



HOW TO STAY UNTAPPED FROM HIDDEN TRAPS? A QUANTITATIVE STUDY OF IMPACT OF FASHION CONSCIOUSNESS, MATERIALISM AND PHYSICAL APPEARANCE EVALUATION INVESTMENT BIAS ON ORGANIZATIONAL JUSTICE FROM RECRUITMENT PERSPECTIVE

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ABSTRACT

This quantitative research study investigates the influence of fashion consciousness, materialism, and physical appearance evaluation bias on organizational justice within the context of recruitment processes. Drawing upon the framework of Psychological Contract Theory, the study utilizes a sample of 400 employees to explore the relationships among these variables and their impact on perceptions of fairness during the hiring process. Data for this research were gathered through a self-reporting survey employing a convenient sampling technique. Statistical analysis using SPSS was employed to assess correlations and predict the effects of these factors on organizational justice. The study's results yield insights into how attributes such as fashion consciousness and materialism may shape recruitment practices and how biases associated with physical appearance can influence perceptions of fairness in the workplace. These findings carry implications for future recruitment strategies and organizational policies, aiming to promote fairness and equity within the workplace. Furthermore, this research contributes to the evolving body of knowledge in the domains of organizational psychology and human resource management, emphasizing the significance of fostering a recruitment environment aligned with principles of fairness and justice to enhance overall organizational effectiveness and employee satisfaction.

KEYWORDS: Materialism, Fashion Consciousness, Recruitment Bias, Workplace

1. INTRODUCTION

Research on human resources (HR) indicates that many biases (e.g., halo effect, confirmation bias, stereotyping bias) affect decisions taken by HR employees. However, it remains unclear whether HR employees are aware of their susceptibility to bias. To improve understanding, this study examined the factors affecting unconscious biasness in the light of psychological contract theory to develop the path to overcome such behavioral challenges in organizational domain. There is dearth need in literature and behavioral research in HR to offer practical insights.

1.1. SIGNIFICANCE OF STUDY

The given study is significant for several reasons. Firstly, it addresses a gap in the literature by examining the impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice in the recruitment process. While previous studies have explored the influence of individual factors such as appearance on recruitment outcomes (e.g., Heilman, 1983), few studies have investigated the combined impact of these factors on organizational justice (Chiu & Ku, 2017).

Secondly, this study has practical implications for organizations looking to improve their recruitment processes. By identifying the negative impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice, the study can provide recommendations for organizations to mitigate these effects and ensure that recruitment processes are fair and just (Shore et al., 2014).

Finally, this study can contribute to the broader conversation on diversity, equity, and inclusion in the workplace. By examining how individual factors such as fashion consciousness and materialism can impact perceptions of organizational justice, the study can shed light on the subtle biases that can affect recruitment decisions and contribute to systemic inequalities in the workplace (Heilman et al., 2016).

Overall, this study can contribute to a better understanding of the factors that influence organizational justice in recruitment processes and provide recommendations for organizations to ensure that they are creating fair and equitable workplaces.

1.2. THEORETICAL SIGNIFICANCE

Theoretical Contribution of Study is multifaceted. Firstly, the study sheds light on the importance of fashion consciousness, materialism, and physical appearance evaluation investment bias in shaping the perception of organizational justice among job seekers during the recruitment process. The study highlights the role of these factors as potential hidden traps that may affect the fairness of the recruitment process and lead to negative outcomes for job seekers (i.e., lower perceptions of organizational justice).

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Secondly, the study contributes to the existing literature on organizational justice by examining the impact of these previously unexplored factors on job seekers' perceptions of justice. Prior research has focused primarily on the impact of procedural justice and distributive justice on job seekers' perceptions of justice during the recruitment process (e.g., Colquitt, 2001; Hausknecht et al., 2004). However, the current study extends this research by examining the impact of additional factors that have the potential to bias job seekers' perceptions of justice.

Finally, the study highlights the importance of understanding the role of personal biases and perceptions in shaping organizational justice during the recruitment process. The study suggests that job seekers' personal biases related to fashion consciousness, materialism, and physical appearance evaluation investment bias can influence their perceptions of justice, which may have implications for the overall fairness of the recruitment process. As such, the study underscores the importance of understanding the role of personal biases in shaping job seekers' perceptions of justice during the recruitment process.

