

Recruitment and Selection Practices of Faculty in Higher Education Institutions of Pakistan: A Case of University of the Punjab

Abstract

From primary to higher education teachers play a very important role in the development of the student's personality. Higher education is more important because there grooming of the students is at final stages, therefore, it is important to hire professionally qualified and suitable faculty in educational institutions at that level. There is a need to design proper recruitment and selection policies and also ensure effective implementation of those policies in line with the performance indicators defined for the universities. Higher educational institutions, especially universities are meant for the development and transfer of knowledge. Higher education institutions often struggle to attract competent, talented and highly qualified personnel.

Given this situation, it is obviously of interest to design and implement suitable hiring programs that may attract potential faculty to the universities. It is also of interest to determine in general terms, what are the different recruitment and selection policies and programs that are implemented in the higher education institutions or universities, in order to improve those practices for best utilization of resources.

This paper presents findings of the research study conducted to examine different policies and practices of recruitment and selection at university of the Punjab -the largest public sector University in Pakistan for its regular, contractual, visiting, tenure track, and foreign faculty at various cadres including; lecturers, assistant professors, associate professors, and professors. The paper also discusses the implementation status of different recruitment and selection policies and practices at the University of the Punjab. The findings of the study reveal major gaps in terms of implementation of the various recruitment and selection policies and its implications from human resource perspective.

This study utilizes a qualitative mode of enquiry of deriving the findings. The data has been obtained by using in-depth interviews with respective faculty members representing diverse faculties working on Basic Pay Scale (BPS) prevalent in higher education institutions of Pakistan. The paper discusses policy implications and offers useful recommendations towards strengthening the faculty recruitment and selection practices at higher education institutions in general and University of the Punjab in particular including revisiting of the existing recruitment and selection criteria and process. The paper also underscores the

¹Wajiha Kasim, Lecturer, Institute of Business Administration, University of the Punjab, Lahore, Pakistan

² Dr. Nasira Jabeen, Professor & Director, Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan, E-mail: director.ias@pu.edu.pk

need for reforms in recruitment and selection of the faculty and emphasizes on using hybrid selection methods for appointment of faculty members at various levels in view of the dynamic changing requirements of higher education institutions.

Key Words: *Recruitment, Selection, Human Resource Management, University of the Punjab, Basic Pay Scale (BPS), Tenure Track System (TTS), Higher Education Institutions, Reform, Hybrid selection methods.*

Introduction

The current shortage of talent in the labor market has led to a strong competition for the best and the brightest people in jobs. It is observed that recruitment is only the beginning of the employment relationship and thus the quality of people it yields for selection affects the success of human resource management practices (Cable & Turban, 2001). Thus, the ability of human resource management practices to positively impact organizational effectiveness is rooted in the effectiveness of recruitment practices (Ferris, Berkson, & Harris, 2002). Therefore, any practice, which can increase an organization's capacity to attain and retain top talent, will reinforce the relationship between human resource management practices and organizational effectiveness.

At present educational sector all over the world is expanding and a large number of public and private schools, colleges, universities are offering services in the market. It is therefore a matter of competitive advantage, and practical staffing, to be efficient and effective in attracting the most qualified applicants (Ferris, et al., 2002). That's why universities need to concentrate on their recruitment and selection practices to remain competitive.

In order to survive in today's competitive scenario and maintain goodwill of organizations it is important that attention is given to human resources of organizations. There is a great realization that once the organization has the personnel or human resource available, it may make further investment in this direction. Therefore, it can be concluded that care must be taken in hiring the right employees in organizations. Hiring/recruitment of employees is one of the human resource management practices that are highly interrelated with other human resource management practices.

In view of the importance of human resource practices specifically recruitment and selection as discussed above this study analyses the recruitment and selection practices of the University of the Punjab, and reviews implementation and repercussions involved.

