



# The Association between Fair Hiring Policy and Employee Job Satisfaction: Theoretical Approach in the Literature Analysis

Hyun-Young PARK

Ph.D student, Department of National Public Policy, Graduate School of National Public Policy,  
Chungnam National University, Korea.

E-mail: [hyunpark21@nate.com](mailto:hyunpark21@nate.com)

Received: January 21, 2021. Revised: February 22, 2021. Accepted: February 26, 2021.

---

## Abstract

**Purpose** – This study aims to build other studies and research on the perception and association of fair hiring policy and employee job satisfaction. The reviews and further research of the performance appraisal and employee satisfaction topics provided a basis to conduct this study based on the challenges that result from equality hiring perception on the performance appraisal on the job satisfaction by employees.

**Research design, data, and methodology** – The author collected many textual contexts from mostly peer-reviewed academic journals, which means that academic comprehensive integrity can be obtained by qualitative approach for this study with discussing and following a constructive review analysis. The content analysis aims to determine a textual dataset in the longtime frame from the newest textual information.

**Result** – There is little doubt that this study was significant and relevant to the relationship between fair hiring policy and worker's job satisfaction, indicating that an organization that practices a fair hiring policy positively affects employee job satisfaction. After all, the employee needs are well catered for and meet appropriately.

**Conclusion** – This study suggests that fairness extensively relies on the organization's ability to identify and eliminate any form of performance challenges regarding equity and has proved and determined the significant relationship between fair hiring policy and employees' job satisfaction

**Keywords:** Human Resource Development, Strategic Management, Hiring Policy, Job Satisfaction

**JEL Classification Code:** O15, M12, J28

---

## **1. Introduction**

Many organizations have realized that well organized human resources play a significant role in gaining a competitive advantage in the current global environment of a highly competitive business. This is because the human resources management department is responsible for hiring for its recruitment and hiring process. The human resource policies out in place determine the fair process of hiring employees and their job satisfaction, which has affected most organizations' performance appraisal process. As many practitioners and scholars believe, the effectiveness of hiring policies and employee job satisfaction is because of the human resource department's effectiveness in any given organization. There are better hiring policies, and there is a better job satisfaction level that ultimately leads to improved organizational performance. Therefore, it is essential to understand what the human resources department should consider ensuring employee job satisfaction in an organization. The hiring process is fair, whereby there is not favoring one side or discrimination when recruiting employees. When this is the case, it is easy to examine the department of human resources' needs, which are appropriate for the organization's success and progress. To analyze and maintain employee job satisfaction and needs provide a better opportunity and picture on how policies and strategies should be devised, which results in proper drafting of suitable human resource policies thus job satisfaction and raising organizational performance.

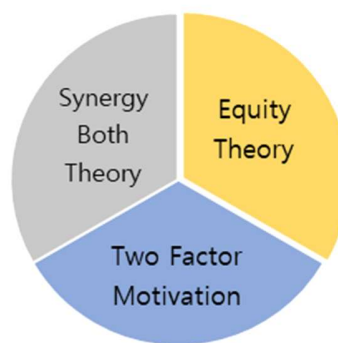
This study aims to build other studies and research on the perception and association of fair hiring policy and employee job satisfaction. The reviews and further research of the performance appraisal and employee satisfaction topics provided a basis to conduct this study based on the challenges that result from equality hiring perception on the performance appraisal on the job satisfaction by employees. The study is pertinent and applies to a business organization. The organizational policies are instrumental in job satisfaction and the fair hiring process (Khamisa, Peltzer, Ilic & Oldenburg, 2016). The management in place effects these policies. This type of structure, when maintained, increases the hard work among employees, job satisfaction, promotes efficiency, stimulates employee performance by motivating them, therefore, resulting in high levels of productivity among workers and increase job satisfaction. Performance appraisal is a human resource management component that is standard as it ensures that fairness in the hiring process contributes to employee job satisfaction in high performing jobs. The common business management problem is the unfair perception regarding performance appraisal, which creates many challenges. The specific research problem is executives' failure in a business organization to agree on the inappropriate appraisal process because of professional performance and abilities (Sarwar & Abugre, 2013). Therefore, the need of this study calls for comprehensive and appropriate management skills regarding performance appraisal.

This research study aimed to examine and understand the association between fair hiring policy and employee job satisfaction within a corporate business organization. The organization believes in workforce diversity, which is crucial in pooling knowledge, and skills that lead to complementary and mutual learning that promotes innovation and creativity. This helps managers understand how various people handle issues, behave, and effectively harness different skills to optimize performance. For workforce diversity to be accepted and efficient among workers, it is upon the managers in the organization to ensure that appropriate human resources policies strike a balance among various groups within the organization. To achieve the purpose of this study, the research question developed following grounded on the theoretical framework of the study. The main question was; what is the association between fair hiring and employee job satisfaction in a corporate business organization? The subsequent question being: what is the connection between the unfair perceptions of hiring employee job satisfaction? The study's conceptual framework was based on Adam's equity theory and the two-factor motivation theory by Herzberg, which describes the theory of justice in the organization as the fairness study at work. This is because organizational fairness has a lot of positive influence on the job satisfaction of employees. The theory presents the three-justice procedural, interactional, and distributive justice components that interact with employee job satisfaction levels. This is the first chapter that serves as a roadmap guiding the readership in sympathetic how the fair hiring policy is related to employee job satisfaction, facilitated by human resource management.

