

The Effectiveness of Appointing Strategies on the Progress of Higher Education Sectors of Karachi, Pakistan

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Abstract

The progress of an organization depends upon various factors from a variety of departments, but the most vital role in any organization is played by its employees, the back bone of the company. This research aimed at understanding the impact of recruiting strategies on the progress of the organization; hence it gave a considerable emphasis upon the indicators leading to the relativity of internal promotion, referring recruiting agencies for hiring talent, proper interviews to be conducted and job rotation strategy on the progress of Higher education sectors. The sample of 300 employees has been taken working in the higher education sector in Karachi, Pakistan through a questionnaire. Furthermore, tested with regression SPSS, which has clearly defined that the recruitment of an employee with a healthy approach leads the organization to the success as the right person will be placed in the right job. As all the recruiting strategies surely impacts the organizations' progress in a positive manner.

Keywords: Appointing strategies, Higher Education Sectors, Referral Incentives, Proper interviews, Progress, Job Rotation

1. Introduction

The cost effectiveness is the basic purpose of an organization, and as far as the human resource department is concern they also have to focus on cost effectiveness in all their activities. The same thing is important while recruitment and selection of the employees. An organization requires the quality and talented employees while maintaining the cost effectiveness. Here the strategies in recruitment play a vital role. Recruitment is the process of attracting and hiring the best qualified and the quality applicant for the particular job. The recruitment procedure comprises exploring the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. Now this hiring could be from internal (inside the organization) or external (outside the organization) for a job opening. This is where the best strategy is required either it is best to hire inside the organization or go to the external recruitment.

The skill sets and the knowledge becoming more diverse, and the markets becoming more competitive. In this competitive market it is a challenge for the recruiters to hire a talent. Therefore, it is the requirement for the recruiters to be more specified and be selective while recruiting the candidate. In this competitive environment, following the wrong strategy for hiring the candidates, and particularly it will impact the overall organizational progress. Recruitment strategies are used to establish the check list and the quality of the employees hired for the organization. If several poor employees are hired in succession, perhaps the strategies should be rethought. Organizations will have to be more concern about the strategies for hiring an employee, when the external factors like the economy and political stability is good, due to the fact that they will come out and show the concerns to the applicant and induce them that they are focusing to be a good employer as compare to their competitors. Normally everyone knows about the traditional and old strategies like an advertisement of jobs in the newspaper attract the candidates by walk in interviews, posting jobs on billboards, cold calls, contests, credit lists, former employees, group interviews. And now in this era as the market become more diverse and competitive, so the new strategies to be understandable for hiring and creating a good message to the applicants. Moreover, new strategies to be made are to attract and hire the quality employees in this competitive environment. Recruiting can produce a major impact on the progress of any organization as during recruiting an organization will have to find its most valuable asset in an efficient manner to take the organization in the lanes of success. In this era the market is more competitive, people are more diverse, skill sets, knowledge and the abilities are becoming more competitive. The market is changing day by day. So to deal with that the organizational most valuable department like Human resource department requires to be focused on the factors which can influence the overall organization. Because if you make an error in the first step, which is hiring a candidate for the organization, then that error will continue in terms of creating a negative impact on the organizational performance.

The main concern of this research is to identify the first and the foremost important factor for employee effectiveness, as a lot of researches have conducted on the progress of the organization. Like some of them worked on internal factors, and some of them worked on external factors to create the effectiveness of the organization. Ultimately, these all researches are showing something which is the after process of hiring an employee. But this study is mainly focusing on before hiring an employee if the proper strategies are to be implemented than the effectiveness will start from the first day. And will also support the other studies for motivating employees timely. If the selection is according to the requirement, then the other factors will work more effectively (Zheng & Hong, 2006). Furthermore, organizations can find an employee who really is interested in working with the organization and will minimize the factor of error in hiring a wrong person for the right job. The researcher is mainly interested in highlighting the best possible strategies for recruiting an employee, which can bring the effectiveness of the organization. Moreover, this research is finding out the strategies of hiring in the higher education sectors of Karachi, Pakistan as these sorts of researches are very less, a lot of researches focus on the manufacturing sectors and the banking sector as well. That's where this

research will grab the attention of the readers to find out the appropriate strategies for higher education sectors of Karachi Pakistan.