University of the Punjab is the oldest university of Pakistan. It is the biggest university in Asia. It has a large number of departments/ institutes/ colleges/ center and enroll the biggest number of students every year from all over Pakistan and abroad. The university is practicing few programs, for instance for faculty hiring, such as; regular hiring of the faculty, contractual faculty, visiting faculty, hiring of foreign faculty, and tenure track appointments. Faculty recruitments and selection are made in the University according to Higher

Education Commission (HEC) guidelines according to each different category of teachers in various cadres.

To conclude, recruitment and selection practices are the major topic of interest in the public management research because it has important implications for both individuals and organizations. These are equally important in the academics, as recruitment of qualified and suitable individuals is highly needed in the educational institutions. From primary to higher education teachers play a pivotal role in the development of the student's personality. Higher education is more important because there grooming of the students is at final stages, so it is important to hire appropriate faculty in educational institutions. There is a need to design proper recruitment and selection policies and also ensure effective implementation of those policies to deal with the performance indicators defined for the universities.

Research Questions

In view of the above discussion following research questions have been framed:

1. What are the existing faculty recruitment and selection policies in the University of the Punjab?
2. How the faculty recruitment and selection policies are implemented in the university?
3. How the existing faculty recruitment and selection policies and practices in University of the Punjab can be improved?

Objectives

1. To review the existing faculty recruitment and selection policies of the University of the Punjab.
2. To explore the implementation of the faculty recruitment and selection policies in order to determine their effectiveness.
3. To identify possible areas of improvement in the faculty recruitment and selection policies and practices of the University of the Punjab.

Significance

Since the most valuable asset of any higher education institution is its human resources, the contributions by the faculty, administrators, and staff are of key importance to the institution's mission, vision, business strategy and, most importantly, to the students (Wang & Guarria, 2010, p. 66). Institutes are experiencing a great amount of difficulties to locate candidates who are capable, experienced, and knowledgeable. This study has practical significance for the higher education institutions in general and University of the Punjab in particular. From the university perspective faculty recruitment and selection are related to the performance indicators. Faculty selection is a very crucial issue in the educational institutions because if the teachers selected have different priorities than the institutions then performance will be badly affected. Also this study will

contribute towards the development of human resource departments in universities specifically, the University of the Punjab and towards the improvement in the recruitment and selection policies and practices of the faculty members at various levels.

Though an adequate number of studies have been conducted to analyze the factors affecting the faculty selection practices, and the consequences of the appropriate selection practices, but most of the studies are conducted empirically using quantitative methods. Relatively a few studies have focused on the recruitment and selection policies, and the process of the educational institutions using an in-depth qualitative method of inquiry. So, there is considerable scope for the analyses of the recruitment and selection practices, and identifying their impact on the faculty and the university. Therefore, in this study a qualitative research has been conducted in order to explain the process of recruitment and selection of faculty in the University of the Punjab in detail, to identify major strengths and weakness, and to delineate suggestions in order to continue with the strengths and remove weakness if any for improvement in the existing practices.

Literature Review

Person organization fit can be ensured by any organization by pursuing for the human resource management practices. These practices guarantee the person organization value fit not only at the time of inducting employees but also look into the training and growth of the employees. The discussion below is focused on important concepts in this direction:

Recruitment

The term recruitment refers to the 'process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen' (Byars & Rue, 2006, p. 111). Recruitment process is linked with some major functions of human resource management. The scale of an organization's recruiting effort and the methods to be used in that recruitment process are determined from human resource planning process – a process of determining net human resource demand keeping in view the requirement of human resources in the light of organizational objectives, and the available human resources with the organization. The top priority of an organization is to recruit right person for the right job. 'Successful recruiting is difficult if the jobs to be filled are vaguely defined' (Byars & Rue, 2006, p. 112). An organization can fill any vacant position either with somebody already working in the organization or with someone from outside the organization. In other words an organization can use internal sources or external sources of recruitment. Filling the vacant job from internal sources has many benefits i.e. strengths and weaknesses of the employees are known, and the morale of employees will increase. But all the human resource needs of the organization cannot be fulfilled with the existing employees. Existing employees of the organization are informed of the job vacancies through 'job posting' and 'job bidding' that is an internal method of informing employees of job vacancies by posting a notice in central locations and giving a specified period to apply for the jobs (Byars & Rue, 2006, p. 114).

