A study on role of individual, contextual and vocational aspects in shaping selectionbased inappropriateness phenomenon across North India based public sector employees

Dr. Shalini Gautam,
Associate Professor, Maharaj Vinayak Global University, Jaipur

Gaurav Tiwari
Phd. Scholar, Maharaj Vinayak Global University, Jaipur

Abstract:- Rationale: The human resource selection comprises the most important phase in attracting and allocating the desired human resources across organizational business goal realization. The review of 'selection' in public sector organizations presents a novel concept of study. Human resource management in public sector organizations has traditionally revolved around the universalistic, contingency and configurational approaches as well as A-M-O perspective. The rising application of AMO perspective (ability-motivation-opportunity) in public sector human resource management seems to present a composition of practices that aim at bringing in, allocating and appraising a select type of talent that sustains governance and political clout of government organizations. The internal and horizontal fit issues also matter in the selection and recruitment decisions across public sector organizations.

Key Constructs: Posited in contingency framework, the research operationalized the phenomenon with independent variables as 'Over-Qualification', 'Attitudinal Problems', 'Faking Behavior', 'Person Job Fit', 'Person-Organization Fit', 'Person-Team Fit', 'Culture of mobbing', 'Interference from top', 'Process based biases', 'Managerial Seriousness' and respective dependent variables as 'selection inappropriateness' and 'recurrence of mistakes' as well as 'loss of talent'.

Approach: The research relied on quantitative analysis of the variables across Indian public sector employed work force and attracted a sample of 438 valid responses.

Tools used: The SPSS and AMOS statistical software were leveraged to analyze the mine the data hence collected. The regression weights were across the AMOS output to interpret the pattern of relationships across the constituent variables in current research activity.

Findings: The proposed model was validated and the respective findings were observed to be true.

Key Words: Selection Process Inappropriateness, Individual inefficiencies, Vocational fit, Contextual drivers, SEM, India

Significance of Indian public sector

The public sector selection channels and decisions; in comparison with private sector, exhibits variants patterns and scope. The studies on recruitment and selection in public sector harps on the inherent processes, HR perspectives, practices and protocols that involve employee, selection procedure and embedded environment and culture. As per internal auditors body, public sector typically identifies as set of government and publicly controlled or publically financed agencies, bodies, enterprises or entities that aim at delivering the public goals, programs, missions, goods or services. As per World Bank's 'Bureaucracy Labs' indicators (Baig,Hasnain,Rogger, 2021), spread across demographics of private and public sector workforces, public sector wage premiums, relative wages, pay compression ratios, gender pay gaps and public sector wage bill; does shape the prospects for vibrancy of public sector employment and resultant issue sand challenges. The Indian public sector employment in 2018-19 was observed as 5 per cent of the national GDP and wage bill as 16 per cent of the public expenditure. In terms of size of public sector in India, this was observed as comprising 25 per cent of paid employment, 57 per cent of formal employment and as 9 per cent of total employment in nation.

In simpler terms, this is tantamount to observing that vis a vis the global standards, Indian public sector is large and is well positioned as a large and massive employer. The distribution statistics revealed the incidence of more employees (nearly 45 percent) in public sector with tertiary education and pointed to female share of employment in India as less than global average. The female employment in public sector

was observed as 26 percent whereas in private sector as 15 percent which is far below the trends as evident on global stage. The industry distribution statistics revealed the prevalence of education and sectors other than healthcare as dominating the public employment in Indian perspective. The World Bank statistics revealed the incidence of larger than life share of public employment in Indian scenario across the years of data collection.

Hypothesis and research model

The proposed research hypothesis seems to link the antecedent and independent influences on the dependent aspects as per the research objectives.

Impact A: Individual as responsible for selection inappropriateness

A section of literature (Onyeaghala,Hyacinth, 2016) identifies the individual resident notions as leading to the prospective misfit based outcomes. The individual's learning intent, participation tendencies and emotional immaturity do shape the co-working with people at various levels of organizations. The literary studies (Morris, 2003) call for inclusion of individual short coming, liabilities and in competencies in adjusting and adapting to prevailing organizational culture; as subject matter for selection based inappropriateness. The individual's inability (Sutherland,Wocke, 2011) to cope up with people and co-work with others under extreme or leasing circumstances; do seem to matterextensively.