The importance of human resources in any organization is something that cannot be underestimated. Industrialization and dynamics in demand for services have prompted many companies to devise a distinctive approach to managing employees through empowerment, training, and improvement (Hannola, Richter, Richter & Stocker, 2018). Employees' well-being and satisfaction at the workplace have become as important as their worth and importance. The study of Vaamonde, Omar and Salessi (2018) suggest that employees' feelings about how they are treated are an important aspect of the company's productivity because most employees do not have access to the company's financial, technical, legal, and strategic decisions. Therefore, the gap between management decisions and the employee's lack of knowledge can be bridged by the idea of fairness within an organization. Fair treatment of employees during whichever stage of employee-employer engagement poses various benefits. Besides, many employees will not bother with too much information, but it will likely lead to employees' commitment to their work,

making them go the extra mile beyond the call of duty (Wæraas & Dahle, 2020). According to Nikolaou and Georgiou (2018), employees' feeling of fairness during an organization's hiring process can replace their lack of knowledge concerning organizations' procedures. This paper aims to determine if that relationship can be linked to employees' job satisfaction at the workplace.

Therefore, this study aims to build on the many past studies on the same topic and further research the perceived relationship between fair hiring policy and employees' job satisfaction. This study reviewed and conducted further research on how the fair hiring policy affects the performance appraisal and employees' satisfaction to provide a basis for which research concerning the organization's challenges due to the perception of inequality during hiring can be conducted.



**Figure 1:** The conceptual framework of the study

## 2. Literature Review

Human resources management policies reflect how the organization wishes to handle the key aspects of employees' hiring and job satisfaction. They are the management guides used in achieving the organizational objective. When the policies are kept in the right balance in the organization, it builds on morale, develops teamwork, improves quality and productivity through rewarding employees through the performance appraisal, which develops and promotes effective organizational performance. By having fairness in the recruitment and hiring process, there is a promotion of positive behavior and work attitude. Job satisfaction is all about the positive emotional state of the employee's job experience. It involves the positive feelings, attitudes, and thoughts towards their worker, colleagues, and organization (Mathavan & Deepalakshmi, 2020). The favorable and positive attitude of employees towards their job is a depiction of job satisfaction. In contrast, the negative and unfavorable attitude towards the organization and job is a depiction of dissatisfaction. Managers need to understand how employees feel and perceive the conditions at work. To effectively occur, the organization's policies must ensure fairness in the hiring process because where there is a fair hiring policy, it translates to employee job satisfaction. After all, the organization is just about their system.

### 2.1. Literature search strategy

This literature review aimed to analyze the existing relationship between the fair hiring process and how it translates to the business organization's employees' job satisfaction. The literature review information was obtained by utilizing several electronic databases and libraries. The database used included peer-reviewed journals and scholarly journals, theses, websites, and electronically available dissertations: research documents and relevant articles for reference lists. The Academic Search Premier, EBSCO, government statistics reports, and LexisNexis Academic were the principal electronic databases. Google scholar was extensively beneficial in this study as it was used to supplement the researched database by creating the alert on several search criteria. The database search for latent and relevant peer-reviewed published citations ensures that the article analysis is related to the research topic required for the dissertation. Employee engagement, benefits, and organizational commitment are important aspects researched for this study. The leadership styles used in an organization are great determinants of the hiring policy and job satisfaction.

## **2.2. Conceptual Framework**

This section influences every aspect of the study by determining how the problem frame and purpose of the study and data are collected. The research question match guided and made it possible for data collection, interpretation, and analysis. A conceptual framework in literature is essential in decision making during the process of research.

Adam's Equity Theory, the two-factor theory, and organizational justice are the basic components of this research study's conceptual framework. These theories provide the framework for assessing the divergent complex idea regarding hiring fairness and employee job satisfaction. These theories were relevant in business practice to management research. The literature review about organizational justice is concerned with knowing and understanding the connection between fairness in hiring policy and employees' job satisfaction. Human resource management plays a key role in this sector by ensuring employees' workplace attitudes and behavior apply to the performance assessment. Employees' commitment to work is associated with the hiring and recruitment process they underwent and how they are coping and being treated at the workplace by their seniors. This is the assessment of performance outcome reflects organizational justice.

When organizational injustice is perceived, there are increased tendencies of employees engaging in organizational deviance. There is a great connection between fairness in the hiring process and the commitment to work, and only a satisfied individual can be committed to any type of job. Therefore, organizational justices greatly influence the job satisfaction of employees. The prior research stated that job contentment and trust in workers are essential in improving performance. Employees that are satisfied with the job are more creative, initiate breakthroughs, and are more innovative to improve their job performance. On the contrary, workers who are not contented with their jobs are ever short-tempered, tense, and always led to inefficiency and other forms of negative effects on productivity and performance (Rast & Touran, 2012). Understanding the connection between these theories is very crucial to the study and fully supports the research question.

