

Employee Hiring through Informal and Formal Sources of Recruitment an Implication for Job Satisfaction and Intension to Leave

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Abstract—The purpose of this paper is to rectify by studying recent changes in recruitment practices of Pakistani organizations in banking sector. The study employs new institutional theory as a theoretical lens in order to understand how formal and informal sources impact the satisfaction level of resources and their implication on employee retention upon customer sales representatives in the banking sector. The empirical part is based on cross sectional approach and the deductive analysis of data. The data were collected from self administered interviews and questionnaires. The findings indicate that promotion, contingent rewards, operating conditions and nature of work had a significant effect with formal recruitment whereas pay, supervision, fringe benefits, coworker's attitude and communication had a significant effect with Informal recruitment. Formal and informal sources found to have no significance with employees intension to leave concluding that job satisfaction partially mediates the relationship of intention to leave.

Index Terms—Informal recruitment, formal recruitment, Job satisfaction, intension to leave.

I. INTRODUCTION

The success of the organization is dependent on attracting and retaining qualified resources [1], [2]. The easiest way to develop an obedient workforce is to recruit one [3]. Human resource management is purely responsible for recruiting the employees for the organization because employees are the foundation of organization for generating revenues [4]. Despite researchers writing so much on recruitment subject still the thoughts on recruitment literature are somewhat skeptical. Analysts infer that even after researching on this subject for so long they are still unaware of the impacts of recruitment activities on a larger scale [5]. This study aims to analyze the relationship of the recruitment sources with Job Satisfaction and intention to leave.

II. LITERATURE REVIEW

Recruitment is commonly referred to as the attraction phase [6]; locating, identifying and attracting the applicants for the employer's open positions [7]-[9] and stimulating the interest of potential applicants [10]. Poor analysis of organization's need for a suitable candidate can be traced to: recruitment of wrong people, an inadequate pool of talent, inappropriate selection criteria [11]. When selecting which recruitment methods would be used recruiters should make

sure that the message conveyed is timely, complete and realistic [12]. It is a systematic procedure which comprises of four stages: assessment of vacant vacancy, a job analysis, job description and person specification. Consideration is given to whether the vacancy can be filled formally or informally and what methods are opted to find suitable candidates to attract and how they should apply [13].

A. Recruitment Sources

The commonly used sources used for advertising about the job opportunities includes newspapers, notice boards, professional journals, university recruitment , agencies, job centre's, radio/television/cinema, Internet sites, job fair [10]. Recruitment sources can be categorized as formal and informal where formal sources include employment agencies, television and newspaper advertisements whereas informal sources include referrals, internet based hiring, self initiated walk-ins by the jobseekers and rehires [5]. Higher use of informal sources of recruitment is positively linked with more advantageous results such as high organizational assurance whereas the use of formal recruitment is linked with less advantageous results. Further Informal sources of recruitment are reliable and cost effective , save times from the hassle of recruiting people outside the organization and help in reducing executive turnover and boost the morale and loyalty among the existing employees [14]-[19].

B. Job Satisfaction

To the basic level Job satisfaction is defined as the level of satisfaction with the job [20]; pleasure they find from their work [21]; extent to which they like their jobs [22], [23]; satisfaction with management, the work team relationships; and the work rewards [24]; accomplishment they feel by doing their job [25]; positive or negative feeling about different aspects of job [26]; the response one gives to different working conditions [27] ; positive or pleasant emotional state resulting of his/ her own job [28] which is the most referenced and accepted definition of job satisfaction [29].

The factors that affect the satisfaction level of employees on their job were found to be wages, working hours, workplace safety, promotional opportunities, appreciation and recognition of work, personal relationship with co workers, one's decision-making authority and carrying a sense of productive work [30]. The factors generating satisfaction were the one that were focusing on the work while the dissatisfaction was majorly arising from the conditions of work [31]. Job satisfaction has three components: Emotional (employee's reactions to work; cognitive (job is challenging and demanding) and behavioral

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(the employee's engagement with the work, social engagement with co-workers) [32].

