

Impact of Referral Bonus on (RHP) referral Hiring Process with Moderating Effect of Organizational Justice: A Case Study of Telecom Companies of Pakistan

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Abstract

The stimulus to carry out this research to find out referral bonus can impact the referral hiring process in the telecom sector of Pakistan. Referral hiring is the phenomenon of hiring practices where the current employee of the organization has referred to the new employee for the recruitment process. According to the current estimation it is observed that more than 50% to 30% employees are recruited with help of the reference of the current employees. This study has taken the organizational justice in the moderation role, to see if an organization is not being fair in paying employees substantial referral bonus amounts, referral bonus types and on timely manner then how it will affect the referral hiring process within an organization. Data was collected from four major telecom companies which are Warid, Zong, Telenor and Ufone.

Data was collected from the employees of the company who has been referred by someone or have refer someone in the company. Survey method has been utilized to collect data. After collection of data it was recorded in SPSS 24. In order to analyze data statistical analysis techniques of regression and

correlation has been used. Findings indicate the referral bonus timings; referral bonus size and referral bonus types have significant positive impact on referral hiring process. Moreover, results also indicates that if an organization will not do justice in paying employee referral bonuses then it will affect referral hiring process negatively. Findings of this study will be beneficial for the human resource departments of the telecom companies so they can follow these practices and enhance the effectiveness of their referral hiring programs respectively.

Keywords: *Referral hiring Process, Referral Bonus, Referral Bonus size, Organizational Justice.*

Introduction

1.1 Introduction

The objective of this research work is to study the affiliation among referral bonus and referral hiring process with the moderating impact of organizational justice in the telecom sector of Pakistan.

1.2 Background of Study

The growing stresses from the quick variations that are happening in the commercial atmosphere have run to a range of reactions between business groups. Globalization of manufacture and marketplaces, the amount of technical invention and variation in customer demand are the causes that have enlarged the dynamism of the economic atmosphere to which organizations must reply. For Pakistani telecom organizations to live in an international budget in the new age, they must need to activity all the accessible means as resources of attaining inexpensive benefit. [1] defines that one source just known as if a cause of economic benefit is the social means of the organization and it is commonly recognized that individuals in firms are an main cause of economic benefit for organizations.

A lot of researchers have repeated that the growing concern in social means is because of the norms that personnel and the method they are attained are serious to the achievement of a organization. An actual and good social source is the basic to the power of firms in fronting the experiments of industry today. Major HRM activities include recruitment, teaching and progress, presentation evaluation return supervision, security and fitness and business relationships. Hiring the accurate individuals for the business has been a support of refining and preserving executive achievement. Though, organizations' employment deeds are not constantly productive as they frequently lead to poor-fitting employs that freely left or are unwillingly fired because of poor performance. As the fee of hiring and teaching new staffs is valued to be 38% of the leaving worker's yearly income [14], lacks in the hiring procedure can be rather costly. Employment budgets, however changing thru businesses and contracts, can gather in common via marketing, employment

reasonable costs, and third-part assistance or recruiter costs, as well as wage and assistances for the employment team. A business, hence, need to pick sensibly while determining on its tariff of employment bases and would be top assisted by conclusion a hiring process that both reduces expenses and outcomes in comprehensive employs that suitable fine in the managerial atmosphere. A general method to determining this problem has been the procedure of employee referral packages, which are considered to reassure present workers (*referrers*) to equal sweeping places with competent applicants in their public network (*referred candidates/hires*). Employee referrals are eye-catching since a lot of the expenditures related with official employment performs can be escaped (e.g., marketing and third-party recruiter fees). In short, as the work marketplace includes abundant insecurity [15], organizations can influence their workers' public set-ups to decrease informational irregularities in the employing procedure and simplify improved competitions.

For the reason that no organization or distinct can obtain whole material in the business rifle procedure, misfit employs may happen, and those persons frequently experience distress, unfriendly sensitive responses, and mismatch with the business. When hiring, the organization assumes risk about a candidate's potential behaviors and attitudes, while the applicant accepts hazard near the real nature of the work and the organization. Referrers can ease the ambiguity that causes these hazards. Distinct more old-style hiring methods (e.g., internet jobs ads), referrals from staffs inside the organization can deliver possible applicants with shortest information about the organization's communicative and traditional prospects. This material performance equally to true job performances [41], permitting mentioned employs to come in into hire with more

comprehensive data thanks to the referrer's visions.

Outside this evidence benefit, employee referral programs may appeal applicants with characteristics like to those of the referrer [42], which can perform as initial gesture to the organization about the candidate's excellence. A person's public network inclines to be similar about social and intrapersonal features [43]. Instinctively, this resemblance is helpful in that the referrer has formerly approved over the appointment steps and held a place at the organization, proposing that the mentioned applicant, who is part of the referrer's public network, may be extra expected to increase service with the organization.

Such resemblance also makes it informal for organizations to recognize applicants who are well-matched with its cost structure, emphasizing person-organization right. Employee referrals also rise the probability of an effective appoint [28], reducing missed incomes throughout the employment procedure.

The study delivers reliable proof that organizations profit from referred hires' better preservation tariffs and developed presentation than non-preferred hires [7]. Referred applicants also assistance; they are more expected than non-referred applicants to accept a job proposal. Moreover, a referral since compulsory workers is a quite low-cost and effective job-seeking instrument to relief job seekers locates a point. Certain this proof, it would therefore seem like normal that organizations and job seekers would select to practice employee referrals if set the chance. Though, the main part—the referrer—must be interested to mention for these above-mentioned profits to happen. Hence, a significant and one-sided query rises about

how organizations can inspire workers to mention.

Current writings have particular some theoretic devotion to emotional issues that may upset an worker's possibility of denoting. Optimistic approaches to the company, such as emotional promise and job approval [37], have been suggested as maybe inducing the possibility and worker would indorse the owner to others. A worker also could endorse an owner out of a prosocial object to help a colleague find a reputable job or to help the owner find a decent worker. Although these readings have been important, slight observed support only if to sustenance their privileges, and little consideration has been set to the deed's organizations take to inspire their workers to refer and the usefulness of such activities in disturbing workers' incentives to refer. The most mutual and common act taken by an organization to attract workers to refer is donation worker referral bonuses for effective appoints. A 2014 World at Work report showed that 63% of 713 measured organizations had worker referral bonuses in place, extending from \$250 for entry-level positions to \$5,000 or further for executive-level positions [44]. Referral bonuses are constructed on the theory that contribution of a financial reason will provoke performance. Though, the effectiveness of the referral bonus in collective the prospect of referring rests to be completely implicit; earlier work has inclined to hardly abstract the referral bonus concept and has infrequently highlighted the demands that may be essential to its efficiency.

This particular dimension of the organizational justice relates to the perception of employees regarding the fairness of the procedures and rules that regulates the organizational processes. This concept was first originated from a legal

dispute. According to this concept, it is not only the outcomes that an individual receives from an organization, but also the extent of fairness residing into a particular process, which has been designed and implemented for a given decision and plays crucial role in the perception of justice by the individuals [45]. According to [39], there are six major procedural rules, which are fundamental to all allocation contexts for instance consistency, accuracy, bias suppression, representativeness, correct ability and ethicality. Now that extensive form of study on the supposed equality of collection processes (“selection fairness”) has collected, the time looks ready to measure the impact of organizational justice concept to candidate responses. Gilliland suggested that observations of practical justice (process fairness) of collection measures develop from official appearances of the processes (e.g., job-relatedness), descriptions for processes (e.g., timely feedback), and relational behavior of candidates (e.g. two-way communication). Observations of distributive justice (outcome fairness) develop from impartiality of results, fairness of results, and supposed necessity for results. Rendering to the typical, these observations of procedure and result justice in shot distress responses and performances through and after employment (e.g., job acceptance, self-efficacy, litigation).

The importance of organizational justice has been largely recognized by the western countries and public sector of Pakistan, but the private sector organizations of Pakistan are still in their early stages of recognizing the concept of organizational justice and subsequent adaptation of systematic approaches for referral hiring process.

1.3 Problem Statement

The main contribution of the study is to enhance the previous work on referral hiring process by means of providing an integrative conceptual framework which incorporates referral bonus in terms of size, timing and type and revealing the moderating role of organizational justice on the association referral bonus and referral hiring process.

Industrial Problem – Employee Referral Programs have been increasing and becoming one of the most successful HR hiring and recruitment technique. Instead of paying to the recruitment companies, most businesses are following the practice of hiring employees through referrals. The main benefit of hiring employees through referral is that new employee would not only be readily familiar about the culture of the company, but they would also put their best effort to prove their friend or friends of friends right that they well deserved it. According to Forbes () the main industrial problem in employee referral hiring process is the organizational justice. If the companies do not take employee referral program ‘seriously’ none of the referee will take it ‘seriously’. The main concern around is not fulfilling commitment in terms of paying back employees who refer others.

Research Gap – [16] argue that hiring employees through traditional ways of hiring by employing recruiting agencies is not only a lengthy process, but it also involves certain higher costs. Similarly, Stockman, [37], also stated that it is least expensive to the recruitment process. In this case employees are stayed stronger than the nation referred employees. On the other hand, these employees are more interactive than the employee who is coming from job on boards and career sites. It is one of the structured programs that improve the performances organization’s and companies view and process. Employee referral programs are the

internal methods that help to find the high-quality job applicants.

Founded on the above-mentioned industrial issues, several researchers are found to be working of different paradigms of research. For example, most of the studies are conducted using referral bonus size and referral hiring process. Few studies found which only studies the referral bonus type and referral hiring process. There is a dire need to conduct a study to bring altogether three dimensions of referral bonus which are size, timings and type of bonus and to see their impact on referral hiring process. In addition to that it is found in literature that organizational justice is a variable which could affect employee referral programs seriously. Hence, this study aims to fill up this research gap by taking organizational justice rust in mediating role and identifying its impact on referral hiring process by using the employee referral bonus in the context of telecom sector of Pakistan.

1.4 Significance of Study

In earlier studies, much of effort has been supported out on the result's referral hiring procedure. Though, in spite of its theoretic and practical consequence almost no investigation reading is perceived on the effects of referral bonus on organizational processes [31] such as referral appointment procedure. Also, there is no fictional proof about the moderating effect organizational justice on the relationship of referral bonus with referral hiring process. Additionally, most of the studies on the referral hiring process are showed in advanced economies. As per top information of investigator, no revision is directed in a evolving economy of Pakistan. Therefore, current reading is an effort to report these investigation holes by selecting to observe the effect of referral

bonus on referral hiring process with a moderating role of organizational justice.

1.5 Research Objectives

The study has following objectives:

- To examine the moderating role of organizational justice on the relationship of referral bonus and referral hiring process.
- To find out the impact of referral bonus on referral hiring process

To suggest its implication in future as

- Encourages greater employment brand
- Improves quality of hire
- Higher retention rate

1.6 Definition of keywords

1.6.1 Employee Referral Program

A quality referral program permits organization to go the entire staff into recruiters," It supports to authorize all workers employed in the organization. Employee referral programs are standard because of less general hiring costs and a great profit on investment. As a return, the owner normally wages the referring employee financial or non-financial assistances.

