A Study of Public Sector Organizations with Respect to Recruitment, Job Satisfaction and Retention

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Abstract
In today's competitive environment Human Resource Management has become a valuable part of each organization especially for public sector organizations because HRM policies are directly linked with the overall job performance. The main purpose of the paper is to study the recruitment, job satisfaction and job retention policies implied by the public sector of Pakistan. By deep analysis of problems and challenges study suggest the implementation of various HR policies to enhance the job performance resultantly improved job satisfaction and lower turnover. Previous studies on recruitment, job satisfaction and job retention have been performed mainly in western context. The distinction of this paper is that it studies recruitment, job satisfaction and retention practices merely in public sector of Pakistan. The paper proposes a conceptual framework linking various psychological factors and strategic HRM perspectives, examining how various strategies adopted by organizations help in recruiting and retaining talented employees. Hypotheses were developed with the help of framework. The study was conducted in 15 public sector organizations and a sample size of 568 was selected. Five point likert scales were used to get the responses. Mean and standard deviation were calculated to know the relationships of variables and at last bi-variate test was applied to conclude.

Keywords: Recruitment, Job Satisfaction, Job Retention, Job Performance, public Sector organizations.

Paper type: Research Paper

Introduction
Purpose of this study was to analyze the major challenges in the area of recruitment, job satisfaction and job retention faced by public sector organizations of Pakistan, the impact of strategies have been adopted far to overcome these issues on image of the organization. For this purpose public sector regulatory authorities and organizations being regulated by these authorities were selected. Various studies are available that address the challenges of recruitment, job satisfaction and job retention, but many of them are not directly related to problems and challenges faced by public sector to recruit and retain the best employees to be an employer of choice. The closest areas in which some amount of literature is available are: Employee retention in relation to customer retention (Jamal & Adelowore, 2008; Yavas, et.al., 2003) and quality service (Redman & Mathews, 1998) and how training, e-recruitment and development reduces turnover rate.
There is a well-developed ‘best practice’ HRM literature which argues that employment practices oriented to employee engagement deliver ‘win-win’ returns in employee motivation, commitment, retention and quality of work. The study highlights recruitment, job satisfaction and retention efforts of Public sector of Pakistan to become an employer of choice in today’s competitive environment.

According to Rehman Safdar et.al, (2010) Pakistan is an emerging economy in south Asia and rapidly trying to meet challenges of modern world economy and maintaining the momentum of economic constancy. The regulatory authorities claims to be an employer of choice due to its heavy investment in its employees as it is offering a number of opportunities of personal and professional growth i.e. Change Management Programs, Training of new staff and benefits like excellent working conditions, job satisfaction, superior leadership, and conducive environment for growth. Employees have an opportunity to excel their entire potential and overcome the challenges in their career paths.

**Literature Review**

**Recruitment, knowledge, skills and abilities (KSA)**

Taylor & Collins, (2000) studied recruitment as one of the most critical Human Resource activity which was vital for the organizational success. Boudreau & Rynes, (1985) studied that it was not so easy for organizations to attract potential employee as the organizational attraction influenced the effectiveness of successive selection. Barber, 1998; Chapman, Uggerslev, Carroll, Piasentin & Jones, 2005 conducted an extensive research in the area of recruitment and candidate attraction during the last 25 years.

Barber, (1998) discussed the recruitment function more closely related to the organization’s strategic human resource planning. From the organization’s perspective, developing a recruitment strategy involves three basic decisions, determining the target population, determining the applicant source, and deciding how to attract applicants to the organization. Recruiting is not just a game of human numbers anymore. For HR professionals, this means going a step further than developing a recruitment plan. It means working closely with management on shaping organization culture and looking closely at the job attribute preferences of its current and future employees. One liability of the HR professional is to converse the attributes of a particular job undoubtedly.

Rynes, Breit, & Gerhart, 1991 discussed that HR professionals have to play a vital role in the overall recruitment process as they have to communicate information about the job itself and the organization. Barrick & Zimmerman, 2005 further studied that source of information about the job and the organization influenced similar to perceived person-job fit and subsequent attraction and job retention. Wanous, 1977. Breagh, 1992; Breauagh & Starke, 2000 studied that the fundamental assumption was that precise and pragmatic job information enables applicants to think about the degree of similarity between their knowledge, skills and abilities (KSA) and the other job requirements.