Relationship between employees's over qualification and possible mismatch

A research (Mossholder,Settoon,Henegan, 2006) figured out the role of the behavioral aspects in shaping employee based job mismatch and respective turnover potential. The study across 176 health care officials relied on the likert based scale approach and leveraged the factor analysis and structural equation modeling as the obvious research tools. The study observed the incidence of significant impact of the behavioral attributes and over qualification tendencies on turnover intentions.

Another academic research (Sesen,Ertan, 2019) pointed to the incidence of linkages between the perceived over qualification and the job crafting in organizational perspective. The study across 320 white collar employees in Northern Cyprus based organizations relied on the extractive and confirmatory factor analysis as well as group structural equation modeling to ascertain the probable relationship. The study further pointed to the negative relationship between the employee based perceptions of over qualification and organization based job crafting mechanisms.

Another research (Debus,Klienmann, 2019) across 226 employee-supervisor dyads focused on the overqualified employees and explored the prospects for employee-organization fit. The study established relationship across over qualification, employee based adaptation, proactive behavior at work place and possibility of mismatch across workplace. The study leveraged the factor analysis and structural equation modeling technique to work out the probable relationships.

The research (Brierley, 2020) on subject calls for consideration of the resource based view of firm regards the human capital, resources, competencies and dynamic capabilities as shaping the firm based ability to offset competition. Yet the same employee based resources (Collins, 2021) sometimes fail to yield the desired results as they fail to align well with organizational realities, or fail to fit in the organizational culture (Zhuang,Sarkis, 2021) or they observe serious misfit (Jiang,Messersmith, 2018) and inappropriate role engagement.

The research hence proposes:

H1: There is significant relationship between individual employee's 'Over qualification' and sense of 'mismatch'.

Relationship between employees' attitudinal problems and possible mismatch

The individual's inability (Sutherland,Wocke, 2011) to cope up with people and co-work with others under extreme or leasing circumstances; do seem to matter extensively in discussions with regard to individual prospects for fit into new cultural environment. A academic research(Wu,Luksyte,Christiane, 2017) forecasted the attitudinal problems, perceived over qualification as influencing the work behavior and job autonomy exercise in multiple ways and means. The study across cross samples of 215 American and 148 Chinese employees revealed the perceived over qualification at employee level to be negatively related with the employee perceived supervisor adaptive work behavior when the perceived job autonomy

was low. The study observed the relationship between perceived over qualification and the employee based adaptive behavior and possible job design mechanisms.

The research hence proposes:

H2: There is significant relationship between individual employee's 'Attitudinal Problems' and sense of 'mismatch'.

Relationship between employees' faking behaviors and possible mismatch

The literature (Robert,Pierce, 2020) on subject identifies the concealing of information, fake behaviors and quoting false information as equally responsible for the failure of the selection processes. The studies (Cable,Mulvey,Edwards, 2000) on subject collectively reflect on the conscious efforts by the applicants to frame the information, exhibit the biases as well as quote wrong information about the questions asked in the process (Fell,Kammerhoff, 2016), as responsible for the derailment of selection processes.

Impact B: Vocational fit as responsible for selection inappropriateness

The literature (Simons, 2005) identifies the growing trend of inculcation of change management and reforms in the human resource health in the public sector organizations worldwide. The prior literature on the management, commerce, accounting and organizational behavior; highlights the role of employee attribute screening processes as failing to capture the real personality of the prospective employee in focus. The extent of formalization of mechanisms (Kerdpitak,Jermsittiparsert, 2020) to assess and screen the person's fit across job craft and HR practices with regard to monitoring of fit often lead to dismal selection outcomes. The studies (Munoz,Romero, 2021) even emphasize the role of political interference as limelight of human resource management in public sector organizations. The public sector human resource practices (Ganakrishnan,Gopalakrishnan, 2017) often revolve around the aspects of merit, patronage and their vivid combinations. The studies speak about incidence of dual hiring and stumbling to political goals instead of economic motives. The theory of dual hiring (combining merit with patronage) often seems to guide practices in the public sector organizations. The public sector (Mullin, 2021) often witnesses tendency for the co-existence of high skill and low skill job positions. The issues of administrative burden (Linos,Riesch, 2020) often figures as the prominent cause of the ill-fated and non-compliant HR practices and recruitment thrust.