1.6.2 Referral hiring process

Referral hiring is the phenomenon of hiring practices where the current employee of the organization has referred to the new employee for the recruitment process.

1.6.3 Referral Bonus

A referral bonus is a payment given to an existing employee or member who recruits (1) a new employee or member (usually conditioned on the new employee remaining employed for a specific period of time) or (2) a new client that produces new revenue for the organization.

1.6.4 Referral Bonus Type

Employee got bonus due to the referred recruited employees. It impacts their rewards process and other performances. Sometimes employees are also get gifts due to their good performances and other gifts due to these references.

1.6.5 Organizational Justice

Organizational justice is the phenomenon that concentrates on the judgement of employees that improves the organizational behaviors and employee attitudes. It also concentrates on the morale of the employee's performances.

Literature Review

2.1 Introduction

The literature review part of any research paper is related with the review of previous kinds of literature regarding the research topic. In relation to this, this section has discussed regarding independent variable referral bonus such as *referral bonus type, referral bonuses size and referral bonus timing*. Moreover, the dependent variable referral hiring process has emphasized by the researcher in this section in relation to the moderating variable organizational justice. As the objective of this research paper is related to the examination of moderating role or organizational justice that's why the literature review part has described the moderating variable and its role to the impact

of referral bonus and referral hiring process. Furthermore, comparative analysis has done between referral employees and performance enhancement and non-referral employees and performance enhancement for the telecommunication industry of Pakistan. On the other hand, some theories related with research topic have focused in this section along with the research hypothesis and research framework.

2.2 Referral hiring process (Dependent variable)

The hiring process is not only concentrated on the filling vacancies in the offices, but it concentrates on the long term and continuous investment process in the organisation such as private telecom sectors of Pakistan that strengthens the workforce of the organisation. In this context, this has seen that most of the business companies hire their employees in two different process such as external hiring process and internal hiring process. In relation to this, internal hiring process of companies in based on the referred candidates who are referred by the employees who are already working in organizations. There are several time when business organizations offered several kinds of bonus to their employees which can enhance them to refer other people for their organizational development process [1]. In this context, most of the employees refer eligible candidates for their organizations who can contribute their works in specific ways. Moreover, in this case the referral candidates are more worth able for the organizations after recruitment with the help of internal recruitment process.

On the other hand, this has seen that there are many employees who refer other people for helping them to reduce their unemployment factor and these people are not that much able to do the work in well manner. However,

these employees can affect the organizational developmental process in negative manner and this can have considered as misuse of the referral facilities for business companies as well [2]. It boosts up the capability of the organisations. Finding of the appropriate employees is very difficult at the recruitment process. In addition, the recruitment is time taking process as because the organisation needs to find the talent that impacts the knowledge and skills of employees. When a job vacancy exists then the organisation always concentrated on their own organisation. It improves their positive factors.

Referral hiring is the phenomenon of hiring practices where the current employee of the organization has referred to the new employee for the recruitment process. In this case the new employee is known as referral hiring employee and the current employee is known as referrer employee. According to the current estimation it is observed that more than 50% to 30% employees are recruited with help of the reference of the current employees [3]. Moreover, it is also observed that the referred recruited employees have stayed longer than the nation referred employees which is recruited through the different recruitment channels such as employment agencies and advertisement of newspapers and many more. Referred workers have got profits more than 21% to 40% than the non-referred employees [4]. On the other referral employees are also known as informal recruitment and it is also known as nepotism. It enhances the solidarity activities of employees.

Business companies such as Telecom sectors of different region can spread their email for joining the referral programme to their employees. Moreover, organizations can offer different kind of rewards to their workers which can enhance and motivate them to join the referral programme in

positive manner [5]. As example, if any telecom business organization offers their employees a well cash amount for referring anyone with specific timing then this can motivate their employees and increase their interest to refer other people to their company's recruitment process. Furthermore, companies can state all the rules related with the bonus for their hiring process to make clear all the factors regarding this. It enhances the business performances and their objectives. Moreover, it is also observed that this hiring process is very time and cost effective recruitment process that impacts the labour market and market conditions of the organisations. Referred attributes and behaviour affect the expected outcomes of the referral hiring process. On the other hand, incentives enhance the motivation of referral hiring process that is discussed in this section. Referral hiring concentrates on the bringing of the corers that enhance the social tie up with the organisation. Moreover, it is also observed that referral hiring program impacts the performances of employee turnover and performances that are discussed in these sections [6]. Employee referral recruitment process impacts on the employee ethics and other performances. This has seen that business organization need to focus on their referral bonus timing, size and type which has different effect on their employees' mind. Therefore, they need to maintain their bonus time and bonus type according to the bonus type as they offered their employees before the referral programme to make this more effective. Referral hiring process also focuses on the qualified people recruitment process that improves the willingness of the organisations. There is several importance of the employee referral hiring process and they are as follows:

- It promotes the recruitment program in interactive manner. Publication of

successful referral hiring improves the workplace features and it also enhances the interests and motivational powers of the employees at the time of recruitment process. In addition, it is also observed that referred employees always get reward with this recruitment process [7].

- In addition, this recruitment process also hikes the job openings activities with help of these referral programs.
- Implication of appropriate communication and training facilities improves the staff performance and maintain the rules of the organisations that enhance the organization features that impact the recruitment process.
- In this case employee quality is much better than non-referred employees that strengthens the employee performances and activities.
- It also boosts up the wider candidate pool at the time of recruitment process.
- It enhances hiring speed and process that helps to mitigate their cost of recruitment. It improves revenues and benefits of the organisations.
- In addition, it also enhances morale of the employees that impact the organizational performances.
- On the other hand, it is also observed that quick on-board tracking and candidate fitness, appropriate retention rate and recruitment appreciation process improves employee performance. It also

reduces the burdening of short listing the candidate and advertising process [8].

In employee referral recruitment process organization wants to fill their vacant position with help of this informal ways. In this case referral employee gets several benefits such as fringe, monetary benefits and their own services that impact their service quality and performances. There are several advantages of referral hiring process and they are as follows:

- On the other hand, it is also observed that referral employee get reward after overcoming the probation period of the referred employees that enhance the performances of referred employees [9].
- In this case referral employees get more attention from the organisations and also get promotions, rewards, other benefits also. It impacts the employee's specialised positions.

There are several disadvantages of employee referral hiring process and they are as follows:

- The hired employee with some references are faced risks of getting alienated with the other employees of the organization that impact the organizational performances.
- Sometimes laciness of idea among employees and discrimination lack impacts the performances of organisations.

Moreover, it is perceived that organization has got more benefits than the moon referred employees. As an example, it is observed that referral employees always the positive

experienced candidates that enhance performances of telecom sectors of Pakistan. According to the preferred candidate review of Private Telecom sector of Pakistan it is observed that the candidate got interviewed with help of employee referral process. He got interviewed at ZTE telecom at Islamabad, Pakistan. According to his view it is entailed that it is simple and straightforward interview process that has enhanced personal goals and aspirations of the candidates. In this case the candidate has called from the organisation after two weeks of the interview process.

2.3 Referral bonus (Independent variables)

Referral bonus is the payment procedure that is given to the existed employees to the organisations and who helps to recruit new employees in the organisations. This type of employees helps to create revenues for the organisations. In this case referral employees get reward from employees when the employee is stick with the organization after the probation periods. On the other hand, referral bonus enhances motivation and performances of employees that is very important for improving organisational performances. Organisation always concentrates on the talented candidates that are done by the referred employees [10]. Referral bonus is applicable to some employees that impact the performances and revenues of the organisation and they are as follows:

- Company will not party to those employees who are temporary employees to the organisation. They will pay to those employees who are full time a worker to the organisation.
- HR employees and executives of the organization are not paid by the employees. Because they have the

power of recruitment to the organisations.

- Referred candidates need to be new in this case that impacts the qualification of the recruited persons [11].

2.3.1 Referral bonus timing

Employee referral programs are the best fitted to enhance the performances and hiring features of employees. Referral bonus timing is related to give the bonus to their employees after the recruitment and referral programme. In this context, business organization can make some rules for giving the bonus to their employees who refer other new people in their companies [12]. As example, telecom companies can give the referral bonus to their existing employees whose referred candidates stayed in their companies for more than three months. Moreover, in this context, employees referred eligible and experienced candidates to their companies who can work with them in proper manner. As in this rule employee who refer other candidates need to wait for three months for get their bonus that's why they need to refer appropriate people according to their company's requirements. This can impact in the hiring process as well and companies can get better candidates for their companies which can help in their developmental process. It also improves the hiring costs, employee retention features and hiring quality and feasibility that has discussed in thin sections. It is the shortest process of recruitment of new employees. It is also least expensive to the recruitment process. In this case employees are stayed stronger than the nation referred employees [13]. On the other hand these employees are more interactive than the employee who is coming from job on boards and career sites. It is one of the structured programs that improve the performances organisations and companies view and process. Employee referral

programs are the internal methods that help to find the high-quality job applicants.

Employee referral bonuses create differences among employees that impact the necessary recruitment performances. In this case it is also observed that some organisation has provided the incentives to the employees after getting more employees from the referral employees. In addition, sometimes employees are also getting bonuses after completion of probation period of recruited employees. This has positive effect on the organizational context in relation to different department of their organizations as well. These enhance their interest for their companies, and this creates positive impact in them. Referred candidates need to work in the organisation for more than a month till the referees get the incentives [14]. According to the 2017 work survey it is perceived that more than 71% of the organization has recruited employees with help of referred process. In this case referral employees get bonus after the employment period of six months and 45 days of newly recruited employees.

It is also observed that some organisation has provided onus in split methods. In this case organisation has paid bonus in different parts. As an example it is perceived that organization has provided total bonus of \$4000 in two parts of the employment period of the employees. It keeps motivating the employee performances. Sometimes it is also observed that an employee will get \$10 group on credit according to his name, \$200 cash according to the start-ups and \$700 once is given according to his credit balance. Some organisation has provided interest of bonuses such as if the employee deposit \$2000 in the organisation. The organization will back \$4000 [15]. It improves the monetary performances of employees. In addition, organization is also provided non-financial

rewards that improve the performances of employees. More Than 87% of employees agree that it boost up referral process rather than better engagement process of employees. It removes effectiveness of the organisations that enhance the motivational performances of employees. More than 70% of the organisations provide rewards such as cash payment of \$1000 and \$7000 as a bonus to their employees for referring of the qualified candidates. On the other hand, it is entailed that more than 15% organisations provide rewards to the referrals employees within the few days. Employee referral bonus such as cash prizes improves the employee referral programmes that enhance the performances of the organisations [16].