Phillips, (1998) and Meglino, Ravlin, & De Nisi, (2000) studied that precise and pragmatic job information during the recruitment and selection process was linked with positive work outcomes like job satisfaction, low turnover and enhanced job performance. Applicants who felt a better fit between their knowledge, skills and abilities (KSA) and their job requirements were likely to accept a job offer. Beadles et al. (2000) found a positive and significant correlation between job performance and job retention. Campion (1991) found that inescapable turnover was characteristically viewed as critical to an organization. Most of the researchers have supported the notion that turnover decreases organizational performance.
Job satisfaction

One of the most used research definition of job satisfaction was narrated by Locke in 1976, who defined it as “a pleasant or optimistic arousing state consequential from the evaluation of one’s job or job experiences” (p. 1304). Inherent in Locke’s definition was the significance of both affects, or emotion and cognition or thoughts. Whenever we imagine, we have belief about what we consider. On the contrary, when we feel, we assume about what we believe. Cognition and influence are thus inextricably related in psychology and even in biology. Thus, while evaluating the jobs most important factor was both thinking and feeling involved.

Fried & Ferris, 1987; Parisi & Weiner, 1999; Weiner, 2000 studied that foremost jobs satisfaction area was dependent on the nature of the job itself, which integrated job challenges, autonomy, skill variety and job scope, best predicted overall job satisfaction, and other important outcomes like job retention. Thus, to comprehend what made people to be satisfied with their jobs, nature of job itself was one of the first places for researchers to spotlighting. There was an emerging interest amongst the human resource researchers and professionals to find a degree to which employees were satisfied with their jobs, and more usually in comfort at job. Marks, (2006) discussed a positive linkage between employees’ happiness and productivity. Previously, Layard in 2005 has studied this interest in employee happiness which reflected in other fields, especially within the new ‘economics of happiness’ literature.

In order to explore the association between HR practices and job satisfaction, there has been extensive debate in the literature over the sound effects of HR practices on job satisfaction. Guest, (2002) identified that job satisfaction as a key variable mediating or intervening any positive link between human resources (HR) practices and organizational performance. Green, (2006) studied that in disparity, researchers suggested that in UK, the implementation of human resources practices has been related with higher levels of job intensity resultant lower the levels of job satisfaction. Appelbaum, (2002) noted that human resource practices adopted as part of a high-performance work system were not mainly premeditated to increase job satisfaction, in practice, they might or might not have such effect. It might be the case that human resource practices impact on job satisfaction such as satisfaction with sense of achievement or satisfaction with salary. Hence, future research is required to assess the actual effects of human resource practices on individual’s job satisfaction and overall job satisfaction.

Human resource practices were not the only factors influencing job satisfaction. Job effort, for example, could be seen as one other important factor, hence, higher work intensity might be expected to lower reported job satisfaction, other things being equal. Green, (2004) found that higher work effort in Britain, in conjunction with decreasing task discretion, was a key factor behind the fall in reported job satisfaction among British workers over the 1990s. In addition, job security has been viewed as an important influence on satisfaction with work, with higher job security positively related to higher satisfaction with work.

Job retention

Regular or permanent employees were investigated in the most of the literature on job retention. Causes, effects and results of turnover were addressed in the majority of the studies. Employee’s turnover has been defined as the “total number of employees hired during six months to replace those were dropped from the workforce”. Employee retention was also defined as “the tendency to keep daily wage employees in service at a temporary housing facility beyond a one year period”. Several studies by Boles, Ross, & Johnson, 1995 and MacHatton Van Dyke, & Steiner, 1997 found that turnover rate was found related with employees' personal characteristics and demographic, by and large job satisfaction, work environment, motivation, external environment, absenteeism and job performance.
Beadles *et al.* (2000) found a positive and significant correlation between job retention and organizational performance. Campion (1991) found that inescapable turnover was characteristically viewed as critical to an organization. The notion that turnover decreases organizational performance was supported by the most of researchers. Mobley (1982) suggested that turnover might interrupt job performance when an employee who intended to leave became less efficient and effective. Shaw, Gupta, & Delery, 2002 found empirically that voluntary turnover was associated with the inferior organizational performance. Other researchers suggested that turnover could improve performance. One probable advantage of turnover was the exclusion of poor performing employees (Price, 1989). Furthermore, Staw *et al.* (1986) proposed that turnover might enhance performance if most of the turnover was by employees with longer or very short tenure.

