ATTITUDE OF TEACHERS TOWARD SELECTION PROCESS
(A case study of Gomal University TEACHERS)

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ABSTRACT
The employee selection process is one of the more critical aspects of an organization, which is an on-going process designed to develop a cadre of qualified candidates. There are two key takeaways from this approach, i.e. search for new employees within organization and through fresh applications. There are several 'factors' that determine the attitude of teachers toward the selection process. This research study is aimed at measuring the attitude of teachers of Gomal University Dera Ismail Khan towards selection process. It was hypothesized that all the predictors determine the teachers 'attitude towards the selection process. The results of this study contribute significantly to the identification of the difference in proper selection of the human resource in an organization which enables an organization to achieve it desired goals in an effective manner. Lack of an effective selection process could be said to be the main obstruction in any organizations' development. The aim of the study was to measure the attitudes of Gomal university teachers toward different aspects of the selection process. Likewise, the study is an effort to provide enough information to university authorities in Pakistan for their guidance in designing and developing an effective selection program. To achieve the study objectives, eight hypotheses were developed. The results show that there is no between the views of teachers from arts and science departments about pre-service training, in-service training and faculty development programs arranged by the HEC. This difference may be due to the differences in educational backgrounds of the respondents
Key Words: Attitude, Selection Process, Gomal University, Advertisement, Scrutiny, Selection, and Training.

INTRODUCTION

The employee selection process is one of the more critical aspects of an organization. As an organizations' manager you need good employees to address critical organizational needs. And yet most everyone treats hiring as a necessary evil only to be done when it is absolutely necessary. Adopting a different philosophy about recruiting and hiring employees can provide the edge necessary to get the best employees, faster and for less money. Selection is on-going process designed to develop a cadre of qualified candidates. There are two key takeaways from this approach.

First, the search for new employees needs to be an on-going process. If you recruit only when a position is open, you will always be in a reactive mode. The best analogy I can provide is to think of recruiting just like selling. You are always on the lookout for new sales opportunities. The same holds for efforts to hire great people. Second, you want a choice of qualified candidates. To have qualified candidates it is necessary to understand the business needs and what skills and behaviors will be successful in your environment. Knowing what to look for and relentlessly trying to find those people are the keys to successfully recruiting and hiring employees.

There is no one best source for finding candidates. Recruiting sources are only limited. Successfully attracting the right people involves using multiple sources. There isn't one single source that works all

the time. Part of the recruiting strategy is to decide how best to deploy resources. Classified ads, online postings, headhunters, etc. are all legitimate recruiting sources but your specific situation will determine which is best. Many studies have shown that candidates referred by ones existing employees turn into consistently higher performing employees. Every recruiting strategy should have an employee referral component. Finding and attracting top employees is not free. There are costs in money, time and resources. It is too easy to throw a bunch of much money and time at recruiting without a return. The first step is to make certain to both plan for and track expenditures. Employee recruiting metrics include monitoring what you spend and the results each activity delivers.

The objectives behind the study were to develop a research model of the issues from the existing research and test it in the native environment and to compute the impacts of the demographics on the determinants of attitudes toward selection process. Likewise, the study will be an effort to provide enough information to university authorities in Pakistan for their guidance in designing and developing an effective selection program.

PROBLEM STATEMENT
There are several 'Factors' that determine the attitude of teachers toward the selection process. This research study is aimed at measuring the attitude of teachers of Gomal University Dera Ismail Khan towards selection process.

RESEARCH HYPOTHESES
It was hypothesized that all the predictors determine the teachers 'attitude towards the selection process.

LITERATURE REVIEW
Advertising and Searching
Advertising play key role in selection and recruitment process, the research analysing advertisements for faculty positions indicates that many 'departments announce faculty vacancies without proper manpower planning and job analysis. Winter (1997: 22) ahs identified shortcomings including unprofessional display, lack of differentiation and the placement of ads too late in the recruitment period, while, the purpose of advertising is to reach the largest qualified audience. The process for searching and advertising should be determined through early discussions with faculty members and the search committee. It is important to ensure that the wording of advertisement does not work to exclude possible recruits. The focus should be on inclusion rather than exclusion, particularly when attempting to diversify a department or faculty. When drafting an advertisement, it is advised to use inclusive language and advertise for the excellent people in broad disciplines that may be of particular interest to diverse faculty. The human resource department may want to identify a range of disciplines or inter-disciplinary areas, rather than focusing too narrowly. The advertisement should try to include people who are working at the edge of their fields or in new and emerging areas of scholarship.
Scrutiny
Each applicant should be evaluated on their background characteristics and aptitudes based on job and worker analysis. Specific questions can be asked and a psychological test can be administered. The next natural step is recruitment decisions. The method that provides better selection ratio can be used, which is ratio of the relationship between the number of people to be hired and the number of people available for hiring.