It is also perceived that more than 35% of employees have helped their friends to the network in the organisations. More than 32% of employee has helps to their organisations that improve performances of employees. On the other hand, 26% of the employees have helped their valuable colleagues that improve the performances of organisations. 6% of employees have referred candidates to earn more money from the organisations. It is best way to motivate the performances of employees [17].

2.3.2 Referral bonus type

Employee got bonus due to the referred recruited employees. It impacts their rewards process and other performances. Sometimes employees are also get gifts due to their good performances and other gifts due to these references. There are different types of bonus that impacts the employee performances and they are as follow:

Financial rewards

Financial rewards as bonus for referral programme can be given to the employees for increase their interest in recruitment process.

Moreover, telecom companies can provide different number of bonuses to their employees which increase their interest to participating in the referral programme [18]. Moreover, most of the employees want financial bonus as cash for referring others and this type of rewards is increase their interest to refer appropriate candidates to their companies. It creates impact on the employee performances. Moreover, it is also observed that it enhances performances and reviews of employees. Referral employees get more attention from the organisations and also get promotions, rewards, other benefits also.

Different vouchers and gifts

The telecom sectors mainly provide these types of rewards to their employees. They can provide a three-night four-day trip to their employees. It enhances their motivational activities and performances [19]. It has refreshed the mind of the employees that enhance the looking features of the organisations. Other vouchers for dinners or any other shopping vouchers for employees can affect their employees' mind in positive factors as well. Moreover, these kinds of bonuses can be attracting more existing employees to take this referral programme in serious manner. Moreover, business companies can state about their gift's types or the types of vouchers to their employees in addition of the referral programme to enhance their mind in positive ways [20].

Dinner and movie tickets

This bonus can consider as innovative types for employees for enhance the people of companies who prefer to watch movies and love to dinners in different places. Moreover, offering dinner vouchers or taking employees to dinners in a better restaurant can attracts

the, to refer other candidates [21]. These bonuses can give employees in a short time of period after the recruitment process. Moreover, tickets for movies can attract many employees who are loved to watch movies in their daily lives. These create different environments for them. However, employees can refer to some improper candidates for getting these kinds of rewards from their workplaces. As these bonuses are not that much affective in relation to their financial rewards then companies can recruits working candidates who can negatively impact on their company's developmental process as well. In this contrary, financial rewards and cash bonus are more effective than non-financial rewards for business companies which they can offer to their workers at the time of referral programme [22].

Financial records in tiring system

In this case bonus has provided into two or more than two parts. As an example it is observed that if the total bonus is \$2000 then the bonus is divided into two parts. In the first part employee get \$1000 with his salary and he will get the rest \$1000 with his next month salary. It keeps motivating them in his work that enhances performances of employees [23]. Sometimes it is also observed that an employee will get \$10 group on credit according to his name, \$200 cash according to the start-ups and \$700 once is given according to his credit balance.

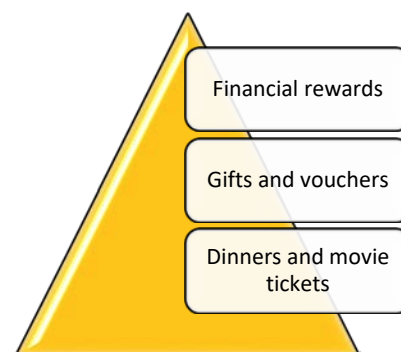


Figure 2.1: Referral bonus type

These different types of bonus impacts restriction programs. It boosts up performances of employees. Sometimes employees recruit the persons from the other organisations and friends circle that enhance the external networking features. External network referrals have concentrates on the organisation's work that provides better incentives. It provides direct offer to the employee that improve the workplace performances. Strong brand performances of employees improve the workplace features and performances [24]. Employees are engaged in the organization that improves performances and promise level of the organisations.

2.3.3 Referral bonus size

Referral bonus is shown like winning performances of employees. Money is involved in the hard feeling spoof the employees. Employee referral incentives improve the performances of the employees that are very useful for the organisations. In this matter size of the bonus is related with the financial bonus more than other bonus type. Business organization needs to keep their bonus amount in average manner [25]. This has seen that, if any company offer a high amount of bonus then this creates more expectations on the employees' minds. Moreover, this can affect their organizational works in negative ways. On the other hand, built tiered system enhances the performances of organisations. Spending money to the employee improves performance of employees. If referrals are very excessive it enhances performances of employees. Best advising practices of referral bonus enhance performances of employees. Employee referrals improve performances of the organisations. It improves the credibility of the organisations. On the other hand, recruitment information improves employee

performances. Potential interpretation and performances enhance the financial performances of the organisational awareness [26]. It convinces employee's activities. It motivates potential applications performances of the organisations. Referral bonus characteristics improve the performances and attractiveness of the organisations. It enhances the credibility performances of employees. Referral bonus characteristics depend on the size, time and time of the manipulated activities. Fully crossed subject concentrate on the performances of operations of the employees. Referral bonus characteristics impact on the dummy coding process [27]. It is calculated with help of the regional performances. Referral bonus characteristics improve performance of employees and attractiveness of organisations.

2.4 Organizational justice (Moderating variable)

Organisational justice is the phenomenon that concentrates on the judgement of employees that improves the organisational behaviours and employee attitudes. It also concentrates on the morale of the employee's performances. People also concentrate on the moral performances that improve the right process of the organisations [28]. Organizational justice is always concentrating on the multidimensional construct process improves the distributions, procedures and other information's in the organisations. In relation to this, business companies need to refer their justice for their referral bonus time, size and type for their employees who refereed others. Business companies can take some time to examine their new referred candidates and their work performances before giving rewards to their employees [29]. However, taking more time can demotivate their employees for further participating in the referral programme. In

this context, this cannot refer as organization justice which companies do with their employees for referring others. On the other hand, this can enhance their employees for providing good candidates who can work with their employees in preferable manner. It concentrates on the effect and emotional performances of employees. It improves motivational features of the organisations. There are different types of organizational justice and they are as follows:

- ***Distributive organizational justice***

It concentrates on the conceptualisation process that has associated with the decision outcomes and resource distribution process. The distribution process is also intangible process that has fosters the perceived outcomes of the organisations [30]. It is applied on the equal process.

- ***Procedural organizational justice***

Procedural organizational justice concentrates on the process fairness that enhances the expected outcomes of the organisations. It enhances the feelings of the individuals that concentrate on the different characteristics as accuracy, consistency, ethicality and other biasing lack process. It has enhanced the performances of employees.

- ***Interactional organizational justice***

Interactional justice concentrates on the treatment of the employee performances and their receiving factors that are discussed in these sections. It provides better delivery process of the employees. It is divided into two components such as interpersonal justice and informational justice. Interpersonal justice concentrates on the respect, perceptions that improve the treatment process of the employees [31]. On the other

hand interpersonal justice concentrates on the explanatory adequacy and activity of the employees that enhance the specification, truthfulness and timelines of organisations.

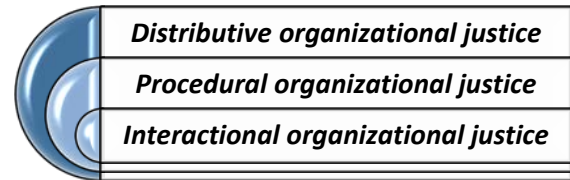


Figure 2.2: Different types of organizational justice

Organisational justice has concerned on the employee fairness and performances that improves the justice and activity of the employees. It improves efforts and experience of the employees that concentrate on the assessment of the performances of employees. It enhances the public process of the employees. Employee levels concentrates on their organisations that improves the circumstances of organisations. As example, telecommunication company can state that their employees who referred other people in their organizations can get their bonus amount after three months and after the watching the productivity of their candidates. This can increase the positive impact on the organizational culture, and this can enhance the referral programme as most of the referred candidates are worth for business organization. In this context, recruitment process of companies can be made with relevant manner as well. The organization is always concentrated on the performance management developments that improve the outcomes of the employees. Engagement of employees improves the activities of organizations [32]. Organizational justice improves employee task and activities. It reduces the employee turnover process and exercises.

2.5 Referral employees and performance enhancement

Referral programme in business organization can improve the performance of business organization with high-quality workers. Moreover, business companies can do different **referral programme** for their employees by which they can refer other people with the proper eligibility for their work in relevant processes. This reference for any other people can increase their power for getting that job and this can have considered as internal method of recruitment process for business companies [35]. In this context, companies need to give different kinds of bonuses and rewards to their employees which can motivate them for improving their work in specific ways. In relation to this, **referred employees** who join companies with reference from company's employees can get extra advantages at the time of their selection process. Referred employees has proper knowledge regarding the job and existing employees of business organizations **referred high-quality** people to get between referral bonus as well. This can increase the performance of business companies in appropriate process. Moreover, referred employees can enhance the performance of business companies by providing proper work from their end.

As these people have **appropriate criteria** for the job which they are referred for these applicants get better importance in their workplaces. Existing employees who get referral bonus from their workplaces for referencing other eligible people in their company get motivation for working in better manner [33]. Similarly referred workers can get better wages as they have referred by company's employees and there are sustainable for their business organization as well. This kind of bonuses increases their motivation as well which effect in their

organizational performances. In this case, **organizational justice** has played several kinds of roles. Employees who are experiencing good behavior from their organization can increase their working performance and this procedure change their thinking regarding their organization in positive ways. In relation to this, organization needs to keep their behavior in a better manner to retain their customers in proper ways. On the other hand, there are many employees who make referral for wrong people which can decrease the overall organizational performances in several ways. Employees can take wrong step to get any kind of **referral bonus** which can decrease the performance of organization in negative ways as well. In this context, the justice is related with the fairness and positive behavior of companies with equal management process. Business organization needs to maintain their behavior to their employees in different ways for retain their employees and motivating them for their works. **Referrals are internal process** which helps business organizations to get appropriate eligible people with the help of their existing employees. Recruiters can give better attention for these job seekers as they have referred by their company's employees for their development. In relation to this, telecom industry of Pakistan can focus on their employee referral program which can enhance their work and their performances by recruiting referred candidates in their businesses.

2.6 Non- referral employees and performance enhancement

This is another process by which people can be recruited without any kind of references in different workplaces. These people for being **non-referral candidates** they get some difficulties to avail attention from organizational hierarchies as compare to the

referred candidates [34]. However, this recruitment can be considered as external recruitment process in which employees need to give proper interview with different eligibility examination process to get any job in their field. Employees of an organization who do not refer any other people from their social perspective in their organization do not get any type of hiring bonus in their work life.

Moreover, this can **demotivate** them which have negative effect on the organizational performances. There are many other people and other workplaces which refer people to any organizations. These people are not directly related with the organizations and these referrals can consider as non-employee referrals. These kinds of referrals can enhance the performance of the organizations by getting any financial amount in the regards of referring eligible people to them.

Non- referred workers who get job without any referrals has low wages than referred applicants. These people do not get that much offers from business organization in relation to the referred people. People with similar characteristics but differ with referred and non- referred tags are treated differently in the recruitment boards.