Whereas 'external recruitment, refers to process of encompassing an organization's activities with the purpose of conveying the information about the job opening to the prospective job applicants who might not be currently working for the organization; influence whether these individuals apply for the job post; have an effect on whether the candidate uphold interest in the job post until an offer is made to them and finally might manipulate the decision of acceptance of job offer' (Breugh, 2008, p. 103). According to Byars and Rue (2006) methods of external recruitment are, job advertising, employment agencies, employee leasing agencies or temporary help agencies, employee referrals and walk in unsolicited applications, campus recruiting, and internet recruiting.

Recruitment is very crucial for the organization and its employees. A research study conducted by Byrne, et al. (2009) on job satisfaction and its linkage with perceived favorability of human resource management practices concluded that along with safe working practices, recruitment and selection share positive relationship with job satisfaction.

Rynes and Cable concluded that relating to the relative significance of recruitment in comparison with traits of the job post, some aspects matters the most, such as pay, job tasks, and work hours to job applicants than other issues for instance substance of a job advertisement, the design of an organization's employment web site, or a recruiter's behavior (as cited in Breugh, 2008, p. 104). There are various recruitment relating variables that lead to factors which reflect the significance of manner in which an employer recruits. If an organization does a poor job of recruitment, then it might not be successful enough in attracting the required kind of people and even if organizations have attracted the required kind of people the conduct during the recruitment process also matters (Breugh, 2008). Some of the poor treatment practices in the recruitment process include; delays in conducting interview, or selection process that would lead to a situation where the candidates would withdraw from the job consideration before an employer has had an opportunity to even offer job (Boswell, Roehling, LePine, & Moynihan, 2003; Rynes, Bretz, & Gerhart, 1991).

Selection

Employee selection is a process representing series of stages a job applicant must pass to get appointed. Each stage reduces the total group of incumbents for a number of reasons until; finally an individual is hired for a position. A variety of measurement devices such as; interviews, reference checking, employment tests, bio-data, graphology, work sampling and assessment centers are exercised by organizations to evaluate whether candidates possess competencies needed for the vacant post (Paraskevas, 2000).

It refers to the process of short listing and selecting the most suitable and competent individuals from the available pool of candidates. Similarly, Anthony, Kacmar and Perrewe' (2002) defined it as a process of choosing the individual from a pool of recruited applicants. Recruitment and selection at times are used synonymously but these are different. In fact recruitment process precedes selection process. This process on one side picks the appropriate candidates and on the other side rejects inappropriate candidates.

The process of selection starts with the examination and the screening of the resumes or applications forms; then comes the preliminary interview and the employment testing phase after performing these steps then organizations check the references of the short listed candidates and if organizational management is satisfied with those references then the final interview is called for job offer, and finally new employee is hired (Anthony, et al., 2002; Byars & Rue, 2006). Some organizations first conduct the test and then call for interviews of those candidates who have passed the test, and some first call for interview and then take test of those candidates who had been short listed in interview, as the sequence of steps in selection process is not fixed, it depends on the organizational policies. Organizations according to their needs may go for the physical examination of the candidate before the final decision of hiring (Anthony, et al., 2002; Byars & Rue, 2006; Dessler, 2004). There is a variety of tests which are written and oral are designed for the selection of employees in various organizations.

