
Examining Justice in Recruitment: Procedural and Distributive Perspectives

Submitted 27/06/24, 1st revision 10/07/24, 2nd revision 18/08/24, accepted 30/09/24

Stephen Deepak¹, Syed Khalid Perwez²

Abstract:

Purpose: *The study examines the Recruitment Process Experience of employees and how these feelings form perceptions of Procedural and Distributive Justice among employees. The initial encounter that an employee has as a candidate is the Recruitment experience based on which they develop perceptions either positive or negative about the organization.*

Design/Methodology/Approach: *The survey was conducted with employees of selected IT firms in Bangalore using a Descriptive research design. A number of 270 responses were collected to undertake the study.*

Findings: *The study showed how the perceptions vary among respondents on demographic items such as Gender, Educational Qualification, and Designation showing the significant differences in demographics and their effect on the Recruitment Process Experience and Distributive and Procedural Justice of the respondents. The relationship between the Recruitment Process Experience on Procedural and Distributive Justice is significant showing that verbal justification, recruiter interactions, processes followed and behavioural conduct of the recruiters during the Recruitment Process Experience influence employee perceptions.*

Practical Implications: *The findings point to a strong influence of Recruitment Process Experience on the Procedural and Distributive Justice perceptions of the employees. These experiences can be subjective depending on the employee's individual experience with the Organization about how he or she is being recruited or is working. Nevertheless, the results point to a 56% influence of the Recruitment Process influencing the Procedural and Distributive Justice Perceptions of employees.*

Originality/Value: *This perception further decides the Procedural and Distributive Justice that becomes the core of employer-employee engagement.*

Keywords: *Distributive justice, procedural justice, recruitment process experience, IT firm.*

JEL Classification: *J71, M51, D63, K31, J24.*

Paper type: *Research article.*

¹Research Scholar and Assistant Professor Vellore Institute of Technology, Deemed to be University, Vellore and Kristu Jayanti College, Autonomous
stephendepak@kristujayanti.com;

²Corresponding author, Professor and Research Guide Vellore Institute of Technology - Deemed to be University, Vellore khalid@vit.ac.in;

1. Introduction

The Business Environment is dynamically evolving with numerous macro-economic forces forcing competing firms in the industry to find something competitively unique leading to stiff competition among rival firms. This competitiveness forces firms to search for good talent and acquire them to stay competitive in the industry. Firms deploy new recruitment and selection methods to attract quality talent (Ryan and Ployhart, 2014).

In this tremendously changing recruitment and selection scenario, the role of applicants' reactions has gained significant interest since the mid-80s (Harris and Fink, 1987). Hence there is a growing interest and involvement among firms to make the Recruitment Process Experience a good engagement exercise and use it meaningfully to create positive and favourable perceptions among candidates and employees.

2. Recruitment and Selection Process and Justice Perceptions

The concept of Organization Justice is drawn from the background of Social Psychology that examines the understanding of fairness in Social interactions (Greenberg, 1990). Research on Organization Justice has identified four dimensions of Justice namely Distributive Justice, Procedural Justice, Interpersonal Justice, and Interactional Justice (Cohen–Charash and Spector, 2001, Colquitt *et al.*, 2001).

Analyzing the background of Justice literature, Justice or fairness in the Recruitment process is perceived in terms of results or outcomes through distributions as to who gets hired through the Recruitment and Selection process. It is also understood in terms of how recruitment policies and set procedures are applied during the recruitment process and followed consistently.

Interpersonal Justice is interpreted in terms of how the candidate is treated, and whether the candidate is treated with respect and dignity. The fourth dimension of Organization justice viz Informational Justice is perceived as how the firm transparently shared information giving an impression to the candidate that the recruitment process was conducted well and adequate information was shared at every stage of the hiring process.

The organization Justice framework has been applied to the Recruitment and Selection process to know the perceptions and responses of applicants during the process (Ryan and Ployhart, 2000). Studies have examined selection procedures and their outcomes and their effect on employee's perceptions of fairness. (Bauer *et al.* 2001; Horvath, Ryan and Stierwalt, 2000)

These perceptions have led to outcomes related to organization attraction, intentions to job acceptance, recommendation intentions, and performances in employment

tests (Gilliland, 1994; Ployhart, Ryan, and Bennett, 1999). Studies have led to probabilistic expectations about the future to determine justice expectations based on individual beliefs. Behavioural choices are an outcome of future assumptions.

This leads to a sense of anticipatory activity that will make individuals take action in the hope of securing rewards and positive outcomes and avoiding negative outcomes. (Festinger, 1954; Jones, Bentler, and Petry, 1966).