On the other hand, **turnover rates** for **non-referred workers** are high in organizations which can affect the performances in negative manner. However, there are many **in- referred applicants** have similar productivity in their workplaces and these workers are exceptional and help business companies to enhance their works. There are many people who get increment in their job life faster than referred candidates by providing greater productivity in their workplaces. Furthermore, this has seen for different organizations that referrers have more productivity for their companies than non-referrers.

In relation to this, enhancement performances can get by business organization in which they **pay larger bonus** to their employees.

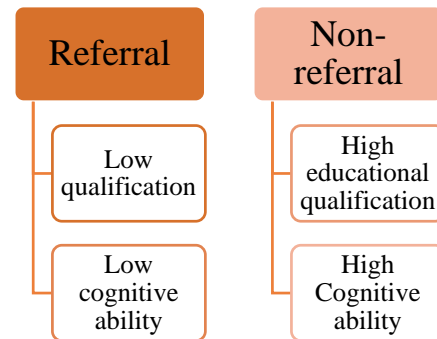


Figure 2.3: Different work quality

Moreover, this attracts more employees to participate in referral program for their companies which can help them to improve their work process. There are several weak points and strength can be seen for both referral employees and non- referrals employees at the time of doing work in their workplaces.

In this context, telecommunication industry of Pakistan can take proper examination and interview at the time of doing external recruitment process for people who are not referred by anyone [35].

There are many people who have some experience in similar field as they do this kind of job in their previous life who can enhance organizational performances in specific manners.

2.7 Comparative analysis of referral and non-referral employees

Factors	Strength and Weakness	Referral employees	Non-referral employees
Hiring and quality	Strength	In the case of hiring process, referred people from any employees of business companies get more preferences. This people get more advantages from the recruiters if they have high positive level in their behavior as well.	Non-referred people have strength at the time of recruitment if they show proper knowledge regarding the job requirement. There are many people who have experience in similar field which enhance their performances in more specific ways.
	Weakness	Many people get references even after they do not have that much criteria in relation to the job requirement. However, this can be pointed as weak point for the referred people at the time of recruitment process.	As these people do not get any kind of referral from employees they get less attention than others. This can have considered as a broad weakness for these people which lower their possibilities for getting the job in any organizations as well.
Turnover rate	Strength	Referral employees has lower rate of turnover from any business organizations. This has seen that, most of the workers who get job from any reference from employees have similar performances and similar rate of productivity. On the other hand, employees of companies who refer other people get different bonus from their companies which increase their motivation for working more productivity.	Employees who get chance to work with an organization without any referral source has similar productivity rate as like referred person. These people get less advantages (the time of recruitment and the selected people has similar eligibility as well.
	Weakness	Weaknesses in the perspective of the turnover rates of business companies for referred candidates can be happened if they does not has any kind of experience in their working life. There are many employees who take part in referral program, refer eligible people from their social life. This can create weak points for these people in several manners when they do their work in their organizations.	As weakness the turnover rate is high for non-referred employees as they does not related with different kind of working factor in the organizations. They can get weak points at the time of risk management and accident trucking process.
Profit and different wages	Strength	People who get their job from referral have greater wages structure than other. Moreover, business companies need to give high quality rewards to their	Non-referral people who has similar productivity level and experience in work life also get similar and high areas from their companies. These
	Weakness	employees for doing referrals for increasing their organization's' productivity as well.	motivating factors improve their working process as well.
Quality of workers	Strength	On the other hand, the weak points for referral people in relation to the profit and wages can see if they do not able to manage their work in appropriate ways.	Non-referred employees get lowers advantages and wages from their workplaces in relation to the referred people. In this context, non-referrals employees of business companies can lower their motivation by not getting any kind of hiring bonus in the perspective for referral employees as well.
	Weakness	This is another strength which referred employees who has proper knowledge regarding the work of their business. However, they can have high quality of work as well.	The quality of the nation referral workers is high and most of them have high educational qualification which helps them to get selected by the organizations. In relation to this, these people have cognitive ability and non-cognitive ability for their employment process.
Value of referrers	Strength	On the other hand, referred workers of business organizations do not have high educational level. Moreover, these people have low cognitive ability and they do not score differently in different experimental measurement.	Weakness for non-referred candidates is quality is related with the work quality. As these people do not has that much experience in their work life that's why they does not able to do their work in first summer for first few days. However, these people can get less attention even after they has high productivity for their works as well.
	Weakness	Referrers for the business organization get different kind of rewards and bonus from their companies if their referred person works in good manner in their companies. In relation to this, business organizations need to focus on the bonus type, bonus timing and bonus size to make their employees for taking participation in the referral process for their companies.	People who does not participate in referral program can get demotivate when other referral employees get awards. However, this people can do their work with confidence to increase their organizational performances.
		In relation to this, weaknesses can be seen for these employees if they refer any eligible candidates who decrease their working performance.	Non-referred employees need to get their job with their qualifications and there are no referrers who can get any kind of bonus for them. However, non-referrers can get demotivated when they watch other employees get bonus for participating referral program. This decreases the performance management for business organization as well.

Table 1: Analysis of referral and non-referral employees

2.8 Theoretical framework

2.8.1 Theory of hiring

There are different types of principle can be seen for the theory of hiring. Some of them are as follows:

- Candidates, who are searching for work, accept their job when positive matter outweighs all the negatives factors of business organizations.
- There are many organizational managers who use their time for doing right things at the time of hiring process in their companies [36].
- Employees are looking for new works when they see that negative factors outweigh the positives.
- On the other hand, many employees have focused on the short term negatives and positive matters at the time of changing their job. However, this behavior of those people affects their decision and most of the time this create some wrong reason for doing any jobs.

2.8.2 Recruitment, Selection and Retention Theory

Recruitment, selection and retention theory of employees is based on different matter in relation to the referred and non-referred employees. This theory is related with organizational chart, job description, recruitment process, selection process, hiring process, retaining process and others.

- **Organizational chart:** Authorities of business organizations need to take decision for recruiting any employees in relation to their organizational chart. There are many organizations

that choose different types of employees with different skill if they have any plan for change their business process.

- **Job description:** Business companies need to provide an attractive job description for their employees for each step by which they can attract more candidates to their organizations. Business organizations need to provide all the eligibility criteria for their employees which can state the requirements for their workplaces in several processes.
- **Recruitment:** Recruitment process need to be started with proper advertisement by business companies. Moreover, accurate job description helps candidates to match their skill which can enhance the performance of overall business companies in future days. Organizational justice can change the mind of employees with different situation and companies need to maintain positive effects for them which can improve and develop their business as well.
- **Selection:** Selection process is needed to be based on the skill and qualification of the candidates. In this process referred employees get better advantages than other and these candidates get preferences in selection process [37].
- **Hiring:** Discussion of the remuneration, other benefit and facilities need to be done at the time of hiring. Candidates accept their job if they get good package for their work life which meets all their requirements as well.

- **Retaining:** This is another factor in which business companies need to maintain good culture in their organization for employees to retain them. Good salary structure, increment and positive behavior reduce the rate of turnover of all business employees.

The steps in recruitment process can enhance the performance of business organization if these made in proper manner. However, in relation to the referral factors there are three types of referring theory can be seen for employees of the business organizations. These theories are as follows:

- **Learning theory:** This theory is related with the referral program in which referee of the employees reduce the matching quality of applicants for business organization.
- **Homophily theory:** In relation to these theory employees of business companies referred similar candidates as like them. Application of this theory in referral program helps business organizations to get better employees for their companies as well.
- **Peer benefits theory:** This is another theory related with the referral process for recruiting new employees in business organization. Referrals have improvement for the process of monitoring and other types of training for new employees as well.

2.8.3 Agency theory

This is another theory in which the theory focuses on different parties who take decision over others. Agency theory is related between agents of business and principle of the business. In this context, the employees who

referred other candidates for getting job can state as agent in this matter.

2.9 Hypothesis and research framework

This research paper has three independent variables which are related with one main variable named as referral bonus. Three different independent variables are referral bonus time, referral bonus size and referral bonus type [38]. On the other hand, referral hiring process is the dependent variable in these factors. Furthermore, there is one moderating variables which can affect the relation between all these variables. The organizational justice for this research paper can be considered as moderating variables. Hypothesis for this research paper in the context of dependent and independent variables are as follows:

H1: Referral bonus timing has positive significant impact on referral hiring process.

H1a: Referral bonus timing has positive significant impact on referral hiring process with the moderation role of organizational justice.

H2: Referral bonus size has positive significant impact on referral hiring process.

H2a: Referral bonus size has positive significant impact on referral hiring process with the moderation role of organizational justice.

H3: Referral bonus type has positive significant impact on referral hiring process.

H3a: Referral bonus type has positive significant impact on referral hiring process with the moderation role of organizational justice [39].

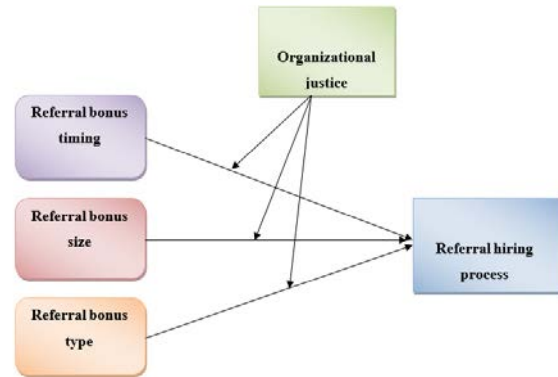


Figure 2.4: Research framework

2.10 Research gap

Referral bonus always concentrates on the employee reward process that enhances the recruiting performances of employees. It improves the open competition performances that enhance the organizational channels. The literature review is also concentrate on the lack of knowledge of employees that improves activity of the employees. In addition, it is observed that lack of knowledge among employees improve employee performances. Referral programme for their employees by which they can refer other people with the proper eligibility for their work in relevant processes. Non referred employee does not get any kind of referral from employees they get less attention than others [40]. This can have considered as a broad weakness for these people which lower their possibilities for getting the job in any organizations as well. Turnover rate is very high for the non-referral employees as they do not relate with different kind of working factor in the organizations. They can get weak points at the time of risk management and accident trucking process. Non- referred employees get lowers advantages and wages from their workplaces in relation to the referred people. Non-referrals employees of business companies can lower their motivation by not getting any kind of hiring bonus in the

perspective for referral employees as well. In addition, non-referred employees have few several lack in knowledge process that impact the organisational practices and performances. In addition, they also concentrate on the low attention on the productivity of the organisations.

2.11 Summary

The literature review is related with the dependent variable referral hiring process and the independent variable referral bonuses which can has relationship between them. Moreover, this part has some discussion related with these dependent and independent variable in relation to the moderating variables as well. Moreover, there are some discussion has focused by researcher in which referral employees and non-referral employees affect the organizational performances in several manners. In relation to this, there are three theories which have discussed to emphasize on the referral and non-referral employees. These theories included the hiring theories, employee selection and retention theory, peer benefits theory, homophily theory and learning theory. Research framework has given in this part which has stated the dependent and independent variables which can get moderate by organizational justice.