Interview

Interview is a traditional tool used by the organizations for employee selection. The employment interview is a frequently used tool for selection purpose all over the world (Shackleton & Newell, 1997). The selection interview is considered the most popular selection technique perhaps because it is the cheapest, simplest to conduct and uses the recruiters' confidence in their watertight ability to select the right person. Campion, Pursell and Brown (1988) had argued that with some changes in the interviewing style and process, advancement towards a more structured interview, can improve reliability as well as validity of the selection technique. There are two forms of structured interviews: behavioral interviews, and situational interviews (Paraskevas, 2000). Behavioral interviews refer to a set of standard questions about how job applicants had handled past situations that are most likely to happen on their prospective job, and also some questions that might reveal behavior representing one or more of the interview dimensions as developed in the interview-planning process (Motowildo, 1992). This method of interviewing has given encouraging results as the managers hired by using behavioral interviews proved to be successful in their positions and stayed with organization for considerably long periods (Paraskevas, 2000). While situational interviews are similar to behavioral interviews with the difference that candidates are asked scenario-type, simulation or what if questions (Paraskevas, 2000). The candidates have to state their intentions on how they might respond in the given situation (Latham, Saari, Pursell, & Campion, 1980). Interview questions are typically examined to identify the variables thought to be measured in different types of interviews.

An interview could be developed to measure applicant cognitive ability although arguably the interview may not necessarily be the best or preferred method for determining cognitive ability (Macan, 2009). In interviews generally personality traits and social skills refer to the commonly measured constructs of interest and relevance by the managers (Huffcutt, Conway, Roth, & Stone, 2001). Researchers have also proposed that integrity or counterproductive traits can be assessed in the interview (Blackman & Funder, 2002). Well it will be premature to say that in a 10-min interview it is possible to judge an individual's integrity level with accuracy. Salgado and Moscoso (2002) explored the relationship between

interviews and the variables: job knowledge, job experience, situational judgment, grade point average, and social skills. These five factors can predict the candidates' performance quite accurately.

Graphology which is the analysis of handwriting is also used as one of the selection techniques in Europe (Paraskevas, 2000), however, its usefulness as a predictor of performance has been questionable, regardless of level of job (Klimowski & Rafaeli, 1983).

Work sampling is another technique used in selection process, in this method candidates are asked to provide samples of their work, or to allow their work to be sampled, usually by presenting them with situations simulating the actual job (Paraskevas, 2000).

Methodology

This research is a qualitative study on the recruitment and selection practices of the University of the Punjab in which the chairpersons of various departments/ institutes/ colleges/ centers were included as subjects of case analysis. In-depth interviews were conducted to investigate the recruitment and selection practices and relevant policy implementation. Quota sampling technique was utilized in order to classify the 13 faculties. These faculties have different number of departments/ colleges/ centers/ schools/ institutes. However, for in-depth interviews heads /chairpersons /directors /principles were selected from every faculty by using the convenience sampling technique. The selection was based on the experience, knowledge, availability, nature of their faculty, information and willingness of chairpersons of the departments/ colleges/ centers/ schools/ institutes to participate in the study.

Data Analysis

The information obtained from the respondents lead to the following findings for various categories of recruitment and selection including the regular faculty, contractual faculty, visiting faculty, Tenure track and foreign faculty through having discussion on recruitment and selection process and analysis for each category along with their implications.

1) Regular Faculty:

Recruitment:

It appeared from the findings that the respondents believed that all the faculty needs of the department cannot be fulfilled. It appeared that the need assessment in the budget committee is done on different grounds. One of the respondent said, "*It appeared that the faculty need assessment process get affected by inter and intra departmental politics.*"

Process:

It seemed that the respondents agreed that recruitment process has been laid out by the university administration and that is followed every time. As one

of the respondents expressed; *it is prescribed by the university for all cadres i.e. Professors, Associate Professor, Assistant Professors, and Lecturers.*

It appeared that the respondents believed that posts are advertised if the respective department/ institute/ college have the particular faculty need. The respondents appeared to be satisfied with the overall recruitment process; the objection they put forward is lengthy procedures. *'There are certain problems with the recruitment process and the major problem is that the process is bureaucratic and centralized to some extent. Due to which we can say that the process is very slow also. It takes long time from post advertisements to conducting interviews and finalizing selection'.*

