Study of Perceived Recruitment Practices and their Relationships to Job Satisfaction

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Abstract

In this competitive era organizations have to perform at their best. Organization can perform at their best when their employees are satisfied. Employee job satisfaction is determined by the presence of job pleasure and absence of job discontent. This study based on a survey explores the relationship of job satisfaction (job discontent and job pleasure) with recruitment practices. The relationship between Human Resource (HR) processes viz. manpower planning, job information and job selection is established with job discontent and job pleasure. A sample of 352 Information Technology (IT) executives participated in the survey for data collection. All the variables were found to have significant relationship amongst them except manpower planning and job discontent. The paper provides theoretical insights for the researchers. For managers this study provides scope to engineer their recruitment practices for increased job pleasure and reduced job discontent amongst the employees. This in turn will lead to increased organizational performance.

Key Words

Job discontent, job information, job pleasure, job satisfaction, job selection, manpower planning

1. Introduction

India is an emerging economy (Shah, Thomas & Gorham, 2008). Business firms too have witnessed considerable growth. Management of human resources has been seen as one of the prime drivers of the business organizations (Dessler, 2007; Delaney & Huselid, 1996; Bohlander & Snell, 2009). The growth of business firms has led to an increase in the numbers of employees of most firms engaged in services sector over the last decade.

However, business organizations are facing a challenge in terms of high employee turnover. The employee turnover can be attributed to lack of job satisfaction in the current firm and relatively better career growth opportunities available across industries (Paul & Ananthraman, 2003). Inter industry turnover sets in because average salaries offered by services sectors is comparatively more than salaries offered in the manufacturing and mining sectors for the same level of talent. In India employee retention is a challenge. For example, in the information technology (IT) sector, employee retention becomes important in two ways. First, there is fierce competition for talent, second, IT firms spend considerable amount of resources on training and development of its employees (Grant & Babin, 2006; Machado & Kourakos, 2004; Igbaria & Greenhaus, 1991; Kinnear & Sutherland, 2000; Pare & Tremblay, 2007; SamGnanakkan, 2010). Employee retention thus becomes important as otherwise the effort incurred on training and development on its employees becomes nullified.

The goal of an organization would be to increase job satisfaction of an employee and to provide them suitable and better growth opportunities as compared to other firms in the industry (Dessler, 2007; Delaney & Huselid, 1996; Bohlander & Snell, 2009). The role of healthy HR practices in

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increasing the job satisfaction of employees is pivotal. Recruitment is probably the most important HR practice as it is the main gateway to become an employee. This article attempts to understand the various components of recruitment and its influence on job satisfaction in the context of employees of IT sector.

2. Literature Review

The role of human resource management in organizational growth and enhanced performance is well grounded in literature (SamGnanakkan, 2010; Singh, 2004; Godard, 2004; Delaney & Huselid, 1996; Becker & Gerhart, 1996; Vandenberg, Richardson & Eastman, 1999; Purcell, 1999; Paul & Ananthraman, 2003). Researchers coming from the school of thought emphasizing the resource based view have advocated that human resource is a strategic resource because it is inimitable (Ulrich, Huselid & Becker, 2001; SamGnanakkan, 2010; Daft, 2000; Block & Kossek, 2000).

Information and Communication Technology (ICT) Industry faces attrition as a challenge (Grant & Babin, 2006; Machado & Kourakos, 2004; Igbaria & Greenhaus, 1991; Kinnear & Sutherland, 2000; Pare & Tremblay, 2007; SamGnanakkan, 2010). High turnover in ICT industries leads to higher costs of training and development and recruitment (Hooi, 2007; Jacob & Mikkel, 2000; SamGnanakkan, 2010, Yee, Yeung Andy & Cheng, 2008; Matzler & Renzl, 2006; 2007). It also leads to loss of human resource experience base in the organization (SamGnanakkan, 2010). Recruitment as an HR practice is under pressure to recruit the requisite manpower to fill the human resource gap created because of attrition (Grant & Babin, 2006; SamGnanakkan, 2010). Recruitment thus often becomes a quick outcome oriented function.