Relationship between person job fit and possible mismatch

A research (Nurtjahjono,Nimran,Musadieq,Utami, 2020) featured the relationship between the job characteristics, person job fit, organizational commitment and employee performance. The study relied on a sample of 238 personals and observed the incidence of statistically significant impact of job fit prospects on the relative employee performance in short and long term proposition.

A study (Bright, 2021) across 557 employees reflected on the significant relationship across variables public service motivations, person job fit, person environment fit, work stress and the demographic characteristics.

Another academic research (Vandenabeele,Jager, 2020) pointed to the person-job fit as shaping the employer attractiveness across opinions and perceptions of fresh joining employees. The study noticed the prevalence of statistically significant impact of probable job fit as shaping the options for employer attractiveness across public sector.

H4: There is significant relationship between individual employee's 'Person Job Fit' and sense of 'mismatch'.

Relationship between person organization fit and possible mismatch

A research (Asseburg, 2020) explored the public sector organizations and the challenges before attracting suitable and qualified workforce to public sector organizations. The study evaluated the impact of framed recruitment messages on the perceptions of person-job and person–organization fit across a segment of population. The study further reviewed the prospects for the job acceptance and likelihood of fit across public sector positions.

H5: There is significant relationship between individual employee's 'Person Organization Fit' and sense of 'mismatch'.

Relationship between person team fit and possible mismatch

Another academic research (Hassan,Jawaad, 2021) pointed to prevalence of impact of person team fit on the work life balance and work conditions on organizational commitment across work place. The study relied on sample size of 843 respondents and leveraged the research tools of factor analysis and structural equation modeling.

Another research (Tannimalay,Rahim,Chee, 2021) figured out the impact of spiritual and psychological aspects on the person-environment fit and the resultant public servant integrity. The study across 14 state departments, 5 land and district offices, 2 city councils and 5 state agencies comprising 214 permanent employees revealed that person job fit and person organization fit influences the public service motivations. The study leveraged the factor analysis methodology and the confirmation of factor structures was facilitated with structural equation modeling.

H6: There is significant relationship between individual employee's 'Person Team Fit' and sense of 'mismatch'.

Impact C: Organizational culture as responsible for selection inappropriateness

The indulgence of politicians (Brierley, 2020) in prioritizing meritocratic recruitment over patronage hiring for public sector positions in developing economies (Murlidharan,Singh, 2020) has been identified as a rampant matter of debate and analysis. The conscious selection and recruitment based inefficiencies (Fletcher,Bailey,Madden, 2020), malpractices and in competencies seem to weaken the employee engagement in organizational perspective amidst the backdrop of dominant culture as present in organization. Another research (Checinski,Dillon, 2019) linked the challenge of prevailing organizational health with the provision of culture that either supports the new comers and ensure their transformation or restrain the new comers from making meaningful contribution. The study based outcomes further highlighted the role of transformations from organization's prerogative that are essential to help the new comer embed into the prevailing culture.

Impact D: Managerial conduct as shaping mismatch prospects

A study across (Garicano, 2016) Italian middle sized business organizations focused on organizational failure and observed the critical role of structure borne incentive problems and bounded rationality problems as leading to ineffective human resource recruitment and selection decisions. The study further noticed that inability of human resource managers to act in favor of defined corporate interest often leads to confusing human resource decisions and poses consequences for structural stability and competitiveness of the aforesaid organization. The public sector organizations also seem to suffer from the crisis of managerial lack of adequate and updated human resource information so as to take appropriate and relevant human resource decision.

Methodology

The sampling frame consideration involved the focus on the employees in probation or freshly joining employees across Indian public sector organizations spread across administration, judicial services, police administration, education and healthcare as well as banking sector. The employees from defense, civil administration and other related sectors were also considered for study purpose. The research adopted the factor analysis tools for the extraction and confirmation of the respective factor structure. The logic behind the adoption of factor analysis tools is to ascertain the loading and non-loading aspects amongst the responses as generated from the likert based scale. The extractive factor analysis across SPSS is deemed essential to evaluate the dimensions and establish the dimensional validity across the responses. The factor analysis is to be applied on the responses received from the likert based closed ended questionnaire and only on the responses that are valid and complete in nature. The sample size for the research comprised ten times the number of sub scale items. The sampling methodology choice was driven by accessibility and reach concerns and hence random sampling was adopted in order to capture maximum possible responses. The research attracted a valid response of 438 respondents comprising the newly hired as well as permanent employees from across multiple organizations in public sector. The study comprised the opinion of 258 male respondents and 180 female respondents with 199 under

variable pay package and 120 under fixed pay package whereas 119 respondents evaded the information sharing on pay package being availed. The study comprised 238 respondents with marginal incentive sharing and 125 as availing non-significant margin sharing whereas 77 expressed no comment mode. The sample comprised 347 respondents as those who are selected with the system, 52 as those who were selected without system and 39 as those who were on deputation or evaded comment on the subject.