Selection:

It appeared that the number of applications has increased a lot against university posts of lecturer, assistant professor, associate professor, and professor because of attractiveness of university and teaching jobs. The dominant theme that emerged here suggested that, *'University faces a lot of problems in short listing of applications for some disciplines. Even for some departments against 2 posts more than 400 incumbents applied. It is very important to address this issue and develop suitable screening criteria so that lacunae in it may be removed'.* It seemed from the discussion of the respondents that short listing of applications has become a burning issue these days. One of the participants commented, *'I think there is need of short listing criteria in the university for short listing of applications'.*

Process:

It appeared that the respondents believed that selection process used for regular faculty in the university is appropriate to a large extent. It seemed that the respondents believed that by quantifying the process prejudices and favoritism can be removed from the system. *'For regular faculty first of all posts are advertised, applications are received against those advertisement, and then applications are screened. In interviews the individual is selected on the basis of the fluency in communication, apparent personality, knowledge of the field. Now other qualitative aspects like motivation, commitment that are required in a teacher are considered'.* It also seemed that the respondents believed that the attention should be given to relevant aspects of the selection process. *'I have doubts regarding the effectiveness of the procedure, because in certain cases the selection board members manipulate things. Therefore to some extent, some say of the chairperson of the department should be there as he/she has to run the department ultimately'.*

It appeared that most of the respondents had an objection on the time slot assigned to each candidate for interview. It seemed that the respondents believed that an assessment about the caliber, knowledge, and personality of the candidate cannot be made in just one interaction. *'I think that our selection procedure is highly inadequate. We cannot judge the caliber of the person in just a short time'.*

It appeared that the respondents believed that selection on regular basis in the university takes a long time. *'So far the issue is of efficiency, after long period of advertisement selection board calls for the interview'.*

2) Contractual Hiring:

Recruitment:

It appeared from the findings of the study that respondent believed that contractual hiring of faculty in various institutes/ colleges/ departments is need based. It seemed that since various programs have been initiated in the various departments/ colleges/ institutes of the university, contractual hiring is a regular practice in the university. As one of the respondents viewed, *'It is a short cut for getting faculty and new generation for incorporation with teaching departments'*.

It seemed that the chairpersons send the proposal of hiring a faculty member on contract. As one of the respondents said that the chairpersons must be *fair and honest*.

It appeared from the findings that respondents agreed that mostly brilliant students of the institute/ department/ colleges were offered contracts. *'We offer contract to our students who are the top position holders*. It appeared that the process of hiring faculty on contract involve chairperson of the institute/ department/ college, dean of the respective faculty and Vice chancellor. *'Too many channels are not involved here. The process is very good because the whole selection panel is not involved'*. It appeared that this process led to the *immediate selection of the right candidate depending on the need'*.

It seemed that the some departments/ institutes/ colleges have formed *departmental selection committee*. *'On contract basis every department has its own selection committee. Normally dean heads that committee, director and 2 senior teachers of that particular department are part of the selection committee'*.

Selection:

The dominant theme that emerged from the findings of the study that criteria for selecting the contractual faculty have not been defined yet in the university books. It seemed that since the criteria for contractual faculty are not defined in the university books because in university Punjab government policy for contract has been implemented that does not include specific criteria for teachers. That's why chairpersons of the departments/ colleges/ institutes ensure the eligibility of the candidate before selection. *'Chairpersons/HODs have the authority to determine the eligibility of the candidates'*. It also appeared that the criteria defined for the regular faculty selection are mostly considered for the selection of contractual faculty. As one respondent told that *criteria are same as the regular faculty's hiring*.

It seemed that selection process involved a few steps i.e. it requires *approval from the Vice Chancellor* which is mandatory and it is quick and fast.