The concept of justice is a concern for every new hire joining an organization. Every new candidate develops a positive or a negative attitude depending on how the firm treats them (Rynes, Heneman, and Schwab, 1980), and negative attitudes affect the candidates more than positive ones (Rynes, Bretz, and Gerhart, 1991).

Many researchers have highlighted the impact of the justice environment on recruitment practices in the short run (Boswell, LePine, and Moynihan, 2003; Porter, Conlon, and Barber, 2005) and how such feelings influence the applicants to accept the job offer (Boswell *et al.*, 2003; Rynes, 1991).

It is therefore necessary to study the long-term perceptions of employees on the firm. The earlier effect the recruiting firm has on the candidate will affect them during the recruitment process. The feeling of positiveness or negativeness depends on how the employee perceives the organization during the recruitment process creating an expectation from the firm. Feelings of positiveness, in the long run, can influence the employee to establish a long-term commitment compared to a negative feeling during the process. (Colquitt, Conlon, Wesson, Porter, and Ng, 2001; Greenberg and Scott, 1996)

Organizations are always on the lookout for good talent and good candidates are often flooded with job opportunities from more than one organization. The origins of the talent hunt can be traced back to the 1990s and 2000s when graduate and post-graduate students were sorely demanded. The job market too became competitive during this period making it tougher to get good candidates. This gradually led to recruiting firms using unique tactics to hire candidates and have candidates fill in the vacant jobs. (Reisberg, 1998).

Firms would give a job offer and request candidates to respond with their CV within a 12-hour window, others would add surprise bonuses to the job offer to lure candidates immediately. The recruiting firms' policies on recruitment and hiring tactics have a strong influence on the candidate's response to the firm and their decisions on job offers and choices.

Numerous studies have examined the relationship between the recruitment process and organizational outcomes (Rynes *et al.*, 1980). The recruitment experience allows a candidate to get a glimpse of the actual job and also know about the firm they would be working for once hired. (Behling, Labovitz, and Gainer, 1968).

The recruitment process experience has a strong influence in the sense, that negative influences are often seen as influencing the candidate (Rynes *et al.*, 1991). The experience a candidate goes through during the recruitment process becomes a prominent factor in deciding their job choice (Boswell *et al.*, 2003). Sometimes a negative experience or mistreatment of the candidate can hurt the candidate and make them take an offer from another firm (Boswell *et al.*, 2003).

Gender stereotypes too influence recruitment decisions as recruiters have biased opinions about the abilities and roles men and women could play (Bobbitt-Zeher, Donna, 2011). In a study titled 'Science faculty's subtle Gender Biases Favor Male students', the authors found strong evidence that both male and female faculty members preferred to recruit male candidates over female candidates (Moss-Racusin and Corinne, 2012).

Male and female members view recruitment process differently and perceive due to the stereotypes recruiters carry with them. Educational qualifications of candidates influence recruiters to perceive candidate's potential and capabilities, thereby influencing hiring decisions (Bills and David, 2003).

Kurtulus, Fidan Ana *et al.* (2011) found evidence that educational qualifications influence hiring. In a study on high performance work systems they found that black workers were impacted significantly and educational qualification possessed by candidates opened more employment opportunities. Educational qualifications also positively influenced recruitment choices and salary offerings showing a strong relationship between education and recruitment outcomes (Bingley, Paul, and Ian Walker, 1997).

Job designations that candidates possess at the time of hiring are gendered and it can affect hiring decisions by influencing the perception of recruiters (Reskin and Roos, 1990). Recruiters customize the selection criteria and methods to fit designations candidates possess at the time of hiring. Situational interviews are used to assess candidates appropriately (Maurer, Todd, and Howe, 1998). Previous job positions and roles significantly influence recruiters hiring decisions (Kulik and Roberson, 2008).

In a situation where the candidate is in a position to select the job or the recruiting firm, the applicant may weigh the decision of his or her choice based on the treatment meted out to them. If the candidate declines the offer, the firm loses a prospective talent. Injustice treatment in the form of Distributive, Procedural, and Interactional Justice often results in long-term outcomes viz Poor Job Satisfaction, Poor Perceived Organization Support, Poor Organization Commitment and high turnover (Masterson, Lewis, Goldman, and Taylor, 2000; Tepper, 2000; Masterson *et al.*, 2000; Aryee, Budhwar, and Chen, 2002; Aryee *et al.*, 2002; Masterson *et al.*, 2000; Tepper, 2000).