A workforce that is mostly motivated is crucial to achieving a high-performance outcome that is sustained. Organizations with more contented and satisfied employees are more effective as employees are happy, and happy workers can be more productive. Researchers have argued that motivating organizations, employers, and employees could encourage employees to work efficiently. Performance appraisal is very significant in promoting employee job satisfaction. It enhances internal promotion and external by basing on the merit list and other incentives that sustain and support the employees' interests (Kooij, Guest, Clinton, Knight, Jansen & Dijkers, 2013). The main reason for choosing these theories in this study is that they are most relevant and significant in the research by reflecting the conceptual underpinning and the methodological framework adopted to explain and demonstrate the dimensions covered on fair hiring policy and employees' job satisfaction.

## **2.3. Equity theory**

Adam's equity theory is all about organizational justice: distributive justice, interactional justice, and procedural justice. The theory states that employees are better motivated equitably, and if motivated, it should apply equity. This theory is all about relational satisfaction regarding just and fairness regarding organizational hiring of employees to ensure job satisfaction (Elamin & Alomaim, 2011). It also enhances fairness in the resource distribution within interpersonal relationships, which is a major concern for social scientists. When developing the theory, Adams propounded that employees seek fairness concerning organizational contribution and what they have in return, particularly from the organization, regarding what they conceptualize other employees have contributed. Fairness procedures, such as decisions concerning fair hiring, are made through procedural justice (Chan & Lai, 2017). Management theorists that interactional and procedural justice are directly significant to the study of fairness in employees' hiring process and job satisfaction have identified it.

Herzberg's motivation theory of two factors is also related to Adam's equity theory. It has been used by other researchers regarding fairness in the organization and job satisfaction, and it supports retention methods greatly. The most prominent category that aligned the Herzberg's motivation factor is its advancement and growth, positive influence from the supervisor, and positive working conditions. According to Ruiz's article, this theory is significant because thousands of employees are part of the government workforce's demographic. In his theory, Ruiz also examined and demonstrated the factor of hygiene. For instance, having proper working conditions, salary, pay, and relationship with other employees and how the supervisors interact with employees highly affect the retention levels (Ashraf, 2020). When managers use motivational theories, they can experience low turnover rates and high retention levels because fairness is exhibited in the hiring and recruitment, which results in employee satisfaction regarding their job.

**Table 1:** The Summary of main prior studies

Key Element	Summary
<b>1: Equity Theory</b>	* The theory states that employees are better motivated equitably, and if motivated, it should apply equity.
<b>2: Two Factor Motivation</b>	* The most prominent category that aligned the Herzberg's motivation factor is its advancement and growth, positive influence from the supervisor, and positive working conditions.
<b>3: Synergizing Both Theories</b>	* Organizational fairness has lots of positive influence on the job satisfaction of employees. The theory presents the three-justice procedural, interactional, and distributive justice components.

### 3. Methodology

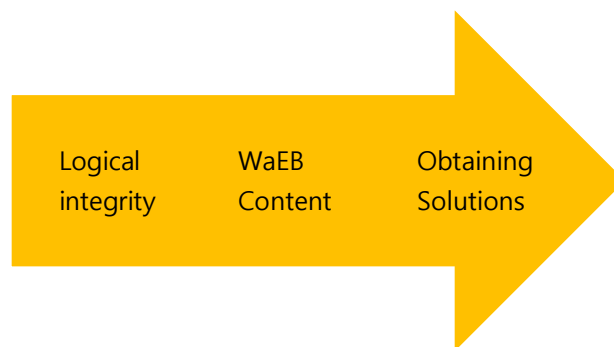
For achieving analytical goals, the present author conducted qualitative content method to collect a textural data and interpret the content in the prior literature database. This qualitative method can be vital to explore numerous prior studies. That is because textural contents may provide all elements such as integrity, conformity, and trustworthiness. Therefore, no falsifiability should be contained in the obtained dataset. By conducting the web data analysis, the current author coded the dataset using the content method which is useful to examine prior studies' topics and statistical results, allowing the researchers key textural contents within practical datasets. Thus, researchers can access suitable textural information in the extant literature contents, checking emerging themes for their researches (Woo & Kang, 2020). The content analysis aims to determine a textural dataset in the longtime frame from the newest textural information to the textural data in the past, helping the current researchers to answer complex research questions. Nevertheless, some researchers may argue some disadvantages of content method analysis, mentioning that it is hard to differentiate between the level of interpretation and the quality of dealing with idea. That implies that it could decrease the trustworthiness for textural qualitative datasets even if prior studies point out that researchers can overcome this advantage with providing the rationality and classifying topics and critical points in the extant literature (Queirós, Faria & Almeida, 2017; Woo & Kang, 2020).