Selection ratio affects the criteria set for basic requirements. If there is a shortage of applicants and if the jobs must be filled within short spell of time, the cutoff may be lowered and recruitment campaign needs to be expanded. Also higher wages need to be offered with more benefits and improved working conditions to attract and retain new employees (Aswathappa, 2005). Various techniques to identify the suitability of the applicants includes application blanks, interviews, letters of recommendation, assessment centers, and psychological, drug and physical strength tests based on the job's requirement. Combinations of these methods could be used in the hiring process. After the employees are appointed, their performance should be monitored to check the success of the selection process known as predictive validity. If a good employee, who received high rating by supervisors, had scored high on selection rating and the poor employee, who received low rating by supervisors, scored just near the cut off score on selection rating, it means that the selection techniques were able to distinguish between potentially good and poor workers. The human resource department can use these criteria to select the best people for the job (Aswathappa, 2005).

Selection & Recruitment Process
The process of interviewing and evaluating candidates for a specific job and selecting
an individual for employment based on

certain criteria can range from a very simple process to a very complicated process depending on the organization's hiring and the position. The first step in selection process is to develop job analysis, which helps to find out specific skills required for the job and qualification of worker necessary for the job. Once these abilities are specified, the human resource manager must find methods to identify these characteristics. If the skill requirements are complex and the job is more demanding, complex selection methods will be used (Wilk & Cappelli, 2003).

Training
Training is an educational preparation for performing a job that is typically provided to staff by the that has recently hired before they become active in service to the company. Employee training is increasingly required to assist the work force in using modern techniques, tools, strategies and materials in their jobs (Tai, 2006). In other words employee training makes it easier for all to accomplish their goals (Ahmad & Bakar, 2003). Organizations spend money and time in hiring the 'right people'; however where the ball is often dropped is during the employee training portion of in-service employees. Basically employee training is like building a strong foundation on solid rock rather than a sand foundation (Tai, 2006). Just as in job accomplishment and satisfaction, the key to success is a solid and effective employee training program.

List of the Working Concepts (Variables)

	Variables	Working concepts/Definitions
1	**Advertisement**	A notice, such as a poster or a paid announcement in the print, broadcast, or electronic media, designed to attract public attention or patronage.
2	**Scrutiny**	A close, careful examination or Close observation and

		surveillance.
3	**Selection**	The action or fact of carefully choosing someone or something as being the best or most suitable.
4	**Training**	The action of teaching a person a particular skill or type of behavior.

Theoretical Framework
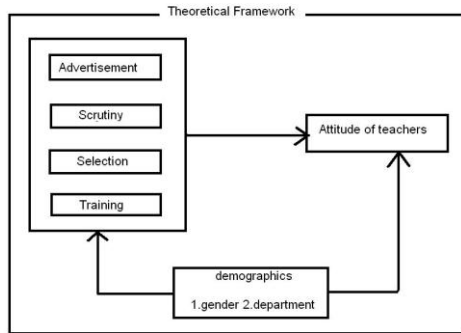
list of sub hypotheses

1. The Males and females teachers possess sameness regarding advertisement.
2. Males and females behave similarly in connection with Scrutiny.
3. Males are of the same view as that of females about the competence of selection.
4. There is no difference between the views of males and females about training.
5. Arts and science teachers have same opinion about advertisement.
6. Arts and science teachers behave in a similar manner about Scrutiny.
7. Arts teachers are of the same view as that of science teachers about selection
8. There is no difference between the views of arts and science teachers about training.

RESEARCH METHODOLOGY

Literature review was undertaken to extract the concepts as suggested by the experts and researchers. Then these concepts were used to develop theoretical framework for the generation of hypothesis and their empirical testing. Survey is the most commonly used strategy for accessing problem situations when the purpose is to measure 'the attitudes' of the respondents about one or another aspect of a society.

The population of this study included teachers of the Gomal University Dera Ismail Khan. As it was impossible to reach all the population, so sampling was done, which is the process of selecting a sufficient number of elements from the population so that by studying the sample, and understanding the properties or characteristics of the sample subjects, it would be possible to generalize the properties or characteristics to the population elements (Babbie, 1993:256 and Sekaran, 1999:268). For this research study a sample of 35 respondents was selected through convenience sampling technique. Likewise, a structured questionnaire was constructed from the existing literature and was administered among 35 teachers of Gomal University who were selected through convenience sampling technique. The data analysis relates to the techniques of representing the data and the methods of logically ordering them so that questions can be raised and answered. The researcher has used simple percentage method for descriptive data analysis. Hypothesis were generated from the theoretical framework with the help of concepts extracted from the literature survey and were tested through SPSS.

DATA PRESENTATION AND ANALYSIS

Data analysis is a process of gathering, modeling, and transforming data with the

goal of highlighting useful information, suggesting conclusions, and supporting decision making. The respondents of the study included 65.62% male and 34.37 female, who belonged to different faculties' i.e. 46.87% were taken from arts and 53.12% from science faculty.