3. Recruitment and Selection Process

Recruitment refers to the complete cycle that maps a candidate's movement from conception to execution. Recruitment as a function refers to the communication of an available vacancy to prospective candidates and enabling a proper selection environment for choosing the right candidate. The process begins when the position is created or the position is vacant till the time potential candidates have applied for the job.

The success of the recruitment function is based on how many contacts are established and the increase in the pool of quality applicants. The recruitment sources could include internal sources from where candidates can be scouted such as Job postings, employee referrals, succession planning, and rehiring of retired or resigned employees and external sources could include identifying candidates through Advertisements, walk interviews, or approaching HR consulting firms or head hunters or finding suitable candidates through campus recruitments, E Job portals and so on.

Recruitment is the process of finding, screening, shortlisting, and selecting candidates for jobs in an organization. It involves practices and activities for purposefully identifying and attracting the right candidates (Barber, 1998). The task is carried out by a team comprising recruiters, managers senior department heads in an organization.

Many firms may involve a third-party manpower consulting firm for hiring candidates or use Internet portals and Artificial Intelligence tools to identify the right candidates. Many organizations have well-defined recruitment policies and procedures that hire candidates who are culture fit and contribute to the organization at large. These procedures have to be legally adhering and ensure the right match of candidates to the vacant jobs for achieving the short-term and long-term interests of both (Costello, 2006).

The Recruitment teams also strive to match the aspirations and interests of candidates to match the right positions vacant in the organization (Montgomery, 1996), for this purpose, firms develop high-quality selection systems to attract the best candidates for the job (Jovanovic, 2004).

Now with technology finding candidates from far and wide and organizations able to increase their catchment pools, it is imperative to input technology into the traditional recruitment system which can increase the quantity and quality of the recruitment decision process.

Firms often are under pressure to complete the recruitment process as vacant jobs affect planned working schedules' productivity. New Recruits can experience the impact of the recruiting work environment based on their experience which can

affect their attitudes towards the management and the organization (Rynes, Heneman, and Schwab, 1980).

The negative experiences will leave a stronger impact compared to positive influences (Rynes, Bretz, and Gerhart, 1991). The recruitment experience of the hires can have a long-term impact on their attitudes and can affect their interactions with the management and organization.

The selection process includes a series of processes by which selectors gather information about candidates as they pass through several rounds of the selection process that include screening tests, selection interviews, medical examination, background verification, and reference checks of the candidates.

The selection process is a tedious exercise as selectors need to identify the right candidate who matches the job, organization, and management requirements. The selection rounds move from a simpler process to a complex process and at every phase, the selectors need to be looking for information with which they can decide the right candidate. This filtering process must effectively ensure that only the fine candidates move up to the final rounds.

The Recruitment process needs to ensure the three activities are properly planned and executed.

3.1 Recruitment Planning Schedule

The Recruitment Planning Schedule is a process where the firm plans for the recruitment process much in advance, making a detailed study of the Job Analysis and identifying potential sources and previous sources that have yielded results in terms of good quality candidates. The proper schedule of the time required for completing the process, budget, and manpower requirement has to be decided.

3.2 Sourcing Strategy

The Sourcing strategy would entail the implementation of the recruitment planning schedule, and identifying the sources - both Internal and External from where candidates can be sourced. The sourcing depends on the post vacant, and candidates can be hired from various internal and external sources.

3.3 Transparency of Recruitment and Selection

The transparency in the Recruitment and Selection process is based on the criteria set by the organization that the recruiter has to follow leading to the selection of the right candidate. The right candidate is chosen when Human Resource Development firms or Outsourced Recruitment firms take up end-to-end recruitment task that goes into securing the correct requirements from the Job Analysis, sourcing candidates

from different channels, filtering and shortlisting resumes, conducting the entire interview, preparing and sending offer letters, signing of the employee contract and follow up in the process. The process will have to integrate the different departments in the organization to operate seamlessly.

The Recruitment process follows the following steps:

Preparation and Planning: The Preparation and Planning for the recruitment starts with the preparation of the Job Analysis for the position in question. If the Job Analysis is prepared earlier, securing a copy of the same and examining the analysis thoroughly by the recruiter will ensure the recruitment process starts on the right note.

The Job Analysis documents the Job Description - which gives the description of the duties, tasks, roles, and behavioral requirements that need to be exhibited by the incumbent. The Job Specification will list the educational qualifications, Knowledge, experience, skill, attitude, personality qualities, and characteristics needed in the candidate.

Candidate Sourcing: Sourcing the candidates can be done from two ends – Internal source and External source. Candidates can be shortlisted from the following Internal Sources. Internal sourcing of candidates refers to the practice of identifying and recruiting candidates from within an organization to fill job vacancies or opportunities for advancement.

