

**THE PERCEPTION OF FAIRNESS OF STAFF SELECTION PROCEDURE
AND ITS INFLUENCE ON ANXIETY AMONG SUCCESSFUL CANDIDATES**

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

**Faculty of Industrial Management
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SUPERVISOR'S DECLARATION

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

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STUDENT'S DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged. The thesis has not been accepted for any degree and is not concurrently submitted for award of another degree.

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ABSTRACT

The purpose of this research was to evaluate the staff perception of fairness of the selection procedure in University Malaysia Pahang (UMP), and it is also to examine how the perception of fairness of UMP selection procedures may affect staff anxiety. Besides that, this research will answer that state in the research questions. There are several problems about this research and it is stated in 1.3 which is the problem statement have been discussed. Moreover, this research also has the various process that has been discussed in 3.4 which is research process.

The method used in this research is quantitative method which is by using a questionnaire. The questionnaire or survey form consists of three parts including parts A which is about demography questionnaires, parts B about anxiety rating scale and it is all about staff anxiety, and part C is about perception of fairness of the selection procedure. Respondents that involved in this research are from several departments and position in the UMP. All respondents were selected randomly based on several positions such as administrative officer and vocational training officers. The results of this research will provide information on how to manage the selection procedure in order to achieve fairness in the selection procedure.

ABSTRAK

Tujuan kajian ini adalah untuk menilai persepsi staff terhadap keadilan prosedur pemilihan di Universiti Malaysia Pahang (UMP), dan juga untuk mengenalpasti bagaimanakah prosedur pemilihan boleh memberi kesan kepada ketakutan seseorang staff itu. Selain itu, kajian ini juga akan menjawab beberapa persoalan seperti bagaimanakah seseorang staff itu melihat keadilan di dalam prosedur pemilihan, dan bagaimanakah ketakutan seseorang staff itu akan memberikan kesan kepada persepsi terhadap prosedur pemilihan. Bukan itu sahaja, beberapa masalah mengenai kajian ini turut dibincangkan dan dinyatakan di dalam 1.3 iaitu pernyataan masalah. Tambahan lagi, kajian ini turut mempunyai beberapa proses seperti yang di bincangkan dengan lebih jelas di dalam 3.4 iaitu proses kajian.

Kaedah yang digunakan untuk mengumpul data bagi kajian ini adalah menggunakan kaedah kuantitatif iaitu menggunakan borang soal selidik. Borang soal selidik ini mempunyai tiga bahagian iaitu termasuklah bahagian A, bahagian B, dan bahagian C. Bahagian A merupakan borang soal selidik secara demografi, seterusnya bahagian B merupakan borang soal selidik mengenai penilaian skala kebimbangan atau ketakutan staff ketika prosedur pemilihan, dan bahagian C adalah borang soal selidik mengenai persepsi staff terhadap keadilan dalam prosedur pemilihan. Responden yang terlibat dalam kajian ini terdiri daripada beberapa jabatan, dan juga jawatan atau kedudukan dalam jabatan. Semua responden diambil secara rawak berdasarkan jawatan atau kedudukan iaitu seperti pegawai tadbir dan pegawai latihan vokasional. Justeru itu, keputusan kajian ini akan memberikan maklumat mengenai bagaimanakah untuk menguruskan prosedur pemilihan untuk mencapai keadilan atau kesaksamaan dalam prosedur pemilihan.

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Chapter 1 are presenting the background of study, statement of the problem, research objective, research questions, the scope of the study, significant of study, operational definition, and conclusion only. All information about this research are being stated in this chapter.

1.2 BACKGROUND OF STUDY

Noe (2006) explained that, the company is decided who will or will not be allowed into an organization is the process of selection. In addition, selection procedure which is used as a basis in order to make employment decisions. Besides that, selection procedure has been examined from a psychometric validity perspective. Other than that, there are several views of the staff thought concerning the feelings about testing, and broader attitudes about tests and also a selection procedure in general.

Besides that, anxiety is also a main part in this research. Anxiety can be defined as a diffuse fear. The research is more focused on two main areas. The first objectives was to look at how staff perception of selection procedure would affect the fairness of the selection. The second objectives looked at the how staff anxiety might affect to the selection procedure. Furthermore, when evaluating these objectives of study, it is focused on structured questionnaires.

1.3 PROBLEM STATEMENT

The problem of this research is there are issue arise which is fairness of selection procedures. It is because, according to Schuler (1993), Crospanzano stated that there are a lot of the selection procedure that are psychometrically valid lack perceived fairness. Besides that, different in the selection procedure will perceive fairness. According to L. (1994), Rynes (1993), and Steiner (1996) differences in selection procedures will perceive fairness. A problem with many of these comparative studies is that staff are not asked about actual experiences, but rather are asked how they would react to the various selection procedures.

Besides that, the other problem with this research is a staff anxiety that arises which is might affect to selection procedures. Anxiety of staff that arise might affect to selection procedures, especially on test anxiety. Researchers stated that test anxiety can be defined as the anxiety that occurs during evaluation situations. Evaluation situations occur during selection procedures.

1.4 RESEARCH OBJECTIVE

The objectives of this research are:

RO1: To evaluate the staff perception of fairness of UMP selection procedures.

RO2: To examine how the perception of fairness of UMP selection procedures may affect staff anxiety.

1.5 RESEARCH QUESTIONS

This study shall answer the following research questions:

RQ 1: How do the staff see the perception of fairness of UMP selection procedures?

RQ2: How the perception of fairness of UMP selection procedures can affect the staff anxiety?

1.6 SIGNIFICANT OF STUDY

Significant of study is the study of the staff perception of fairness of UMP selection procedures, and also the perception of fairness of UMP selection procedures may affect staff anxiety. The correct way in managing the process of selection procedures might affect the fairness of selection procedures. It is very important for staff to find out the role of selection information in order to control their anxiety. It is because mismanagement or misconceptions on selection procedure can bring an impact to the staff satisfaction.

Besides that, without a proper planning on how to manage the selection procedure, the staff satisfaction towards a selection procedure can be highly affected that may cause fairness of selection procedures in poor or low level. Furthermore, there are several factors that influence staff anxiety. So that, with the correct ways of controlling the factor that influence applicant anxiety will make the selection procedures go smoothly.

1.7 OPERATIONAL DEFINITION

Selection

Selection is more focus to pick up or choose the right person with qualifications and competence in order to fill the right job. This process involved a pool of different candidates who is applying for that job.

Selection procedure

It is the process which applies to all organizations, but this process might be different in many organization processes.

Procedural Justice

It is a framework that discusses on the fairness of the selection procedure. Besides that, one of the aspect of procedural justice is related to discussions about the administration of justice. There are three rules in the procedural justice also such as structural aspect or formal characteristics, information sharing, and interpersonal treatment.