The present author, to utilize the existing notions and theories about fair hiring policy and job satisfaction, could use a qualitative content methodology, assuming that a systematic assessment can be applied to understand subjects. After that, the author seek to inductive reasoning method and the research problem could handle as long as approaching various textual resources which are only obtained by peer-reviewed journals were proven by reliability and validity. As a result, the author could obtain brief solutions among different and various resources through textual content framework. Relying on this strategy, policy practitioners could figure out some useful organizational elements to boost employees' job satisfactions based on fair hiring policy. For modern leaders seeking to align HRM priorities with fairness hiring theories, the present author suggests the following key four subjects in the next section (Findings) as the most important solutions for enhancing justifiable policy.

This research involved reviewing the literature systematically to determine the relationship between fair hiring and employee job satisfaction using content analysis. This analysis follows a clear and purposeful process structure; thus, this analysis followed a four-step process model of content analysis. Materials collected for the analysis process included English-speaking peer-reviewed literature reviews on the relationship between fair hiring and employee job satisfaction published within the period between 2017 and 2021. The peer-reviewed articles represent key modes through which researchers communicate and are considered a key analysis unit. The paper's compilation involved a thorough literature search using keywords, literature review, hiring policy, and employee job satisfaction to be found jointly in the study abstract, keywords, or title (Park & Jeong, 2019). The articles' selection might either borrow or extend beyond this point depending on the sample's availability. The analysis will also involve distinct processing

steps to ensure that the identified papers are relevant to the study's topic. To ensure the articles' relevance to the topic under investigation, the researchers read the articles and reflected on their appropriateness for the topic under study.

Assessment of the information concerning the articles' distribution across various journal articles done and presented together with the findings from the analysis. The sample journal articles' main analytic category was derived from various categories, including the data analysis method, the research aim, and quality measure (Assarroudi, Heshmati Nabavi, Armat, Ebadi & Vaismoradi, 2018). The category data gathering complied with the literature review requirement, which complemented the category number of published resources gathered and the period covered. Data analysis is borrowed from the main content analysis process steps and complemented by data analysis, main analytic categories, and criteria for descriptive analysis for structuring the content.



**Figure 2:** The procedure of Qualitative Textual Analysis

### 3.1. Advantages of literature content analysis

There has been a continuous rise in the number of research findings, some of which are similar, deviant, and contradictory, making critical reviewing of literature an essential tool for obtaining hidden knowledge lying underneath. Additionally, a review of literature is almost the foundation of academic writing. Condensing overviews of relevant literature is key for research as it results in the identification of specific contributions made by scholars to research (Aksnes, Langfeldt & Wouters, 2019). Reviewing existing literature is essential to condensing the research topic and explaining the purpose, research design, and methodology. Content analysis is a key research method when dealing with social sciences as it essential in the analysis of various communication forms, primarily those based on textual data (Gaur & Kumar, 2018).

This research employs the use content analysis method to extract relevant information from the rich textual data and content available of various research studies that have been conducted on this topic. According to the study of Emery, Booth, Michaelides and Swaab, (2019), content analysis is essential in analyzing the relationship between fairness in hiring and employee job satisfaction because it can reveal employee perceptions. Besides, unlike empirical research, content analysis can be applied in quantitative and qualitative research, making it more reliable than the empirical research method.

Unlike empirical research, the content analysis considers communication directly by looking into it through texts or transcripts makes it useful in the study of this topic since it gets at the central aspect of social interaction between employees and the human resource managers. Content analysis should be used in this research instead of empirical research can be supported by providing valuable historical insights into the relationship between the employees and the human resource department over time through textual analysis and provides insight into the most complex human thought and language use models (Patrucco, Luzzini & Ronchi, 2017). Vaismoradi and Snelgrove (2019) suggest that content analysis creates a realm of research opportunities since it can analyze communication at various levels, including roles and words. Lee and his associates (2017) argue that content analysis should be used to research through literature because it describes communicative messages relatively unobstructed. It is also a relatively safer process of examining communicative messages than empirical research.

## **4. Findings**

This section gives detailed explanations of the solutions and explains how fair hiring policy affects employee job satisfaction. We will focus on various forms of practices that an organization conducts to ensure fairness right from the recruitment activities and hiring, reflecting the organizational structure in satisfaction of employees' needs regarding their employment.

### **4.1. Training**

Training is very significant to the employee's job satisfaction because it is through training that the mode of fairness in hiring is determined. It greatly builds on the organizational culture. Workplace training helps bring a comprehensive culture that makes persons feel valued and operative in their job performance. For effective training to take place, it needs trainers that are highly skilled, willing, and excited about training new employees fairly. The training period is an opportunity to instill an organizational culture in the new employees during the hiring process (Saridakis, Muñoz Torres & Johnstone, 2013). Training provides an important time for creating links in the workplace, as all asset expectations should be accomplished. Lack of skilled workers has proved to leave workers feeling overburdened and overwhelmed, resulting in voluntary turnovers of long-term employees (Pancasila, Haryono & Sulisty, 2020). Human resources managers can change the organizational culture by reducing turnover, hence decreasing the organization tension. When an employee's stress is decreased, there will be a creation of a more engaged workforce. Therefore, having fair hiring of employees' policy in an organization is very important because training will be conducted fairly, leading to employees' job satisfaction.

