Rejected But Still There: Shifting the focus in applicant reactions to promotional procedures

Abstract

Applicant reactions continue to be an important area of research. However, a unique category of applicants generally overlooked in this area is internal applicants for promotion. Understanding their reactions is important because disgruntled employees stay with the organization, which can have a direct impact on their work performance and subsequently organizational performance. Moreover, most of applicant reactions research takes a cross-sectional approach to examine the relationship between perceived fairness and organizational attitudes. Thus, this study aims to contribute to this gap in applicant reactions research by examining the effects of selection fairness over time on important organizational attitudes and behaviours in a promotional context. This study will use a field sample of internal applicant applying for promotion across all job types in organizations in Saudi Arabia at the educational sector. The questionnaire will be collected in 2 time points (pre-promotion, post-promotion/post-feedback).