Different departments based on their workload and existing manpower indentify future manpower needs for a given time frame. After due analysis by the concerned departments a recruitment process gets initialized (Dessler, 2003; Bohlander & Snell, 2009; Ivancevich, 2010). After an individual has become an employee the employee needs to be satisfied with the job (Geringer, Frayne & Milliman, 2002) otherwise the employee will develop a turnover intention (Benson, 2006; Hamdi & Nasurdin, 2006; Cotton & Tuttle, 1986), provide lower performance (Pare & Tremblay, 2007; Arthur, 1994: Ulrich, et al, 2001; Mac Duffie, 1995; Matzler, Fuchs & Schubert, 2004). Lack of job satisfaction could also lead to lowering of organisational commitment (Meyer & Allen, 1991; Meyer, Allen & Smith, 1993; Guest, 1997; Sharma & Joshi, 2001). Increase in job satisfaction will reflect better organizational citizenship behavior.

High involvement in recruitment would thus help in attaining the desired organizational goals and performance levels (Budhwar & Sparrow, 1997; Collins & Han, 2004). Increased organizational performance has been linked to employee job satisfaction (Dhiman & Mohanty, 2010), job rotation (Robbins & Judge, 2008) and vertical growth (job enrichment) (Hackman & Oldham, 1975).

Job satisfaction has been viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the individual is doing (Locke, 1976 p.1300). Researchers have also pointed out the principal problem in interpreting responses to satisfaction questions. The problem resides in the fact that they depend not only on the objective circumstances in which an individual finds himself but also on her psychological state and thus on aspirations, willingness to voice discontent, the hypothetical alternatives to which the current job is compared, and so forth. The variable which consistently bears effects on satisfaction is tenure. This variable in turn is associated with much lower quit rates (possibly because of selectivity) but this has no effect on job satisfaction. This could reflect the greater aspirations of those individuals staying back in a particular company so as to avail increased benefits which come along with
seniority, their greater willingness to voice discontent due to job protection, or other subjective factors (Earnshaw, Goodman, Harrison & Marchington, 1998). Poor recruitment and selection decisions are often blamed for subsequent disciplinary problems in the context of small firms. As a consequence, a number of these firms state that recruitment is now being undertaken with greater care to ensure they found the "right" person and this includes the widespread use of informal, word-of-mouth recruitment methods, and the hiring of "known quantities."

2.1 Research Gap

Substantial research exists on the topic of HR practices, job satisfaction and performance (Agarwala, 2003; Katou & Budhwar, 2007; Becker & Gerhart, 1996). But there is very limited literature exploring the influence of recruitment as a component of HR practice with job satisfaction. There is a need for such research in the theoretical world. Researchers have advocated that empirical proof of the relationship between HRM and organizational growth and performance is required (Boselie, Dhetz &Boon, 2005; Wright & Boswell, 2002; Wright, Gardner & Moynihan, 2003; Evans, Gonzalez, Popiel & Walker, 2000; Wood, 1999). Researchers have also advocated establishing proximal HR outcomes to HR practices (Agarwala, 2003; Dyer & Reeves, 1995; Delery, 1998; Paul & Ananthraman, 2003; Wright, et al, 2003; Becker & Gerhart, 1996; Dhiman & Mohanty, 2010). Some researchers have even talked about the lack of theoretical grounding that relates organizational effectiveness to HR practices (Pare & Tremblay, 2007).