Price, 1989 and Abbasi & Hollman, 2000 discussed that turnover was an importunate dilemma in the organizations. Abbasi & Hollman, 2000; Beadles, Lowery, Petty, & Ezell, 2000 noticed this in every type and size of organization and at every organizational level. Abbasi and Hollman (2000) stated that turnover was ‘‘one of the most significant causes of declining productivity and slumped morale in both the public and private sectors’’ (p. 333). Turnover was also very expensive for the organizations. It was estimated in a study by Abbasi & Hollman in 2000 that American industries incurred $11 billion annually as a result of voluntary and involuntary turnover. This cost was due to termination, advertising, recruitment, selection and hiring. Turnover also produced ethereal costs, such as declining morale, and the interruption of social and communication patterns as noticed by Mobley, in 1982. Beadles *et al.*, (2000) stressed the study of turnover as a well-researched area which was one of the major interests in organizational behaviour.

**Job Satisfaction and Job retention relationship**

Cohen 1993; Hom and Griffeth 1995 and Allen, Shore & Griffeth 2003 discussed the evidences from theoretical as well as empirical studies which indicated that turnover intentions represented a reliable indicator of actual voluntary turnover and were heavily influenced by job satisfaction. For instance, Hom and Griffeth (1995) noted that employees decided to leave their organization when they become dissatisfied with their Jobs. Likewise, Meyer and Herschovitch (2001) argued that when employees were dissatisfied with their jobs, their desire to remain in their organization started to erode. In fact, initial consequences of these negative affects, in the form of low job satisfaction were turnover cognitions.

Research by Allen and Griffeth (2001), Allen et al. (2003), and Chiu and Francesco (2003) described that job satisfaction was a strong predictor of turnover intentions. Elangovan’s (2001) extensive research reflected that job satisfaction predicts both turnover intentions and commitment and in return commitment predicts only turnover intentions. It was enlightening to note that, according to Jaros *et al.* (1993) and Wasti (2003), organizational commitment depicted the strongest negative relationship with turnover intentions.

Van Breukelen, Van der Vlist, and Steensma 2004, Abbott, White, and Charles 2005; suggested through extensive review of literature that organizational tenure influenced job attitudes and turnover intentions. For instance, Steers (1977) strongly argued that tenure was the single best predictor of turnover because it represented an employee’s past behaviour and summarized his or her relationship with the organization. The attraction selection attrition hypothesis presented by Schneider and Reichers, (1983) suggested that employees were attracted and selected by organizations that satisfied their needs and desires and long term and short term goals. In such cases where there was a good fit, it was expected low levels of attrition and longer tenure. In cases of mismatches, however, it should be expected that high attrition rates and shorter tenure provided that other job opportunities were readily available. Thus, tenure was expected to
correlate with climate perceptions, job satisfaction, organizational commitment and turnover intentions.

**Recruitment and job retention relationship**

Recruitment and retention of knowledgeable employees has become a global issue. In an increasingly competitive global economy, the success of an organization is dependent on its ability to attract, retain, and engage high-value employees having skills, performance, and motivation helpful in achieving organization’s strategic objectives (Schweitzer & Lyons, 2008). The required skills to be effective both in terms of profitability and performance varied time by time. Organizations need grow fast, efficient, profitable, flexible, adaptable, and future-ready and without these qualities, it is almost impossible (Schuler & Jackson, 2001). The public sector is somehow different, according to Zheng, (2009); Budhwar et al., (2009), “services come only from people” and for success of service organizations attracting and retaining high quality employees has become a key problem. Recruitment is one of the major functions of HRM. It helps the manager to attract and select best candidates for the organization. Parry & Wilson, (2009), stated that recruitment “includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees”. As success of service sector is depending upon the human capital so selecting and recruiting the right people into the service business is crucial to achieve business success (Zheng, 2009).

**Theoretical Framework and Research Hypothesis**

The preceding literature review suggests the research model which reflects the association of HR practices with the dependent variable job performance with an intervening role of the recruitment and than employs psychological factors i.e. Job satisfaction and job retention. The demographic variables are gender, age, and tenure in the organization, job level, Education, and designation.

**H1.** Each psychological factor (i.e. **Job satisfaction and job retention**) has a positive relationship with each other.

**H2.** Each psychological factor (i.e. **Job satisfaction and job retention**) has a positive relationship with the recruitment process.