Hypotheses testing
Eight hypotheses have been developed and tested through the application of t-test. The results and their interpretations are discussed below.

H_{01}: Male and female teachers have same views about advertisement.

Categorical Variables	Groups	N	df	t-value	Table value	Results
advertisement	males	21	30	1.00	1.697	Hypothesis is accepted
	female	11				

The t-test was used to compare responses of male with the female teachers about advertisement. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 1.00. Since the calculated value is less than the tabulated value. Hence H_{01} is accepted.

H_{02}: Male and female teachers have same views about scrutiny.

Categorical Variables	Groups	N	df	t-value	Table value	Results
Scrutiny	males	21	30	.074	1.697	Hypothesis is accepted
	female	11				

Again t-test was used to compare responses of males with the females about Scrutiny. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 0.74.

Since the calculated value is less than the tabulated value. Hence H_{02} is accepted.

H_{03}: Male and female teachers have same views about selection.

Categorical Variables	Groups	N	df	t-value	Table value	Results
Selection	males	21	30	0.146	1.697	Hypothesis is accepted
	female	11				

T-test was used to compare responses of males with the females about Democratic style of leadership. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 0.146. Since the calculated value is less than the tabulated value. Hence H_{03} is accepted.

H_{04}: Male and female teachers have same views about training.

Categorical Variables	Groups	N	df	t-value	Table value	Results
Training	males	21	30	**0.548**	1.697	Hypothesis is accepted
	female	11				

T-test was used to compare responses of males with the females about Training. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 0.548. Since the calculated value is less than the tabulated value. Hence H_{04} is accepted.

H_{05}: arts and science teachers have same views about advertisement

Categorical Variables	Groups	N	df	t-value	Table value	Results
Advertisement	arts	15	30	**0.862**	1.697	Hypothesis is accepted
	science	17				

T-test was used to compare responses of males with the females about autocratic style of leadership. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 0.862. Since the calculated value is less than the tabulated value. Hence H_{05} is accepted.

H_{06}: Teachers from arts and science departments have same views about scrutiny.

Categorical Variables	Groups	N	df	t-value	Table value	Results
scrutiny	arts	15	30	**0.248**	1.697	Hypothesis is accepted
	science	17				

T-test was used to compare responses of arts with the science teachers about scrutiny. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 0.248. Since the calculated value is greater than the table value, Hence H_{06} is accepted.

H_{07}: Arts and science teachers have same views about selection.

Categorical Variables	Groups	N	df	t-value	Table value	Results
selection	arts	15	30	**0.987**	1.697	Hypothesis is accepted
	science	17				

T-test was used to compare responses of arts with the science departments about selection. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 0.987. Since the calculated value is less than the tabulated value, Hence H_{07} is accepted.

H_{08}: arts and science teachers have same views about training.

Categorical Variables	Groups	N	df	t-value	Table value	Results
training	arts	15	30	3.093	1.697	Hypothesis is rejected
	science	17				

T-test was used to compare responses of teachers from arts and science departments about training. Using the level of significance of 0.05, the table value of t for 30 degrees of freedom is 1.697. The calculated value of t is 3.093. Since the calculated value is greater than the tabulated value, Hence H_{08} is rejected.

FINDINGS

This research was conducted to measure the attitude of patients towards nursing staff. The quantitative data was collected about the different variables such as advertisement, scrutiny, selection, and training. The data gave varied results on these variables.

1. Findings of the study reveal that there is no significant difference between the responses of male and female teachers about advertisement.
2. This study also reveals that there is no difference of opinion between males and females about scrutiny.
3. Results of the t- test highlight no difference between the responses of males and females about the selection.
4. The study also reveals that there is no difference between the views of male and female teachers about training.
5. Findings of the study reveal that there is no significant difference between the responses of arts and science departments about advertisement.
6. This study also reveals that there is no difference of opinion between arts and science teachers about scrutiny.
7. Results of the t- test highlight no difference between the responses of arts and science about the selection.
8. The study also reveals that there is difference between the views of teachers from arts and science departments about training.

CONCLUSIONS AND SUGGESTIONS
Conclusions

The difference between the responses of male & female teachers about advertisement, scrutiny selection and the training aspects of selection process, furthermore, the results of this study contribute significantly to the identification of the difference Proper selection of the human resource in an organization enables an organization to achieve it desired goals in an effective manner. Lack of an effective selection process could be said to be the main obstruction in any organizations' development. The aim of the study was to measure the attitudes of Gomal university teachers toward different aspects of the selection process. To achieve the study objectives, eight hypotheses were developed. The results show that there is no between the views of teachers from arts and science departments about pre-service training, in-service training and faculty development programs arranged by the HEC. This difference may be due to the differences in educational backgrounds of the respondents

Suggestions

- HEC must frequently arrange faculty development programs.
- University authorities must make the arrangements to give in-service training to the teachers on regular intervals.
- Scrutiny of the applications must be quicker in nature.

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