Research Methodology

3.1 Introduction

The reason behind this research is to give information with respect to the strategy utilized as a part of this research. The principle headings covered in this chapter are research approaches & methods, sampling techniques & procedures and measurement scales. These are the tools which have been used in this study in order to get the data from

respondents. This research section concludes with the summary.

3.2 Research Approach

While working on any research project or writing up a dissertation, it is necessary for every researcher to decide about research approach which suits to the research phenomenon (Hair et al, 2015). It is basically the procedures that cover the stages from comprehensive assumptions to thorough methods of data collection, investigation and interpretations [46].

The two approaches of research are inductive and deductive. The deductive approach is in which we deduce what is already established. However, inductive approach is in which we induce a new phenomenon or concept and that is not already established. For this research our approach will be deductive as the concept or phenomena of referral hiring process is already existed.

3.3 Research Method - Quantitative

The present study is an empirical study, the study is a quantitative research and follows positive paradigm. The research design of this study is hypothesis testing, type of investigation is relational and cross sectional. Survey method will be used to collect the data from those individuals who are working in telecom sector of Pakistan.

3.4 Population of the study

3.4.1 Target Population

The head offices of all the companies are in Islamabad therefore they were considered the population of this study. Through preliminary information collection from the employees of these organizations the researcher was informed that the following

number of employees existed in each head office.

Table 3.1 Population Size
Source: Discussion with Employees

Telco 1	1300
Telco 4	1500
Telco 3	1200
Telco 2	1200
Total	5200

Thereby making our total population 5200. The study has a confidence level of 95% which means that repetition of the research will yield a similar result is 95% confirmed. A confidence interval of 5 meaning 0.95 probability of containing the population mean the sample size of this project was calculated as 312 people. These 312 responses were divided through disproportionate stratified sampling. This sampling method divisions the populace into subsections or strata but makes a sample segment that is not alike for all strata; some sections are oversampled comparative to others. The reason for employing this method was to have ensure that the representation came from the telecom based on population breakdown and not companywide because the research is looking towards generic telecom sector.

3.4.2 Sampling Frame

Five companies were selected which are Ufone, Telenor, Jazz, Warid and Zong. All employees working in these four telecom companies will be the population frame of this research.

3.4.3 Sampling Technique

The study uses the simple random sampling technique. As five companies are selected, so researcher will select few samples randomly

and contact them for data collection. Random sampling technique. In this study, the researcher used non-probability sampling which applied self-selection sampling. As per the [46] the non-probability sampling technique of self-selection sampling happens when the researchers let each of the sample in a sample group to seek whether they want to be part of this research or not. Hence, for this research will publicizes the questionnaire by advertising through appropriate media such as email and personal visit in this research and collect data from those who are relevant and respond.

3.4.3 Sampling Size

The user's population was asked to respond to the online survey and personal visit. Altogether, the researcher achieved 210 responses. Out of these, six were considered invalid because those respondents have not filled the complete questionnaire. Therefore, 204 were taken as an ultimate sample size. Unit of analysis are those individuals who are being referred or giving referral of employment in telecom sector Pakistan. The study is based on the primary data analysis. For concept about referral bonus and referral hiring process with the moderation of organizational justice a short survey is used in order to collect the data from primary sources. The survey tool is questionnaire used to collect data.

3.5. Operationalization of variables

Questionnaire was adapted from relevant published research papers / thesis. There is one independent variable of the study which is referral bonus and three dimensions to operationalize this variable which are referral bonus size, timings and type. There is one moderating variable that is organizational justice and one dependent variable that is referral hiring process. Likert scale

questionnaire has been used ranging from strongly disagree to strongly agree.

3.5.1 Operationalization of Referral Bonus

Referral bonus is the payment procedure that is given to the existed employees to the organizations and who helps to recruit new employees in the organizations. All statements have already been implemented and validated by other researchers as well.

3.5.2 Operationalization of Referral Bonus Size

Size of the bonus is related with the financial bonus more than another bonus type. In accordance to Koch (2017), business organization needs to keep their bonus amount in average manner. This has seen that, if any company offer a high amount of bonus then this creates more expectations on the employees' minds. Moreover, this can affect their organizational works in negative ways. All statements have already been implemented and validated by other researchers as well.

3.5.3 Operationalization of Referral Bonus Timing

Referral bonus timing is related to give the bonus to their employees after the recruitment and referral programs. In this context, as stated by [22], business organization can make some rules for giving the bonus to their employees who refer other new people in their companies All statements have already been implemented and validated by other researchers as well.

3.5.4 Operationalization of Referral Bonus Type

Employee got bonus due to the refereed recruited employees. It impacts their rewards process and other performances. Sometimes

employees are also get gifts due to their good performances and other gifts due to these references. All statements have already been implemented and validated by other researchers as well.

3.5.5 Operationalization of Referral Hiring Process

Referral hiring process of companies in based on the referred candidates who are refereed by the employees who are already working in organizations. In accordance to [19], there are several times when business organizations offered several kinds of bonus to their employees which can enhance them to refer other people for their organizational development process

3.6. Research Design

For conducting a study, the design of research acts like a blue print. According to [47] the research design delivers a complete control for the analysis and collection of data on a research. Moreover, the research design discovers responses to the questions being studied [47]. Furthermore, ethical issues and constraints that a research comes across, together with flawless research plan, are also considered in research design [46].

This study had embarked on a two-phase information collection; the first phase contained existing published material to explore a research framework that has a theoretical support of theory of hiring process. In phase two personal visit and online survey is done to collect data to test the hypothesis. The following sub-sections contain detailed information regarding design of the research.

3.6.1 Data collection Methods and Techniques

To extract the study outcomes, data collection is a base [46] described that there are two kinds of data collection sources; primary and secondary. The primary research delivers first hand data using sources such as questionnaire, interviewing and observation etc.; whereas the secondary research provides second hand information using sources such as earlier research, census, service records, government reports and client histories etc.

The researcher used the primary data for this study. For this reason, the researcher collected data through online survey questionnaire with the use of web-based software, Google docs. Once that online questionnaire was created, a web link to it was sent to the respondents through Facebook and LinkedIn. The respondents could open the link in their Facebook Newsfeed and LinkedIn to access the online survey. Secondly, researcher also visited few offices of selected telecom companies to collect the data personally from employees.

Nevertheless, there are a few weaknesses as well in online self-administered surveys. For example, it is difficult to predict the response rate in online surveys. Also, people received many spam emails and they do not bother to click on the questionnaire link to fill up. Moreover, respondent's familiarity and guidance about questionnaire can also be affected as and no researcher is present to offer explanations or clarifications.

As a result, the present researcher used several strategies to overcome these weaknesses. First, a proper cover letter and advance notifications were used to increase the response rate. Second, in line with nature of this study, the target group focused on those who was referred by or referring employees to their respective company.

Third, the questionnaire was clearly and explicitly designed so reader or respondent will not be confused or misguided.

3.6.2 Questionnaire design

The questionnaire design is divided into two steps. In first section questionnaire has demographic information. In second section researcher has adopted the questionnaire from few relevant studies of [49], [28] and [50]. As the questionnaire is already adopted so there is no need to check the reliability of the questionnaire.

The questionnaire is designed in a structured Likert scale format and it is ranged from Strongly Disagree to Strongly Agree. Strongly Disagree is assigned with the number 1, Disagree is assigned with the number 2, Neutral is assigned with the number 3, Agree is assigned with the number 4 and Strongly Agree is assigned with the number 5.

3.7. Ethical Consideration

According to [46] researchers must guarantee that their survey information procedure is welcomed by culture and morally acceptable to the respondents. To make it unanimous, personal identities of respondents and interviewees the ethical issues are considered. Cultural sensitivity is avoided to attain better and accurate research result. As suggested the six-privacy principle with OECD including minimum impact, notice and consent, transfer of data, integrity and security, issues to data collection, all are considered not to violate [47].

Personal views and choices of respondent was not imposed to the respondents. The unbiased research is conducted to have –only participants' views and responses are counted to make it more useful and ethical research.

3.8. Statistical Analysis of Data

The section identifies how the online survey data and personal visit data was transformed, remodeled and revised to achieve the study's purpose. The reason for this section was to assure readers that the current study kept human bias out of the study conclusions through the use of accurate statistical treatment.

For the application of statistical tests, software known as SPSS Version 24 was used. It is widely used to compute the statistical analysis of the data specially for the research purposes. This software was helpful for performing certain tests such as frequency, mean, S.D, correlation and linear regression. Moreover, through the help of this software responses of the questionnaire were presented in the form of tables and graphs.

3.9. Summary

The present study is an empirical study, the study is a quantitative research and follows positive paradigm. The research design of this study is hypothesis testing, Survey method has been used to collect the data from those individuals who was referred or referring employees to their companies. Data is collected through questionnaire and it is first recorded in MS Excel, then transferred to SPSS 24. Where statistical analysis has been conducted to analyze the data.

Results and Discussion

4.1 Introduction

Here the researcher discusses about the survey findings and analyses of survey data. In this chapter first reliability have been conducted. Cronbach alpha value of scale is discussed. After reliability statistics

frequency statistics is discussed for the demographic variables which are gender, age, telecom company from where the respondents belong, experience and education, how did they apply in the company and have they referred anyone on the company. After frequency tables, descriptive statistics has been conducted and in descriptive statistics mean, median, standard deviation and variance are discussed. After the discussion of descriptive statistics, regression analysis has been conducted and in the end correlation analysis has been conducted.

4.2 Reliability Analysis

In this section reliability analysis has been conducted of the scale. At first step researcher has adopted the questionnaire from few relevant studies of [49], [28] and [50]. As the questionnaire is already adopted so there is no need to check the reliability of the questionnaire. However, as this study is in different contact that is Pakistan therefore researcher has chosen to conduct the reliability analysis of the questionnaire as well. For that two steps have been taken.

Table 4.2.1 is showing the case processing summary. This summary indicates the total number of samples which were collected from the questionnaire. This summary also indicates the excluded number of samples which were deleted based on all variables in the procedure and not included in the validation of the results.

		N	%
Cases	Valid	305	97.8
	Excluded ^a	7	2.2
	Total	312	100.0

Table 4.2.1 Case Processing Summary

a. List wise deletion based on all variables in the procedure.

The major reason of the excluded sample is because there are some respondents who missed some options or questions and filled partial questionnaire. Those respondents have not fully filled up the questionnaire, instead they have filled up the partial questionnaire. Hence SPSS 24 is reading them as excluded samples. As per above table 4.2.1 there are total 312 samples collected, out of which 7 respondents have filled up partial questionnaire, hence software has excluded them from the actual number of samples. Therefore, the total number of valid samples for this study are 305. The percentage of valid sample is 97.8% which is sufficient enough to carry out this study.