### **4.2. Onboarding**

This is the practice of receiving new workers unit the organization. Onboarding can be either formal or informal practice, program, or policy utilized within the organization. This practice is used to socialize new persons by helping them to become part of the team without having trouble. This practice includes training, providing feedback, and continued engagement with the new team members. The practice of onboarding is very instrumental as it helps in decreasing the confusion and anxiety that is always experienced by the new employees (Kampkötter, 2017). It helps the new individuals in the organization be well acquainted with the new environment by providing tangible and intangible essentials of functioning. The personal identity socialization form is whereby the individual's identity focuses on where to fit in the company by training the tasks they will be dealing with. Organizational identity involves making the individual feel like part of the group and the group's identity, which is also reinforced through training. A well-trained team is always successful than a team that is not well trained and confident in their role regarding the core job (Chen, Sparrow & Cooper, 2016). With such a Practice in the organization, the team members will feel comfortable and confident in their work as it is made them fully feel part of the group, which is satisfying in their role. When one is satisfied with whatever they are doing in the organization, this exhibits employees' job satisfaction (Celik, 2011). Human resource managers need to reinforce organizational identity by making employees feel part of the team by decreasing demographic segregation.

### **4.3. Organizational Culture**

This culture of beliefs and values is within the organization that affects individuals in performing their tasks. It includes how individual employees act, perform their duties, conduct themselves, and how they dress. Organizational culture is fundamental during employees' hiring process because the new employees must be inducted to know how things are conducted and run in the organization (Richard & Kang, 2018; Ferreira, Martinez, Lamelas & Rodrigues, 2017). This will ensure the smooth flow of events and give the new employees a humble time to adjust and adapt to the new system. This helps create a positive attitude towards their job, and they will love it because all that is expected of them has been presented to them (Tarcan, Hikmet, Schooley, Top & Tarcan, 2017). Organizational justice demonstrates the distribution of power and actions within the organization employees and leaders determines whether the actions are fair and if they fit into the organizational culture. Researchers determined that organizational commitment and high job satisfaction results in lower turnover and organizational justice is positively associated with organizational job satisfaction, commitment, and job satisfaction. Organizational culture involves two separate profiles, one that is oriented towards the individuals and another that is oriented towards the organization (Al-dalameh, Khalaf & Obeidat, 2018). Human resource managers should understand the appropriate organizational

culture from organizational and individual aspects to retain employees. Where employees understand the organizational culture, which is fair right from the hiring process, they will be highly satisfied with the organization's operations and culture; therefore, they will not have a mentality of resigning (Parvin & Kabir, 2011). In so doing, the organization will be able to retain its employees.

Oriented dimensions of the organization are made up of creativity, assertiveness, growth, and result orientation. Innovativeness is all about being open to tasks, new opportunities, and risks and coming up with new methods. Assertiveness involves high competition and involvement in disagreements (Gayathiri, Ramakrishnan, Babatunde, Banerjee & Islam, 2013). Aggressiveness is crucial in developing high and healthy competition among employees, and if not properly controlled, it can lead to conflicts (Ball, Day, Murrells, Dall'Orta, Rafferty, Griffiths & Maben, 2017). Results orientation includes attainment and performance that regards accuracy and analytical tendencies. When employees are outcomes-oriented, they focus on the goals that drive the organization to succeed and attaining its objectives. Individual dimensions are supportiveness, teamwork, and growth orientation (Lambert, Keena, Leone, May & Haynes, 2020).

Dimensions of the organization are norms that help new employees to work through their time and become a value system. Having a constructive organizational culture retains employees, and this is a major role that should be affected by human resource managers (Krumbiegel, Maertens & Wollni, 2018). The new orientation programs greatly help in instilling organizational culture and reinforcing cultural beliefs by enforcing employee engagement. Employee innovation within the organization is vital, and it is only possible when the organization provides an environment that allows for innovative practices (Bayraktar, Araci, Karacay & Calisir, 2017). Leaders need to understand the culture and help employees to focus on the roles and create a business environment that is conducive to being part (Bull). Yearly surveys and chat sessions of employees are very helpful in gauging how employees feel about their employment. Does fairness exist in hiring employees and feeling job satisfaction (Saleem, Majeed, Aziz & Usman, 2013)? In so doing, it is easy to gain insights into employee attitudes about their jobs. It helps employers recreate and restructure the organizational culture because it is not favorable and appropriate to employees' well-being in terms of job satisfaction. Employees' attitude about their employment recreates the organizational culture and ensures there is employee retention on business-focused, and a positive attitude is enhanced (Knapp, Smith & Sprinkle, 2017). Human resource managers also create fair recruitment plans for their employees, which results in job satisfaction. Recruitment incentives are essential in the organization.