**H3.** Each psychological factor (i.e. **Job satisfaction and job retention**) has a positive relationship with job performance.

![Figure 1: Theoretical Framework](image-url)
Sample and Data Collection
This research employed a 5-point Likert scale questionnaire to measure all items. The study was conducted in Rawalpindi / Islamabad, the one of the largest twin cities in Pakistan. Before sending the questionnaires to the fifteen (15) targeted organizations a pilot survey was conducted in three organizations from the selected sectors so that validity of the formulated questions could be checked. The employees were asked to rate statements about questions in a likert scale from 1 to 5, where 1 means, strongly disagree; and 5 indicates the strongly agreement with the statement. The questionnaire for the pilot survey included 45 questions and 10 background questions; the respondents were also asked to evaluate the language and the understanding of the statements and the length and the depth of the questionnaire. A pilot study was carried out among 45 employees from Pakistan Telecom Authority, National Electric Power Regulatory Authority and Securities and Exchange Commission of Pakistan to test the questionnaire. A number of employees highlighted the importance of the questionnaire, as it is capable to confine many diverse sides of being an employee. After having composed results from the questionnaire, a through interview was held with these employees. As a result, the wording and spirit of some questions were altered. The pilot study helped to revise the questionnaire and prepare it for the final survey. In addition seven more questions were added to capture the diverse aspects in which perceived recruitment process reveals.

Results and Discussion
Respondents’ average age was 47% (25 to 35 years), and 74% were men. Their average tenure in present organization was 26.1% (1 to 2 years) and 32.9% (3 to 5 years). The education level of the respondents was 1.2% (PhD), 66.4% (Masters degree), 5.6% (Engineering), 18.3% (Graduations) and 6.9% (Intermediate). The job status of the respondents was 64.4% (Permanent), 31% (Contractual), 2.8% (Deputation), and 1.6% (Daily wagers), job category of the respondents was 28.7% (Technical), 47.5% (managerial), 23.8% (others). The job level of the respondents was 4.9% (Top management), 44.9% (Middle management), 23.2% (Supervisors) and 26.9 were non-managerial. Mode of the appointment of respondents was 67.4% (Direct recruitment), 28.2% (promoted) and 4.2% were on deputation.

Variable measures by principal component analysis
In an attempt to determine if the variables measuring instrument contained any underlying factors, a principal components analysis with an Obliman rotation was conducted. The factor, labelled “Recruitment KSA” accounted for 3.40% of the variance. It consisted of knowledge, skills and abilities and matching of job demand with the level of eligibility. The second factor, labelled “Job performance” accounted for 3.20% of the variance. It consisted of six performance items that measured an individual’s ability to achieve the organizational goals and objectives, enhancement of performance on job, monetary and non-monetary performance awards and objectivity of the performance evaluation system. The third factor, labelled “job satisfaction” accounted for 2.92% of the variance. It consisted of six items that measured an individual’s satisfaction upon sense of fulfillment, internal satisfaction, peers support, referral to the others and organization support. The forth factor, labelled “job retention,” accounted for 2.77% of the variance. It consisted of six items that measured an individual’s ability to retain his or her job on the basis of pay, expectations, monotony of the job, other job options and changing of the job.

Constructs
Job performance
In this study, job performance was measured in two dimensions i.e., working performance and monetary performance. Working performance was defined in terms of employee retention, achievement of the goals of organization, employee productivity and objectivity of performance
evaluation system. Monetary performance was measured in terms of monetary and non-monetary benefits of the employees (Figure 1).
Job performance was measured with 6 items on a 5-point likert scale, respondents were asked to respond to the different aspects of their jobs like performance enhancement on job, objective achievement and consistency with the goals of the organization, objectivity of the performance evaluation system, monetary and non-monetary benefits. The measure has good reliability properties. Cronbach’s alpha value was 0.77

Recruitment, knowledge, skills and abilities (KSA)
Recruitment KSA was measured with 5 items on a 5-point likert scale, respondents were asked to respond to the different aspects of their skills, knowledge and abilities. The Appendix-A provides detail of items which has been used to measure Recruitment. The measure has good reliability properties. Cronbach’s alpha value was 0.73

Job satisfaction
Job satisfaction was assessed Respondents indicated the degree to which they were satisfied with the six factors inner satisfaction, respect, sense of fulfilment, peer support, cared by the organization. Five point likert scale was used. 1 (strongly disagree), 2(disagree), 3 (neither agree nor disagree), 4 (agree) and 5 (strongly agree). Cronbach’s alpha was calculated to test the reliability of the data and was found to be 0.72