Table 4.2.2 summarized the Posttest Cronbach α Coefficient of Reliability which was adapted from the relevant studies of [49], [28] and [50], however as the study was conducted in the different context and this study has been conducted in the context of Pakistan, therefore it is imperative to do reliability analysis of scale.

**Table 4.2.2: Cronbach α Coefficient of Reliability – Posttest analysis (N= 305)
 Reliability Statistics**

Cronbach's Alpha	N of Items
.950	5

As per above table 4.2.2 reliability statistics the value is 0.8950 which means the scale is 95% reliable. Hence on the basis of the value of Cronbach alpha extracted from SPSS 24, it is said that scale is reliable and valid enough to use for this study. The number of items is showing 5 which are showing the main variables. The main independent variable is referral bonus of telecom sector and there are three characteristics which are referral bonus size, referral bonus type and referral bonus

amount. In addition to that in research model one moderating variable is organizational justice. There is one independent variable which is referral hiring process. Hence in total there are five variables which are showing as item of the scale. Although there are several questions for each variable, however their researcher has taken the mean of all questions for each variable and convert them into one variable. After converting them into one variable researcher has used that one variable as a main variable and selected as an item to measure for the scale. In this way reliability analysis has been conducted on all selected variables.

4.3 Demographic Analysis

The demographic analysis is of the demographic variables of the questionnaire which are age, gender, experience, education, telecom company, how did you apply in the company, and did you ever refer someone in the company. These are showing demographic profile of the respondents. These variables depict whether the samples taken were relevant with the study or irrelevant with the study. Following are the analysis for each demographic variable:

4.3.1 Gender

Another question about the respondent's basic information is gender of the respondents. The purpose of this question is to check the profile of the respondents. This is categorized into two categories one is male and second is female. As per the below table of 4.3.1, total number of male respondents were 158, out of 312, whereas total number of female respondents were 147 out of 312. This shows the higher percentage of male i.e. 50.6% as compared to lower percentage of female i.e. 47.1%.

Table 4.3.1 GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	158	50.6	51.8	51.8
	female	147	47.1	48.2	100.0
	Total	305	97.8	100.0	
Missing	System	7	2.2		
Total		312	100.0		

The reason for higher male is because less data was collected from female users. As most of the data has been collected visiting offices of selected companies. There, researcher has contacted with the visitors who were in the telecom company for some work and data was collected using self-administered approach. The number of female visitors is less in the telecom sector hence less data was collected from female employees.



Figure 4.1: Gender

Graphical representation of the results is also showing in the above graph. This graph is also extracted from SPSS 24. It is clear from the above graphical representation the male respondents are high as compared to female respondents.

4.3.2 Age

Another question about the respondent's basic information is age of the respondents.

The purpose of this question is to check the profile of the respondents. This is categorized into five categories one is the respondents which belong to the age range of 16 to 26 years, respondents which belong to the age range of 27 to 35 years, respondents which belong to the age range of 36 to 45 years, respondents which belong to the age range of 46 to 55 years and respondents which belong to the age range of Above 56 years. As per the below table of 4.3.2, total number of respondents which belong to the age range of 16 to 26 years are 69, total number of respondents which belong to the age range of 27 to 35 years are 204, total number of respondents which belong to the age range of 36 to 45 years are 25, total number of respondents which belong to the age range of 46 to 55 years are 5 and total number of respondents which belong to the age range of above 56 years are just 2.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16 to 26 years old	69	22.1	22.6	22.6
	27 to 35 years old	204	65.4	66.9	89.5
	36 to 45 years old	25	8.0	8.2	97.7
	46 to 55 years old	5	1.6	1.6	99.3
	Above 56 years	2	.6	.7	100.0
	Total	305	97.8	100.0	
Missing	System	7	2.2		
Total		312	100.0		

Table 4.3.2 AGE

Per above statistics data is comparatively balance in all age ranges, however it can be seen most of the respondents belongs to the age category of 27-35 years and 16 to 26 years. The reason for higher number of respondents is because mostly people employed in telecom sector is belong to these age groups. Secondly, most of the fellows and colleagues of researcher belong to these

age groups hence mostly data was collected from these age group employees.

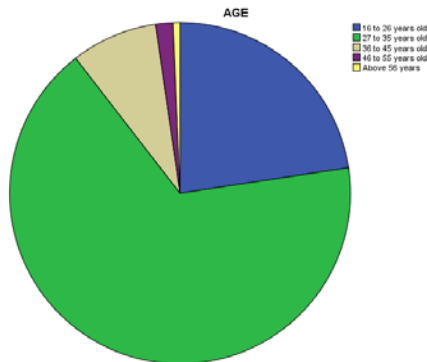


Figure 4.2: Age

Graphical representation of the results is also showing in the above graph. This graph is also extracted from SPSS 24. The green color is representing by the 27-35 years and blue color is representing the respondents belong in the age range of 16-26 years.

It is clear from the above graphical representation the age range of 27-35 years and 16 to 26 years' respondents are high as compared to other categories.

4.3.3 Telecom Company

Another question about the respondent's basic information is from which telecom company they belong. The purpose of this question is to check whether respondents are relevant with the study topic or not.

As per the below table of 4.3.3, total number of respondents which belongs to the company of Ufone are 30, total number of respondents which belong to the company of Warid are 74, total number of respondents which belong to the company of Telenor are 69, total number of respondents which belong to the company of Zong are 132.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ufone	30	9.6	9.8	9.8
	Zong	74	23.7	24.3	34.1
	Telenor	69	22.1	22.6	56.7
	Warid	132	42.3	43.3	100.0
	Total	305	97.8	100.0	
Missing	System	7	2.2		
Total		312	100.0		

Table 4.3.3 TELECOM COMPANY

According to the results received in above table from survey, it is clearly showing that majority of the respondents are belong to the company of Warid. Second majority of the respondents are belonging to the company of Zong.

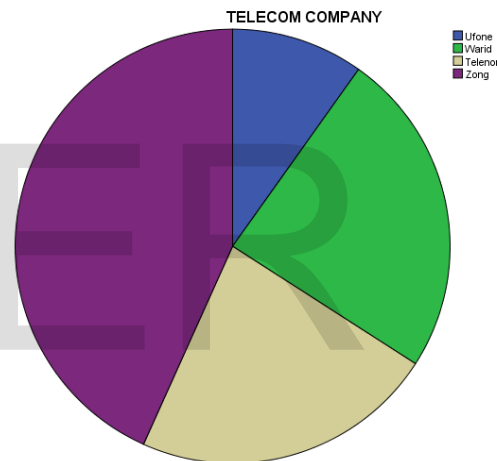


Figure 4.3: Telecom Company

Graphical representation of the results is also showing in the above graph. This graph is also extracted from SPSS 24. As per the results the percentage total number of respondents who belongs to the company of Ufone is 9.6%, total number of respondents who belongs to the company of Zong is 24.3%, total number of respondents who belongs to the company of Telenor is 22.1%, total number of respondents who belongs to the company of Warid is 42.3%.

The reason for higher number of respondents are because recently Jazz and Warid is has been merged so researcher has taken them as

one company, however their offices are still separate. Hence after combining results of both companies these are higher as compared to Zong, Ufone and Telenor.

4.3.4 Experience

Another question about the respondent's basic information is experience of the respondents. The purpose of this question is to check demographic profile of the respondents. This is categorized into four categories which are 1-3 years, 4-6 years, 7-9 years and 10+ years. As per the below table of 4.3.4, total number of respondents which belongs to the category of 1-3 years are 23, total number of respondents which belongs to the category of 4-6 years are 95, total number of respondents which belongs to the category of 7-9 years are 105 and total number of respondents which belongs to the category of 10+ years are 82.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3 years	23	7.4	7.5	7.5
4-6 years	95	30.4	31.1	38.7
7-9 years	105	33.7	34.4	73.1
10 years +	82	26.3	26.9	100.0
Total	305	97.8	100.0	
Missing System	7	2.2		
Total	312	100.0		

Table 4.3.4 EXPERIENCE

It can be seen from above table that 7-9 years' category respondents are higher. The second majority of the respondents is 4-6 years of experience. The reason is that turnover of employees from telecom companies are less as compared to turnover from the other private sector. Hence, mostly employees are senior.

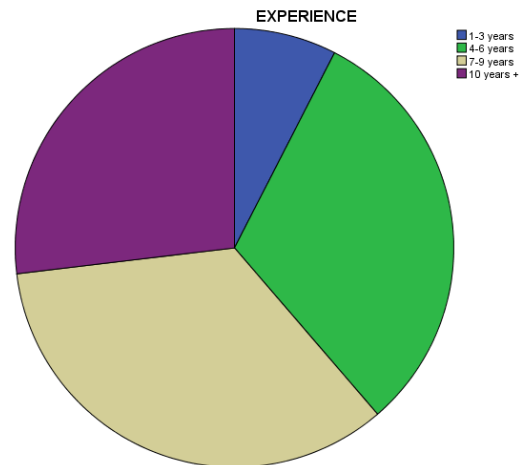


Figure 4.4: Experience

Graphical representation of the results is also showing in the above graph. This graph is also extracted from SPSS 24. As per the results the percentage of experience of employees who belongs to the category of 1-3 years is 7.4%, the percentage of experience of employees who belongs to the category of 4-6 years is 30.4%, the percentage of experience of employees who belongs to the category of 7-9 years is 33.7%, the percentage of experience of employees who belongs to the category of 10+ years is 26.3%.

4.3.5 Education

Another question about the respondent's basic information is education of the respondents. The purpose of this question is to check demographic profile of the respondents. This is categorized into five categories which are Matric, Bachelors, Masters, M.Phil and Doctorate. As per the below table of 4.3.5, total number of respondents which belongs to the category of Matric are 9, total number of respondents which belongs to the category of bachelors are 14, total number of respondents which belongs to the category of masters are 122, total number of respondents which belongs to the category of M.Phil are 140 and total

number of respondents which belongs to the category of Doctorate are 20.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	9	2.9	3.0	3.0
	Bachelors	14	4.5	4.6	7.5
	Masters	122	39.1	40.0	47.5
	M.Phil	140	44.9	45.9	93.4
	Doctorate	20	6.4	6.6	100.0
	Total	305	97.8	100.0	
Missing	System	7	2.2		
Total		312	100.0		

Table 4.3.5 EDUCATION

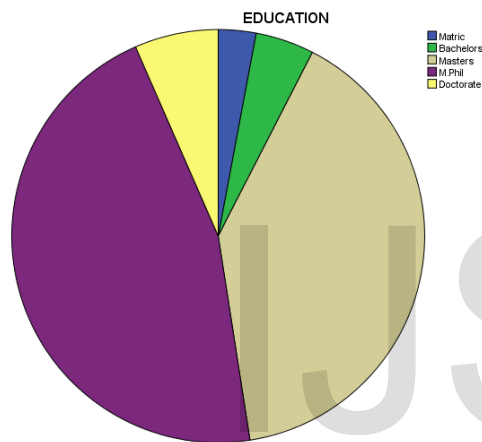


Figure 4.5: Education

Graphical representation of the results is also showing in the above graph. This graph is also extracted from SPSS 24. As per the results the percentage of total number of respondents which belongs to the category of Matric are 2.9%, the percentage of total number of respondents which belongs to the category of Bachelors are 4.5%, the percentage of total number of respondents which belongs to the category of Masters are 39.1%, the percentage of total number of respondents which belongs to the category of M.Phil are 44.1% and the percentage of total number of respondents which belongs to the category of Doctorate are 6.4%.