Recruitment Sources and Job Satisfaction: Job satisfaction lets employees be more settled, productive and committed to the job and organization [33]-[35]. From the last 40 years the major findings to explore the relationship of recruitment sources with job satisfaction were that employees hired through informal sources had higher level of job satisfaction, lower turnover and better performance than employees hired through formal sources and among informal sources Employee referrals were the better source of job satisfaction [36]. Also employees hired through word of mouth had favorable job satisfaction results than hired through formal sources like newspapers and journal advertisements [37]. Different studies addressing this problem have recommended that the increased usage of informal recruitment sources is directly linked with job satisfaction [38]-[40] In his study, it's reported that referrals provide better quality and accurate information which results in the referral employees showing greater retention at work and higher job satisfaction.

C. Intension to Leave

Intention to leave is defined as to voluntarily leave an organization or profession where the intension is more behavioral in nature [41]-[43]; a predictor of actual turnover [44], [45]. It was further found that intention to leave is effected by many factors i.e., co-workers' job embedding and job search behaviors [46], [47]. Low intension to leave was observed in high-performing employees who have a focus on affective commitment or promotion [48].

D. Intension to Leave and Satisfaction

Various researchers have investigated that Job dissatisfaction is a strong predictor of intention to leave as well as actual turnover [49]-[53]. Employees high on Job satisfaction have very less chances to leave the organization where pay and job security is the categories that effects the chances of employees to leave the organization in future [54]-[56]. Level of contentedness with the job is linked with organization commitment and intent to stay in the organization [57].

The predictors intension to leave were found to be job dissatisfaction, burnout, employment alternatives, stress, low commitment with organization and lack of social support. [58], [59] in his study identified that meeting expectations, job values and job attitudes are the three factors that were related to intention to leave the organization.

III. METHOD

A. Participants

A survey was designed using questionnaire. A total population of 500 customer sales representatives working in various banks of Pakistan were surveyed. The sample consisted of 72% males and 28% females. The mean age of the sample was 30 years. 38% of the respondents were single, 58% were married and 4% were divorced. One per cent of the sample indicated that they have diploma degree; 38% have done there bachelors degree; 60% have done their masters degree while only 1 per cent of the sample have a

doctorate degree. The mean time length of working in current organization was 4 years while the mean job experience of working in the banking sector was 7 years.

B. Measures

The following instruments were utilized

1) Recruitment source

Respondents were provided categories to tell us how they have found this job where the categories included formal and informal sources [60].

2) Job satisfaction

For Satisfaction Survey (JSS) a measure by Spector [22] was used. Respondents were asked to rate from 6 point likert scale from 1 (disagree very much) to 6 (agree very much). $\alpha = .60 - .91$ was reported by Spector for this tool. The JSS consists of 36 items within nine categories. Table I below shows a description of job satisfaction facets.

TABLE I: JOB SATISFACTION FACETS

Subscale	Item numbers
Pay	1, 10, 19, 28
Promotion	2, 11, 20, 33
Supervision	3, 12, 21, 30
Fringe Benefits	4, 13, 22, 29
Contingent rewards	5, 14, 23, 32
Operating conditions	6, 15, 24, 31
Coworkers	7, 16, 25, 34
Nature of work	8, 17, 27, 35
Communication	9, 18, 26, 36
Total satisfaction	1-36

3) Intention to leave

Two questions on intention to leave were asked from the respondents of how strongly they agreed with the statement that they were actively seeking other employment [61], [62] and if they would be seeking in the employment in next 2 years [41] ($\alpha = .72$).

C. Analysis of Data

Data is analyzed using SPSS software 20.0. This study used descriptive statistics, Mann-Whitney U Test, and Multiple regression analysis to describe the relationships among the explanatory variables (recruitment sources, job satisfaction) and the dependent variables (job satisfaction and intention to leave) was used for analysis.