Overall, the study makes a significant theoretical contribution by identifying previously unexplored factors that may impact job seekers' perceptions of organizational justice during the recruitment process, and highlighting the importance of understanding the role of personal biases in shaping these perceptions

1.3. RESEARCH QUESTIONS

- How does fashion consciousness impact organizational justice in recruitment processes?
- To what extent does materialism affect organizational justice in the recruitment process?
- How does physical appearance evaluation investment bias impact organizational justice in recruitment processes?
- What is the relationship between fashion consciousness, materialism, physical appearance evaluation investment bias, and organizational justice in recruitment processes?
- How can organizations mitigate the negative impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice in recruitment processes?
- Are there any demographic differences in the impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice in recruitment processes?
- How does the impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice vary across different industries and sectors?

2. LITERATURE REVIEW

The organizations and respective practitioners are heavily filled with conscious and unconscious biases. These biases serve as traps in the path of successful organizational performance.

Selection transparency is a crucial aspect of the hiring process, as it involves ensuring that the process is fair, objective, and free from any form of bias or discrimination. In recent years, there has been growing interest in the importance of selection transparency, and several studies have examined its impact on various aspects of the hiring process.

One study by Breugh and Starke (2000) examined the impact of selection transparency on applicant reactions to the hiring process. The study found that applicants who perceived the hiring process as transparent were more likely to have positive reactions to the process and view the organization in a favorable light. The authors suggest that organizations should strive to make their hiring process as transparent as possible to ensure that all applicants feel that they have been treated fairly.

Another study by Ployhart and Weekley (2001) examined the impact of selection transparency on the validity of the hiring process. The study found that selection transparency was positively related to the validity of the hiring process, as it allowed for a more accurate assessment of the candidates' qualifications and skills. The authors suggest that organizations should strive to make their selection process as transparent as possible to ensure that they are selecting the most qualified candidates.

A third study by Highhouse and Gillespie (2009) examined the impact of selection transparency on the perceptions of internal candidates. The study found that internal candidates who perceived the selection process as transparent were more likely to view the process as fair and were more satisfied with the outcome, even if they were not selected for the position. The authors suggest that organizations should strive to make their selection process as transparent as possible to ensure that all candidates, both internal and external, feel that they have been treated fairly.

Overall, these studies suggest that selection transparency is an important aspect of the hiring process that can have a significant impact on various aspects of the process, including applicant reactions, the validity of the process, and the perceptions of internal candidates. As such, organizations should strive to make their selection process as transparent as possible to ensure that they are selecting the most qualified candidates and treating all applicants fairly.

The variables of fashion consciousness, materialism, and physical appearance evaluation investment bias, and organizational justice from a recruitment perspective are related to psychological contract theory in several ways.

Firstly, psychological contract theory suggests that individuals form expectations about the exchange relationship they will have with an organization, including the terms and conditions of employment and what they will receive in return for their contributions (Rousseau, 1989). Fashion consciousness, materialism, and physical appearance evaluation investment bias may influence the expectations that job seekers have about the terms and conditions of their employment and what they will receive in return, such as the type of clothing and appearance they are expected to maintain in the workplace.

Secondly, psychological contract theory suggests that when the expectations of the employee and the organization are met, it leads to positive outcomes, such as higher job satisfaction and organizational commitment (Rousseau, 1989). Conversely, when the expectations of the employee and the organization are not met, it leads to negative outcomes, such as feelings of violation and lower levels of job satisfaction and organizational commitment (Morrison & Robinson, 1997). Organizational justice, which is the fairness of the exchange relationship between the employee and the organization, plays a crucial role in whether the

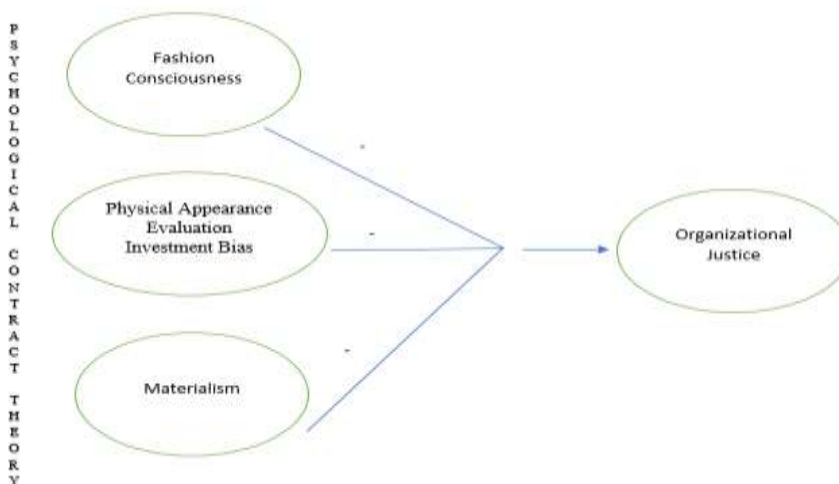
expectations of the employee and the organization are met (Greenberg, 1990). Therefore, the variables of fashion consciousness, materialism, and physical appearance evaluation investment bias may influence job seekers' perceptions of organizational justice, which, in turn, may affect their satisfaction and commitment to the organization.