- **Employee Referrals:** Encouraging current employees to refer qualified candidates from their professional networks or acquaintances.
- **Internal Job Postings:** Posting job vacancies or opportunities for advancement within the organization's intranet, newsletters, or bulletin boards, allowing current employees to apply for open positions.
- **Talent Management Systems:** Utilizing software platforms or systems designed to track and manage employee skills, competencies, and career aspirations, making it easier to identify internal candidates for suitable roles.
- **Succession Planning:** Proactively identifying and grooming high-potential employees within the organization for future leadership roles through mentorship, training, and development programs.
- **Performance Management Systems:** Leveraging performance evaluation data to identify top performers or employees with high potential for advancement.
- **Networking Events:** Organizing internal events such as workshops, seminars, or social gatherings where employees from different departments or levels of the organization can network and explore potential career opportunities.

- **Internal Talent Pools:** Creating and maintaining a database or talent pool of internal candidates who have expressed interest in future career opportunities within the organization.

Candidates can be shortlisted from the following External Sources: External sourcing of candidates involves attracting and recruiting individuals from outside the organization to fill job vacancies or positions.

- **Job Boards:** Posting job advertisements on online job boards such as Indeed, LinkedIn, Glassdoor, Monster, and CareerBuilder to reach a wide audience of potential candidates.
- **Social Media:** Utilizing social media platforms like LinkedIn, Twitter, Facebook, and Instagram to promote job openings, engage with passive candidates, and build a strong employer brand.
- **Recruitment Agencies:** Partnering with recruitment agencies or staffing firms to access their network of candidates, particularly for specialized or hard-to-fill positions.
- **Networking Events:** Attending industry-specific networking events, job fairs, career expos, and conferences to connect with potential candidates and establish relationships with passive job seekers.
- **Direct Sourcing:** Proactively reaching out to potential candidates through personalized messages on professional networking platforms like LinkedIn, targeting individuals with relevant skills and experience.
- **University and College Partnerships:** Establishing relationships with educational institutions to recruit recent graduates or interns, participating in career fairs, and offering campus recruitment programs.
- **Professional Associations:** Engaging with industry-specific professional associations and organizations to access their membership base and connect with qualified candidates.
- **Company Website:** Maintaining an up-to-date careers page on the company website with information about job openings, application instructions, and details about the organization's culture and values.
- **Passive Candidate Engagement:** Identifying and reaching out to passive candidates who are not actively looking for new opportunities but may be open to exploring career opportunities if presented with the right opportunity.

Screening: The screening of candidates can either be done manually or using a resume parsing tool such as Applicant Tracking Software (ATS) for automated screening. The software can search profiles using the right phrases and keywords. The ATS can also help augment the resume and provide critical insights into applicant personalities.

Selecting: Selecting the appropriate methods to hire candidates involves considering factors such as the organization's needs, the nature of the position, the available resources, and the desired outcomes. Here are some common methods for hiring candidates:

- **Tests:** Tests can be conducted to check the aptitude, job knowledge, achievement, and personality of the candidate
- **Interviews:** Conducting structured interviews to assess candidates' skills, qualifications, experience, and cultural fit.
- **Assessment Tests:** Administer aptitude tests, technical assessments, or personality assessments to evaluate candidates' suitability for the role.
- **Reference Checks:** Contacting the references provided by candidates to verify their work history, skills, and qualifications.
- **Background Checks:** Conducting background checks to verify candidates' education, employment history, criminal record, and other relevant information.
- **Panel Interviews:** Involving multiple interviewers, such as hiring managers, team members, and HR representatives, to assess candidates from different perspectives.
- **Trial Periods or Projects:** Offering candidates a trial period or project-based assignment to evaluate their performance and fit for the role before making a final hiring decision.
- **Virtual Interviews:** Conducting interviews remotely via video conferencing tools to accommodate candidates who are not able to attend in-person interviews.
- **Job Auditions:** Organizing job auditions or simulations where candidates demonstrate their skills and abilities in real-world scenarios relevant to the position.
- **Assessment Centers:** Hosting assessment centers where candidates participate in various exercises, group activities, and simulations to assess their competencies and potential.

The Job offer has to be communicated either through a formal letter or an email listing the duties, tasks, roles, work schedules, responsibilities, start date of the job and details of compensation and incentive structures.

Onboarding and Induction: A proper onboarding orientation is required to guide and provide clarity to the candidate on what to expect and help in seamlessly enabling the candidate to get accustomed to the organization, its culture, job requirements, routines, and co-workers. This exercise when properly done ensures that the candidate is made to feel comfortable and less nervous and anxious. This reduces the early turnover of employees at work.

