Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector Universities

Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen

===

Abstract

The study was designed to explore the factors (academic record, performance at interview and political push) affecting the teaching faculty recruitment/selection at public and private sector universities of Pakistan. The population of the study comprised of stakeholders (academicians and administrators) of public and private sector universities of Pakistan. 320 stakeholders (160 academicians and 160 administrators) were randomly selected. The main findings of the study are: Factors (academic record, performance at interview and political push) affecting the teaching faculty recruitment/selection at both public and private sector universities in Pakistan.

Key Words: Teaching faculty, Recruitment/Selection, Public and Private Sector Universities.

Introduction

"Tertiary education is a repository and defender of culture, an agent of change in this culture, an engine for national economic growth, and an instrument for the realization of collective aspirations." (Jhonstone)

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   34

University is a laboratory which equips the students with skill and knowledge to bring change and lead the society. Teachers are powerful and can make heroes out of stones. They are priests of the country, can give education for tomorrow, for changing society, and for the future custodians of our nation, the youth (Vohra A.L., 1990). Universities are institutions whose function is to bring good students and good faculty together in ways that produce learning and prepare people for success in their adult lives, in their jobs and as members of communities and professions. You cannot have a good university without good faculty,

> The fundamental asset of a university is its faculty. Without faculty working with students, the university is just a set of buildings. The faculty design and teach the courses, keep the educational program updated, and work with students to help them gain the skills and knowledge they need to prepare for their careers or professional education. The quality of faculty is very directly linked to the quality of a student's education and the value of the degree (Gary Orfield, April 06, 2011).

Higher education is confronted with higher expectation. Bryanre.Cole, 1995) conducted a study applying total quality management in higher education decision making with special reference to the faculty selection process. He combined Total quality management principles and Eight critical processes identified by Marchese and Lawrence's (1987) for decision making about the best faculty selection and through which the leaders and search committees can effectively analyze and evaluate faculty selection processes, criteria for selection, and relevant contextual issues that will result in the identification and selection of the best qualified faculty available.
The low quality of teaching faculty as a whole is one of the major causes of the low standards of education. The research strength and quality of academic programs of an institution depend on the quality of the faculty. Poor quality and shortage of qualified teachers continues to hinder the progress of higher education towards achieving international standard (Isani & Virk, 2003) cited by (Khan, December 2008). "A teacher is a person who provides education for pupils (children) and students (adults). The role of teacher is often formal and ongoing, carried out at a school or other place of formal education" (www.wikipedia.org).

Gregorian (2005), cited by (Gonzales, 2010) names faculty as the "heart and soul, the bone marrow and blood of universities."

Past assumptions about higher education and its function in national development need be reconsidered to enable effective responses from government and the private sector (Postiglione, 2011).

The functions of the educational institutions are to develop the people physically, mentally, psychologically, socially, and spiritually. It improves and promotes the economic, social, political and cultural life of the nation. Teachers are perhaps the most critical component of any system of education. "Without teachers' transformation we cannot transform the education system for improving the quality of education" (Memon, 2007). Faculty is the bedrock of any

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   35

university and they play a central role in all facets of academic life. (Otieno, Lutz, & Schoolmaster, 2010, Chaudhry, 2005) Much of the graduate study programs and the quality of research are determined by the quality of the teachers. The teacher is the central figure of the whole process. It is, therefore, important that this position is strengthened so that this profession could attract the best of society's brains.

The University's Recruitment and Selection Procedure aims to provide a framework which will assist managers to ensure that the University attracts, selects and retains the most suitable candidates by using the most appropriate, efficient, fair, open and effective methods.

Effective recruitment and selection practices can mean the difference between an organization's success and failure. Hiring people with the right skills or the highest levels of those skills leads to positive economic outcomes for the organization. Hiring a person with the wrong set of skills can lead to disaster for both the person and the organization (Victor M. Catano., 2010).

University autonomy and academic freedom are essential to the advancement, transmission and application of knowledge. They relate to the protection of the university from interference by government officials in the day to day running of the institution, especially on issues related to: the selection of students; the appointment and removal of academic staff (Vice-Chancellors); the determination of the content of university education and the control of degree standards; the determination of size and the rate of growth; the establishment of the balance between teaching, research and advanced study, the selection of research projects and freedom of publication; and the allocation of recurrent income among the various categories of expenditure (Onyeonoru, 2008).

University autonomy is defined as giving universities the freedom to govern themselves, appoint key officers, determine the conditions of service of their staff, control their students' admissions and academic curricula, control their finances and generally regulate themselves as independent legal entities without undue interference from the government and its agencies (Fehnel, 2000). According to (Mishra, 2007) political interference refers to interference of government in the day to day affairs of the university, or in other words, invasion on the university 'autonomy'. Autonomy has several aspects, namely, financial, administrative, and academic.