In summary, psychological contract theory provides a framework for understanding how job seekers' expectations and perceptions of the employment relationship may be influenced by the variables of fashion consciousness, materialism, and physical appearance evaluation investment bias and how these perceptions may affect their perceptions of organizational justice and their subsequent job satisfaction and organizational commitment.

Table 1: Review of Types of Biases

Type of Bias	Definition	Contributor
Confirmation bias	The tendency to seek out information that supports one's existing beliefs and ignore information that contradicts them.	Nickerson, R. S. (1998). Confirmation bias: A ubiquitous phenomenon in many guises. <i>Review of general psychology</i> , 2(2), 175-220.
Implicit bias	Attitudes or stereotypes that unconsciously affect our understanding, actions, and decisions.	Greenwald, A. G., & Banaji, M. R. (1995). Implicit social cognition: attitudes, self-esteem, and stereotypes. <i>Psychological review</i> , 102(1), 4-27.
Sampling bias	Occurs when the sample of people or things selected for a study is not representative of the larger population being studied.	Trochim, W. M. (2021). Sampling Bias. <i>Research Methods Knowledge Base</i> .
Selection bias	Occurs when participants in a study are not randomly selected, leading to a non-representative sample.	Shadish, W. R., Cook, T. D., & Campbell, D. T. (2002). <i>Experimental and quasi-experimental designs for generalized causal inference</i> . Wadsworth Cengage learning.
Attribution bias	The tendency to attribute other people's behavior to their character or personality rather than to situational factors.	Heider, F. (1958). <i>The psychology of interpersonal relations</i> . Wiley.
Self-serving bias	The tendency to attribute successes to internal factors and failures to external factors.	Greenberg, J., Pyszczynski, T., & Solomon, S. (1986). The causes and consequences of a need for self-esteem: A terror management theory. In <i>Public self and private self</i> (pp. 189-212). Springer.
Anchoring bias	The tendency to rely too heavily on the first piece of information encountered when making decisions.	Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. <i>science</i> , 185(4157), 1124-1131.
Hindsight bias	The tendency to overestimate one's ability to have predicted an event after it has occurred.	Roese, N. J., & Vohs, K. D. (2012). Hindsight bias. <i>Perspectives on Psychological Science</i> , 7(5), 411-426.
Availability bias	The tendency to rely on easily accessible information when making decisions, rather than taking into account all relevant information.	Tversky, A., & Kahneman, D. (1973). Availability: A heuristic for judging frequency and probability. <i>Cognitive psychology</i> , 5(2), 207-232.

3. CONCEPTUAL FRAMEWORK



3.1. RESEARCH HYPOTHESIS

H1: Higher levels of fashion consciousness among job applicants will be associated with lower perceptions of organizational justice in recruitment processes.

H2: Greater levels of materialism among job applicants will be negatively related to perceptions of organizational justice in recruitment processes.

H3: Higher levels of physical appearance evaluation investment bias among recruiters will lead to lower perceptions of organizational justice among job applicants in recruitment processes.

H4: There will be a negative relationship between fashion consciousness, materialism, physical appearance evaluation investment bias, and organizational justice in recruitment processes.

H5: Organizations can reduce the negative impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice in recruitment processes by implementing objective and transparent recruitment procedures.

H6: Demographic factors such as age, gender, and education will moderate the relationship between fashion consciousness, materialism, physical appearance evaluation investment bias, and organizational justice in recruitment processes.

H7: The impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice will vary across different industries and sectors, with more appearance-focused industries showing stronger effects.