#### 4.4. Reward System

In this study, benefits include employee medical sponsorship such as vision, dental, miscellaneous benefits, and discounts provided to the employees at a discount or free. Additional employee resources are important, such as parental leave, tuition reimbursement, GED, and daycare assistance. Additional discount on employee's daily products encourages them to stay within the organization. A higher pay base level is positively related to higher performance (Bayraktar et al., 2017). Knowing the type of benefits to offer to employees from the recruitment and hiring phase helps retain them because it is equally beneficial to human resource managers. Promotions through performance appraisals are also an important benefit that an employee receives to work hard and perform better in their job position.

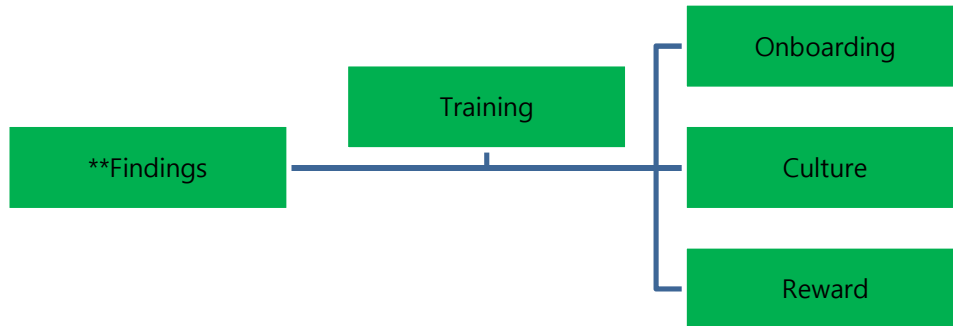
Pay is the monetary compensation or rather the salary the employees receive for working at the organization. Employees will never experience job satisfaction if they are not paid for the services they offer at the organization. When there is an employee's organizational commitment, their needs in terms of salaries are well catered for and on time (Singh & Jain, 2013). Organizations vary in terms of offering payments and benefits to their employees. Some offer more money and fewer benefits, while others have more benefits and less pay (Inegbedion, Inegbedion, Peter & 2020).

It does not matter the quantity of pay and benefits but what matters is the availability of the pay and benefits. Discounted cover for medical insurance rates may be a determining factor for employees to choose whether to stay in the organization. In some instances, the provided company's options may outweigh the hourly wage rate when looked at from a competitive hiring standpoint (Gopinath, Yadav, Saurabh & Swami, 2020). This depends on the employee's living standards situation as well as the socio-economic status. To maintain knowledge of tacit by retaining the long-term employees by offering beneficial benefits.

Both benefits and pay are a reward system that an organization can have. Reward systems are very philosophical because they give employees the priority of being the company's biggest asset. Employee motivation provides positive organizational outcomes, particularly promoting high retention levels. Compensation, promotion, and motivation are all positive impacts of job satisfaction levels among employees. These motivations should also be fair basing on the employee's performance and production. Performance appraisals are very vital tools to use in the promotion of employees (Gopinath, 2020). This encourages them to work harder to be more productive because the organization's



reward system is effective. For organizations aiming to promote retention strategies, employee motivation and compensation are vital for employee job satisfaction levels.



**Figure 3:** Four solutions to enhance fair hiring policy

## 5. Conclusion and Implication

A comprehensive understanding of that fairness in employees' hiring process relates to job satisfaction is crucial and greatly helps to formulate appropriate policies in respect to the organization to aid in the decision-making process as among the valuable functions of human resources within the organization following the employee's perception improvement. This study has provided basic research information that could be extensively adopted and used to impact employees' fairness perception in hiring, which builds on their job satisfaction. The information gathered from the research may help understand how fair hiring in the organization affects employee job satisfaction in the organization and all the management sectors. The study may enable management, human resource practitioners, and organization leaders to implement decisions that enhance change, job satisfaction, and employee motivation through accuracy, trust, fairness, and effectiveness. The main goal highlighted is the own sense of fostering subsequent fair and objectivity by providing measurable, achievable, and tangible expectations (Cherif, 2020). The solutions present that organization culture is very instrumental in building the communication and culture of feedback as an ongoing activity and considered necessary in ensuring that employees have opportunities to address their challenges and make considerable improvements needed for fairness to all the employees.

Adam's equity theory and Herzberg's two-factor motivation theory demonstrate how equality is core in enhancing fairness and a good appraisal system established through the appropriate reward systems. The same rules and procedures should apply to small workers to ensure and assure them of equity in the evaluations, which does not have any form of business, and are in line with organizational policy. There is a need to advance more theories that assure effective policies to improve performance appraisal and effective fairness policies assurance at the work environment, enhancing job satisfaction. Organizations, through its management, must train their managers concerning fairness and equity in terms of resource allocation right from when a new member of the organization is employed. There will be an effective and appropriate use of evaluation procedures and methods because job satisfaction will only be experienced through accurate and fair hiring policies in the organization. This is necessary for the organization's performance and management because there would be an increase in production.