Data analysis and outcomes

The test based outcomes for reliability examination were observed in range of 0.80 to 0.99 classify as most satisfactory outcomes whereas those between the range 0.5 to 0.79 classify as satisfactory results. The cron bach alpha lesser than 0.5 stands for non-satisfactory research outcomes; and exhibit no reproducibility of the research outcomes across other segment populations. The subsequent extractive factor analysis and confirmatory factor analysis was applied. The CFA validation research model illustrated the converged solution with satisfactory fit measures (chi square=782.22; df=353, RMSEA=0.081, NFI=0.913,CFI=0.902,IFI=0.929) representing considerable fit between the data and the model based parameters. All AVEs value in the table below are more than 0.5 and are above MSV and ASV.

Table 1: Average value extracted parameters

		Loading	CR	AVE	MSV
My formal education overqualifies me for my present job	OVERQUALIFICATION	0.793			
My work experience is more than necessary to do my present job	OQ2	0.816			
Frankly I am over-qualified for the job I hold	OQ3	0.824			
My talents are not fully utilized on my job	OQ4	0.8			
			0.835	0.537	0.208
I have problem in adjusting with other people	ATTITUDE_PROB	0.835			
I sometimes foresee attitudinal issues while dealing with people	AP2	0.79			
I regard myself as only right	AP4	0.819			
Rarely takes a personal interest in co workers	AP6	0.777			
Rarely goes out of the way to make newer employees feel welcome in the work group	AP7	0.794			
Never shows concern and courtesy toward coworkers, even under the most trying situations	AP8	0.787			
			0.881	0.597	0.097

I have the right skills, abilities and knowledge for doing this job	PERSONJOBFIT	0.793			
There is a good match between the requirements of this job and my skills	PJF2	0.784			
My personality is a good match for this job	PJF3	0.795			
I am the right type of person for this type of work	PJF4	0.767			
I fit into the scheme for culture and work environment	PJF5	0.766			
			0.898	0.639	0.208
Feelings of fear and anxiety cloud our decision making	MANAGERIALSERIOUSNESS	0.836			
Sometimes it is necessary to break the rules to get along with those in power	MS2	0.846			
It is okay to ignore the rules now if they have successfully been ignored in the past	MS4	0.851			
			0.899	0.748	0.118
My values match or fit the values of my project	PERSONORGFIT	0.767			
I am able to maintain my values in my project	POF2	0.815			
My personal values allow me to integrate into my project because they are in line with its values	POF3	0.774			
My view of work culture corresponds to the work culture of my project	POF4	0.707			
People feel understood and accepted by each other	POF6	0.761			
			0.867	0.566	0.097
The things our project team value in life are very similar	PERSONTEAMFIT	0.868	0.935	0.705	0.023
The things our project team value match my personal values and culture	PTF2	0.86			
The match is very good between the demands of the team tasks and my personal skills	PTF3	0.815			
My abilities and skills are a good fit with the requirements to perform within my project team	PTF4	0.837			