Keeping this thing in the mind this study will be a focal point to understand the ways of recruitment in an effective manner. Some attributes that will clearly explain, referral incentives, job rotation, internal promotions and proper interviews. Job rotation, which highlights that if the requirement of any job in the organization either to fulfill that post with the rotate an existing competitive employee towards that job to fulfill the requirement of the job. As the employee will be more aware about the organizational policies and the environment. Selecting a candidate from recruiting agencies, as it decreases the consumption of timing for the recruitment and bring the most competitive employee for the post. Giving the Referral incentives to the employees so they become motivated and helping the organization to find out the most suitable candidate for getting the incentives, as existing employees knows the culture of the organization so they will find the employee who will best fit in the organizational perspective. Internal promotions where promoting the existing employees in the job and increase the incentives and the job post as well, and proper interview strategy, hire from external recruitment with the most suitable, and reliable interview strategy which will be well constructed for hiring an efficient employee, which fulfills the requirement of the right person to the right job. Furthermore, the study will focus on how an organization should focus on strategy culminating in achieving its business targets and in view of the competitors in the market how the company will defeat the competitors with a healthy approach by the experience of competitors in the market.

1.2 Hypothesis

H1: There is an association between referral incentives on Higher education sectors

H2: There is an impact of job rotation on Higher education sectors

H3: There is an impact of internal promotions on Higher education sectors

H4: There is an impact of proper interview strategy on Higher education sectors

1.3 Methodologies:

It was one of the descriptive studies and was a co relational research. The field experiment was conducted in a non-contrived environment with excessive interference. The unit analysis was considered to be an individual person using the questionnaire as the collection of primary data from the respondents collected randomly from the employees working in the respective universities. The time horizon was cross sectional in the nature because the researcher has a limited time to complete the study. For making backgrounds and including the facts and figures for the study researcher has used the different research articles, and for the primary data were collected in a quantitative manner by distributing about 300 questionnaires in a well-known, Universities of Karachi Pakistan. The first part of questionnaires consist of the relevant information of the respondent while another part belongs to the questions based on both dependent and independent variable with a likert scale of 5 which consist of 1. Strongly agree

2. Agree 3. Neutral 4. Disagree 5. Strongly disagree. Finally, for testing SPSS has been used and the tests which used for the analysis was regression analysis to find out the correlation between the variable. Furthermore, ANOVA used to discuss the significance of the variables and Cronbach's Alpha is used for the reliability of the questionnaire.

2. Literature review

Bedeian (1989) emphasized that, recruitment strategies are done to captivate and grab the applicant's attention to know about the most proficient applicant from the job market. (Premack & Wanous, 1985). According to the researcher recruiting strategies may include, advertising and public events, job fairs and orientation sessions. Arthur (1991) noted that, the recruiting strategies can also be referral incentives and external postings, recruiting agencies and proper job interviews. In a research on organizational behavior, Ofoegbu (1985) and McOliver (2005) explains, an association between the recruitment strategies of employee and performance in an organization. As noted by (Montan & Charnou, 2002), recruitment is a first and the foremost activity of an HR of an organization, which initially attracts the candidates through advertisement or any other method. Furthermore, for screening candidates multiple methods like test, interviews and assessment are conducted to sort out the potential candidate. Another thing is to make sure that candidates are able to fulfill their new roles effectively. Recruitment procedures are a foremost part of an organization's general resourcing approach, in addition it also clarifies and safeguards folks required for an organization to stay alive plus prosper in the undersized to medium-term (Elwood & James, 1996). Likewise, as (Zheng & Hong, 2006) and (Croucher, 2008) has given their point of view in this as, recruitment and selection strategies have a more positive and there is a positive and substantial association with organizational progress. With the continuity of this statement same statement is given by (Sang, 2005), suggested the same relationship between recruitment and selection strategy on organizational progress.

Recruitment and selection plays the most important role in the organization and it is one of the most important functions of Human Resource department. If talking about recruitment and selection meaning to attracting and selecting the candidates for the suitable positions in the organization the effectiveness of the human resource is mostly based on these two functions, as they are the first and the foremost important part. Hiring the wrong candidate impacts the organization more badly and will not be cost effective for the organization. The overall objective of these processes in the organization is to get the most competent, efficient and effective employees who can create the competitive advantage and help the organization to achieve their organizational goals in an efficient and effective manner. (Ofori & Aryeetey, 2011).