Fairness extensively relies on the organization's ability to identify and eliminate any form of performance challenges regarding equity. Since this study has proved and determined the significant relationship between fair hiring policy and employees' job satisfaction, I recommend further research into more specific demographic areas. Further research will benefit the human resource management department in the corporate world to know how best to retain employees by having enough knowledge and skills on retention methods. The present author will continue the study and study more on specific branches of business organizations by potentially investigating additional variables in a demographic area that causes high employee turnover from the organization. The current study limitations could be used for identifying opportunities for further research. An investigation of fairness regarding gender diversity is a good opportunity to explore the gender issue and job satisfaction. Therefore, this study was significant and relevant to the research question because an organization that practices a fair hiring policy positively affects employee job satisfaction. After all, the employee needs are well catered for and meet appropriately.

This study's academic implication is its findings' importance both for policy and academic theory formation. From the findings of this research, academic scholars can obtain key information necessary to formulate academic theories related to the study subjects. The findings can also serve as a foundation for academic policies regarding the relationship between fair hiring and employee satisfaction. The study's practice implication is applying its finding in promoting fairness during the hiring process to improve employee satisfaction. The promotion of more direct communication between employees and managers during the hiring process will create a feeling of fairness and great satisfaction in employees' work, thus enabling them to be productive. It is essential for employees to feel heard during the hiring as this creates a feeling of fairness, which translates to employee satisfaction. Employees' satisfaction level often starts during the hiring process, and its impact will be felt on the company's productivity.

Of course, one should remember in mind that there a limitation presented by the current research. Even though the textual data which was collected by the content literature analysis can be acceptable, the findings of this study cannot be extrapolated as a result of flawlessness because the textual data disregards and ignores the state or situation after producing the contexts. For this reason, the future should test empirically to identify whether employee job satisfaction is controlled by fair hiring policy based on various job positions. As a result, future research will be able to determine the generalizability between two factors, applying them to the broad spectrum of public or private organizations.

## References

- Aksnes, D. W., Langfeldt, L., & Wouters, P. (2019). Citations, citation indicators, and research quality: An overview of basic concepts and theories. *Sage Open*, 9(1), 1-17.
- Al-dalalmeh, M., Khalaf, R., & Obeidat, B. (2018). The effect of employee engagement on organizational performance via the mediating role of job satisfaction: The case of IT employees in the Jordanian banking sector. *Modern Applied Science*, 12(6), 17-43.
- Ashraf, M. A. (2020). Demographic factors, compensation, job satisfaction, and organizational commitment in private university: An SEM analysis. *Journal of Global Responsibility*, 11(4), 407-436.
- Assaroudi, A., Heshmati Nabavi, F., Armat, M. R., Ebadi, A., & Vaismoradi, M. (2018). Directed qualitative content analysis: the description and elaboration of its underpinning methods and data analysis process. *Journal of Research in Nursing*, 23(1), 42-55.
- Ball, J., Day, T., Murrells, T., Dall'Ora, C., Rafferty, A. M., Griffiths, P., & Maben, J. (2017). A cross-sectional examination of the association between shift length and hospital nurses' job satisfaction and nurse reported quality measures. *BMC nursing*, 16(1), 1-7.
- Bayraktar, C. A., Araci, O., Karacay, G., & Calisir, F. (2017). The mediating effect of rewarding on the relationship between employee involvement and job satisfaction. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 27(1), 45-52.
- Bull, D. A. (2020). The Association between Demographic Characteristics and Job Satisfaction among Hospital Staff. *International Journal of Interdisciplinary Research and Innovations*, 8(2), 31-49.
- Celik, M. (2011). A theoretical approach to job satisfaction. *Polish Journal of management studies*, 4, 7-14.
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice, and organizational citizenship behavior. *Journal of business research*, 70(January), 214-223.
- Chen, P., Sparrow, P., & Cooper, C. (2016). The relationship between person-organization fit and job satisfaction. *Journal of Managerial Psychology*, 31(5), 946-959.
- Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in the Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7/8), 529-541.
- Emery, C., Booth, J. E., Michaelides, G., & Swaab, A. J. (2019). The importance of being psychologically empowered: Buffering the negative effects of employee perceptions of leader-member exchange differentiation. *Journal of Occupational and Organizational Psychology*, 92(3), 566-592.
- Elamin, A. M., & Alomaim, N. (2011). Does organizational justice influence job satisfaction and self-perceived performance in Saudi Arabia work environment. *International Management Review*, 7(1), 38-49.
- Ferreira, A. I., Martinez, L. F., Lamelas, J. P., & Rodrigues, R. I. (2017). Mediation of job embeddedness and satisfaction in the relationship between task characteristics and turnover. *International Journal of Contemporary Hospitality Management*, 29(1), 248-267.

