice climate: Development and test of a multilevel model. *Academy of Management Journal*, 43, 881-889.
- PARÉ, G. & TREMBLAY, M. 2007. The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, 32, 326-357.
- PARSONS, C. K., LIDEN, R. C. & BAUER, T. N. 2001. Person perception in employment interviews. *How people evaluate others in organizations*, 67-90.
- PETERSON, R. A. 1994. A meta-analysis of Cronbach's coefficient alpha. *Journal of consumer research*, 381-391.

- ROBERSON, Q. M. & COLQUITT, J. A. 2005. Shared and configural justice: A social network model of justice in teams. *Academy of Management Review*, 30, 595-607.
- RYNES, S. L. & BARBER, A. E. 1990. Applicant attraction strategies: An organizational perspective. *Academy of Management Review*, 15, 286-310.
- SAUNDERS, M. & THORNHILL, A. 2004. Trust and mistrust in organizations: An exploration using an organizational justice framework. *European Journal of Work and Organizational Psychology*, 13, 493-515.
- SCHWEIGER, D. M. & DENISI, A. S. 1991. Communication with employees following a merger: A longitudinal field experiment. *Academy of management journal*, 34, 110-135.
- SHEPPARD, B. H., LEWICKI, R. J. & MINTON, J. W. 1992. *Organizational justice: The search for fairness in the workplace*, Lexington Books/Macmillan.
- STOREY, J. 2001. *Human resource management: A critical text*, Thomson.
- TABIBNIA, G., SATPUTE, A. B. & LIEBERMAN, M. D. 2008. The sunny side of fairness preference for fairness activates reward circuitry (and disregarding unfairness activates self-control circuitry). *Psychological Science*, 19, 339-347.
- TYLER, T., DEGOEY, P. & SMITH, H. 1996. Understanding why the justice of group procedures matters: A test of the psychological dynamics of the group-value model. *Journal of Personality and Social Psychology*, 70, 913.
- TYLER, T. R. 1988. What is procedural justice-criteria used by citizens to assess the fairness of legal procedures. *Law & Soc'y Rev.*, 22, 103.
- TYLER, T. R. & BLADER, S. L. 2003. The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and social psychology review*, 7, 349-361.
- ULIN, P. R., ROBINSON, E. T. & TOLLEY, E. E. 2012. *Qualitative methods in public health: a field guide for applied research*, John Wiley & Sons.
- VAN DER VAART, L., LINDE, B. & COCKERAN, M. 2013. The state of the psychological contract and employees' intention to leave: The mediating role of employee well-being. *South African Journal of Psychology*, 43, 356-369.
- VERGURA, S., ACCIANI, G., AMORUSO, V., PATRONO, G. E. & VACCA, F. 2009. Descriptive and inferential statistics for supervising and monitoring the

operation of pv plants. *Industrial Electronics, IEEE Transactions on*, 56, 4456-4464.

WALUMBWA, F. O., WU, C. & ORWA, B. 2008. Contingent reward transactional leadership, work attitudes, and organizational citizenship behavior: The role of procedural justice climate perceptions and strength. *The Leadership Quarterly*, 19, 251-265.

APPENDIX



FINAL YEAR PROJECT

Perceived of Procedural Justice in Selection System – A case study among successful candidates in Universiti Malaysia Pahang (UMP)

Respected Sir/Madam

I, Mas Ida Binti R.Arifuddin, Project Management students in Faculty Industrial Management of University Malaysia Pahang (UMP) is conducting a research, on "Perceived of Procedural Justice in Selection System – a case study among successful candidates in UMP" as a partial fulfilment on my degree. You are kindly invited to fulfill up the following questions. Any information obtain for this purpose will kept strictly confidential and will only be used for academic purpose. Your personal information will not recorded to ensure anonymous. Your cooperation will be highly appreciated in this regard. For any inquirers related to this study you may contact me at 014-6766872 or send an email at masida60@gmail.com .

The purpose of this questionnaires are to evaluate the perception of the selection by using procedural justice.

Thank you for your participation,

Regards,

MAS IDA BINTI R.ARIFUDDIN

*Bachelor Degree of Project Management,
Faculty Industrial Management,
Universiti Malaysia Pahang.*

PART A: DEMOGRAPHIC INFORMATION

Please tick (☒) one answer for the following question.

- 1) Age

<input type="checkbox"/> 25 - 30
<input type="checkbox"/> 31 - 35
<input type="checkbox"/> 36 - 40
<input type="checkbox"/> 41 and above
- 2) Race

<input type="checkbox"/> Malay
<input type="checkbox"/> Chinese
<input type="checkbox"/> Indian
<input type="checkbox"/> Others: _____
- 3) Number of years working in UMP

<input type="checkbox"/> Less than 1
<input type="checkbox"/> 1 - 2
<input type="checkbox"/> 3 - 5
<input type="checkbox"/> 6 and above
- 4) Position

<input type="checkbox"/> Pegawai Tadbir (N41)
<input type="checkbox"/> Pegawai Tadbir (N44)
<input type="checkbox"/> Pegawai Tadbir (N48)
<input type="checkbox"/> Pegawai Tadbir (N52)
<input type="checkbox"/> Others: _____