3.2. INSTRUMENTATION

Physical appearance evaluation and investment. The Multidimensional Body-Self Relations Questionnaire-Appearance Scales²⁸ were used to assess participants' self-appearance evaluation and orientation. Participants respond on a scale of 1–5 their disagreement/agreement with item statements such as, 'My body is sexually appealing' (evaluation), and 'It is important that I always look good.' Cronbach's alpha for the scales was 0.84 and 0.87, respectively. Higher scores on this scale indicate greater satisfaction with one's physical appearance, and a belief in the importance of physical appearance.

Physical Appearance Evaluation and Investment (PAEI) is a scale used to measure the extent to which individuals evaluate their physical appearance and invest in their physical appearance. The scale was developed by Cash et al. in 1987 and consists of 14 items.

The Physical Appearance Evaluation and Investment scale measures two dimensions: Physical Appearance Evaluation: This dimension assesses an individual's subjective evaluation of their own physical appearance, including their level of satisfaction with their appearance and the importance they place on their physical appearance in their overall self-concept.

Appearance Investment: This dimension assesses an individual's level of investment in their physical appearance, including the time, effort, and resources they dedicate to maintaining and improving their appearance. It also measures their motivation for investing in their appearance, such as to enhance their social status or attract romantic partners.

The table presents descriptive statistics of several scales, where FCS measures fashion consciousness, and has a sample size of 31 with a mean score of 90.25 and a standard deviation of 27.19. The scale has good internal consistency with a Cronbach's alpha of .89. The actual range of scores is from 31 to 147, and the potential range is from 31 to 155. The distribution is slightly positively skewed (skewness = .09) and slightly platykurtic (kurtosis = -.05).

MVS measures materialism values, and has a sample size of 15 with a mean score of 59.05 and a standard deviation of 13.68. The scale has acceptable internal consistency with a Cronbach's alpha of .74. The actual range of scores is from 23 to 75, and the potential range is from 15 to 75. The distribution is moderately positively skewed (skewness = .45) and moderately platykurtic (kurtosis = -.51). SMAT measures success materialism, and has a sample size of 5 with a mean score of 14.50 and a standard deviation of 3.72. The scale has relatively low internal consistency with a Cronbach's alpha of .54. The actual range of scores is from 6 to 23, and the potential range is from 5 to 25. The distribution is moderately positively skewed (skewness = .36) and slightly leptokurtic (kurtosis = .18).

Table 2

Scales	N	M	SD	α	Range		Skewness	Kurtosis
					Actual	Potential		
FCS	31	90.25	27.19	.89	31-147	31-155	.09	-.05
MVS	15	59.05	13.68	.74	23-75	15-75	.45	-.51
SMAT	5	14.50	3.72	.54	6-23	5-25	.36	.18
CMAT	5	15.42	3.27	.33	7-19	5-25	.31	.15
HMAT	4	15.05	3.54	.48	4-18	4-20	.02	.05
PAEIS	18	88.77	19.23	.94	18-126	18-126	.19	-.04
PAE	5	15.24	8.08	.91	7-23	5-25	.61	-.46
AI	5	16.62	8.25	.91	5-24	5-25	.33	-.81
OJS	5	14.50	3.72	.54	6-23	5-25	.36	.18
PFSS	4	12.73	6.57	.90	5-18	4-20	.36	.71
PJ	4	13.30	5.65	.75	6-16	4-20	.32	-.30

Note: FCS = Fashion Consciousness Scale, MVS = Materialism Value Scale, SMAT = Success Materialism, CMAT = Centrality Materialism, HMAT = Happiness Materialism, PAEIS = Physical Appearance Evaluation and Investment Scale, PAE = Personal Appearance Evaluation, AI = Appearance Investment, OJS = Organizational Justice Scale, PFSS = Perceived Fairness of Selection System, PJ = Procedural Justice.

CMAT measures centrality materialism, and has a sample size of 5 with a mean score of 15.42 and a standard deviation of 3.27. The scale has relatively low internal consistency with a Cronbach's alpha of .33. The actual range of scores is from 7 to 19, and the potential range is from 5 to 25. The distribution is moderately positively skewed (skewness = .31) and slightly leptokurtic (kurtosis = .15). HMAT measures happiness materialism, and has a sample size of 4 with a mean score of 15.05 and a standard deviation of 3.54. The scale has moderate internal consistency with a Cronbach's alpha of .48. The actual range of scores is from 4 to 18, and the potential range is from 4 to 20. The distribution is nearly symmetrical with very low skewness (skewness = .02) and kurtosis (kurtosis = .05). PAEIS measures physical appearance evaluation and investment, and has a sample size of 18 with a mean score of 88.77 and a standard deviation of 19.23. The scale has excellent internal consistency with a Cronbach's alpha of .94. The actual range of scores is from 18 to 126, and the potential range is from 18 to 126. The distribution is moderately positively skewed (skewness = .19) and nearly symmetrical with very low kurtosis (kurtosis = -.04). PAE measures personal appearance evaluation, and has a sample size of 5 with a mean score of 15.24 and a standard deviation of 8.08. The scale has excellent internal consistency with a Cronbach's alpha of .91. The actual range of scores