IV. RESULTS

In order to determine the relationship between recruitment sources and job satisfaction a non-parametric test of 2-independent samples (Mann-Whitney U Test) was used. It can be concluded that promotion ($U = 4048$, $p = .094$), contingent rewards ($U = 4029$, $p = 0.084$),

operating conditions ($U = 4642.5, p = 0.861$) and nature of work ($U = 4397.5, p = 0.428$) in the Formal source group were statistically significantly higher than the Informal source group since the mean rank of Formal source group was found higher in these components of job satisfaction than the mean rank of Informal source group. Similarly pay ($U = 4232, p = .226$), supervision ($U = 4542, p = .669$), fringe benefits ($U = 4381, p = .403$), coworkers attitude ($U = 4014, p = .077$) and communication ($U = 4605, p = .789$) in the Informal source group were found to be statistically significantly higher than the Formal source group due to higher mean ranks.

Correlation analysis results indicated that Informal/Formal recruitment sources and components of job satisfaction have non-significant correlation among them since $p > 0.01, 0.05$. Informal/Formal recruitment sources and intention to leave have non-significant correlation among them since $r = -.057, p > 0.05$. Job satisfaction and intention to leave have a significant correlation ($p < 0.01$). The direction of the relationship is negative (i.e., job satisfaction and intention to leave are negatively correlated), meaning that these variables have an inverse relationship (i.e., greater job satisfaction is associated with lower intention to leave).

Multiple regressions were used to further analyze the relationship between variables. The results depicted in Table 2. Model 1 was used to test if formal and informal recruitment sources significantly predicted total job satisfaction. The results of the regression indicated the two predictors explained 30% of the variance ($R^2 = 0.30, F(1,198) = 0.779, p > .01$). It was found that Informal and Formal recruitment sources insignificantly predicted total job satisfaction ($\beta = 0.020, p > .01$). Model 2 was used to test if Informal and Formal recruitment sources significantly predicted intention to leave. The results of the regression indicated the two predictors explained 50% of the variance ($R^2 = 0.50, F(1,198) = 0.640, p > .01$). It was found that Informal and Formal recruitment sources insignificantly predicted intention to leave ($\beta = -0.057, p > .01$). Model 3 was used to test if components of job satisfaction significantly predicted intention to leave. The results of the regression indicated the predictors explained 68% of the variation in our dependent variable that is intention to leave ($R^2 = 0.68, F(9,190) = 10.128, p < 0.01$). It was found that pay significantly predicted intention to leave ($\beta = -0.328, p < 0.01$), as did communication ($\beta = -2.281, p < 0.01$). Model 4 was used to test if recruitment sources and components of job satisfaction significantly predicted intention to leave. The results of the regression indicated the predictors explained 88% of the variance in intention to leave ($R^2 = 0.88, F(10,189) = 9.290, p < 0.01$). It was found that pay significantly predicted intention to leave ($\beta = -0.335, p < 0.01$), as did communication ($\beta = -2.305, p < 0.01$) and recruitment sources ($\beta = -0.075, p < 0.01$). This regression analysis leads us with this conclusion that our mediating variable job satisfaction is partially mediating the relationship of our independent and dependent variables.

V. DISCUSSION

The results of our study were found to be consistent with previous literature. [15] in his study has reported that