Employment interviews are complex interactions between applicants and interviewers, which occur in the context of a larger selection system. That is, in addition to conducting interviews, employers collect information about the applicant from other sources, such as application forms, resumes, reference checks, and tests. This information creates pre-interview impression which may influence the interview process and interview outcomes. In most employment situations, there are many applicants for each available job. The employer's goal is to hire an applicant who possesses the required knowledge, skills, abilities, or other attributes required to successfully perform the job being filled. The employer makes a guess about which applicant will perform the job most effectively.

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   36

Objectives of the Study

- To find out the difference between the opinions of respondents of public and private sector universities of Pakistan about the factors (academic record, performance in interview and political push) affecting selection/recruitment of teaching faculty.
- To compare the views of academicians of public and private sector universities of Pakistan about the factors (academic record, performance in interview and political push) affecting the selection/recruitment of teaching faculty.
- To compare the views of administrators of public and private sector universities of Pakistan about the factors (academic record, performance in interview and political push) affecting the selection/recruitment of teaching faculty.

Hypotheses of the Study

- There is no significant difference between the opinions of respondents of public sector universities and private sector universities of Pakistan about the factors (academic record, performance in interview and political push) affecting selection/recruitment of teaching faculty.
- There is no significant difference between the opinions of academicians of public and private sector universities of Pakistan about the factors (academic record, performance in interview and political push) affecting the selection/recruitment of teaching faculty.
- There is no significant difference between the opinions of administrators of public and private sector universities of Pakistan about the factors (academic record, performance in interview and political push) affecting the selection/recruitment of teaching faculty.

Methodology

This was a comparative study of factors (academic record, performance in interview and political push) affecting the teaching faculty recruitment/selection in public and private sector universities of Pakistan. A sample of 320 respondents (160 academicians and 160 administrators) was randomly selected from selected four public and four private sector universities of Khyber Pakhtoonkhwa and Punjab. A questionnaire consisting of 32 domains (112 items) of administrative practices was used for eliciting the data. The questionnaire was personally administered to the respondents. T-test was used as a statistical technique for analysis the data.

Results

Table 1. Comparison between the Views of Respondents of Public and Private Sector Universities about the Factors Affecting Faculty Selection.

S. NO	Factors	Respondents	N	Mean	Std	t	d.f	p-value

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   37

S. NO	Factors	Respondents	N	Mean	Std	t	d.f	p-value
1	**Academic Record of the Candidates**	Public sector	160	3.96	.796	2.109	318	.036
		Private sector	160	3.74	1.043			
2	**Performance at the Interview**	Public sector	160	3.90	.863	.120	318	.904
		Private sector	160	3.89	.990			
3	**Political Push**	Public sector	160	2.86	1.21	2.96	318	.003
		Private sector	160	2.46	1.23			

Note: The result is significant if probability of occurrence (p-value) is equal to or less than 0.05 level

Table 1.Shows the testing of significant difference between the views of respondents of public and private sector universities of Pakistan about the factors (academic record of the candidates, performance at interview and political push) affecting the faculty recruitment/selection. Since p = 0.036 < 0.05 (academic record of the candidates) , p = 0.003 < 0.05 (political push) and p = 0.904 > 0.05 (performance at interview), means that significant difference between the opinions of respondents of public and private sector universities about the factors(academic record of the candidates and political push) is rejected, while about the factor(performance at interview)affecting recruitment/selection of faculty is accepted. This means that significant difference was reported between the views of respondents of public and private sector universities regarding the factors of academic record and interview performance of candidates in the selection process. While insignificant difference was observed between the perceptions of public sector and private sector universities' stakeholders about the factor of political pressure in selection process.

Table 2. Comparison between the Views of Academicians of Public and Private Sector Universities about the Factors Affecting Faculty Selection.