4.3.6 How did you apply in this company

Another question about the respondent's basic information is how they applied in this company. The purpose of this question is to check demographic profile of the respondents. This is categorized into four categories which are Job Portal of the respective company, LinkedIn, Referral or Other. As per the below table of 4.3.6, total number of respondents which applied through Job portal are 85, total number of respondents which applied through LinkedIn are 106, total number of respondents which applied through Referral are 81 and total number of respondents which applied through other sources are 33.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Job Portal	85	27.2	27.9	27.9
	LinkedIn	106	34.0	34.8	62.6
	Referral	81	26.0	26.6	89.2
	Other	33	10.6	10.8	100.0
	Total	305	97.8	100.0	
Missing	System	7	2.2		
Total		312	100.0		

Table 4.3.6 HOW DID YOU APPLY IN THIS COMPANY

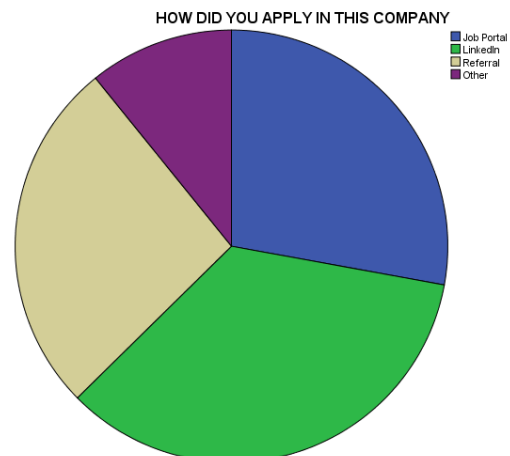


Figure 4.6: Apply in the company

Graphical representation of the results is also showing in the above graph. This graph is

also extracted from SPSS 24. As per the results the percentage of total number of respondents which applied through Job Portal are 27.2%, the percentage of total number of respondents which applied through LinkedIn are 34%, the percentage of total number of respondents which applied through Referral are 26% and the percentage of total number of respondents which applied through other sources are 10.6%,

4.3.7 Referred by someone

Another question about the respondent's basic information is whether they have ever referred to someone in this company. The purpose of this question is to check demographic profile of the respondents.

This is categorized into two categories which are Yes and No. As per the below table of 4.3.7, total number of respondents who said Yes they have referred to someone in this company are 225. On the other hand, total number of respondents who never referred to anyone in this company are 80.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid YES	225	72.1	73.8	73.8
NO	80	25.6	26.2	100.0
Total	305	97.8	100.0	
Missing System	7	2.2		
Total	312	100.0		

Table 4.3.7 DID YOU EVER REFER SOMEONE IN THIS COMPANY

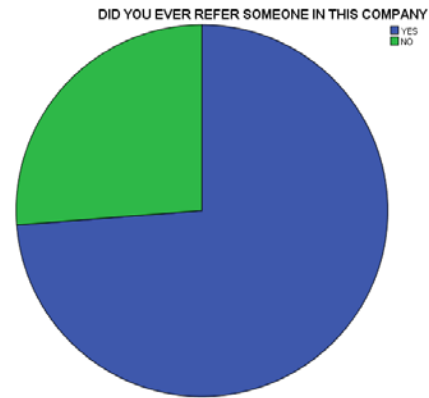


Figure 4.7: Refer someone in the company

Graphical representation of the results is also showing in the above graph. This graph is also extracted from SPSS 24. As per the results the percentage of total number of respondents who referred someone in this company are 72.1% and total number of respondents who never referred someone in this company are 25.6%.

The reason for yes percentage higher is because mostly telecom companies encourage referral-based hiring process. The employees who never refer anyone are those who are not satisfied with the referral hiring process of the company.

4.4 Overall Descriptive Statistics

After the demographic analysis, next test ran in SPSS 24 is descriptive statistics. Descriptive statistics is used to measure the mean, standard deviation and variance of the data. This test identifies how much deviation is in between the data collected. Whether responses of individuals are strongly different for each other or respondents of individuals are identical with each other and they are not much deviation.

According to table 4.4.1 all values are extracted from SPSS 24. In software researcher has selected all the main variables.

Although there are several questions for each variable, however there are two methods in which multiple questions can be merged into one variable or item. First method is factor analysis, in which we assign numbers of factors and then we calculate which number is higher and on the basis of that we shortlist and merge different items into one item. Second method is to take mean of all items and convert them into one item. In this research, researcher has used second method. Researcher has taken means using SPSS 24 compute option and after that all values are added divide by the total number of items and in this way, mean is calculated. Researcher has labelled that mean value with the main variable name.

	N	Minimu m	Maximu m	Mean	Std. Deviation	Variance
Organizational Justice	305	2.29	5.00	4.0684	.47523	.226
Referral Bonus Size	305	2.33	5.00	4.1432	.58262	.339
Referral Bonus Timing	305	2.00	5.00	4.1694	.67165	.451
Referral Bonus Type	305	2.25	5.00	4.1279	.60701	.368
Referral Hiring Process	305	2.50	5.00	4.1549	.54333	.295
Valid N (list wise)	305					

Table 4.4.1: Descriptive Statistics

Although there is no good or bad standard deviation, however the interpretation of standard deviation simply indicates how spread is your data around the mean. If the standard deviation / mean is greater than and equals to 1 it shows a relatively high variation in the responses of data. On the other hand, if the standard deviation / mean is less than or equals to 1 it shows the distributions with a coefficient of variation is of low variance.

The standard deviation value for organizational justice is showing there is much lower variation in data as it is lesser than 1. The mean for using referral bonus size factor is 4.41 and standard deviation value for factor referral bonus is 0.58 which is showing there is less variation in data as it is lesser than 1. The mean for using referral bonus

timing factor is 4.16 and standard deviation value for factor referral bonus timing is 0.67 which is showing there is less variation in data as it is lesser than 1. The mean for using referral bonus type factor is 4.12 and standard deviation value for factor referral bonus type is 0.60 which is showing there is less variation in data as it is lesser than 1. The mean for using referral hiring process factor is 4.15 and standard deviation value for factor referral hiring process is 0.54 which is showing there is less variation in data as it is lesser than 1.

Similarly, the variance also shows how much there is a deviation from zero. If there is a higher deviation, then higher variance and if there is a lower deviation from zero then lower variance between responses.

4.5 Overall Regression Analysis

After the descriptive analysis regression analysis has been conducted. The regression for entire research model has been extracted from SPSS 24. Following is the regression equation:

General model equation of the study statistically estimated to signify the relationship is as under.

$$RHP = RFB (RFBS, RFBT, RFBTY) + OJ$$

Where:

RHP = Referral Hiring Process

RFB = Referral Bonus

RFBS = Referral Bonus Size

RFBT = Referral Bonus Timing

RFBTY = Referral Bonus Type

OJ = Organizational Justice

Following is the table of overall model summary.

Hypothesis	IV	DV	B VALUE	T- value	R square	SIG	Accept/Reject
H1	REFBTY	RHP	.869	2.395	.963	.000	ACCEPT
H2	REFBT	RHP	.199	5.012	.927	.000	ACCEPT
H3	REFBS	RHP	.395	11.443	.926	.000	ACCEPT
H4	OJ x REFBS	RHP	.859	11.665	.927	.000	ACCEPT
H5	OJ x REFBT	RHP	.148	3.703	.926	.000	ACCEPT
H6	OJ x REFBTY	RHP	.185	2.296	.963	.002	ACCEPT

Table 4.5.1 Regression Results and Hypothesis Testing

The R-value shows how close the mode of this research is fitted with regression equation. Similarly, R squared defined as the percentage of Responses variation that is explained by a linear model. The value of R square is basically comprising between 0 to 100%. The z % means there is no variability between the responses of data around its mean. However, 100% indicates there is all variability between responses of data. Moreover, R-square is used when there is more than one independent variable or there is more than one variable for which we are checking relationship with the dependent variable. Here in above table 4.5.1 the value of referral bonus type of R square is 0.963.

The above table illustrates the coefficients, t statistics and F-test value. T stats and F test values are two more important measurements to see the significance of relationship between two variables. Here the variable is one independent variable which is referral bonus and its characteristics are referral bonus timing, referral bonus size and referral bonus type. There is one moderating variable i.e. organizational justice. Once dependent variable which is referral hiring process.

The standard t stats value is 1.96 and after rounding it the standard value is 2. If the value of t-statistics is above 2, it means significant relationship, however if the value of t-statistics is lower than the standard value of 2 it means the three is insignificant relationship between two variables.

Similarly, the F statistics standard value is 0.05. If the value of a variable is above 0.05

it shows there is insignificant relationship between those two variables, however if the value of F- statistics is below 0.05 it means there is significant relationship between two variables.

In addition to that if the value of t-statistics is positive we can say that there is positive relationship, however if the value of t-stats is negative the relationship would be negative. Furthermore, if the value of F test is positive, we will say there is positive relationship, however if the value of F test would be negative, we will conclude there is negative relationship between two variables.

As per the above table the t-statistics value of one dimension of main independent variable i.e. referral bonus type, its value is 2.395, it means there is positive significant relationship between referral bonus type and referral hiring process. We can interpret this results that if the type of referral bonus is as per the employee's expectation only then he / she will refer employees to the company and ultimately referral hiring process will improve.

Similarly, as per the results received in above table, the t-statistics value of one dimension of main independent variable i.e. referral bonus timing is 5.12 it means there is positive significant relationship between referral bonus timing and referral hiring process. We can interpret this results that if the timing of referral bonus is as per the employee's expectation and as per the commitment employer has made only then he / she will refer employees to the company and ultimately referral hiring process will improve.

Likewise, as per the results received in above table, the t-statistics value of one dimension of main independent variable i.e. referral bonus size is 11.443 it means there is positive

significant relationship between referral bonus size and referral hiring process. We can interpret this results that if the size of referral bonus is handsome and as per the employee's expectation and as per the commitment employer has made only then he / she will refer employees to the company and ultimately referral hiring process will improve.

As per the above table the t-statistics value of one dimension of main independent variable i.e. referral bonus type, its value is 2.296, it means there is positive significant relationship between referral bonus type and referral hiring process with the moderating effect of organizational justice. We can interpret this results that if the type of referral bonus is as per the employee's expectation and organization is doing justice in paying the bonus only then he / she will refer employees to the company and ultimately referral hiring process will improve.