2.2 Objectives of the Study

- To study the influence of manpower planning, job information and job selection on job pleasure
- To study the influence of manpower planning, job information and job selection on job discontent

Dependent variables: Job pleasure and Job discontent

Independent variables: Manpower planning, Job information and Job selection

a) Job Information

During recruitment job specifications and job descriptions information is provided to the applicant pool. Applicants who feel fit for the job would apply for the posted job description and specification (Plumbley, 1991). This is important for the person and the organization to perform at the expected level. Johnson, Morrow and Johnson, (2002) have argued that overqualified employees with respect to a job have less job satisfaction. Thus qualification level of the employee has to match the job description and specification. Several researchers have found a positive relationship between job information and attraction of larger number and better applicants (Collins & Han, 2004; Barber & Roehling, 1993; Gatewood, Gowan & Lautenschlager, 1993; Barber, 1998). Employee satisfaction has been found to be very important towards increased market and operation related performance (Matzler, et al; 2004). Employee satisfaction is the prosperity and gratification that an employee gets from his job (Jacob & Mikkel, 2000). Detailed job information indicating high valence and high expectancy would inspire talented applicant pools to apply though it might inhibit less qualified applicants from applying (Rynes, 1991; Collins & Han, 2004). If too much information is provided to the applicant and there is a perceived mismatch between the job information and the actual job activities then it may lead to job discontent. Job discontent is the feeling of missing something from being complete on the job. Thus the following hypotheses were framed -
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H1a There will be significant positive relationship between irrelevant job information and job discontent.

H1b There will be significant positive relationship between relevant job information and job pleasure.

b) Manpower Planning

Manpower planning is very vital for proper HR planning as it is important to provide various departments of the organization the required number of employees of the right qualification and competency at the proper time, place and cost (Anderson, Lievens, Van & Ryan, 2004; Breaugh & Starke, 2000; Hussey 1999). The process of obtaining the right manpower requirement, desired qualification levels, expected competency and experience base, from the various organizational departments is an important step in the recruitment of employees. The ability to gauge the labour market for targeting and employing is another important step (Breauge & Starke, 2000). The know-how and experience of HR professionals and the processes they adopt has been seen to have a strong bearing on the recruitment and selection process (Buller, 1988; Golden & Ramanujam, 1985; Truss & Grattan, 1994). Job performance and job satisfaction are related and if the manpower planning is not appropriate then it will affect the performance and in turn the job satisfaction of the employees (Hooi, 2007; Jacob & Mikkel, 2000; SamGnanakkan, 2010, Yee, et al, 2008, Matzler & Renzl, 2006, 2007). Job satisfaction has two ends job discontent and job pleasure. If the perceived manpower planning process thought were very systematic but is not so in actual practice then there will be discontent and if it matches then there will be job pleasure. Thus the following hypotheses were framed:-

H2a There will be significant positive relationship between perceived unsystematic manpower planning and job discontent.

H2b There will be significant positive relationship between perceived systematic manpower planning and job pleasure.

c) Job Selection

The potential recruit and the HR manager and other relevant managers interact with each other in the interview process (Dessler, 2003; Bohlander & Snell, 2009; Kandula, 2009, Ivancevich, 2010). This interaction platform provides both first hand and close understanding of each other. The understanding gained in this interaction helps in figuring out the suitability of the candidate by the organization and the person job-fit by the individual (Peterson, 2004; Dhiman & Mohanty, 2010). The selection process thus ensures a better fit between the employee expectations and the employment environment in the organization (Tzafrir, 2006; Fernandiz, 1992, Hunter & Schmidt, 1982, Katou and Budhwar, 2007). Thus the following hypotheses were framed:-

H3a There will be significant positive relationship between inappropriate job selection procedure and job discontent.

H3b There will be significant positive relationship between appropriate job selection procedure and job pleasure.

3. Research Methodology

ICT industry provides a suitable industry setting to study the relationship between the HR practice of recruitment with job satisfaction. ICT industry has high employee turnover, high market growth and requires continuous recruitment. Thus, managers and executives of ICT industry were chosen as the sample of the study. The sample size of the study was 352 managers and
executives of ICT industry. The survey research was conducted and standard questionnaires were sent by e-mail to the employees (managers and executives) of ICT industry in India. The average age of respondents was 29 years.