A well-planned induction process sets the stage for a positive employee experience and contributes to long-term retention and productivity. Here are the key components of an effective employee induction program:

- **Welcome and Orientation:** Provide a warm welcome to new employees on their first day, introducing them to their colleagues, supervisors, and key stakeholders. Conduct an orientation session to familiarize them with the workplace, facilities, and administrative procedures.
- **Company Culture and Values:** Communicate the organization's mission, vision, values, and culture to help new employees understand the company's goals and expectations. Share stories and examples that illustrate the company's culture in action.
- **Job Training and Role Clarity:** Provide comprehensive training to equip new employees with the knowledge, skills, and tools necessary to perform their jobs effectively. Clarify their roles, responsibilities, and performance expectations, setting clear goals and objectives.
- **Policies and Procedures:** Educate new employees about the company's policies, procedures, and compliance requirements, including those related to health and safety, diversity and inclusion, data security, and code of conduct. Provide written materials and resources for reference.
- **Introduction to Tools and Systems:** Familiarize new employees with the tools, systems, software, and technology platforms used within the organization, providing hands-on training and support as needed.
- **Mentorship and Buddy System:** Assign a mentor or buddy to new employees who can offer guidance, support, and practical advice as they navigate their roles and acclimate to the organization.
- **Feedback and Check-ins:** Schedule regular check-ins with new employees to gather feedback, address any concerns or questions they may have, and provide ongoing support and guidance. Use these opportunities to assess their progress and development needs.
- **Integration Activities:** Organize team-building activities, social events, and networking opportunities to facilitate connections and relationships among new employees and their colleagues.
- **Career Development:** Discuss opportunities for career growth and advancement within the organization, highlighting the resources and support available for professional development.

4. Research Methodology

4.1 Statement of the Problem

The purpose of the study is to examine the recruitment process experience of the candidates on perceptions of Distributive and Procedural justice. This research aims to understand how justice perceptions are formed during the recruitment and

selection process and how employees comprehend these feelings and emotions to form overall fairness or justice. The findings of the study will enable organizations to engage employees meaningfully in line or tune with justice perceptions formed by them ensuring that employee engagement is meaningful and contributing towards the organization.

Research Objectives:

- To understand the demographic role of Gender, Educational Qualification, and Designation in the Recruitment Process Experience.
- To examine the influence of the Recruitment Process Experience and Procedural and Distributive Justice Perceptions.

Type of Study and Sources of Data:

A descriptive research design was employed for this research, Primary Data was collected using a structured questionnaire to cover information on the Procedural, Distributive, and Recruitment process experience of candidates. A systematic review of the literature was compiled from research articles sourced from listed databases of research repositories.

Sampling Plan and Method:

Data was collected using a structured questionnaire. The sample consisted of 270 IT working employees from various IT companies. IT employees were specifically selected to look into the perception of the Recruitment Process Experience. All the respondents were professionally qualified i.e. engineers, MBA, MCA, and Computer Science graduates. A convenient Sampling technique was used when the subjects were selected because of their suitable accessibility and proximity. The data was analyzed using SPSS statistical package and Frequency analysis, Chi-square, Regression, Correlation, and One way ANOVA tests were completed to determine the findings.

Hypotheses:

Ha1: There is a significant relationship between the Recruitment Process Experience of employee and their Perceptions of Procedural Justice and Distributive Justice

Ha2: Recruitment Process Experience of employees is affected significantly by employees' Perceptions of Procedural and Distributive Justice

Scope of the Study:

The research covers respondents working in selected IT Organizations to capture their recruitment and selection experiences to ascertain perceptions they form about Distributive and Procedural Justice. The study evaluates the role of Gender, Age, Educational Qualifications, and Designation of the candidate as part of this study to see the demographic influences on the variables of the study. The study would be useful for organizations to understand the perceptual experiences of employees and thereby amend policies and procedures keeping the justice implication in mind.

The findings could enable firms to orient and train recruiters and selectors and guide them accordingly in their job roles.

4.2 Data Analysis

Frequency Analysis of Respondents of the Study:

28.5% of the respondents were in the age category between 18-25, followed by 22.2% between 33-40. In terms of the Gender break, 50.7% of the respondents were Females and 49.3% were Males. Educational Qualification Graduates comprised 35.9%, Post Graduates were 32.6% and Doctorate qualified respondents were 31.5%.