Dolezalek (2005) suggested, in this contemporary era each and every organization is allocating a large volume of money year after year on workout exercises to enhance regulating and interpersonal skills. (Valle, Castillo, & Rodríguez, 2009). This curriculum will be an expectation to boost up the organizational level of success. Elbadri (2001) emphasize, in this

dynamic world of business ambiance and the strong competing business world where consumers' requirements are increasing in terms of getting good quality and service indulgence which can be enhanced by building up the level of human resource management by such factors: Encouragement, Committal thought and Job entanglement. These factors will allow the organization to persist in the market with huge competition. (Dessler & Varkkey, 2009). The best way to motivate and provide job entanglement to enhance human resource is job rotation. It is a job design technique to evolve the operation of one employee with another by the distance of planned time. (Eitington, 1997). The job design of evolving the employee's job operations is now an obligatory part of each organization. In past years, it was the upscale and well-appointed strategy for organizations, but now every year organization had to perform such activity. It is also beneficial for employees as it provides seasonal opportunity to employees so to compete high level of miscellaneous missions, which develops the job commitment which affects the job fulfillment in a positive way. (Zigarelli, 2004). Job rotation is enhancing job passion and eagerness by designing the job rotation strategy by negotiating with employee for their career reimbursement. By these organizations will get more devoted and work oriented employees as by satisfying their future career management can heighten up the integrity level of the attendants. Zeira (2004) emphasize, Today's skillful competing institutions, especially the banking and financial sector are enforced to propose a job rotational activity which helps to reinforce the employees and engaged them in improving their proficiency level and hence it decreases the disloyalty from job that arises by doing very much alike duties for a long period of time. (Zeira, 2004)It is said to be the most admirable gadget to strengthen up the incline and engagement in job involvement, which is the most powerful tool to efficiently operate the organization.

Doyle (1997) explains that, the other benefit of training and working out programs internally can help an organization to diminish the cost of hiring externally as the organization will find out the skills and proficiency needed for the job requirement internally as by training the organization actually replenishes its employees for their strategic benefit as well as for employees reinforcing. Through training companies also used to facilitate the employee's future by progress outlining. It also increases the optimism of employees to hold more responsibility regarding their own department and enhance the skills of being an entrepreneur and other management, interpersonal skills that will be symbolic for organization and him/her self. (Barringer, Jones, & Neubaum, 2005). The author shows the comparison of expeditious growth and gradual growth firms and organizations and proved that the firm with diligent growth heavily rely on the competency and talent of the employees of that organization which is improved by the internal promotions and training strategy of employees. The rapid growth firms usually use the internal promotion strategy in an extensive level while on the other hand the firms that slowly precedes towards progress are neglecting the most effective recruiting strategy and is getting disadvantage of high cost external hiring's, being unknown about the skills and efficiency of employees. The most accepted practices to increase the firm's productivity is training and giving internal promotions to employee. Paul & Anantharaman (2003) proposed the association between HR practices and organization achieve it proves that

the internal promotion strategy can help the personnel to develop the interest level of integrity towards work which can automatically result in the increments and productivity of organization succession.

Schuster (1986) highlighted the system of proper interview and selective hiring strategy can assure the organization to have a right person in the right place of job, having all the virtues of the required job in him/her self and will able to befitting with the culture of the organization and hence recognizing the appropriate employee will eventually decrease the cost applied in the education and training of new employees. It is the crucial practice to enhance the surplus. Huselid (1995) spotted that, proper interviews and the selective hiring areas, mostly the activity done by high profile business which result them in retaining their profile, and employees that appeal to have a dynamic and valuable employee to increase the employee potency level, upgrade organization work conduct and diminish employee turnover. (Michie & Sheehan, 2001). The selective hiring and proper interview can make a strong hookup between the employee and the organization environment and culture that can increase the organizational capacity of production. (Collins & Clark, 2003). The best selection and hiring practices can result in high result of sales growth as an efficient person in a right place can do a work in an efficient and effective manner. (Paul & Anantharaman, 2003). Proper interview will result in placing a right person who will work efficiently with right eligibility and will ensure a consequent increase in economic growth (Cho, Woods, Jang, & Erdem, 2005). Researched about the test taken before employment that's called pre-employment test it proves that if the employee clear this test he/she will stay longer with a high integrity level in the organization. It provides a sense of kinship that will definitely increase the level of probity of the employee. Small and slow progression of company arises due to such reasons of doing improper interviews, wrong hiring and selecting strategies and hence due to limitation of financial resources and unclear boundaries.

Nietupski, Verstegen & Hamre(1993) spotted the approach of:

- Setting an employee advisory board
- Perform in business-oriented communities
- Formulate and regulate public relation events
- Promoting job club

This approach is used to enhance the relationship of placement, servicing companies and job searching employers. The enhancing activities may include:

- Scrutinizing social and personal networks for the ease of job searching people.
- Identifying proficient workers within the business market.

(Fesko, n.d.) when an organization select a specific job agency just to enhance their recruiting methods it can result in the creation of maintain a good relationship between a right person for the right job and these agencies are made to construct new ways of better recruitment results. Like, estimating the job match, reconstitution the job required and arranges job requirements with the employer. Although these agencies are the helping agent for the job

searching people and this approach is relatively a good outcome in terms for both employer and employee.

