

**Employee Selection (*Gathered Articles*):
An Innovation Oriented & Global
Perspective in this 21st Century 1st Edition**

RUDOLPH.PATRICK.T.MUTESWA

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FIRST EDITION

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Perspective in this 21st Century 1st Edition**

Rudolph. Patrick. T. Muteswa

BBA, BCom Honors & MCom (UKZN South Africa)

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PREFACE TO THE FIRST EDITION

Interestingly, the importance of the employee recruitment & selection function in the human resources department has gained momentum in most of the organizations located around the world today. Organizations have now realized the fact that in order for them to succeed in achieving their human resources goals they have to adequately invest in their employee selection process so that it can become more effective and efficient. In general it is the role of the human resources department to ensure that the organization chooses the right job applicants to hire. An organization's prosperity lies with its employee selection process. Generally effective employee selection processes aim to select the most qualified and highly competent job candidates amongst a pool of job candidates who would have applied for employment in the organization. One of the aims of this book was to highlight the fact that one of the main goals of employee selection is to help the organization to avoid employing job applicants that are a complete mismatch to both the organization and the job vacancy they are applying for. The purpose of this book is to empower ordinary citizens in the continent of Africa, Europe, North America, Oceania and Asia countries about the importance of an effective employee selection process in an organization of any size and type (*profit-making or not-for-profit*). Generally human resources professionals come from 'society' thus this book seeks to educate the global society about the importance of practicing ethical behavior when choosing employees through the selection process. In addition another aim of this book is to motivate and persuade aspiring human resources professionals to persevere in pursuing their career dreams in the field of human resources management and or business management. Another aim of this book was to highlight the interrelation of employee selection with high productivity/business performance, engagement, organizational commitment, training & development, talent management and many other human resources management aspects. In this book various examples of '*good-to-great iconic entrepreneurs*' and organizations were used. Another aim of this book was to contribute to the knowledge pool and the field of human resources management in particular the employee selection field by publishing a free *eBook* and a *print hard copy* to empower all aspiring human resources management students or professionals in the continent of Africa, Europe, North America, Oceania and Asia with basic human resources management knowledge since a book is '*a source of wisdom*' that can positively influence others to become ethical and better people in society.

Acknowledgement:

I would like to thank my 6 (*four brothers & two sisters*) siblings for tirelessly supporting me towards my education and personal life goals. I would also like to take this opportunity to greatly thank my late parents, aunties and uncles for the great role they played in my childhood. Furthermore, I shall forever be grateful to the great men and women in the continent of Africa, North America, Europe, Oceania and Asia who contributed in the writing of this book in particular all the named leading 'iconic' entrepreneurs, business leaders, human resources management professionals, organizations & the various information sources cited in this book.

Chapter 1: Introduction to selection

After reading this chapter you should be able to:

- Define the term ‘employee selection’.
- Outline the objectives of employee selection.
- Describe the importance of employee selection.
- Explain why the employee selection process is interrelated to the business strategy.

1.1 Introduction

In general each and every person has been involved in some form of selection process in their life for instance an application to enroll at a specific high school or tertiary institution, a bank loan application, an academic scholarship application for financial support to study towards a specific high school qualification or a university degree program and so on. Human resources management has the sole responsibility of ensuring that the organization chooses the right job applicants to hire. The costs of employing a person in an organization tend to be high due to the fact that organizations are required to invest a lot of their scarce financial resources in their efforts to retain their talented employees. The hiring process of employees in an organization is vital since the long-term success of the organization greatly relies on it. In general the employee selection process can only begin when the organization successfully: (1) carries-out the recruitment process and (2) receives the targeted number of job applications. A selection process helps to ensure that job applicants who can perform as expected on the job are hired by the organization in order to avoid wasting the organization’s scarce financial resources by employing inappropriately qualified job applicants. Selection can be effective if all the information about the job (*tasks*) that has been gathered through conducting a job analysis is made available to the human resources management professionals on time when they are choosing the job candidates. Thus this also enables the human resources management professionals to have detailed and updated information about the key performance areas (*KPAs*) of the job in question (*open vacancy*). The key performance areas of the job become