- Gaur, A., & Kumar, M. (2018). A systematic approach to conducting review studies: An assessment of content analysis in 25 years of IB research. *Journal of World Business*, 53(2), 280-289.
- Gayathiri, R., Ramakrishnan, L., Babatunde, S. A., Banerjee, A., & Islam, M. Z. (2013). Quality of work-life–Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1-8.
- Gopinath, R. (2020). Impact of Job Satisfaction on Organizational Commitment among the Academic Leaders of Tamil Nadu Universities. *GEDRAG & Organisatie Review*, 33(2), 2337-2349.
- Gopinath, R., Yadav, A., Saurabh, S., & Swami, A. (2020). Influence of Job Satisfaction and Job Involvement of Academicians with special reference to Tamil Nadu Universities. *International Journal of Psychosocial Rehabilitation*, 24(3), 4296-4306.
- Hannola, L., Richter, A., Richter, S., & Stocker, A. (2018). Empowering production workers with digitally facilitated knowledge processes—a conceptual framework. *International Journal of Production Research*, 56(14), 4729-4743.
- Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L. (2020). Perception of workload balance and employee job satisfaction in work organizations. *Heliyon*, 6(1), 3160-3169.
- Kampkötter, P. (2017). Performance appraisals and job satisfaction. *The International Journal of Human Resource Management*, 28(5), 750-774.
- Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2016). Work-related stress, burnout, job satisfaction, and general health of nurses: A follow-up study. *International journal of nursing practice*, 22(6), 538-545.
- Knapp, J. R., Smith, B. R., & Sprinkle, T. A. (2017). Is it the job or support? Examining structural and relational predictors of job satisfaction and turnover intention for nonprofit employees. *Nonprofit and Voluntary Sector Quarterly*, 46(3), 652-671.
- Kooij, D. T., Guest, D. E., Clinton, M., Knight, T., Jansen, P. G., & Dikkers, J. S. (2013). How the impact of HR practices on employee well-being and performance changes with age. *Human Resource Management Journal*, 23(1), 18-35.
- Krumbiegel, K., Maertens, M., & Wollni, M. (2018). The role of fairtrade certification for wages and job satisfaction of plantation workers. *World Development*, 102(February), 195-212.
- Lambert, E. G., Keena, L. D., Leone, M., May, D., & Haynes, S. H. (2020). The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff. *The Social Science Journal*, 57(4), 1-12.
- Lee, E. W., Ho, S. S., & Lwin, M. O. (2017). Explicating problematic social network sites use: A review of concepts, theoretical frameworks, and future directions for communication theorizing. *New Media & Society*, 19(2), 308-326.
- Mathavan, R., & Deepalakshmi, K. (2020). A Study On Hrm Practices And Employee Job Satisfaction In Co-Operative Banks In Namakkal District. *Studies in Indian Place Names*, 40(12), 1510-1516.
- Nikolaou, I., & Georgiou, K. (2018). Fairness reactions to the employment interview. *Journal of Work and Organizational Psychology*, 34(2), 103-111.
- Pancasila, I., Haryono, S., & Sulistyono, B. A. (2020). Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia. *The Journal of Asian Finance, Economics, and Business*, 7(6), 387-397.
- Park, J., & Jeong, E. (2019). Service quality in tourism: A systematic literature review and keyword network analysis. *Sustainability*, 11(13), 3665-3686.
- Parvin, M. M., & Kabir, M. N. (2011). Factors affecting employee job satisfaction in the pharmaceutical sector. *Australian journal of business and management research*, 1(9), 113-123.
- Rast, S., & Tourani, A. (2012). Evaluation of employees' job satisfaction and the role of gender difference: An empirical study at the airline industry in Iran. *International Journal of Business and Social Science*, 3(7), 91-100.
- Patrucco, A. S., Luzzini, D., & Ronchi, S. (2017). Research perspectives on public procurement: Content analysis of 14 years of publications in the journal of public procurement. *Journal of Public Procurement*, 17(2), 229-269.
- Richard, J., & Kang, E. (2018). Culture, Competencies and Compensation: A Framework for Pay for Performance Incentives. *American Journal of Management*, 18(4), 33-48.
- Saleem, S., Majeed, S., Aziz, T., & Usman, M. (2013). Determinants of job satisfaction among employees of the banking industry at Bahawalpur. *Journal of emerging issues in economics, finance, and banking*, 1(2), 150-162.
- Saridakis, G., Muñoz Torres, R., & Johnstone, S. (2013). Do human resource practices enhance organizational commitment in SME s with low employee satisfaction?. *British Journal of Management*, 24(3), 445-458.
- Sarwar, S., & Abugre, J. (2013). The influence of rewards and job satisfaction on employees in the service industry. *The Business & Management Review*, 3(2), 22-32.

- Singh, J. K., & Jain, M. (2013). A study of employees' job satisfaction and its impact on their performance. *Journal of Indian Research*, 1(4), 105-111.
- Tarcan, M., Hikmet, N., Schooley, B., Top, M., & Tarcan, G. Y. (2017). An analysis of the relationship between burnout, socio-demographic and workplace factors and job satisfaction among emergency department health professionals. *Applied nursing research*, 34(2), 40-47.
- Vaamonde, J. D., Omar, A., & Salessi, S. (2018). From organizational justice perceptions to turnover intentions: The mediating effects of burnout and job satisfaction. *Europe's journal of psychology*, 14(3), 554-570.
- Wæraas, A., & Dahle, D. Y. (2020). When reputation management is people management: Implications for employee voice. *European management journal*, 38(2), 277-287.
- Woo, E. J., & Kang, E. (2020). Environmental Issues As an Indispensable Aspect of Sustainable Leadership. *Sustainability*, 12(17), 7014-7036.