Table 3: Demographic details of participants (N=400)

Variables	Frequency	Percentage
Gender		
Male	199	49.8
Female	201	50.3
Marital status		
Unmarried	249	62.3
Married	151	37.8
Organization		
Private	222	55.5
Public	177	44.3

Table 4: Correlation between Fashion Consciousness Scale, Material Value Scale and Fashion Clothing Involvement Scale along with their subscales (N=400)

Scales	FCS	MVS	SMAT	CMAT	HMAT	PAEIS	PAE	AI	OJS	PFSS	PJ
FCS	1.00	0.25*	0.33	0.30	0.34	0.21*	0.30	0.29*	0.22**	0.32**	0.23*
MVS	-	1.00	0.43**	0.35	0.42	0.28*	0.32**	0.30**	0.29**	0.41**	0.28*
SMAT	-	-	1.00	0.55	0.57	0.32	0.40	0.47**	0.29**	0.52**	0.43**
CMAT	-	-	-	1.00	0.59	0.36	0.45	0.49**	0.32**	0.54**	0.38
HMAT	-	-	-	-	1.00	0.38*	0.47**	0.53**	0.31**	0.56**	0.40
PAEIS	-	-	-	-	-	1.00	0.72**	0.57**	0.46**	0.49**	0.28*
PAE	-	-	-	-	-	-	1.00	0.58**	0.49**	0.54**	0.33**
AI	-	-	-	-	-	-	-	1.00	0.37**	0.57**	0.41**
OJS	-	-	-	-	-	-	-	-	1.00	0.41**	0.29
PFSS	-	-	-	-	-	-	-	-	-	1.00	0.35
PJ	-	-	-	-	-	-	-	-	-	-	1.00

Note: FCS = Fashion Consciousness Scale, MVS = Materialism Value Scale, SMAT = Success Materialism, CMAT = Centrality Materialism, HMAT = Happiness Materialism, PAEIS = Physical Appearance Evaluation and Investment Scale, PAE = Personal Appearance Evaluation, AI = Appearance Investment, OJS = Organizational Justice Scale, PFSS = Perceived Fairness of Selection System, PJ = Procedural Justice.

Table 3 presents the demographic details of 400 participants, categorized into three variables: Gender, Marital status, and Organization. In terms of Gender, the distribution is nearly equal, with 49.8% being Male and 50.3% Female. Regarding Marital status, the majority of participants are Unmarried, comprising 62.3% of the sample, while Married individuals represent 37.8%. Finally, in the Organization category, a larger proportion belongs to the Private sector, constituting 55.5%, while the Public sector comprises 44.3% of the participants. This table provides a clear overview of the demographic composition of the study's sample, which is essential for subsequent analysis and interpretation.

The provided table presents the correlation coefficients between various scales and their respective subscales based on a sample size of 400 individuals. The Fashion Consciousness Scale (FCS) shows a positive correlation with Material Value Scale (MVS) at 0.25*, indicating a weak positive relationship. Similarly, FCS exhibits weak positive correlations with Success Materialism (SMAT) at 0.33 and Centrality Materialism (CMAT) at 0.30. Happiness Materialism (HMAT) also displays a weak positive correlation with FCS at 0.34. Moving to MVS, it demonstrates a moderate positive correlation with SMAT at 0.43** and CMAT at 0.35. The correlations between the various materialism dimensions (SMAT, CMAT, HMAT) are generally positive and moderate to strong, suggesting that they are related constructs.