Prendergast & Canice (2010) highlighted the most critical activity and the decisions to be taken by the HR manager in the organization are to hiring or recruiting. It is the most time spending and resource allocating activity in every organization to find the right person in the right place. Some researchers have proofed that hiring is as difficult as making incentives strategies for retaining of existing employees. (Topa & Giorgio, 2012). To hire the employee the most common strategy to be found is referral incentives where employees of the firm referred the best possible employee as per organizational culture and requirements and about 50 percent of employees use to refer their friend or family member. The profitable outcome of this strategy is given to both the referred and the one who refers by giving financial profits to the existing employee and by providing special consideration in the candidate's progress. This strategy is common mostly outside US that help unemployed workers find jobs easily and to increase the wages of existing employees. As noted by Cassell et al. (2002) that employee referral plays a vital role in hiring a quality and efficient employee because organization has already seen the employee performance who will refer someone moreover, he has already some association with the organization, employee and the owner of that particular organization. Furthermore, it will be benefited to know about the new employee habits and the performance criteria. It has no financial barriers to be considered while recruiting a new employee, and is also known as one of the best and most effective method of recruitment.

3. Results and Analysis

3.1 Reliability analysis:

As shown below in the **Table 1** that reliability analysis suggested that the construction of the questionnaire and the answering patterns of the respondents are reliable. The below table suggested the results of collecting the primary data, as recruitment agencies show the result 0.65, job rotation 0.58, proper interviews 0.77 and internal promotions 0.80 highlighting the results that the construction of the questions, responses from the respondents and the sample was chosen for the following is reliable, and said to be consistent with the scales.

Table 1: Reliability Analysis

Variables	Cronbach's Alpha
Recruitment agencies	0.65
Job rotation	0.58
Proper interviews	0.77
Internal promotions	0.80
All variables combine	0.80

Table 2 Correlation:

		Correlations				
		Organizational progress	Recruitment agencies	Job rotation	Proper interviews	Internal promotions
Pearson Correlation	Organizational progress	1.000	.573	.222	.696	.691
	Recruitment agencies	.573	1.000	.191	.425	.389
	Job rotation	.222	.191	1.000	.286	.282
	Proper interviews	.696	.425	.286	1.000	.735
	Internal promotions	.691	.389	.282	.735	1.000

As the above **Table 2** the results are showing the correlations among the variables as we can see individual each independent variable showing its relationship with the dependent variable as in the Organizational Progress row, Proper interviews and internal promotions are making the strong relationship with the dependent variable showing the values 0.696 and 0.691

Table 3

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.631	.626	.37710

A. Predictors: (constant), Internal promotions, Job rotation, Recruitment agencies, Proper interviews
 B. Dependent variable: Organizational progress

The above **Table 3** is the model summary table which provides information about the regression line which shows the strong relationship between variables it is more than 0.7. As can be seen the r square is 0.631 which means that 63.1% variation in, dependent variable which is organizational Progress is explained by the independent variables which are internal promotions, job rotation, recruitment agencies and proper interviews. While the adjusted R square is 0.631 which shows that, the value of R² it is reliable as the change in Adjusted R is below 10.

Table 4

		ANOVA ^b				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.644	4	17.911	125.950	.000 ^a
	Residual	41.951	295	.142		
	Total	113.595	299			

A. Predictors: (constant), internal promotions, job rotation, recruitment agencies, proper interviews
 B. Dependent variable: Organizational progress

In the above **Table 4**, we look into two values – F and the Sig. A high value of F means that there is more chance of the Null Hypothesis being rejected and alternate accepted. Here The F statistic is 125.950 Showing that the model is statistically significant and there is a high chance of the null hypothesis being rejected. Here the p value is 0.000 which can be reported as 0.001 and is less than 0.05 which means null hypothesis has been rejected and there is an impact of our independent variables on the dependent variable.