We have a "we are in it together" attitude	PTF6	0.86			
We keep in touch with each other as a group/team	PTF7	0.873			
The human resource decisions rarely have a support of the senior level management	TOP_INTERFERENCE	0.794			
Actions and resource allocations of the organization's senior level management are rarely supportive of the selection pace and requirement	TI3	0.807			
Top management over rides the decisions with regard to human resource selection and recruitment	TI4	0.754			
My management keeps me under stress for human resource selection	TI5	0.818			
My management concentrates on making sure I hear and comply to all information that they conveys to me	TI7	0.833			
My management makes use of technical language that I sometimes do not understand	TI8	0.76			
			0.877	0.588	0.056
Circumvents the established procedures with potentially catastrophic consequences	PROCESS FAULTS	0.843			
Violates procedures and reconfigure decision making	PF2	0.816			
Misdiagnoses the current HR realities and captures wrong information for recruitment	PF4	0.829			
Multiple policy execution faults prevail yet focus is on solving the more minor faults	PF5	0.876			
Violate the established protocols for HR decision making and devises own formulae	PF6	0.864			
			0.934	0.739	0.118
There is a subjective mismatch between my capabilities, potential and vocational requirements	MISMATCH	0.704			
I rarely take extra tasks when I do not receive extra salary for them	MM2	0.764			
I am unwilling to speak up with suggestions for change as I feel disengaged	MM3	0.757			
I often seek to withhold the idea about how to improve the work flow here as I feel not a part of organization	MM4	0.719			
I often omit pertinent facts in order to protect myself from unwanted challenges at workplace	MM6	0.696			

I rarely express agreement with the group as I feel not interested in participation in group activities	MM7	0.771			
			0.858	0.548	0.120
I foresee that I would be unable to perform all the tasks and functions demanded by job	INAPP_ROLE-ENGAGEMENT	0.757			
I can never ever think about helping other employees with their work when they are on leave	IRE2	0.762			
I am rarely able to demonstrate expertise and prowess in job related tasks	IRE5	0.768			
I feel unable to perform well in the overall job role allocation	IRE8	0.78			
I never ever able to volunteer to do things that are not formally required by the job	IRE9	0.788			
I can rarely make innovative suggestions to improve the overall quality of the current work place	IRE10	0.813			
			0.878	0.590	0.120
I foresee gap between the current job requirements and my level of individual preparedness	SELECTION_INAPP	0.835			
I could visualize the loophole across my competencies and job based requirements	SI3	0.808			
I can foresee the selection process based inefficiency to capture right candidature	SI4	0.78			
I can observe process based incompetency to secure individual organization fit	SI6	0.773			
I can realize the process based noncompliance to standard human resource selection attributes	SI7	0.768			
			0.844	0.575	0.011
I exaggerated the impact of my performance in my past jobs	FAKE_BEH	0.802			
During the selection process, I resort to distorting the answers based on comments and reactions of interviewer	FB2	0.81			
I distorted my answers based on the information about the job I obtained during the interview	FB3	0.829			
I faked and enhanced my fit with the job in terms of attitudes, values and beliefs	FB4	0.786			
I told fake and fictional stories prepared in advance of the interview to best present my credentials	FB5	0.814			
			0.896	0.633	0.061
The organization makes the employees feel					

that it would not hesitate to replace the person if it enabled the firm to make more profit	CULTURE	0.835			
The organization considers the employees as a tool to use for its own ends	CU3	0.823			
The organization regards the employees as if employees were a robot	CU4	0.823			
The organization makes employees feel that their only importance is their work	CU7	0.753			
If a job can be accomplished by a machine or robot, the organization would not hesitate to replace employee with the technology	CU8	0.785	0.847	0.581	0.095
he mistake could again occur across recruitment and selection perspective	RECURRENCE	0.921			
The future selection processes could be prone to similar mismatch	CSU_2	0.967			
The future human resource recruitment could face similar uncertainty and recurrence	CSU_3	0.943	0.946	0.855	0.015
The loss of talent could be rampant and consistent	LOSS-TALENT	0.863			
The competitor from similar sector or private sector can recruit the talent	D2	0.838	0.862	0.680	0.015
The trend could lead to re-search for suitable talent	D3	0.919			

Table 2: Research outcomes and hypothesis vindication

			Support across literature
	There is a significant relationship between "over qualification" and 'mismatch".	.277	(Aaltola, 2019), (Boselie,Harten,Veld, 2021), (Sutherland,Wocke, 2011)
	There is significant relationship between 'attitudinal problem' and 'mismatch'	.131	(Budhawar,Boyne, 2007)
	There is significant relationship between 'fake behavior' and 'mismatch'	.04	(Reingewertz, 2017)