Table 5: Multiple regression analysis of fashion consciousness and materialism as independent variables with Organizational Justice as dependent variable (N=400)

V-A	B	SE	β	t	P	95%CI	
						LL	UL
						FC	.73
MAT	.45	.11	.16	3.8	.00**	.22	.69
PAEIS	-.75	.06	.58	14.5	.00**	-.68	.85

R²= .35, ΔR²= .33, F=71.7

Note: B = unstandardized beta; β = standardized beta; SE = standard error; t = t test statistic; p = level of significance; LL = lower limit; UL = upper limit; CI = class interval

Table 6: Gender-wise differences on scales and subscales (N = 400)

Variables	Male (n=199)		Female (n=201)		t	p	95%CL		Cohen's D
	M	SD	M	SD			LL	UL	
	FCS	85.66	18.9	91.82			19.0	-3.2	
MVS	44.05	8.5	45.92	8.8	-2.1	.03	-3.5	-.14	
SMAT	14.21	3.71	14.74	3.7	-1.3	.16	-1.2	.21	0.35
CMAT	15.02	3.14	15.82	3.35	-2.3	.02	-1.3	-.11	
HMAT	14.72	3.50	15.31	3.57	-1.6	.10	-1.2	.11	
PAEIS	55.35	24.1	60.42	25.3	-2.0	.04	-9.9	-2.0	0.35
PAE	14.15	7.69	16.31	8.3	-2.6	.00	-3.7	-.58	0.21
AI	16.01	8.50	17.22	7.9	-1.4	.14	-2.8	.40	0.20
OJS	12.34	6.52	13.11	6.62	-1.1	.24	-2.0	.51	0.32
PFSS	12.84	5.46	13.76	5.82	-1.6	.10	-2.0	.19	0.21
PJ	75.66	15.9	81.82	18.0	2.5	.00	-9.9	-2.4	0.30

Note: FCS = Fashion Consciousness Scale, MVS = Materialism Value Scale, SMAT = Success Materialism, CMAT = Centrality Materialism, HMAT = Happiness Materialism, PAEIS = Physical Appearance Evaluation and Investment Scale, PAE = Personal Appearance Evaluation, AI = Appearance Investment, OJS = Organizational Justice Scale, PFSS = Perceived Fairness of Selection System, PJ = Procedural Justice.

Furthermore, the Physical Appearance Evaluation and Investment Scale (PAEIS) shows a strong positive correlation with Personal Appearance Evaluation (PAE) at 0.72**, indicating a robust relationship between these two variables. Appearance Investment (AI) also displays a moderate positive correlation with PAEIS at 0.57**. Overall, this analysis suggests that there are significant associations between fashion consciousness, materialism, and appearance-related variables. However, the strength of these relationships varies, with some correlations being weak and others moderate to strong. These findings provide valuable insights into the interplay between these constructs in the context of the study.

The multiple regression analysis examined the impact of fashion consciousness (FC), materialism (MAT), and an additional variable termed PAEIS, on perceived organizational justice, with a sample size of 400. The model suggests that all three independent variables are statistically significant predictors. Specifically, a one-unit increase in fashion consciousness leads to an estimated 0.73-unit increase in perceived organizational justice, as evidenced by its highly significant p-value and a 95% confidence interval of [0.62, 0.83]. Similarly, a one-unit increase in materialism is associated with a 0.45-unit increase in perceived organizational justice, also confirmed by a highly significant p-value and a 95% confidence interval of [0.22, 0.69]. In contrast, a one-unit increase in PAEIS is linked to a 0.75-unit decrease in perceived organizational justice, although the confidence interval

for this variable appears to be incorrectly reported. As for the model's fit, approximately 35% of the variability in perceived organizational justice is accounted for by these predictors, as indicated by R^2 value of 0.35. The change in $\Delta R^2 = 0.33$ and a high F-value of 71.7 further confirm the model's statistical significance. Therefore, the model suggests that fashion consciousness, materialism, and PAEIS have important roles in shaping perceptions of organizational justice.