the criteria the job applicants have to surpass in order to qualify to be selected for the job¹²³. However, labour laws such as the U.S. Equal Employment Opportunity Commission *Title VII of the Civil Rights Act of 1964*, Equal Employment Opportunity (*Commonwealth Authorities*) Act 1987 (*Australia*), Trade Union and Labour Relations (*Consolidation*) Act 1992) (*United Kingdom*), and many other employment diversity-inclusion related laws in different countries tend to stipulate that employees should be selected using the job specification of the job. In addition some of these labour laws further state that job applicants must be treated as employees during the recruitment or selection process. ⁴According to the U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964* it shall be an unlawful employment practice for a labor organization: (1) to exclude or to expel from its membership, or otherwise to discriminate against, any individual because of his race, color, religion, sex, or national origin; (2) to limit, segregate, or classify its membership or applicants for membership, or to classify or fail or refuse to refer for employment any individual, in any way which would deprive or tend to deprive any individual of employment opportunities, or would limit such employment opportunities or otherwise adversely affect his status as an employee or as an applicant for employment, because of such individual's race, color, religion, sex, or national origin; or (3) to cause or attempt to cause an employer to discriminate against an individual in violation of this section (U.S. Equal Employment Opportunity Commission, 2018, *Title VII of the Civil Rights Act of 1964*). The definition of employee selection will be discussed in the following section.

¹ U.S. Equal Employment Opportunity Commission (2018) *Americans with Disabilities Act of 1990*. Available from: <https://www.eeoc.gov/eeoc/history/35th/thelaw/ada.html>

² Australian Government Federal Register of Legislation (2015) *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. Available from: <https://www.legislation.gov.au/Details/C2004C00712>

³ United Kingdom Government Legislation (2018) *Trade Union and Labour Relations (Consolidation) Act 1992*. Available from: <http://www.legislation.gov.uk/ukpga/1992/52/contents> [Accessed 2015, 24 October] © Legislation.gov.uk, 2018. This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/> OGL v3.0

⁴ U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: <https://www.eeoc.gov/laws/statutes/titlevii.cfm>

1.2 Definition of the term ‘employee selection’

Various definitions have been developed by human resources experts, academics, business management gurus and other professionals to describe the meaning of the term ‘employee selection’. *Selection* involves choosing from a large pool of job applicants the ones who perform exceptionally well during the employee selection process and this is proven by the assessments that are conducted by the human resources department of the organization. The selection of employees is a continuous process that is carried-out whenever an organization has a job opening. “*Selection* is the process of screening applicants to ensure that the most appropriate candidate is hired”⁵ (Human Resources Council of Canada, 2018, <http://hrcouncil.ca/>). The next section will discuss the objectives of employee selection.

1.3 Objectives of employee selection

The selection activity of the human resources management seeks to achieve several objectives. Employee selection aims:

- To help the organization to avoid employing job applicants that are a complete mismatch to the organization and the job vacancy they are applying for,
- To ensure that the organization does not waste its scarce financial resources by hiring the inappropriate job applicants through consistently implementing credible employee selection assessment methods,
- To choose job applicants that meet the full requirements of the job in terms of qualifications, working experience and person specifications,
- To foresee a job applicant’s performance in terms of their level of intellectual capital and skills as this enables the organization to check if the applicant can perform the required duties of the job successfully,
- To conduct thorough background checks on all job applicants as a precaution to avoid employing people who provide false information regarding their qualifications or work

⁵ Human Resources Council of Canada (2018) *Getting the Right People*. Available from: www.hrcouncil.ca/hr-toolkit/right-people-selection.cfm [Accessed 2018, 24 September]

experience and or employing people with unethical work practices that may tarnish the reputation of the organization⁶ (Hunter, 2002:97),

- To comply with the labour legislation of the country on aspects such as the fair treatment of employees and the choosing of job applicants based on the job specification. The reasons why employee selection is important in an organization will be covered in the following section.

