Does Selection Mechanism for Temporary Employees in Public Sector Universities affect Right Selection?

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ABSTRACT

Recruitment and selection of temporary and permanent employees have always remained one of a top priority ongoing function in public sector universities across the globe. Although temporary employees recruitment and selection facilitates effective screening of potential employees on permanent basis but the question is how does this take place in the public sector universities when it comes to the selection of permanent faculty members, this is main theme of this study to analyze the approaches of temporary selection and its impact on effectiveness of permanent selection. The data collection was made from the senior faculty members who had vast experience in the public sector universities. This study has identified that the temporary selections have influenced the right selection in two ways, the one these appointments were not based on merit and secondly these were preferred over permanent appointments as well. This is first such a study that has focused this phenomenon in non-English speaking countries, particularly in SAARC region of Asia.

Keywords: Permanent Selection, Public Sector Universities, Recruitment, Right Promotion, Right Selection, Temporary Selection, Temporary Selection Mechanism

INTRODUCTION

The world is changing rapidly and universities are planning dominant role where the existing operating environment of these higher educational institutions will not be the same due to the global pressure (Gredgebuure & Schoen (2014). Universities play a key role in the socio economic development by empowering the fresh blood with the concurrent knowl-
edge, skills and abilities needed by all sorts of organizations across the globe. The relationship between academia and development had always been coexisting since their journey in this universe. This has been found during the different excavations by the archaeologists in different past well developed civilizations across the globe. The point is that schools, colleges and universities play a basic role in the development of all types of social and economic development and today the mankind is approaching the faraway stars and planets due to the developments in education that actually are taking place in these academic institutions, where teachers and researchers are regularly working on theory development and practices to develop the youth and provide trainings to develop the skills among the people working under different capacities, which also help the university ranking which (Goodall, 2009) highlighted that world best universities in the ranking are lead by the top well reputed scholars of those respective universities. These people who actually are running the top academia through knowledge generation and sharing for the development are being selected through different processes in which the main focus is to select the best employee for working in the long run for these set ups as human resource management researchers have argued that the survival and success of an organization lies on how effective the practices of recruitment and selection are taking place (Ofor & Aryeetey, 2011).

Carless (2007) argued that if the recruitment process will not be effective to bring enough pool or applications the right selection becomes very difficult for any specific job. The researches in the field of human resource researchers have identified that recruitment and selection is the first and most pivotal stage among all other organizational functions and regarding the educational organizations this had always been remained an issue due to lack of a set standardized methodology of attracting, screening and finding a right person (Pounder, 1996). This we can also refer a very sensitive stage because besides multiple aspects, the chances of type I and type II errors are always there, that needs special attention to avoid the institutional loss ultimately. Earlier studies regarding the effective recruitment have been found influenced by the top executives of these respective universities (Nabi at al., 2014) while as this study focus purely internal selection mechanism apart from any external influence with a special attention on the promotion of employees and gender selection as well, which have not been previously studied in this region particularly.

Various studies have raised concerns over the transparency of the selection procedures that according to (Brink, at. al, 2006) is very critical. The basic purpose of this study is to analyze the right selection on permanent basis in the public sector university of Pakistan in perspective of various temporary selection mechanism that are taking places in different forms (contractual, ad-hoc and part time). Whitaker(2002) has elaborated in his research on the recruitment and selection of the school heads in the light of changing more demanding role and has argued that it has become difficult to find the right school heads, while as in the case of university level the academic and top administrative officials in these public sector universities are being selected from the existing pool of faculty members serving in a particular university, at this point this has become more significant to adopt a very relevant and well structured approach in making the right selection of employees on permanent basis specially. Therefore the main focus of this research is to know whether the temporary selection mechanism has an effect on the right selection of permanent faculty members for the university and how is right promotion mechanism taking place.

This study has higher significance in the context of its analyzing the recruitment and selection of the public sector university employees first time to understand this from various aspects that will not only provide the researchers some new avenues to conduct their research but also help the practitioners in the respective universities to harness their selection mechanism to acquire the greater efficiency and effectiveness.
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