S. NO	Factors	Respondents	N	Mean	Std	t	d.f	p-value
1	**Academic Record of the Candidates**	Academicians Public sector	80	4.04	.818	3.345	158	.001
		Academicians Private sector	80	3.49	1.222			
2	**Performance at the Interview**	Academicians Public sector	80	3.95	.940	1.695	158	.109
		Academicians Private sector	80	3.68	1.199			
3	**Political Push**	Academicians Public sector	80	2.94	1.266	.839	158	.403

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   38

S. NO	Factors	Respondents	N	Mean	Std	t	d.f	p-value
		Academicians Private sector	80	2.76	1.371			

Table 2.Shows the testing of significant difference between the opinions of academicians of public and private sector universities of Pakistan about the factors (academic record of the candidates, performance at interview and political push) affecting the faculty recruitment/selection. Since p = 0.001 < 0.05 (academic record of the candidates), p = 0.109 > 0.05 (performance at interview) and p = 0.403 > 0.05 (political push), means that significant difference between the opinions of academicians of public and private sector universities about the factors(academic record of the candidates) is rejected, while about the factors (performance at interview and political push) affecting faculty recruitment/selection is accepted. This means that academicians of public and private sector universities are of different opinions about the factor (academic record of the candidates), and have similar opinions about the factors (performance at interview and political push) affecting the recruitment/selection of faculty.

Table 3. Comparison between the Views of Administrators of Public and Private Sector Universities about the Factors Affecting Faculty Selection.

S. NO	Factors	Respondents	N	Mean	Std	t	d.f	p-value
1	**Academic Record of the Candidates**	Administrators Public sector	80	3.88	.769	.934	158	.352
		Administrators Private sector	80	3.99	.755			
2	**Performance at the Interview**	Administrators Public sector	80	3.85	.781	2.176	158	.031
		Administrators Private sector	80	4.10	.668			
3	**Political Push**	Administrators Public sector	80	2.79	1.16	3.700	158	.000
		Administrators Private sector	80	2.15	1.00			

Table 3 shows the testing of significant difference between the views of administrators of public and private sector universities of Pakistan about the factors (academic record of the candidates, performance at interview and political push) affecting the faculty recruitment/selection. Since p = 0.352 > 0.05 (academic record of the candidates) , p = 0.031 < 0.05 (performance at interview) and p = 0.000 < 0.05 (political push), means that significant difference between the opinions of administrators of public and private sector universities about the factors (academic record of the candidates) is accepted, while about the (performance at interview and political push) affecting the recruitment/selection of faculty is rejected . This means that administrators of both sector universities are of similar opinions about the factor (academic record of the candidates), and

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   39

have different opinions about the factors (performance at interview and political push) affecting the recruitment/selection of faculty.

Discussion

The study compared the factors affecting the teaching faculty recruitment/selection in public and private sector universities of Pakistan. The factors affecting the faculty recruitment/selection are the academic record, performance at interview and political push of the candidates. Significant difference was found between the views of respondents and between the views of academicians of both public and private sector universities about the factor (academic record of the candidates) affecting the selection of faculty. The findings of this study contradict the finding of the study of Smart (2009) that "Faculty recruitment should be on merit basis and open to national and international candidates. Faculty recruitment must be open, fair, and transparent with terms contract". Faculty members of public universities show higher perceptions of their efficacy than do those of private universities (Chang, Lin, & Song, 2011)

Significant difference was found between the views of administrators of public and private sector universities about the factor (performance at interview) affecting the selection of faculty, and also significant difference was found between the views of respondents and between the views of administrators of public and private sector universities about the factor (political push) affecting the selection of faculty. This study support the (Gupta, 1987) reported that "unfortunately in selection of teachers the right principles and norms are not observed. Efforts are made to by-pass these rules. All types of bungling are done to push up the candidates on nepotism, communalism, and political ideologies". The relationship between universities and governments, or, between politicians and universities, has always been fraught with difficulties, arising out of differences in expectation, in particular, over funding and autonomy. (Makanjuola, 2003) A major cause of the administrative inefficiency and mismanagement in universities is undoubtedly political interference and the politicization of our campuses. After all if the Vice Chancellors and teachers are not prepared to protect themselves from political pressure and manipulations what is university autonomy worth and what is it needed for? (Vohra A.L., 1990).

Conclusions

The usual procedure for recruiting teachers is to invite applications through advertisement in the daily newspapers and the university website. The applicants are then scrutinized and those who satisfy the given condition in the advertisement are called for test/interview. It is therefore concluded that even at the initial stages, the applications of some of the outstanding but 'unwanted' candidates are either not diarized or they are not properly informed about the date of interview. Teaching faculty is the basic asset of the university. Dissatisfaction with the recruitment/selection/appointment of teaching faculty in most of the places is one of the most frequently voiced grievances of the community. The malpractices in the recruitment/selection/appointment of teaching faculty demolished   the whole nations as teachers are the builders of the nation. To compete with the international market in any discipline

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   40

Pakistan and the developing countries need good and quality teachers not to only increase the number of teacher.

Everyone involved in the recruitment and selection of staff has a responsibility to ensure that candidates are treated fairly and decisions are made objectively and in line with the University's commitment to equal opportunities.