Similarly, as per the above table the t-statistics value of one dimension of main independent variable i.e. referral bonus timing, its value is 3.703, it means there is positive significant relationship between referral bonus timing and referral hiring process with the moderating effect of organizational justice. We can interpret this results that if the timing of referral bonus are as per the employees expectation and organizational do justice in paying the bonus on timely manner as per the commitment employer has made only then he / she will refer employees to the company and ultimately referral hiring process will improve.

Similarly, as per the above table the t-statistics value of one dimension of main independent variable i.e. referral bonus size, its value is 11.665, it means there is positive significant relationship between referral

bonus size and referral hiring process with the moderating effect of organizational justice. We can interpret this results that if the size of referral bonus is as per the employee's expectation and organizational do justice in paying good amount of bonus as per the commitment employer has made only then he / she will refer employees to the company and ultimately referral hiring process will improve

4.6 Overall Correlation Analysis

The correlation analysis indicates the extent of relationship between each other. There are few categories of correlation which are strong positive relationship, positive relationship, weak relationship and strong weak relationship. Also, strong negative relationship, negative relationship, weak negative relationship and strong weak negative relationship. Here the variable is one independent variable which is referral bonus and its characteristics are referral bonus timing, referral bonus size and referral bonus type. There is one moderating variable i.e. organizational justice. Once dependent variable which is referral hiring process. Correlation matrix has been extracted from SPSS 24.

	Organizational Justice	Referral Bonus Size	Referral Bonus Timing	Referral Bonus Type	Referral Hiring Process
Organizational Justice	1	.544**	.593**	.524**	.596**
Referral Bonus Size	.544**	1	.919**	.973**	.959**
Referral Bonus Timing	.593**	.919**	1	.896**	.913**
Referral Bonus Type	.524**	.973**	.896**	1	.928**
Referral Hiring Process	.596**	.959**	.913**	.928**	1

Table 4.6.1 Correlation Results

The above table 4.6.1 shows correlation results of all variables and their dimensions. It basically determines the extent of relationship between two variables. The correlation results with itself variable will always be 1 that is 100. For instance, correlation result of security with security is 1, so we will not interpret these results.

The correlation of referral bonus size, which is a dimension of main independent variable of referral bonus with organizational justice is 54.4% which shows positive relationship with each other. The correlation of referral bonus timing, which is a dimension of main independent variable of referral bonus with organizational justice is 59.3% which shows positive relationship with each other. The correlation of referral bonus type, which is a dimension of main independent variable of referral bonus with organizational justice is 52.4% which shows positive relationship with each other.

The correlation of referral bonus size, which is a dimension of main independent variable of referral bonus with referral bonus timing is 91.9% which shows strong positive relationship with each other. The correlation of referral bonus size, which is a dimension of main independent variable of referral bonus with referral bonus type is 97.3% which shows strong positive relationship with each other.

Similarly, the correlation of referral hiring process with organizational justice is 59.6% which shows positive relationship with each other. The correlation of referral hiring process with referral bonus size is 95.9% which shows positive relationship with each other. The correlation of referral hiring timing with referral bonus size is 91.3% which shows positive relationship with each other. The correlation of referral hiring timing with referral bonus type is 92.8%

which shows positive relationship with each other.

Discussion, Implications & Future Directions

As per the requirement of the study, statistics have been grouped to explore the association between experience of bullying and indications, that were discoursed. This final conclusion is to show the explanations and inferences of the research outcomes and offer results and recommendations based on the data gathered by the survey.

5.1 Discussion of results and Hypothesis testing

This section discusses the acceptance and rejection of hypothesis statement which were formulated in the above chapter on the basis of previous literature. In this section we develop linkage between results of previous studies and results of this study.

Referral bonus timing has positive significant impact on referral hiring process in the context of Telecom Sector of Pakistan.

The results of this study are similar with the results of Kosch (2017) advised that employee who refer other candidates if need to wait more than three months to get their bonus then it can result in demotivation and it can discourage employees. This can impact in the hiring process as well. Moreover, Stockman, Van Hoyer & Carpenter (2017) found that due to employees getting paid on time for the referral they have given to the company, the referral hiring process is improving and ultimately company need to pay less cost for the hiring to the third-party agencies. From the statistically analysis of this study in this chapter this study referral

bonus timing is found to be significant relationship with the referral hiring process, and on the basis of prior literature we can conclude that employee getting paid referral bonus on time and encourage to refer more employees to the company. Hence on the basis of these results we accept H1.

Referral bonus Type has positive significant impact on referral hiring process in the context of Telecom Sector of Pakistan.

The results of this study are similar with the results of Elias et al. (2016) advised that most of the employees want financial bonus as cash for referring others and this type of rewards is increase their interest to refer appropriate candidates to their companies. Moreover, Randall (2018), other vouchers for dinners or any other shopping vouchers for employees can affect their employees' mind in positive factors as well. Moreover, these kinds of bonuses can be attracting more existing employees to take this referral programme in serious manner. From the statistically analysis of this study in this chapter this study referral bonus type is found to be significant relationship with the referral hiring process, and on the basis of prior literature we can conclude that employee getting referral bonus type in terms of financial and discounts and vouchers are encouraging to refer more employees to the company. Hence on the basis of these results we accept H2.

Referral bonus Size has positive significant impact on referral hiring process in the context of Telecom Sector of Pakistan.

The results of this study are similar with the results of Bond, Labuzova & Fernandez (2018) advised that most of the employees want good amount of referral bonus size for referring others and this type of rewards is

increase their interest to refer appropriate candidates to their companies. Moreover, (Badiee & Ghazanfari, 2018), states that heavy amounts of bonuses for employees can affect their employees' mind in positive factors as well. Moreover, these kinds of bonuses can be attracting more existing employees to take this referral programme in serious manner. From the statistically analysis of this study in this chapter this study referral bonus size is found to be significant relationship with the referral hiring process, and on the basis of prior literature we can conclude that employee getting referral bonus size in terms of good amount is encouraging to refer more employees to the company. Hence on the basis of these results we accept H3.

Referral bonus timing has positive significant impact with the moderating effect of organizational justice on referral hiring process in the context of Telecom Sector of Pakistan.

The results of this study are similar with the results of Woolley & Fishbach (2018), business companies can take some time to examine their new referred candidates and their work performances before giving rewards to their employees. However, taking more time can demotivate their employees for further participating in the referral programme. In this context, this cannot refer as organization justice which companies do with their employees for referring others. From the statistically analysis of this study in this chapter this study referral bonus timing is found to be significant relationship with the referral hiring process with the moderating effect of organizational justice, and on the basis of prior literature we can conclude that employee getting referral bonus timings on timely manner and organization being fair with them in paying on time is encouraging to refer more employees to the company.

Hence on the basis of these results we accept H4.

Referral bonus Size has positive significant impact with the moderating effect of organizational justice on referral hiring process in the context of Telecom Sector of Pakistan.

The results of this study are similar with the results of Schminke, Arnaud & Taylor (2015) that their employees who referred other people in their organizations can get their bonus amount good in size after three months and after the watching the productivity of their candidates. This can increase the positive impact on the organizational justice, and this can enhance the referral programme as most of the referred candidates are worth for business organization. In this context, recruitment process of companies can be made with relevant manner as well. From the statistically analysis of this study in this chapter this study referral bonus size is found to be significant relationship with the referral hiring process with the moderating effect of organizational justice, and on the basis of prior literature we can conclude that employee getting referral bonus with good size and amount and organization being fair with them in paying on time is encouraging to refer more employees to the company. Hence on the basis of these results we accept H5.

Referral bonus Type has positive significant impact with the moderating effect of organizational justice on referral hiring process in the context of Telecom Sector of Pakistan.

The results of this study are similar with the results of Woolley, K., & Fishbach (2018), offering dinner vouchers or taking employees to dinners in a better restaurant can attracts the, to refer other candidates. These bonuses

can give employees in a short time of period after the recruitment process. Moreover, tickets for movies can attract many employees who are loved to watch movies in their daily lives. These create different environments for them. However, employees can refer to some improper candidates for getting these kinds of rewards from their workplaces. As these bonuses are not that much affective in relation to their financial rewards then companies can recruit working candidates who can negatively impact on their company's developmental process as well. From the statistically analysis of this study in this chapter this study referral bonus type is found to be significant relationship with the referral hiring process with the moderating effect of organizational justice, and on the basis of prior literature we can conclude that employee getting referral bonus type of dinner, discounts and financial rewards and organization being fair with them in paying on time is encouraging to refer more employees to the company. Hence on the basis of these results we accept H6.

5.2 Conclusion

The overall basis of this study was to determine the significance of the relationship between referral bonus and referral hiring process with the moderating effect of organizational justice. In addition to that to identify how referral bonus size, timing and type can impact the referral hiring process in the contextual setting of telecom sector of Pakistan. At first stage literature review has been conducted and relevant constructs, variables have been studies to develop coherence between selected variables of this study. After doing substantial literature review, relevant theories have been studies which relates with the variables and research model and also provide the theoretical foundation to the theoretical framework of this study. At second step, a questionnaire

was adapted from latest relevant published researches and a survey was conducted among four major telecom operators in Pakistan which are Zong, Telenor, Waird and Ufone. Data was collected from the employees of these companies. After collecting the data, it was analyzed using SPSS 24 and statistical analysis has been conducted. Regression was run between explanatory variables, dependent variables and moderating variables to identify the relationship. In addition to that, correlation matrix is also generated to see the strength of relationship between each variable.

Findings of the study indicates that if a company pays its employees referral bonus of good size, with expected type of bonus and on timely manner the referral hiring process will be improved.

Both research areas have been addressed through the research where not only direct relation among referral bonus and referral hiring process has been confirmed but also organizational justice which moderate the relationship are now clear. Overall this exploration established the hypothesis and the conclusions that were reported by previous studies, which verified that not offering substantial size of referral bonus and not paying referral bonus on time can affect the referral hiring process negatively. It seems evident that if an organization is doing justice in paying referral bonuses on time with expected type and on timely manner, it cannot only improve the referral hiring process, but company can also reduce its hiring and recruiting cost by not paying to third parties. Clarity has also been gained into the sector of telecom in Pakistan where such a study had not been conducted before. Furthermore, data and literature were built on the contextual scenario of the Pakistan industry.

5.3 Limitation and Future Recommendations

The study incorporates some limitation. The primary limitation of the study is that this study was unable to cover other cities of Pakistan and was only conducted in Rawalpindi Islamabad. Secondary major limitation of the study is time availability. Due to constraint of time and resources it was not possible for the researcher to visit other cities or offices to collect more data.

Future research can be conducted in the area of employee motivation. Employee motivation can be taken as a dependent variable and research can be conducted that if a company pays good size of referral bonus with good bonus type and on time then what impact can this imply to employee motivation level.

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