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 affected 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.