5) Department

<input type="checkbox"/>	<i>Bahagian Jaringan Industri & Masyarakat</i>	<input type="checkbox"/>	<i>Audit Dalam</i>
<input type="checkbox"/>	<i>Bahagian Keselamatan</i>	<input type="checkbox"/>	<i>Pejabat Naib Canselor</i>
<input type="checkbox"/>	<i>Fakulti Kejuruteraan Awam & Sumber Alam</i>	<input type="checkbox"/>	<i>Penerbit Ump</i>
<input type="checkbox"/>	<i>Fakulti Kejuruteraan Elektrik & Elektronik</i>	<input type="checkbox"/>	<i>Perpustakaan</i>
<input type="checkbox"/>	<i>Fakulti Kejuruteraan Kimia & Sumber Asli</i>	<input type="checkbox"/>	<i>Pusat Bahasa Moden & Sains Kemajuan</i>
<input type="checkbox"/>	<i>Fakulti Kejuruteraan Mekanikal</i>	<input type="checkbox"/>	<i>Pusat Islam & Pembangunan Insan</i>
<input type="checkbox"/>	<i>Fakulti Kejuruteraan Pembuatan</i>	<input type="checkbox"/>	<i>Pusat Kesihatan Pelajar</i>
<input type="checkbox"/>	<i>Fakulti Pengurusan Industri</i>	<input type="checkbox"/>	<i>Pusat Keusahawanan</i>
<input type="checkbox"/>	<i>Fakulti Sains & Teknologi Industri</i>	<input type="checkbox"/>	<i>Pusat Pembangunan Korporat & Pengurusan Kualiti</i>
<input type="checkbox"/>	<i>Fakulti Sistem Komputer & Kejuruteraan Perisian</i>	<input type="checkbox"/>	<i>Pusat Pengajian Berterusan & Pembangunan Profesional</i>
<input type="checkbox"/>	<i>Fakulti Teknologi Kejuruteraan</i>	<input type="checkbox"/>	<i>Pusat Sukan</i>
<input type="checkbox"/>	<i>Institut Pengajian Siswazah</i>	<input type="checkbox"/>	<i>Pusat Teknologi Maklumat & Komunikasi</i>
<input type="checkbox"/>	<i>Jabatan Bendahari</i>		
<input type="checkbox"/>	<i>Jabatan Hal Ehwal Akademik & Antarabangsa</i>		
<input type="checkbox"/>	<i>Jabatan Hal Ehwal Pelajar & Alumni</i>		
<input type="checkbox"/>	<i>Jabatan Pembangunan & Pengurusan Harta</i>		
<input type="checkbox"/>	<i>Jabatan Penyelidikan & Inovasi</i>		
<input type="checkbox"/>	<i>Makmal Berpusat Ump</i>		
<input type="checkbox"/>	<i>Pejabat Antarabangsa</i>		

PART B: PERCEPTION OF PROCEDURAL JUSTICE IN SELECTION SYSTEM

Directions: You are requested to give your honest rating by checking (✓) the box that corresponds to the number which best reflects your rating using the legend below.

Answer following questions by using the rating scale:

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

JOB RELATEDNESS-PREDICTIVE

	1	2	3	4	5
Doing well on this selection procedure means a person can do the administrative job well					
A person who scored well on this selection process will be a good in administrative job					

INFORMATION KNOWN

	1	2	3	4	5
I understood in advance what the selection processes would be like.					
I knew what to expect on the selection process.					
I had ample information about what the process on the selection system would be.					

CHANCE TO PERFORM

	1	2	3	4	5
I could really show my skill abilities through this selection system.					
This selection system allowed me to show what my job skills are.					
This selection process gives applicants the opportunity to show what they can really do.					
I was able to show what I can do on this selection process.					

RECONSIDERATION OPPORTUNITY

	1	2	3	4	5
I was given ample opportunity to have my results rechecked, if necessary in selection process.					
There was a chance to discuss my result of the selection process with someone.					
I feel satisfied with the process for reviewing my results in the selection process.					
Applicants were able to have their selection process results reviewed if they wanted.					
The opportunities for reviewing my selection process results were adequate.					

FEEDBACK

	1	2	3	4	5
I had a clear understanding when I would get my selection process results.					
I knew when I would receive feedback about my selection process results.					
I was satisfied with the amount on time it took to get feedback on my selection process results.					

CONSISTENCY

	1	2	3	4	5
The selection process was administered to all applicants in the same way.					
The selection process made no distinction in how they treated applicants.					
There were no differences in the way the selection process was administered to different applicants.					

OPENNESS

	1	2	3	4	5
Administrators did not try to hide anything from me during the selection process.					
I was treated honestly and openly during the selection process. The administrators were candid when answering question during the selection process.					
Administrators answered procedural questions in a straightforward and sincere manner.					

TREATMENT

	1	2	3	4	5
I was treated politely during the selection process.					
The administrators were considerate during the selection process.					
The administrators treated applicants with respect during today's selection process.					
I was satisfied with my treatment at the selection process site.					
The staff put me at ease when I am having the selection process.					

TWO-WAY COMMUNICATION

	1	2	3	4	5
There was enough communication that occurred during the selection process.					
I was able to ask questions about the selection process.					
I am satisfied with the communication that occurred during the selection process.					
I would have felt comfortable asking questions about the selection process if I had any.					
I was comfortable with the idea of expressing my concerns at the selection process site.					

PROPRIETY OF QUESTIONS

	1	2	3	4	5
The content of the selection process did not appear to be prejudiced.					
The selection process itself did not see too personal or private.					
The content of the selection process seemed appropriate.					

JOB -RELATEDNESS CONTENT

	1	2	3	4	5
It would be clear to anyone that this selection system is related to the administrative officer job.					
The content of the selection system was clearly related to the administrative officer job.					

- Thank you for your cooperation.