	There is a significant relationship between "person job fit" and 'mismatch".	.225	(Heracleous,Bartunek, 2021)
	There is significant relationship between 'person organization fit' and 'mismatch'	.182	(Kloot, 2011)
	There is significant relationship between 'person team fit' and 'mismatch'	.120	(Sutherland,Wocke, 2011)
Culture-Theme C	There is a significant relationship between "culture" and 'mismatch".	.137	(Liedong,Peprah, 2020)
	There is significant relationship between 'top management interference' and 'mismatch'	.050	(Ibrahim, 2006)
Managerial Conduct- Theme D	There is significant relationship between 'process faults' and 'mismatch'	.118	(Mintzberg, 2018)
	There is a significant relationship between 'managerial conduct' and 'mismatch".	-.132	(Li Z. , 2007)

Theoretical Implications
The study based outcomes point towards the incidence of impact of factors as assumed in study. In subsequent perspective, Indian private sector was observed as characteristically different and rational visa vis recruitment and selection based human resource practices in public sector. The respective issues of 'construct operationalization' in public sector derived human resource selection would be marred by the stakeholders, their type, their pattern and scope for interaction and possible coordination.
Managerial Implications
The managerial implications point to the prevalence of learning for managing political interference in government sector recruitments despite accustomed work environment. The selection process based inappropriateness will prevail yet consequences can be managed and minimized. The human resource policy management needs to take into consideration the individual inefficiencies, rationale of vocational fit and overcoming cultural biases and managerial lack of corporate interest articulation.
Limitations
The research suffered from the sector based bias and considered only the public sector organizations. The cultural and recruitment based inefficiencies are prevalent in the private sector organizations as well yet these were deliberately kept out of the preview of the research consideration. The research owed time bound commitment and longitudinal focus was negated in the research progress. The research was further limited to selective choice of factors and other factors like the impact of reservation , gender based differences and caste derived variations were avoided across the conduct of research.
References

Aaltola. (2019). Strategic thinking and accounting:Potential and pitfalls from a managerial perspective. *Journal ofManagement control*, 323-351.

Asseburg. (2020). Recruitment messaging, environmental fit and public service motivation: Experimental evidnece onintentions to apply for public sector jobs. *Research*, 45-49.

Baig,Hasnain,Rogger. (2021). Introducing the Worldwide Bureaucracy Indicators: A new global dataset on public sectoremployment and compensation. *Public Administration Review, 81*(3), 564-67.
Boselie,Harten,Veld. (2021). A human resource management review on public management and public administrationresearch. *Public Management Review, 23*(4), 483-500.
Brierley. (2020). Combining Patronage and Merit in Public Sector Recruitment. *The Journal of Politics, 83*(1), 56-57.

Bright. (2021). Does person organizaiton fit and person job fit mediate relaitonship between public service motivation andwork stress among U.S. Federal employees? *Administrative Sciences, 11*(37), 2-6.

Budhawar,Boyne. (2007). Human Resource management in the Indian public and private sectors: An empirical comparison.
The International Journal of Human Resource Management: The future of Work, 2(1), 346-69.

Cable,Mulvey,Edwards. (2000). The sources and accuracy of job applicants beleifs about the organization culture. *Academyof Management Journal, 43*(6), 1077-82.

Checinski,Dillon. (2019). Putting people at the heart of public sector transformations. *Mckinsey Quarterly*.

Collins. (2021). Expanding the resource based view model of strategic human resource management. *The InternationalJournal of Human Resource Management, 32*(2), 3-4.

Debus,Klienmann. (2019). The power of doing: How job crafting transmits the beneficial impac tof autonomy among htheoverqualified employees. *Journal of Business and Psychology*, 3-6.

Fell,Kammerhoff. (2016). Cross Cultural differences in the applicant's faking in job interviews. *Journal of Business andPsychology*, 45-47.

Fletcher,Bailey,Madden. (2020). Mind the context gap: A critical review of engagement within the public sector and an agenda for future research. *The International Journal of Human Resource Management, 31*(1), 6-46.

Ganakrishnan,Gopalakrishnan. (2017). The issue of selection errors in recruitment decisions. *International Journal ofCommerce and Management Research, 3*(11), 16-20.

Garicano, R. (2016). Why Organizations fail: Models and Cases. *Journal of Economic Literature*, 138-46.