3.1 Measures

**Job Satisfaction**- Modified version of overall job satisfaction questionnaire developed by Brayfield and Rothe (1951), was used to measure job discontent and job pleasure. The scale had 14 items measured on Likert type five point score. The range of scores thus was between 14 and 70. Half the items were reverse scored. There were seven items for job discontent and seven for job pleasure. The Chronbach alpha reliability of questionnaire is 0.82. Each item of job discontent and job pleasure scale ranged from 1-5; 1 being strongly disagree and 5 being strongly agree. Job discontent is a condition of being left wanting satisfaction in the job work experience or the environment. It is the feeling of missing something from being complete on the job (Robert, Strauss & Ulman, 2008).

**Recruitment Practice Questionnaire**- The adapted version of recruitment audit questionnaire developed by Pareek and Rao (1981) was used to measure recruitment practices of the organisation. The questionnaire had three dimensions- job information (5 items), manpower planning (5 items), and job selection procedures (12 items). The scale had 22 items, with four point score. The possible range of scores thus was 22 and 88. The Chronbach alpha reliability of questionnaire was 0.91. The constructs of manpower planning, job information and job selection was measured on a four point scale, wherein, 1 being strongly disagree and 4 being strongly agree.

4. Results

4.1 Reliability

The Chronbach $\alpha$ value is a measure of consistency of the measured used. These are reported in Table 1. The value of reliability should be more than 0.6 (Malhotra, 2004). The table below depicts that for all the scales chronbach $\alpha$ value were above 0.6 and thus satisfactory.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Construct</th>
<th>No. of items</th>
<th>Chronbach $\alpha$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job discontent</td>
<td>7</td>
<td>0.787</td>
</tr>
<tr>
<td>2</td>
<td>Job pleasure</td>
<td>7</td>
<td>0.741</td>
</tr>
<tr>
<td>3</td>
<td>Manpower planning</td>
<td>5</td>
<td>0.720</td>
</tr>
<tr>
<td>4</td>
<td>Job information</td>
<td>5</td>
<td>0.742</td>
</tr>
<tr>
<td>5</td>
<td>Job selection</td>
<td>12</td>
<td>0.859</td>
</tr>
</tbody>
</table>

4.2 Analysis of Results

The data collected was analyzed by descriptive as well as inferential statistics. The descriptive statistics used are mean, minimum maximum range, and standard deviation. The inferential statistics used were correlation, regression and canonical correlation to test the hypothesis. The descriptive statistics has been presented in Table 2. The inferential statistics has been presented in tables 3, 4, 5 and 6.
Table 2: Descriptive Statistics of Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>No. of Items</th>
<th>Cronbach α</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Overall Average per item score</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job discontent</td>
<td>7</td>
<td>0.787</td>
<td>352</td>
<td>8.00</td>
<td>34.00</td>
<td>23.51</td>
<td>3.39</td>
<td>5.38</td>
</tr>
<tr>
<td>Job pleasure</td>
<td>7</td>
<td>0.741</td>
<td>352</td>
<td>10.00</td>
<td>35.00</td>
<td>23.66</td>
<td>3.38</td>
<td>4.63</td>
</tr>
<tr>
<td>Manpower planning</td>
<td>5</td>
<td>0.720</td>
<td>352</td>
<td>5.00</td>
<td>25.00</td>
<td>13.28</td>
<td>2.66</td>
<td>3.29</td>
</tr>
<tr>
<td>Job information</td>
<td>5</td>
<td>0.742</td>
<td>352</td>
<td>5.00</td>
<td>24.00</td>
<td>14.01</td>
<td>2.8</td>
<td>3.32</td>
</tr>
<tr>
<td>Job selection</td>
<td>12</td>
<td>0.859</td>
<td>352</td>
<td>12.00</td>
<td>54.00</td>
<td>34.43</td>
<td>2.86</td>
<td>6.92</td>
</tr>
</tbody>
</table>

The overall average score of job discontent was 3.39 and job pleasure was 3.38. This indicates that the respondents overall tendency reflected mild agreement as it was placed between undecided score of three and agree score of four. In terms of the intensity of response towards agreement, job selection was the highest with 2.86 followed by job information with the score of 2.8 and third being manpower planning with a score of 2.66.