3). Visiting Faculty

Recruitment:

It appeared that respondent believed that hiring of visiting faculty in various institutes/ colleges/ departments is need based. It seemed that visiting faculty is called in if the department/ institute/ college do not have specialized

faculty for specific courses. As these days various new programs have been launched in the university offering variety of courses which has increased the demand of specialist teachers. *'We highly rely on visiting teachers because in our discipline there are variety of courses and our faculty cannot teach all those courses that's why we need to rely on visiting faculty'*. It seemed that the visiting faculty is called in after calculating the workload of the existing work load and determining the specialized need of the college/ institute/ department. According to one of the respondent, *'We usually determine the need of the faculty by adjusting the workload of our full time teachers. It is more need based and relevant to the course requirements'*.

It seemed that at times visiting faculty are hired as a result of walk ins and un solicited applications. *'People drop their CVs with our institute, and whenever we need them we involve them in teaching as visiting teachers'*. It also seemed that many chairpersons hire a visiting teacher on the basis of some reference. *'At times we hire persons based on the personal references, and of some faculty member. I also consider the person who is referring'*..

It appeared that respondents believed that hiring of visiting faculty satisfy the immediate and specialized need of the respective college/ department/ institute.

Selection:

It seemed that the criteria of hiring visiting faculty are not laid down, as one of the respondent said, that *'The selection criteria do not exist in writing'*.

But chairpersons of the institute/ department/ college consider the regular faculty criteria. *'This is on the discretion of the head of the department. Criteria are that visiting faculty should be eligible for appointment as a lecturer or at whatever cadre he will be hired, as regular faculty'*. It also seemed that the criteria of regular faculty are considered otherwise university can stop payments of the teacher. *'Well we try to follow the same criteria for the visiting teachers who are already followed for the regular teachers; otherwise university administration will not approve their budget'*. It also appeared that some chairpersons take the presentation from visiting faculty before giving them teaching assignments however; it varies from case to case.

Process:

It appeared that the selection process varies from department to department. It seemed that in some departments, chairpersons have a sitting with the prospective teacher for evaluation and analysis purpose. As one respondents told; *'we invite the prospective candidates over a cup of tea, and examine their personality, judge their capabilities and offer them a course if we find that person suitable for teaching'*. It seemed that some institutes have established a committee for the selection of visiting faculty, where interested candidates come and give presentations to the departmental committee. *'We ask them for a meeting, where they give presentation for 10 to 15 minutes, then there is question answer session after that which sets the basis for selection'*.

4). Tenure Track System:

Recruitment:

It seemed that respondents believed that there is no need of this system in Pakistan. Their unfavorable perception about tenure track recruitment is supported by some of the following excerpts from transcriptions. They viewed the system as *rubbish and waste of resources*. It appeared that system has led to confusions in the university. It seemed that respondents were unclear about the vision of the tenure track system. *'At university level very few teachers are clear about this system, about future benefits of it as well. It is acceptable and attractive in terms of money, but there are so many questions'*. It also appeared that the respondents believed that tenure track is implemented at some wrong place as universities are meant for teaching. *'This TTS is brought to promote research not to improve teaching. I personally feel against it'*.

It seemed that the respondents believed, that tenure track system has not served so far our country but affecting badly our industry problems which initially were targeted by the scholars and researchers. It appeared that the respondents believed that TTS criteria and system will affect the local and indigenous problems badly with concern that *'local research should be promoted'*.

Process:

The analysis of the data suggested that mostly the chairpersons of the departments/ institutes/ colleges have an unfavorable opinion about the appointments made under tenure track system.

It seemed that the chairpersons believed that handsome package offered to professors appointed through tenure track system, especially assistant professors have made them arrogant and least responsible towards the department/ institute/ colleges. It appeared that TTS has removed the differences between assistant professor on TTS and professor on BPS. *'An assistant professor is drawing salary of one plus, and he/she has no respect for the full professors'*. It appeared that the implementation of tenure track system is not proper and the resources are misused.

