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THE ROLE OF WORK ATTITUDE AND JOB INVOLVEMENT ON THE RELATIONSHIP BETWEEN RECRUITMENT, SELECTION CRITERIA, AND SELECTION PROCESS WITH PERFORMANCE IN GOVERNMENT AGENCIES: A PROPOSED MODEL

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Abstract: *Despite increasing awareness of the need for fair recruitment and selection practices, biases persist within these processes. This study aims to identify the factors contributing to these biases, highlighting that 84% of candidates perceive recruitment methods as unfair (Vanderpal & Brazie, 2022). Furthermore, many managers lack accurate information about candidates before interviews, complicating effective human resource management. Existing research often overlooks the moderating roles of work attitudes (WA) and job involvement (JI) in this context. This study addresses this gap by exploring the relationship between human resource management practices and performance in government agencies, integrating WA and JI into a unified model. Doing so aims to provide actionable insights into how enhancing employee attitudes can improve performance outcomes in public sector organizations.*

Keywords: *Attitude, Job Involvement, Performance, Recruitment, Selection.*

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Introduction

Employee recruitment involves attracting a diverse pool of candidates from which organizations can select the most qualified individuals. Effective recruitment and selection are critical as they significantly influence organizational success and performance. Human resources (HR) are often considered a company's most valuable asset; thus, implementing effective recruitment strategies is paramount.

While it is recognized that poor selection practices can hinder organizational performance, empirical support for this assertion is lacking (Khan, 2023). Studies emphasize that hiring competent workers is vital for enhancing organizational performance, yet many organizations still struggle with biased recruitment practices, leading to suboptimal hiring outcomes (Vanderpal & Brazie, 2022).

Current research often overlooks integrating employee attitudes, such as work attitude (WA) and job involvement (JI), in understanding how recruitment and selection practices affect performance. This study aims to fill this gap by exploring the relationship between HRM practices and performance in government agencies through a unified model incorporating WA and JI as moderating factors. By doing so, this research will provide valuable insights into how effective recruitment and selection can lead to improved employee engagement and organizational performance in the public sector, which has been largely unexplored in existing literature.

Literature Review

Employee Performance

Employee performance is essential for organizational productivity, especially in the public sector, where effective service delivery is critical (Huntsman et al., 2023). High performance among public employees is necessary to exceed basic expectations and ensure public satisfaction (Bach & Kessler, 2021). Direct interactions with the public reinforce the importance of delivering satisfactory service (Fountain, 2020).

Recruitment Methods

Recruitment methods involve various strategies for attracting and selecting candidates (Brewster et al., 2021). Techniques such as campus recruitment and employee referrals are chosen based on the organization's goals and resources (Abbas et al., 2021). Effective RMs enhance the quality of applicants and, consequently, organizational performance (Brewster et al., 2021).

Selection Criteria

Selection encompasses the evaluation of candidates to determine the best fit for roles within the organization (Soelton et al., 2020). Clearly defined selection criteria are crucial for aligning candidates with organizational needs and improving performance outcomes (Hamza et al., 2021).

Selection Process

The selection process entails assessments and interviews aimed at identifying suitable candidates. Effective processes evaluate qualifications and cultural fit. Proper alignment between recruitment methods, selection criteria, and organizational objectives is vital for

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enhancing workforce quality and overall performance, contributing to organizational success (Chong, 2022).

Work Attitude

Work attitude (WA) reflects employees' feelings and perceptions regarding their work environment, significantly influencing engagement and job performance (Kundi et al., 2020). A positive WA enhances job satisfaction and productivity, while negative attitudes can result in disengagement (Mostafa et al., 2021). Assessing WA during recruitment helps organizations select candidates likely to contribute positively, improving overall performance and workplace dynamics (Bach & Kessler, 2021).

Job Involvement

Job involvement (JI) refers to employees' psychological identification with their jobs (Mostafa et al., 2021). Employees with high JI invest more effort and often exceed essential job responsibilities, leading to improved performance outcomes (Soelton et al., 2020). Organizations can enhance employee contributions and drive overall success by fostering JI through effective recruitment and selection strategies.

Relationship Between Recruitment and Selection Practices and Performance

Recruitment and selection practices are vital for improving organizational performance. Effective recruitment methods attract qualified candidates, while appropriate selection criteria ensure the best fit (Brewster et al., 2021). Research shows that robust recruitment and selection processes correlate positively with enhanced employee performance (Chong, 2022). Poor practices can lead to hiring mismatches, undermining overall effectiveness (Khan, 2023).

The Moderating Role of Work Attitude

Work attitude (WA) significantly influences the impact of recruitment and selection on performance. A positive WA fosters employee engagement and satisfaction, enhancing productivity (Kundi et al., 2020). When candidates with favorable attitudes are selected, they are more likely to contribute positively, suggesting that WA moderates the relationship between recruitment practices and employee performance (Huntsman et al., 2023).