Table 3 shows the inter correlation matrix between dimensions of manpower planning, job information, job selection, job discontent and job pleasure.

Table 3: Inter-Correlation Matrix of Independent and Dependent Variables

<table>
<thead>
<tr>
<th></th>
<th>Manpower planning</th>
<th>Job information</th>
<th>Job selection</th>
<th>Job discontent</th>
<th>Job pleasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower planning</td>
<td>1</td>
<td>.627**</td>
<td>.691**</td>
<td>.012</td>
<td>.222**</td>
</tr>
<tr>
<td>Job information</td>
<td>1</td>
<td>.733**</td>
<td>.223**</td>
<td>.198**</td>
<td>.247**</td>
</tr>
<tr>
<td>Job selection</td>
<td>1</td>
<td>1</td>
<td>.121*</td>
<td>.192**</td>
<td>1</td>
</tr>
<tr>
<td>Job discontent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job pleasure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at 0.01 level, (p<0.01) * Correlation is significant at 0.05 level (p< .05)

To further analyze the findings of correlation, multiple regression analysis between independent variables and job discontent as dependent variable has been shown in Table 4 whereas Table 5, presents multiple regression analysis between independent variables and job pleasure as dependent variable.

Table 4: Multiple Regression Analysis between Independent Variables and Job Discontent as Dependent Variable

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>R²</th>
<th>Adjusted R²</th>
<th>β</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower planning</td>
<td>0.002</td>
<td>0.001</td>
<td>0.012</td>
<td>.053</td>
<td>.819</td>
</tr>
<tr>
<td>Job information</td>
<td>0.050</td>
<td>0.047</td>
<td>0.223</td>
<td>18.23</td>
<td>.01</td>
</tr>
<tr>
<td>Job selection</td>
<td>0.015</td>
<td>0.012</td>
<td>0.121</td>
<td>5.192</td>
<td>.05</td>
</tr>
</tbody>
</table>

Dependent variable: Job discontent, Overall R²- 0.077, Adjusted R² = 0.069
Table 5: Multiple Regression Analysis between Independent Variables and Job Pleasure as Dependent Variable

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>R2</th>
<th>Adjusted R2</th>
<th>β</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower planning</td>
<td>0.049</td>
<td>0.047</td>
<td>0.222</td>
<td>18.19</td>
<td>.01</td>
</tr>
<tr>
<td>Job information</td>
<td>0.039</td>
<td>0.036</td>
<td>0.198</td>
<td>14.22</td>
<td>.01</td>
</tr>
<tr>
<td>Job selection</td>
<td>0.061</td>
<td>0.058</td>
<td>0.247</td>
<td>22.65</td>
<td>.01</td>
</tr>
</tbody>
</table>

Dependent variable: Job pleasure, Overall R²- 0.066 Adjusted R²= 0.058

1. There is no relationship (β= 0.012) between manpower planning and job discontent.
2. There is significant positive relationship (β= 0.223, p= 0.01) between job information and job discontent.
3. There is significant positive relationship (β= 0.121, p= 0.05) between job selection and job discontent.
4. There is significant positive relationship (β= 0.222, p= 0.01) between manpower planning and job pleasure.
5. There is significant positive relationship (β= 0.198, p= 0.01) between job information and job pleasure.
6. There is significant positive relationship (β= 0.247, p= 0.01) between job selection and job pleasure.

Job information has highest β value with job discontent as there can be high degree of discontent if the information provided does not match with the actual job. This is found only when the employees perform their organizational tasks. The same is not applicable with job pleasure. Job pleasure is broader and has high β value with job selection which is indicative of selection process. The overall R² of three independent variables with job discontent is 0.07 and with job pleasure it is 0.06.