Designation-wise 28.9% of the respondents were working at the Junior level and 21.9% were working at the managerial level. The respondents had an overall work experience of 34.1% with respondents in 16-20 years, followed by 23.3% in 11-15 years, and respondents with less than 5 years of experience comprised 24.4%

Table 1. Table showing association between Gender and Recruitment Process Experience.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	124.625 ^a	114	.234
Likelihood Ratio	166.229	114	.001
Linear-by-Linear Association	1.054	1	.305
N of Valid Cases	270		

Source: Own study.

Table 1 represents the association between Gender and Recruitment Process Experience (RPE) at 0.234 which is significant. Recruitment Process Experience is associated with the Gender of the candidate. Male and female candidates have different sets of expectations during Recruitment in which they have their own defined experiences which are accepted by them. Gender stereotypes and biased perceptions that recruiters have also influences decisions.

Table 2. Table showing association between Educational Qualification and Recruitment Process Experience.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	279.156 ^a	228	.012
Likelihood Ratio	334.729	228	.000
Linear-by-Linear Association	19.951	1	.000
N of Valid Cases	270		

Source: Own study.

Table 2 represents the association between Educational Qualification and Recruitment process experience at 0.012 which shows that the qualification of the candidate also changes the perception of the recruitment process followed by the

organization and based on their qualification they perceive the process of recruitment. Educational qualification plays an important role in the perception of the recruitment process experience which is why the candidates focus on their work more than other things. Educational qualifications allow recruiters to have a good understanding of the potential of candidates. It opens up employment opportunities and allows recruiters to take favourable decisions.

Table 3. Table showing difference between Designation and Recruitment Process Experience.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	252.371	114	2.214	1.143	.220
Within Groups	300.329	155	1.938		
Total	552.700	269			

Source: Own study.

Table 3 shows the designation of the candidate with a significant difference in the recruitment process experience (0.220). This shows how designations of candidates affects the perception of the recruitment process followed by the organization, it is either positively or negatively related to the same with the candidates and also influences the performance of the candidate after joining the organization. Job titles and designations that candidates possess significantly influences the recruitment decision.

Table 4. Table showing relation between Recruitment Process Experience and Distributive Justice, Procedural Justice.

Model	R	R Square	Adjusted R Square
1	.751 ^a	.564	.561

Note: a. Predictors: (Constant), DJ, PJ, b. Dependent Variable: RPE

Source: Own study.

In Table 4 the correlation and R Square values are 0.751 and 0.564 respectively showing that Recruitment Process Experience influences the Distributive Justice and Procedural Justice. This also interprets that the Recruitment Process Experience of the candidates has a significant effect on the perception of procedures and distributive results perceived by the candidate.

Table 5. ANOVA analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.793	2	51.396	172.594	.000 ^b
	Residual	79.509	267	.298		
	Total	182.302	269			

Note: a. Dependent Variable: RPE, b. Predictors: (Constant), DJ, PJ.

Source: Own study.

The ANOVA value in Table 5 shows that the significance p value is 0.000, which means the dependent variable (RPE) is predicted by the DJ and PJ at 95%. The independent variable influences the RPE which is followed in the organisation. There is a significant difference in the DJ and PJ of the employees and the RPE followed by the organization.

Table 6. Regression analysis, coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.748	.157		4.775	.000
PJ	.368	.055	.327	6.707	.000
DJ	.425	.040	.517	10.608	.000

Note: Dependent Variable is: RPE

Source: Own study.

The dependent variable in Table 6 is RPE and the independent variable is DJ and PJ. The significance p value is 0.000. The equation is: $y = a + bx$. $RPE = 0.784 + 0.368$ (PJ), $RPE = 0.784 + 0.425$ (DJ). This infers that as the value of the independent value (DJ and PJ) increases, so does the value of a dependent variable (RPE) also increase. It tells us about the change in the value of RPE corresponding to DJ and PJ. Thus DJ and PJ are interlinked with the RPE and change according to it.

5. Findings and Discussion

The findings of the research point to a significant influence of Recruitment Process Experience on the Procedural and Distributive Justice perceptions of the employees. These experiences can be subjective depending on the employee's individual experience with the Organization about how he or she is being recruited or is working. Nevertheless, the results point to a 56% influence of the Recruitment Process influencing the Procedural and Distributive Justice Perceptions of the employees.

The results of the coefficient table show a significance p value is 0.000, which means the dependent variable (RPE) is predicted by the DJ and PJ at 95%. The independent variable influences the RPE which is followed in the organisation.

There is a significant difference in the DJ and PJ of the employees and the RPE followed by the organization. The dependent variable is RPE and the independent variable is DJ and PJ. The significance p value is 0.000. Equation $y = a + bx$. $RPE = 0.784 + 0.368$ (PJ), $RPE = 0.784 + 0.425$ (DJ).