employees hired through self-initiated applications, newspapers and journal advertisements had the same level of job satisfaction which is unlike the previous researches which showed that walk-ins had the highest job satisfaction as compared to other source. [15] also found that the employees hired through college placement office had lower level of job satisfaction as compared to those recruited through newspaper ads, journals etc. Similarly [17] reported that employees hired through office placements showed less job satisfaction which shows that the office agencies and office placements may simply focus on placement of employees rather than truly finding a compatible match for them in the organizations.[63] reported through research came to a conclusion that job satisfaction can be better measured by Informal sources such as referrals, rehires and Informal notices proved to be more associated with higher job satisfaction as compared to Formal sources such as walk-ins, employment agencies and job advertisements. Similarly [17] also found a positive relation between job satisfaction and formal sources. In his research it was also found that the usage of a recruiter positively affected the job satisfaction after duration of four months of employment but surprisingly the affect of a recruiter became nil after ten month duration, this could be due to the fact that the employee now wasn't new to the organization and the phase of high job satisfaction had passed. The research by [65] showed that the walk-ins later employed later showed negative job satisfaction. Our research tends to have similar results as reported in our literature. To conclude such research the organizations should use those sources of recruitment that tend to increase job satisfaction so there is lower intention to leave from employees. In order to recruit and retain employees in a cost effective way organizations may use rehires and referrals as a recruitment source because they are found to be worthy for organizations since employee referrals programs are considered successful in many service industries.

VI. CONCLUSION

The study investigated the relationship between sources of recruitment and intention to leave with job satisfaction mediating this relationship. From the present data and findings a statement can be made that through which ever source an employee is hired it doesn't have any significant relationship with employee's job satisfaction and intention to leave. Recruitment sources were found to have insignificant correlation with job satisfaction and intention to leave. However the results of Mann Whitney U test indicated that employees recruited through formal sources of recruitment were more satisfied with their contingent rewards, operating conditions, opportunities of promotion and their nature of work. Conversely employees recruited through informal sources of recruitment were more satisfied with their pay, fringe benefits, co worker attitude, communication and their supervisors. (Schermerhorn J., 2009) reported that there are a number of other factors that influence job satisfaction and intention to leave such as supervisor relationship, physical environment in which an employee's works, job content, remuneration, extrinsic rewards and organization structure. Our study resulted in

the finding that employee job satisfaction is directly linked to his intention to leave which leads us with the conclusion that job satisfaction partially mediated the relationship of our dependent variable intention to leave. All the components of job satisfaction (pay, promotion, supervision, contingent rewards, operating conditions, fringe benefits, communication, co worker attitude and nature of work) tested were found to be significantly correlated with intention to leave. A negative correlation was seen among the job satisfaction facets and intention to leave which means higher the facets of job satisfaction lower will be his intention to leave the current organization or vice versa. The study documents the importance of job satisfaction and shows that organizations can improve their efficacy by

providing a reasonable working environment to their employees that will subsequently help organizations retain their employees. On the whole, the research intended to provide evidence to the concept that supports the idea that organizations need to build up a recruitment strategy that should incorporate effective recruitment sources so they can reach potential candidates from their target markets and can enhance job satisfaction which would subsequently result in lower intention to leave.

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TABLE II: MULTIPLE REGRESSION RESULTS

	Dependent Measure	Independent Variable	β	R	R²	Adjusted R²
Model 1	Total Job Satisfaction			0.02	0.30	-0.005
		Recruitment Sources	0.020			
		Informal				
		Formal				
Model 2	Intention to Leave			0.057	0.50	-0.002
		Recruitment Sources	-0.057			
		Informal				
		Formal				
Model 3	Intention to Leave	Components of Job Satisfaction		0.569*	0.68*	0.292*
		1) Pay	-0.145*			
		2) Promotion	-0.015			
		3)Supervision	-0.024			
		4)Communication	-0.081*			
		5)Contingent Rewards	-0.037			
		6)Co worker Attitude	-0.033			
		7)Fringe Benefits	-0.043			
		8)Nature of Work	0.014			
		9)Operating Conditions	-0.067			
Model 4	Intention to Leave	Recruitment Sources	-0.252*	0.574*	0.88*	0.294*
		1)Informal				
		2)Formal				
		Components of Job Satisfaction				
		1) Pay	-0.148*			
		2) Promotion	-0.011			
		3)Supervision	-0.024			
		4)Communication	-0.082*			
		5)Contingent Rewards	-0.064			
		6)Co worker Attitude	-0.038			
		7)Fringe Benefits	-0.044			
8)Nature of Work	0.017					
9)Operating Conditions	-0.064					

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