Job Retention
Retention was measured with 6 items, respondents were asked to respond, on a 5-point likert scale, 1 (strongly disagree), 2 (disagree), 3 (neither agree nor disagree), 4 (agree) and 5 (strongly agree). The Appendix- A provides detail of items which has been used to measure job retention. The measure has moderate reliability properties. Cronbach’s alpha value was 0.57

Table 1: Descriptive Statistics of all variables

<table>
<thead>
<tr>
<th></th>
<th>Recruitment</th>
<th>Job Performance</th>
<th>Job Satisfaction</th>
<th>Job Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>4.06</td>
<td>3.68</td>
<td>3.71</td>
<td>3.17</td>
</tr>
<tr>
<td>Std. Error of Mean</td>
<td>0.02</td>
<td>0.03</td>
<td>0.02</td>
<td>0.03</td>
</tr>
<tr>
<td>Median</td>
<td>4.00</td>
<td>3.83</td>
<td>3.83</td>
<td>3.00</td>
</tr>
<tr>
<td>Mode</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Std. Dev.</td>
<td>0.52</td>
<td>0.65</td>
<td>0.57</td>
<td>0.60</td>
</tr>
<tr>
<td>Sum</td>
<td>2306.20</td>
<td>2092.83</td>
<td>2105.17</td>
<td>1799.67</td>
</tr>
<tr>
<td>Count</td>
<td>568</td>
<td>568</td>
<td>568</td>
<td>568</td>
</tr>
</tbody>
</table>
Table 2: Number of items and means and standard Deviations of the variables N= 568

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Variable</th>
<th>Number of Items</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Recruitment KSA (Knowledge, skills and Abilities)</td>
<td>5</td>
<td>4.06</td>
<td>0.52</td>
</tr>
<tr>
<td>2.</td>
<td>Job Performance</td>
<td>6</td>
<td>3.68</td>
<td>0.65</td>
</tr>
<tr>
<td>3.</td>
<td>Job Satisfaction</td>
<td>6</td>
<td>3.71</td>
<td>0.57</td>
</tr>
<tr>
<td>4.</td>
<td>Job Retention</td>
<td>6</td>
<td>3.17</td>
<td>0.60</td>
</tr>
</tbody>
</table>

Table 3: Association between distinct variables by using Pearson Correlation Coefficient in all organizations

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Practices</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment</td>
<td>0.218(***</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Performance</td>
<td>0.193(***</td>
<td>0.47(***</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.217(***</td>
<td>0.19(***</td>
<td>0.52(***</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>Job Retention</td>
<td>-0.043</td>
<td>0.08(***</td>
<td>0.23(***</td>
<td>0.34(***</td>
<td>1.00</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level  * Correlation is significant at the 0.05 level

As indicated above in table 3, positive correlations of recruitment, KSA was found with job performance r=0.47 (p<=0.01) within high effect size, job satisfaction r=0.19 (p<=0.01) within low effect size and job retention r=0.08 (p<=0.01) within low effect size. There was no negative correlation. The positive correlations of job performance was found with job satisfaction r=0.52 (p<=0.01) within high effect size and job retention r=0.23 (p<=0.01) within low effect size. There was no negative correlation. The positive correlations of job satisfaction was found with job retention r=0.34 (p<=0.01) within medium effect size. Correlation between job retention and job performance was r=0.23 (p<=0.01) which was moderate statistically significant. Correlation between job satisfaction and job retention was r=0.34 (p<=0.01) which was moderate statistically significant.