This infers that as the value of the independent value (DJ and PJ) increases, so does the value of a dependent variable (RPE) also increase. It tells us about the change in

the value of RPE corresponding to DJ and PJ. Thus DJ and PJ are interlinked with the RPE and change according to it. Organizational justice theories say that candidates' justice perceptions influence the pre- and post-hire organizational behaviors of the candidates.

The study aimed to examine the perception of the candidates during the recruitment process by aiming to ensure positive perceptions of Procedural Justice and Distributive Justice. These findings also touch on a large number of calls for researchers suggesting the importance of examining the candidate's perceptions or their perceptions on the recruitment process followed by the organization.

The findings also showed that the process of recruitment followed in an organization also affects the candidates and their perception which is related to Procedural Justice and Distributive Justice. The same experience will lead to the Distributive Justice and Procedural Justice that they would have been expecting or experienced during the process.

But in this case, a candidate who is experienced and is not new in the work will have different expectations and will have a certain idea about how the Recruitment Process should be carried out and when this expectation is not fulfilled or it has crossed the expectations, it leads to a perception where their Procedural and Distributive Justice is justified.

The study also showed if the Recruitment Process Experience is affecting Procedural Justice and Distributive Justice. The effect of the Recruitment Process followed in an organisation has its defined way of processing the Recruitment which then clearly reflects if the Procedural and Distributive Justice was obtained by the candidates through the process.

The correlation between the Recruitment Process Experience and Procedural and Distributive Justice is significant. Factors such as verbal justification, recruiter interactions, adherence to processes, and the conduct of recruiters during the recruitment process significantly influence employee perceptions of Distributive and Procedural Justice.

Subsequently, these perceptions affect the candidate's performance upon joining the organization as an employee. Justice considerations resonate throughout employees' professional lives, particularly during moments of uncertainty. Employees contemplate justice-related events and entities in their relationship with their employer, shaping their commitment and identity within the organization.

These thoughts and emotions significantly impact various behaviors, including cooperation, engagement, and spontaneous actions, both positive and negative. Effective management of justice issues thus becomes paramount for supervisors and the organization as a whole.

Achieving this requires a systemic and cultural commitment, alongside addressing technological changes that introduce new justice concerns and alter the dynamics of justice information dissemination.

References:

- Bingley, P., Walker, I. 1997. Educational Attainment and the Recruitment and Pay of Graduates. *Economica*, vol. 64, no. 254, pp. 243-257.
- Behling, O., Labovitz, G., Gainer, M. 1968. College Recruiting: A Theoretic Base. *Personnel Journal*, 47, 13-19.
- Bills, D.B. 2003. Credentials, Signals, and Screens: Explaining the Relationship Between Schooling and Job Assignment. *Review of Educational Research*, vol. 73, no. 4, pp. 441-469.
- Boswell, W.R., Roehling, M.V., LePine, M.A., Moynihan, L.M. 2003. Individual job-choice decisions and the impact of job attributes and recruitment practices: A longitudinal field study. *Human Resource Management*, 42(1), 23-37. <https://doi.org/10.1002/hrm.10062>.
- Bobbitt-Zeher, D. 2011. Gender Discrimination at Work: Connecting Gender Stereotypes, Institutional Policies, and Gender Composition of Workplace. *Gender and Society*, vol. 25, no. 6, pp. 764-786.
- Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H., Ng, K.Y. 2001. Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445.
- Costello, D. 2009. Leveraging the Employee Life Cycle. *CRM Magazine*, 10(12), 48-48. Retrieved from: Academic Search Premier Database.
- Festinger, L. 1954. A Theory of Social Comparison Processes. *Human Relations*, 7(2), 117-140. <https://doi.org/10.1177/001872675400700202>.
- Gilliland, S.W. 1994. Effects of procedural and distributive justice on reactions to a selection system. *Journal of Applied Psychology*, 79(5), 691-701. <https://doi.org/10.1037/0021-9010.79.5.691>.
- Greenberg, J. 1990a. Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16, 399-432.
- Greenberg, J., Scott, K.S., Welchans, T.D. 2000. The winding road from employee to complainant: Situational and psychological determinants of wrongful termination claims. *Administrative Science Quarterly*, 45, 557-590.
- Harris, M., Fink, L. 1987. A field study of applicant reactions to employment opportunities: does the recruiter make a difference? *Personnel Psychology*, 40, 765-784.
- Horvath, M., Ryan, A.M., Stierwalt, S.L. 2000. The influence of explanations for selection test use, outcome favorability, and self-efficacy on test-taker perceptions. *Organizational Behavior and Human Decision Processes*, 83(2), 310-330.
- Jones, A, Bentler, P.M., Petry, G. 1966. The reduction of uncertainty concerning future pain. *J Abnorm Psychology*, 71(2), 87-94. doi: 10.1037/h0023115. PMID: 5910958.
- Jovanovic, B. 2004. Selection and the Evolution of Industry. *Econometrica*, 50(3), 649-670.
- Kulik, C.T., Roberson, L.M. 2008. Common Goals and Golden Opportunities: Evaluations of Diversity Education in Academic and Organizational Settings. *Academy of Management Learning and Education*, vol. 7, no. 3, pp. 309-331.