Hassan,Jawaad. (2021). The influence of person-job fit, work life balance and work conditions on organizaitonalcommitment. *Sustainability, 13*(62), 2-5.
Heracleous,Bartunek. (2021). Organizational change failure,deep structures and temporality. *Human Relations, 74*(2), 209-211.
Heuvel. (2009). Does meaning-making help during organizaitonal change? *Career Development International, 14*(6), 508-09. Ibrahim. (2006). From Individual to collective capabilities: The capability

approach as conceptual framework for self help. *Journal of Human Development, 7*(3), 397-416.

Jiang,Messersmith. (2018). On the shoulders of giants: A meta-review of strategic hman resource management. *TheInternational Journal of Human Resource Management, 29*(1), 67-70.

Kerdpitak,Jermsittiparsert. (2020). The impact of Human Resource Management Practices on Competitive Advantage. *SysRev Pharm, 11*(1), 443-452.

Kloot. (2011). Strategic performance management: A balanced approach to performance management issues in localgovernment. *Management Accounting Research*, 241-45.

Li, Z. (2007). The role of amanger's political networking and functional experience in new venture perfromance:Evidencefrom China's trasitiion economy. *Strategic Management Journal, 8*, 792-803.

Liedong,Peprah. (2020). Institutional voids and firm's resource commitment in emrging markets: A review and futureresearch agenda. *Journal of International Management, 26*(3), 56-58.

Linos,Riesch. (2020). Thick red tape and thin blue line: A field study on reducing administrative burden in policerecruitment. *Public Administration Review, 80*(1), 92-103.
Mintzberg. (2018). How experience practice can reform management education. *Stanford Social innovation review*, 3-6. Morris. (2003). A meta analytic investigation of vocational interest based job fit and its relationship to job satisfaction. *ProQuest*, 121-23.

Mossholder,Settoon,Henegan. (2006). A relational perspective on turnover: Examining structural, attitutdinal and behavioralpredictors. *Academy of Management Journal, 48*(4), 608-09.
Mullin. (2021). Learning from local government research partnerships in a fragmmented political setting. *PublicAdministration Review, 81*(5), 979-80.
Munoz,Romero. (2021). Organizational Innovation in Bureaucracies: An Impossible Mission? *Decision in Organizations,74*(1), 54-66.
Murlidharan,Singh. (2020). Improving the public sector management at scale. *NBER Working Paper Series*, 23-25.

Nurtjahjono,Nimran,Musadieq,Utami. (2020). The effect of job characteristics, person job fit, organizaitonal commitment onemployee performance. *Journal of Public Administration Studies, 5*(1), 5-7.
Onyeaghala,Hyacinth. (2016). Effect of employee selection process on the productivity in the public and private sectors. *Business and Economic Journal, 7*(4), 4-6.

Reingewertz, B. (2017). How effective is central enforcement? Evidence from convened committees. *Politics and Space*, 1-15.

Robert,Pierce. (2020). Designing fair AI for managing employees in organizaitons: A review, critique and design agenda. *Human-Computer Interaction*, 3-5.

Sesen,Ertan. (2019). Perceived overqualification and job crafting: The moderating role of positive psychological capital. *Personnel Review*, 2-3.

Simons. (2005). Levers of Organizaitonal design: How managers use accountability systems for greater performance and commitment. *Harvard Business*, 47-49.

Steyvers,Verhelst. (2012). Between layman and professional? Political recruitment and career development of local councillors in comparative perspective. *Lex Localis, 10*(1), 3-9.

Sutherland,Wocke. (2011). The symptoms of and consequences to selection errors in recruitment decisions. *Soth African Journal of Business Management, 42*(4), 23-24.

Sutherland,Wocke. (2011). The symptoms of and consequences to selection errors in recruitment decisions. *South African Journal of Business Management, 42*(4), 23.

Tannimalay,Rahim,Chee. (2021). The effect of person-environment fit on public servant integrity and performance: Investigating the moderating role of public service motivation. *Journal of Governance and Integrity, 5*(1), 185-99.

Vandenabeele,Jager. (2020). Government calling revisited: A survey experiment on the moderating role of public service motivation in assessing employer attractiveness. *Frontiers in Psychology, 11*(1), 2-4.

Wu,Luksyte,Christiane. (2017). On the associaiton between perceived overqualification and adaptive behavior. *Personnel Review, 46*(2), 339-353.

Zhuang,Sarkis. (2021). Examining the antecedents,consequences and contingencies of proactive environmental strategy.
Sustainable Production and Consumption, 28(1), 1475-79.