To explore the relationship between independent set of variables versus dependent set of variables, a canonical correlation has been done and it has been shown in Table 6.

Table 6: Canonical Correlation between Independent and Dependent Set of Variables

<table>
<thead>
<tr>
<th>Dependent Variables</th>
<th>Correlation with Canonical Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Function 1</td>
</tr>
<tr>
<td>Job discontent</td>
<td>.813</td>
</tr>
<tr>
<td>Job pleasure</td>
<td>.447</td>
</tr>
<tr>
<td>Independent Variable</td>
<td></td>
</tr>
<tr>
<td>Manpower Planning</td>
<td>-.460</td>
</tr>
<tr>
<td>Job information</td>
<td>1.014</td>
</tr>
<tr>
<td>Job selection</td>
<td>.299</td>
</tr>
<tr>
<td>Canonical R</td>
<td>.285</td>
</tr>
<tr>
<td>Canonical R²</td>
<td>.081</td>
</tr>
<tr>
<td>Wilks Lamda</td>
<td>.866</td>
</tr>
<tr>
<td>Significance</td>
<td>.01</td>
</tr>
</tbody>
</table>
Table 6 presents canonical correlation between job discontent and job pleasure with manpower planning, job information and job selection. The table shows the canonical loadings, canonical correlations, Wilk's Lambda and significance level. Only two roots have been considered for analysis as these roots have significance level above 0.05. The canonical loadings differentiates the two variable (job discontent and job pleasure) showing high loading for job discontent (0.813) in function one and high loading of job pleasure (0.915) in function two. Similarly for independent set of variables, job information (function 1= 1.014, function 2=-0.843) being the most important variable has high loading on both the functions but manpower planning (0.936) and job selection (.605) has high loading on function two only. This indicates that job information will lead to job pleasure and job discontent but if job information is not provided then candidates also look for manpower planning and job selection procedure. This is because the individual as an employee gets impacted by the job load and the nature of job. In the job the employee does a comparison between what he/she was expecting and what he/she is doing. The gap between perception and reality has to be addressed at the organizational level because it is only at the organizational level that such HR issues can be sorted out.

5. Discussion

The aim of the study was to understand the relationship of recruitment practices employed by the employer with job pleasure and discontent experienced by the employee. Recruitment practice was measured based on the manpower planning used by the organization to estimate the quantity and quality of manpower needed. The job information posted by the recruiters helps to attract the relevant candidates for their applications and further, the job description and specifications clearly provided help to understand what is expected out of them in the job. The job selection process helps the recruiters to filter in the potential employees (who can be offered a job) from the universe of applicant pool. This is done by means of personal interviews, selection tests, background reference checks and other such means. Job pleasure means that the employee upon his/her experience of the job feels happy and content at the cognitive level. At the behavioural level he performs and thus the organizational performance improves. Job discontent is the unhappiness, lack of challenge, perception of less relative value of the job felt at the cognitive level by the employee. The poor performance by the employee results in lower organizational performance. The overall average per item score of construct reflected in Table 2 of descriptive statistics indicates that there was mild agreement regarding the variables measured. Table 3 indicates inter- correlation matrix of independent and dependent variables.

Hypothesis 1a suggests that job information and job discontent has significant positive ($\beta = 0.223$, $p = 0.01$) relationship. This supported hypothesis 1a, which is in congruence with the findings. This can be explained with an analogy. Job information is like a restaurant menu card. The food courses mentioned creates expectancy for the customer. The food offered might taste different from what was expected or as reflected in the menu card. This might create a discontent in the mind of customer. When an employee is in his job he gains job experience. If this job experience has a mismatch with the job information provided beforehand then it might lead to job discontent.

Similarly, job information has significant positive relationship ($\beta = 0.198$, $p = 0.01$) with job pleasure, which supports hypothesis 1b. This is because if the job experience of an employee matches with the detailed job information then the employee experiences satisfaction and feels contented. This finding is in congruence with the findings of Jacob and Mikkel (2000) and Johnson et al. (2002).