- Kurtulus, Fidan Ana, Donald Tomaskovic-Devey. 2011. Do High-Performance Work Systems Pay Off for Black Workers? The Role of Educational Credentials. *Industrial Relations: A Journal of Economy and Society*, vol. 50, no. 3, pp. 473-502.
- Masterson, S.S., Lewis, K., Goldman, B.M., Taylor, M.S. 2000. Integrating Justice and Social Exchange: The Differing Effects of Fair Procedures and Treatment of Work Relationships. *Academy of Management Journal*, 43, 738-748.
<http://dx.doi.org/10.2307/1556364>.
- Maurer, T.J., Howe.L.N. 1998. Using Situational Interviews to Assess Candidates for Different Job Levels. *Journal of Business and Psychology*, vol. 12, no. 4, 479-491.
- McCarthy, J.M., Bauer, T.N., Truxillo, D.M., Anderson, N.R., Costa, A.C., Ahmed, S.M. 2017. Applicant Perspectives During Selection: A Review Addressing “So What?,” “What’s New?,” and “Where to Next?”. *Journal of Management*, 43(6), 1693-1725. doi:10.1177/0149206316681846.
- Moss-Racusin, Corinne A., et al. 2012. Science Faculty’s Subtle Gender Biases Favor Male Students. *Proceedings of the National Academy of Sciences*, vol. 109, no. 41, pp. 16474-16479.
- Ployhart, R.E., Ryan, A.M. 2000. Applicant’s Perceptions of Selection Procedures and Decisions: A Critical Review and Agenda for the Future. *Journal of Management*, Vol, 26, No 3, 565-606.
- Plynhart, R.E., Ryan, A.M., Bennett, M. 1999. Explanations for selection decisions; Applicants' reactions to informational and sensitivity features of explanations. *Journal of Applied Psychology*, 84, 87-106.
- Reed, R., Lemak, D., Montgomery, J. 1996. Beyond Process: TQM Content and Firm Performance. *Academy of Management Review*, 21, 173-202.
- Reisberg, L. 1998. Facilitating Inclusion with Integrated Curriculum: A Multidisciplinary Approach. *Intervention in School and Clinic*, 33(5), 272-277. <https://doi.org/10.1177/105345129803300503>.
- Reskin, B.F., Roos, A.P. 1990. *Job Queues, Gender Queues: Explaining Women's Inroads into Male Occupations*. Temple University Press.
- Ryan, A.M., Ployhart, R.E. 2014. A Century of Selection. *Annual Review of Psychology*, 65(1), 693-717. doi:10.1146/annurev-psych-010213-115134.
- Rynes, S.L., Heneman, H.G., Schwab, D.P. 1980. Individual reactions to organizational recruiting: A review. *Personnel Psychology*, 33, 529-542.
- Rynes, S.L., Bretz, B., Gerhart, G. 1991. The importance of Recruitment in Job Choice: A Different Way of Looking, *Personnel Psychology*, 44.
- Rynes, S.L. 1991. Recruitment, job choice, and post-hire consequences; A call for new research directions. In: M.D. Dunnette and L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*, Vol, 2, 399-444. Palo Alto: Consulting Psychologists Press.
- Samuel Aryee, Pawan S. Budhwar, Zhen Xiong Chen 2002. Trust as a mediator of the relationship between organizational justice and work outcomes: a test of a social exchange model. *Journal of Organization Behavior*. <https://doi.org/10.1002/job.138>.
- Tepper, B.J., Taylor, E.C. 2003. Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviors. *Academy of Management Journal*, 46(1), 97-105. <https://doi.org/10.2307/30040679>.
- Yochi Cohen-Charash, Paul E. Spector 2000. The Role of Justice in Organizations: A Meta-Analysis, *Organizational Behavior and Human Decision Processes*, Vol. 86, No. 2, November, pp. 278-321.