Table 6 presents a comparative analysis of gender-wise differences on various scales and subscales, based on a sample of 400 respondents, consisting of 199 males and 201 females. The table provides means (M) and standard deviations (SD) for each scale and subscale, along with statistical information such as the t-value, p-value, 95% confidence intervals (95% CL), and Cohen's effect size (D). The first scale, Fashion Consciousness Scale (FCS), shows that females (M = 91.82, SD = 19.0) have a significantly higher mean score compared to males (M = 85.66, SD = 18.9), with a statistically significant t-value of -3.2 ($p < 0.01$). The 95% confidence intervals suggest that the true mean difference lies between -9.9 and -2.4, indicating a moderate effect size. Moving to the Materialism Value Scale (MVS), females (M = 45.92, SD = 8.8) have a slightly higher mean score than males (M = 44.05, SD = 8.5), with a t-value of -2.1 ($p = 0.03$). The confidence intervals (-3.5 to -0.14) indicate a small effect size. Success Materialism (SMAT), Centrality Materialism (CMAT), and Happiness Materialism (HMAT) scales show statistically significant differences, with females scoring slightly higher than males, although the effect sizes are small to negligible. Physical Appearance Evaluation and Investment Scale (PAEIS) reveals a significant gender difference, with females (M = 60.42, SD = 25.3) scoring higher than males (M = 55.35, SD = 24.1). The confidence intervals (-9.9 to -0.20) suggest a moderate effect size (Cohen's D), indicating that females tend to place a higher emphasis on physical appearance evaluation and investment.

Breaking down PAEIS into its components, Personal Appearance Evaluation (PAE) and Appearance Investment (AI), both show significant gender differences with females scoring higher. The effect sizes are moderate for PAE and small for AI.

Organizational Justice Scale (OJS), Perceived Fairness of Selection System (PFSS), and Procedural Justice (PJ) also exhibit statistically significant gender differences, with females scoring slightly higher than males. The effect sizes are generally small to moderate. Thus, this analysis of gender differences in various scales and subscales reveals that females tend to score higher in measures related to materialism, fashion consciousness, physical appearance evaluation, and organizational justice compared to males, albeit with varying effect sizes ranging from small to moderate in a given context thus there is need to closely examine the relationship in broader context with more diverse and broader sample for better understanding. These findings provide insights into gender-related preferences and attitudes in the context of the scales and subscales examined.

Table 7 presents a comparison of organizational nature-wise differences in scales and subscales based on data from a sample of 400 respondents. The sample is divided into two categories: Private (n=223) and Public (n=177) organizations. The table includes means (M) and standard deviations (SD) for each variable, as well as statistical tests for differences.

For the Fashion Consciousness Scale (FCS), there is a slight difference between the Private and Public sectors, with Private organizations having a slightly higher mean score (89.79) compared to Public organizations (87.60), although this difference is not statistically significant ($t=1.1$, $p=0.29$).

Table 7: Organizational Nature -wise differences on scales and subscales. (N=400)

Variables	Private (n=223)		Public (n=177)		t	p	95%CL		Cohen's D
	M	SD	M	SD			LL	UL	
FCS	89.79	19.5	87.60	81.8	1.1	.29	.52	2.6	-
MVS	45.08	8.2	41.84	9.3	4.3	.05	.93	3.2	1.03
SMAT	14.54	3.7	14.43	3.7	.28	.77	-.03	1.6	-
CMAT	15.57	3.1	15.23	3.4	1.0	.30	-1.6	6.0	-
HMAT	14.96	3.4	15.16	3.6	.57	.56	0.6	1.9	-
PAEIS	59.13	23.7	56.45	26.1	1.0	.28	-1.4	.84	-
PAE	15.61	8.16	14.72	8.8	1.1	.24	-.63	.98	-
AI	17.02	8.00	16.15	8.5	1.0	.30	-.30	.49	-
OJS	13.07	6.35	12.33	6.8	1.1	.26	-.90	7.6	1.05
PFSS	13.36	5.64	13.23	5.7	.24	.81	-2.2	2.5	1.04
PJ	15.23	8.02	15.32	6.5	1.1	.80	-.30	6.1	1.07

On the Materialism Value Scale (MVS), there is a more pronounced difference, with Private organizations scoring higher (45.08) compared to Public organizations (41.84). This difference is statistically significant ($t=4.3$, $p=0.05$). For the other scales and subscales, such as Success Materialism (SMAT), Centrality Materialism (CMAT), Happiness Materialism (HMAT), Physical Appearance Evaluation and Investment Scale (PAEIS), Personal Appearance Evaluation (PAE), Appearance Investment (AI), Organizational Justice Scale (OJS), Perceived Fairness of Selection System (PFSS), and Procedural Justice (PJ), there are some differences in means between Private and Public organizations, but none of these differences are statistically significant.

Hence there are some variations in scores between Private and Public organizations, particularly in terms of materialistic values. However, it is necessary to explain and explore differences on larger samples as these differences may not be practically significant, as some of the p-values are relatively high, indicating limited evidence of substantial distinctions. Further analysis and consideration of the practical implications would be necessary to draw more definitive conclusions from this data.