The Moderating Role of Job Involvement

Job involvement (JI) further moderates the relationship between recruitment practices and performance. High JI indicates strong psychological identification with one's job, leading to heightened effort and discretionary behaviors (Bach & Kessler, 2021). By integrating strategies that boost JI into recruitment and selection, organizations can significantly enhance employee performance, underscoring JI's role as a critical moderator in this dynamic (Soelton et al., 2020). In summary, effective recruitment and selection are paramount for employee performance, with work attitude and job involvement serving as influential moderators in this relationship.

Theoretical Foundations

Person-environment (P-E) fit is grounded in interactionist theory, which asserts that behavior results from the interplay between individuals and their environments (Borghouts-van de Pas & Freese, 2021; Chatman, 1989). This perspective emphasizes that neither personal traits nor situational factors alone can fully account for variations in behavior; their interaction shapes attitudes and actions (Eysenck & Lewin, 1952).

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P-E fit refers to the compatibility between individual characteristics and the work environment, which leads to meaningful outcomes, such as job satisfaction and performance (Muchinsky & Monahan, 1987). A strong alignment enhances employees' commitment and productivity, making P-E fit essential in recruitment and selection practices (Heather, 2013).

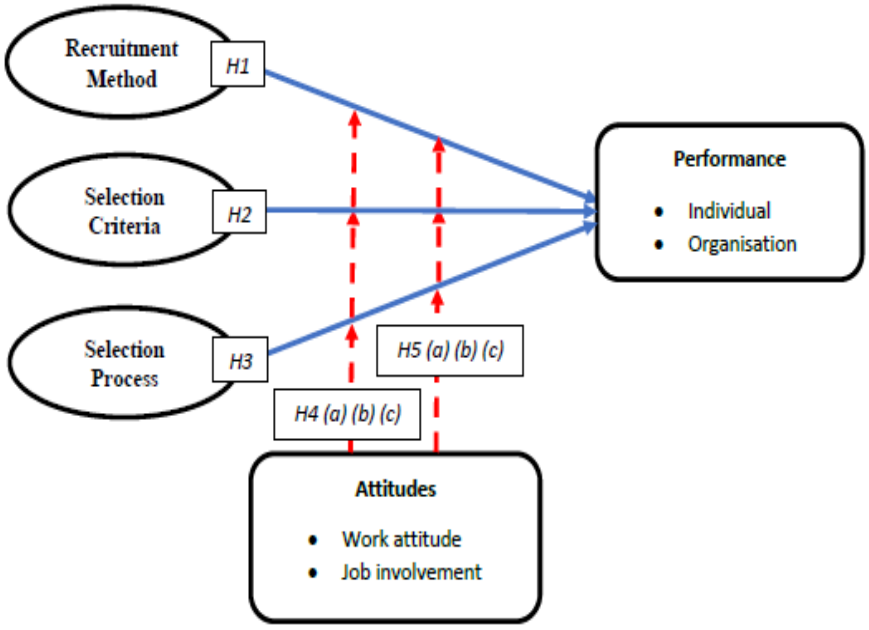


Figure 1: Theoretical Framework

Methodology

This study employs a mixed-method approach, starting with a quantitative survey of 403 employees in MyIPO, followed by qualitative interviews with six employees. This combination allows for numerical data analysis and an in-depth understanding of recruitment and selection processes (Creswell & Creswell, 2018).

Measurement of Variables

This study will utilize a five-point Likert scale (1 = strongly disagree; 5 = strongly agree) to assess key constructs. Recruitment Method (RM) and Selection Criteria (SC) will each be measured with five items from Mwita et al. (2023). The Selection Process (SP) will also consist of five items from the same source.

Job Involvement (JI) will be evaluated using five items from Jaiswal & Kumar (2020), while Work Attitude (WA) will use nine items from Mwita et al. (2023). Job Performance (JP) will be assessed through five items from (Chen et al., 2020), and Organizational Performance (OP) will be measured with ten items from Jaiswal & Kumar (2020). This approach ensures thorough measurement while maintaining a concise survey.

Analytical Strategies

Data analysis begins with assessing all measurement scales' reliability and factor structure. Descriptive statistics will reveal relationships among variables, followed by Structural Equation Modeling (SEM) using IBM Amos. The model will be evaluated through Confirmatory Factor Analysis (CFA), examining model fit and regression weights.

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The structural model will test the relationships among recruitment methods, selection criteria, selection processes, and performance while considering work attitude and job involvement as moderating factors. The analysis will account for Common Method Variance (CMV) and utilize SPSS AMOS software for assessing fit indicators, ensuring that the structural relationships are robust and significant.

Conclusion

This study highlights that effective recruitment and selection practices are crucial for enhancing employee performance while being susceptible to biases. Organizations implementing structured and fair hiring practices can mitigate these biases and improve overall performance. Organizations should adopt fair hiring methods to enhance recruitment, utilize structured interviews, and provide comprehensive recruiter training.

Future research should explore technology integration in recruitment processes, examine the impact of cultural biases, and assess the long-term effects of human resource management practices on organizational outcomes.

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