This shows that job satisfaction although affect the other independent variables but its impact on Job Performance, dependent variable is much greater. This also means that if employee is more satisfied with their jobs they will be more committed with the organization ultimately their chance of leaving the organization will be low. If the employee is not leaving the organization and also he is committed with the organization, he will produce high quality material will increase the job performance of employees. Job satisfaction is also positively correlated with job retention (0.340). This result indicates that these practices can improve their productivity and will improve their performance.
Bi-Variate Analysis
Chi-square value (11.47) shows a significant association between age of the respondents and outcome variables (i.e. job satisfaction, recruitment and retention) with public sector organizations opportunities as per table 3. The Gamma value also shows a strong positive relationship between the variables. Its mean higher the age of the respondents, higher will be the satisfaction with public sector organizations opportunities. Chi-square value (7.36) indicates a significant association between gender and outcome variables (i.e. job satisfaction, recruitment and retention) with public sector organizations opportunities. The Gamma value shows a strong positive relationship between the variables. Its mean male employees were more satisfied as compare to female employees. Chi-square value (17.22) indicates a significant association between tenure in present organization and outcome variables (i.e. job satisfaction, recruitment and retention) with public sector organizations opportunities. The Gamma value also shows a strong positive relationship between the variables. Its mean higher the tenure, higher the satisfaction with public sector organizations opportunities. Chi-square value (45.40) shows a highly significant association between education and outcome variables (i.e. job satisfaction, recruitment and retention) with public sector organizations opportunities. The Gamma value shows a strong positive relationship between the variables. Its mean higher the education of the respondents, higher will be the satisfaction.

Table 4: Association between demographic and outcome variables (i.e. Job satisfaction, recruitment and job retention)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Chi-square value</th>
<th>D.F.</th>
<th>P-value</th>
<th>Gamma</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association between age and outcome variables (i.e. job satisfaction, recruitment and job retention) with public sector organizations opportunities</td>
<td>11.47</td>
<td>4</td>
<td>.02*</td>
<td>.329</td>
</tr>
<tr>
<td>Association between gender and outcome variables (i.e. job satisfaction, recruitment and job retention) with public sector organizations opportunities</td>
<td>7.36</td>
<td>2</td>
<td>.02*</td>
<td>.643</td>
</tr>
<tr>
<td>Association between tenure in organization and outcome variables (i.e. job satisfaction, recruitment and job retention) with public sector organizations opportunities</td>
<td>17.22</td>
<td>4</td>
<td>.00*</td>
<td>.345</td>
</tr>
<tr>
<td>Association between education and outcome variables (i.e. job satisfaction, recruitment and job retention) with public sector organizations opportunities</td>
<td>45.40</td>
<td>14</td>
<td>.00*</td>
<td>.404</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level

Conclusions
This study reveals a diverse aspect of a practical operation of human resource management in Pakistan. It shows that human resource planning, the most critical element of personnel function is emerging. The task of acquiring sound and credible employees belongs to the Human
Resources Management (HRM). Since, HRM is a known field under the concept of management, it is expected that several theories, models and tools have been developed to promote its manifestations.

In an increasingly competitive and turbulent market, organizations are largely dependent on their employees for success. The challenge of identifying the right man for the right job, individuals to fill public sector positions is to be met. A large number of potential workforce is available in the employment market but the challenge for organizations is to identify and select those candidates who could perform effectively and efficiently. The research highlighted that the starting point in any recruitment process is an accurate analysis of the job. This important aspect of human resource management was being ignored particularly in public sector jobs. Selection and the assessments chosen for the selection process should be done on the basis of the requirements of the job. Knowledge is essential on part of the organization in terms of what constitutes good job performance; what kind of knowledge, skills and abilities are required and what measures would be effective in assessing these.

Various psychological factors like Job satisfaction and job retention has a positive and extensive contribution in making a public sector organization, the employer of choice, recruitment and retention policies. Statistical analysis reflects that all hypothesis H1, H2, H3 developed in study were proved. The employees who perceived the public sector organizations as a place with less opportunities to move ahead and have a poor governance system with poor level of professionalism were more intended to leave the organization and are reluctant to get a job there in today’s competitive market as compare to satisfied respondents. The study has proved that more psychologically satisfied employees will retain in organization and will help to attract new talent pool and will develop the image of organization as an employer of choice. The study was in Pakistani context and it proved that Pakistani public sector organization can become an employer of choice for all intellectual candidates by providing psychological satisfaction to its current employee, and more able to retain them. Moreover, this will also ease the recruitment process.

Generally, the findings of this study were found reliable with the studies conducted in western countries on the contribution of human resource practices related to the job performance. Consequently, the worth of present study lies in the reality that it offers a requisite rationale of theoretical models built on the basis of studies conducted in the western organizations. The present study illustrates the efforts looking for establishing a linkage by developing a specific theoretical framework to demonstrate the progression by which the HR practices, job performance and outcome variables (i.e. job satisfaction, recruitment and job retention might be correlated and by testing it with empirical data from a non-western country. It should be emphasized that the likelihood of HR practices-job Performance relationship has not been expansively explored in the South-Asia or even in the western context.

References


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