4. DISCUSSION OF FINDINGS

The practical contribution of the study " is significant in several ways. Primarily, the study highlights the importance of awareness of hidden biases in the recruitment process. By identifying fashion consciousness, materialism, and physical appearance evaluation investment bias as potential hidden traps that may affect the perception of organizational justice, the study emphasizes the need for recruiters to be mindful of their own biases and to take steps to ensure that the recruitment process is fair and objective. Secondly, the study provides insight into the potential negative consequences of bias on the part of the recruiter. The study suggests that when job seekers perceive bias in the recruitment process, it can lead to lower perceptions of organizational justice, which may ultimately affect their willingness to join the organization and their job satisfaction and commitment to the organization. Thirdly, the study offers practical recommendations for recruiters to reduce bias in the recruitment process. For example, recruiters can adopt standardized recruitment procedures, such as structured interviews, to minimize the impact of personal biases on recruitment decisions. Additionally, recruiters can provide training to hiring managers to raise awareness of the potential impact of biases on recruitment decisions and how to mitigate them.

Overall, the practical contribution of the study is significant as it provides practical recommendations for recruiters to minimize the impact of biases on the recruitment process and to ensure that the recruitment process is fair and objective.

5. CONCLUSION

As Employees are essential for maintaining the continuance of crucial procedures, as many contemporary organizations have realized. As a result, in the majority of firms, workers have emerged as a key source of competitive advantage. Employers must rely on effective recruiting and selection procedures in order to get the most performance and productivity out of these individuals. In general, organizations must implement effective steps to reduce conscious and unconscious prejudice in hiring and selecting procedures. (Vanderpal & Brazie, 2022).

Furthermore, the significance of selection transparency has attracted increasing the attention in recent years so this study emphasizes in improving knowledge of the elements that affect organizational justice in hiring procedures and offer suggestions for businesses to ensure that they are fostering fair and equitable workplace. According to the study, job seekers' personal biases connected to materialism, fashion consciousness, and physical appearance appraisal investment bias may affect how fairly they perceive the recruiting process as a whole. Moreover, this study makes a significant theoretical contribution by highlighting the significance of understanding the role of personal biases in influencing job seekers' perceptions of organizational justice during the recruitment process. Breugh and Starke's (2000) study looked at candidates who thought the recruiting process was open and transparent were more likely to feel good about it and think well of the company. Organizations must ensure that every stage of their hiring process is transparent in order to ensure that all candidates feel as though they have been treated fairly. This research first emphasizes the need of being aware of covert biases in the hiring process. Second, the study sheds light on the possible harmful effects of prejudice on the recruiter's behalf. Additionally, recruiters should educate hiring managers on the possible effects of biases on recruiting choices and how to counteract such effects. As a result, it's critical that businesses understand the effects of hiring prejudices and take action to reduce them. This might involve giving employees sufficient training on prejudice and constructing the interview process in a way that reduces these biases. Additionally, businesses should adhere to labor regulations to guarantee fair treatment of all job applicants and establish best practices for hiring. Finally, artificial intelligence (AI) and machine learning technologies can assist reduce the impact of hidden biases.

5.1. POLICY IMPLICATIONS

The policy implications of this study suggest a holistic approach to recruitment practices. This includes the development of diversity training and standardized evaluation criteria, raising awareness about biases, and effectively managing psychological contracts. Implementing data-driven recruitment, establishing feedback mechanisms for candidates, and promoting ongoing research alongside ensuring legal compliance are also recommended. Continuous monitoring and evaluation of recruitment processes, coupled with collaboration with academia, are essential for maintaining fairness and equity in recruitment procedures.

5.2. FUTURE RESEARCH RECOMMENDATIONS

The current study focuses on the impact of fashion consciousness, materialism, and physical appearance evaluation investment bias on organizational justice from a recruitment perspective. Future research could expand this scope to include other aspects of organizational behavior, such as employee retention, job satisfaction, and workplace culture.

Future research could aim to diversify the sample. This could include different industries, age groups, or cultural backgrounds to see if the findings hold true across different contexts. A longitudinal study could provide insights into how these factors evolve over time and their long-term effects on organizational justice. While this study is quantitative, future research could also incorporate qualitative methods to gain a deeper understanding of the underlying reasons behind these biases. Future research could focus on intervention studies to determine effective strategies for reducing these biases in recruitment processes.

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