Table 5 Coefficient:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.236	.112		2.117	.035
Recruitment agencies	.271	.035	.308	7.802	.000
Job rotation	-.031	.046	-.025	-.669	.504
Proper interviews	.351	.059	.321	5.966	.000
Internal promotions	.353	.054	.342	6.478	.000

Here the X₁ is recruiting agencies, X₂ is job rotation, X₃ is proper interviews and X₄ is internal promotion. Here is organizational progress.

$$Y = .236 + 0.271 X_1 - 0.031 X_2 + 0.351 X_3 + 0.353 X_4$$

It means job rotation has a negative impact on organizational progress by increasing job rotations will lead us to decrease in progress of the organization, while recruiting agencies, proper interviews and internal promotion has a positive relationship with the progress of the organization and hence increment in these independent variables will give us positive results and outcome for the progression. Furthermore, as shown in **Table 5** among these independent variables impacting positively on organizational progress, two variables are most important internal promotions and proper interviews as they are showing their mean values 1.4978 and 1.5733. Moreover, in the table above, it can be seen that the significance value is less than the alpha 0.05 for recruitment agencies, proper interviews, and internal promotions therefore; researcher has rejected the null hypothesis. It will conclude that these three variables have an impact on the performance of higher education sectors in Karachi, Pakistan. On the other hand, job rotation value is less than alpha therefore, failed to reject the null hypothesis. It concluded that there is no impact of job rotation on the performance of higher education sectors in Karachi, Pakistan

4. Conclusions:

It is one of the most important functions of the human resource department of any organization, to select an appropriate method for recruiting the personnel for their respective organizations. Most of the time it happens that everything performed for hiring personnel is perfect nevertheless organization didn't get the perfect person for the job. The reasons we could understand now, the strategies and a proper medium for selection is the important aspect of the human resource. The conclusive evidences present in this paper, the higher education is lacking in hiring the talented employees in their respective organizations. As the findings of this research suggested that two variables are most important internal promotions and proper interviews as they are showing their mean values **1.4978 and 1.5733**. Moreover, in the table 5 above, it can be seen that the significance value is less than the alpha **0.05** for recruitment agencies, proper interviews, and internal promotions therefore; researcher has rejected the null hypothesis.

It will conclude that these three variables have an impact on the performance of higher education sectors in Karachi, Pakistan. So, if there is a need of job fulfillment an effective recruitment strategy in the higher education sectors, or Internal promotions, promoting the most competitive employee to fulfill the post as it helps in decreasing the recruitment cost and minimize the fear of new employees conflict with the organizational culture and the environment and performance take place from the first day as this factor is making the second best correlation with the organizational performance as showing the value of **0.691 in table 2**. Proper interviews which are the most effective strategy as we can see in the **table 2** it is making the strong correlation with the organizational effectiveness as showing the value of **0.696** and recruited from the recruiting agencies also has a positive relation to the organizational effectiveness construct the interview well to hire an employee or hire a competitive employee from recruiting agencies. This research has shown some different facts and figures related to the recruitment strategies. From different dimensions and by selecting different variables and

after testing, it can be said that proper strategies and guidelines for the interviewing the candidates is the most important aspect in the higher education sectors of Karachi Pakistan. And it shows a positive relation between proper recruitment strategies impacts the organizational progress. It can be said, producing a positive impact upon the progress of the organization, however, to improve further upon the progress measures like incentives and the creation of competitive spirit among the workers of the company can also play a vital role.

5 Recommendations:

It has been observed that proper recruitment can bring organization at the top with the help of talented and qualified employees. Recruitments purpose is not to attract only, but also attract the right person to the right job and select him accordingly. Any organization is mostly dependent on the performance of the employees, and employees are the source to take organization at the top by putting their right skills at the right time. So leniency in this function of HR could be worse for the organization, or could be very beneficial for the progress. For those proper strategies for recruitment are the most important things. Therefore, we have conducted this study on the higher education sectors so it is important while hiring a teacher or any employee in the higher education sector to introduce and focus on the methods discussed in the study, The most significant variables making a strong relationship with the organizational progress are internal promotions and proper interviews to be focused and follow the contents to hire talent and create the effectiveness of the organization. Like conducting proper interviews, recruit from the recruitment agencies, and the internal promotions are the most effective strategies for the higher education sectors. Firstly organization should follow to conduct a proper interview, because according to the findings, it is most preferred and making the strong correlation with the organizational effectiveness. Secondly, the internal promotions and finally, the recruitment agencies. Whereas according to the study job rotation is not making any significant impact in increasing organizational effectiveness. As hiring a teacher without proper guidance, interview and know how about the job it will become very difficult to adjust with the environment. So these findings will help the organization to get the competitive employee, according to the requirement of the job. Furthermore, the error in hiring an employee will be minimized so that it will enhance the productivity of the organization. Recruitment is the first step for the job opening or converting a candidate into the employee, if it will apply properly and with the factors, which are the findings of this research the organizational performance, will be enhanced. As it is known that, organizational performance is dependent upon the level of commitment of the employee shows towards the job. And commitment can only be made if the employee gets the qualification based employment, the job in which he has an interest. So through these strategies recruiter can identify the interest of the candidate and once it is managed in the proper manner then the output is nothing but the effectiveness of the organization.

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