==

References

Bryanre.Cole. (1995). Applying Total Quality Management Priciples to Facuty Selection. *Higher Education , 29* (1), 59-75.

Chang, T.-S., Lin, H.-H., & Song, M.-M. (2011). *University Faculty Members' Perceptions of Their Teaching Efficacy*. Retrieved october 24, 2011, from www.eric.ed.gov: http://www.eric.ed.gov/ERICWebPortal

Chaudhry, A. I. (2005). *Problems and Prospectus of Higher Education in Pakistan.* Unpublished Thesis.

Fehnel, R. (2000). Strategic planning and the Nigeria University system innovation project. *Nigeria University System Innovation Project (NUSIP)* .

Gary Orfield, H. H. (April 06, 2011). *Two Studies of a Faculty in Crisis.* University of California: The Civil Rights Project,Proyecto Derechos Civiles.

Gonzales, L. D. (2010). *Faculty inside a changing university: Constructing roles, making spaces.* Retrieved october 29, 2011, from www.google.com: http://digitalcommons.utep.edu/dissertations/AAI3426847/

Gupta, L. (1987). *Educational Administration: Revised Edition.* New Delhi: Oxford & IB Publishing Co.Pvt. Ltd.

Jhonstone, D. B. (n.d.). *The Financing and Management of Higher Education: A Status Report on Worldwide Reforms.* Retrieved 0ctober 21, 2011, from www.worldbank.org: http://www.worldbank.org/html/extdr/educ/postbasc.htm

Khan, A. M. (December 2008). Quality of Various Aspects of Higher Education in Private Sector of Pakistan as Viewed by Administrator,. *Bulletin of Education and Research , Vol. 30,* (No. 2).

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector Universities   41

Makanjuola, R. (2003). *What use are politicians to universities and vice versa.* Retrieved March 29, 2009, from acu.ac.uk/aboutacu: acu.ac.uk/aboutacu

Memon, G. R. (2007). Education in Pakistan: The Key Issues, Problems and The New Challenges. *Journal of Management and Social Sciences , Vol. 3* (No. 1,).

Mishra, M. (2007). *Modern Methods of Educational Administration.* Patparganji Delhi: Navprabhat Printing Press.

Onyeonoru, I. (2008). *University autonomy and cost recovery policies: union contestation and sustainable university system.* Retrieved March 29, 2009, from www.google.com: portal.unesco.org/education/en/files 36322

Otieno, T., Lutz, P. M., & Schoolmaster, F. A. (2010). *Enhancing Recruitment, Professional Development, and Socialization of Junior Faculty through Formal Mentoring Programs.* Retrieved 0ctober 28, 2011, from www.eric.ed.gov: http://www.eric.ed.gov/ERICWebPortal

Postiglione, G. A. (2011). Global recession and higher education in eastern Asia:. *Higher Education , Vol.62*.

Smart, J. C. (2009). *Higher Education: Hand Book of Theory and Research volume xxiv.* University of Memphis, USA: Springer Science and Business Media B.V.

Victor M. Catano., W. H. (2010). *Recruitment and Selection in Canada 4th Edition.* USA: Nakson Education Ltd.

Vohra A.L., S. S. (1990). *Management of Higher Education In India.* New Delhi: Anmol Publication.

Vohra A.M., S. S. (1990). *Management of Higher Education in India.* New Delhi: Anmol Publishers.

www.wikipedia.org. (n.d.). Retrieved october 24, 2011, from www.wikipedia.org: http://en.wikipedia.org/wiki/Teacher

===

BIBI ASIA NAZ
Lecturer

Department of Education AWKU Mardan

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   42

Ph.D. Scholar at Institute of Education and Research

Gomal University

D.I.Khan

Pakistan

smile4_edu@yahoo.com

UMAR ALI KHAN, Ph.D.
Director Institute of Education and Research

Gomal University D.I.Khan

RAHMAT ULLAH SHAH, Ph.D.

Assistant Professor, Institute of Education & Research

University of Science & Technology

Bannu, Pakistan

JAVED IQBAL, Ph.D. Scholar

Institute of Education and Research

Gomal University D.I.Khan

Pakistan

FAZLI AMEEN, M.Phil. Scholar

Department of Education AWKU Mardan

Pakistan

Language in India www.languageinindia.com
12 : 3 March 2012
Bibi Asia Naz, Umar Ali Khan, Ph.D., Rahmat Ullah Shah, Ph.D., Javed Iqbal and Fazli Ameen
Factors Affecting the Teaching Faculty Recruitment/Selection in Public and Private Sector
Universities   43