Selection Criteria:

It appeared that the respondents were unclear and confused about the criteria. According to one of the respondent, *'The criteria we used to have under BPS for professors and associate professors provide due weight age to foreign evaluations of research work, and that are the HEC criteria for TTS'*. It seemed that the respondents believed that the selection criteria of TTS are different for different universities. The criteria appeared to be *non-uniform* for various universities and for various faculties. It appeared from the discussion with the chairpersons of the departments/ institutes/ colleges that criteria for TTS are ambiguous, and vague. One of the respondents has quoted the TTS selection criteria as *'confusing, sometimes they (HEC) advertise it, sometimes they upgrade a teacher from BPS to TTS'*.

5). Foreign Faculty Hiring Program:

Recruitment:

It appeared that respondents believed that there is no as such dire need of the HEC nominated foreign faculty. *'If they are hired for teaching then those people also teaches from the same books, which we use, so what is the purpose? I consider it as wasting of money'*.

It seemed that the respondents believed that recruitment process of foreign faculty is purely handled by the Higher Education Commission. *'It is HEC's policy; HEC tell us about the candidate and his/her credentials, if we require then we say yes, and they sent the teacher to our institute'*. It appeared that the respondents believed that this process was not very transparent, fair, and logical. As one of the respondents commented; *'at all if they are very qualified their own countries will need them, their own universities will not spare them. And even if they are highly qualified and outstanding researchers here we do not have the infrastructure available. As far as teaching is concerned we have so many good teachers available locally, we can hire them'*.

Selection Criteria:

It appeared that the respondents believed that selection criteria are not appropriate for foreign faculty appointments. It seemed that respondents believed that criteria should be made clear to everyone and practiced accordingly.

Conclusion

To conclude this research aimed at delineating the recruitment and selection policies, practices in the University of the Punjab, and also in proposing the suggestions for improvement. The main conclusions of the study revealed following points:

Firstly the detailed face to face interviews with the chairpersons of the various faculties on different recruitment and selection policies implemented in the University of the Punjab increased the understanding of different aspects of recruitment and selection policies utilized at different cadres. It has been recommended that by some revisions in the selection criteria and process of regular faculty may lead to positive impacts on the organization in terms of performance. This study also reviewed policies for recruitment and selection of contractual and visiting faculty, and identified the need for formal policies for recruitment and selection of contractual and visiting faculties.

Secondly this study attempted to identify the level of implementation of different recruitment and selection policies for; regular faculty, contractual faculty, visiting faculty, tenure track faculty, and foreign faculty. Most of the policies regarding regular, contractual and visiting faculty are fully implemented. The policies of tenure track system and of foreign faculty are not very much clear and their implementations appear not to be satisfactory.

This research proved that variety of programs for faculty recruitment and selection have been implemented in the Pakistani universities. These programs can lead to desirable outcomes in terms of university performance by providing a little

rigorous attention to the process. There is need to learn from each other at inter university level for best recruitment and selection practice in view of the culture specific context of of Pakistani higher education institutions.

Limitations and Direction for future research

This study is not without limitations. In this research analysis and conclusions are drawn on the basis of interviews of the directors/ chairpersons/ principals of the respective departments/ colleges/ institutes/ centers of the University of the Punjab. Based on the data taken from them the generalization about other universities may not be possible as universities have different internal and external environment.

This study only examined the opinions of the chairpersons about the recruitment and selection practices in the University of the Punjab. It may be worthwhile to include other administrative officials involved in recruitment and selection process of the University of the Punjab to determine whether results presented here reflect their general perception regarding the issue discussed. Future studies might also explore the issue in more detail by adding perceptions of teachers regarding the recruitment and selection practices in the University of the Punjab. Also this study focused only on university of the Punjab, other universities should also be included in for future studies to enhance generalization of the findings on the subject under study.