No significant relationship ($\beta = 0.012$, hypothesis 2a) has been found between manpower planning and job discontent. Job discontent to job pleasure can be seen as two extremes of a
continuum. Mere manpower planning captures the tangibles of a job. The intangible experiences in a job cannot be captured by manpower planning. Job discontent stems from the intangibles. Thus manpower planning has no relationship with job discontent.

Significant positive relationship between manpower planning and job pleasure has been found ($\beta = 0.222, p = 0.01$). This supports hypothesis 2b. This is because the better and detailed manpower planning in the organization, the more demarcated are the duties and responsibilities of an employee. This well delineated role of an employee makes him satisfied as he is always aware of what is expected of him. Researchers (Hooi, 2007; Jacob & Mikkel, 2000; SamGnanakkan, 2010, Yee, et al, 2008, Matzler & Renzl, 2006; 2007) suggest that better manpower planning provides more job clarity and thus better performance and more job satisfaction.

Job selection has been found to be significantly related to job discontent ($\beta = 0.121, p = 0.05$). This supports hypothesis 3a. This is because if an employee has unpleasant experiences during the rigorous selection process he/she carries a negative residual experience into the job experience. This can lead to job discontent. Further, if there is a selection procedure- job misfit then the good aspects of the job selection process are irrelevant for employee satisfaction. (Earnshaw et al, 1998) also suggested that poor selection decisions may lead to subsequent disciplinary problems.

Significant positive relationship ($\beta = 0.247, p = 0.01$) between job selection and job pleasure was found. This supported hypothesis 3b. The finding is in congruence with the findings of Tzafrir, (2006); Fernandiz, (1992), Hunter & Schmidt, (1982) and Katou & Budhwar, (2007). This was because the job selection process selected the most appropriate candidate suitable for the job. The better the job selection process the better will be the job person fit and hence it resulted in increased job pleasure. The selection process also provided an experience to the employee. A positive experience reinforced his/her positive job experiences.

Based on the canonical correlation findings it was evident that the absence of job discontent would help in having high job pleasure. Both the dependent variables did not have high loading on same function. The independent set of variables influenced both job pleasure and discontent but the absence of one dependent variable described the other better. The independent set of variables also had similar findings when the results showed high loading of job information on both the functions indicating that it is the most important component of recruitment. The other two variables (manpower planning and job selection) had high loading on function two only. This can be interpreted in the following manner: when job information is clearly provided the need for other variables to be relatively less but even if the organization does proper manpower planning and selection process, the job information has to be provided to the employee. Thus with the help of canonical correlation also it can be stated that all the variables of recruitment practices influence the job content and discontent.

6. Conclusion

Recruitment is one of the most important HR practices. This study attempted to explore the relationship between the recruitment practices with job discontent and job pleasure. Job discontent and job pleasure are important ingredients of job satisfaction. Job satisfaction leads to higher employee performance. The findings from this research paper indicate that organizations have to strengthen their selection process to attract the most suitable potential applicant for employment. A robust job selection process helps in augmenting the job satisfaction of employees this is because a good experience in job selection process stays with the individual and thus is a healthy beginning for a congenial job experience. Job discontent and job pleasure is a zero sum game. In such a context, if an organization can make an employee happy then the scope of job discontent
setting in is minimal. This research also indicates that job information plays a significant role in the recruitment process. Adequate job information sets the tone regarding what is expected from the individual as an employee. And thus this has a bearing on job satisfaction and job discontent.

6.1 Implications and Future Scope

OD practitioners and HR managers based on the inputs of this study can engineer the organizational selection practices, manpower planning procedures and job information postings appropriately for applicant individuals. This will help applicants gauge their suitability for the job so that in the future they individually experience increased job pleasure and decreased job discontent. In future studies, researchers can link other HR practices like performance management, compensation management training and development with job satisfaction and job performance. The role of HR practices with organizational citizenship behavior can also be explored.

References