1.4 Importance of employee selection

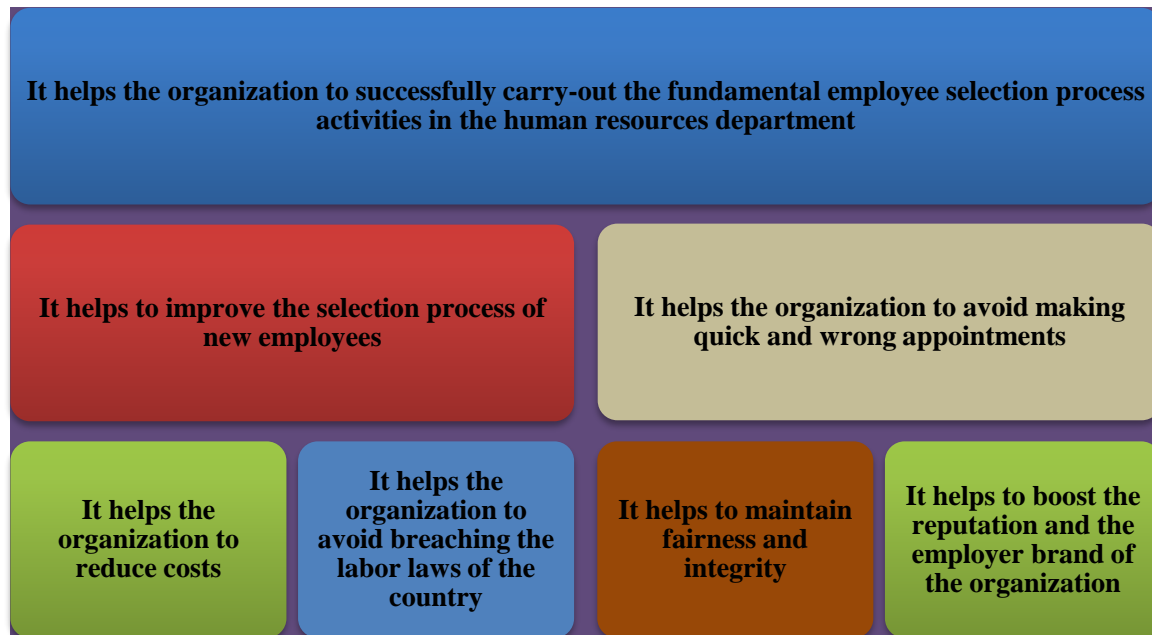
Every human resources department activity for instance the recruitment and selection function plays a significant role in helping the organization to achieve its set goals and objectives. People are the life line of any entity's long term existence therefore the welfare of people must be properly managed by the human resources management. While on the other hand appropriately qualified and suitable job applicants must be offered employment in the organization on an ongoing basis. The importance of the selection process in an organization is unquestionable since it is one of the pillars of the human resources department activities that support an organization's success. One of the reasons why the employee selection process is important is due to the fact that if it is conducted effectively it will enable the organization to hire top performers who will later on enable the organization to achieve exceptionally high productivity levels. This is supported by a research study that was conducted in Nigeria by Onyeaghala, O.H. and Hyacinth, M.I. (2016) titled '*Effects of Employee Selection Process on Productivity in the Public and Private Sectors: A Case of Benue State*' published in the *Business and Economics Journal Vol 7(4)*, p1-8. According to Onyeaghala and Hyacinth (2016:1) this study examines the effect of the selection process on employee productivity in private and public sectors. Selection process is the criterion or explanatory variable whereas employee productivity is the antecedence or predictor variable. The study employed the survey design and a questionnaire was used for data collection. Content validity and face validity were conducted to validate the instrument. A test-re-test reliability method was applied to ascertain reliability of the instrument and the result showed an acceptable reliability coefficient. Data was generated from 216 respondents randomly drawn

⁶ Hunter, C. (2002) *Managing People in South Africa: a systematic approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

from a private and public organization in Makurdi, Benue State. Data were presented using tables, frequencies and percentages while the research hypotheses were tested using independent t-test analytical tool, aided by Statistical Package for Social Sciences (SPSS). The findings of the study revealed that, there is a significant difference between the selection process employed by the private and public sector organizations and the productivity they achieved by employing such a selection process. It was also revealed that the factors influencing the selection process in private and public sector organizations are similar. The study therefore recommends that, for both the private and public sector organizations to have healthy and suitable employees capable of achieving high productivity, they should devise a formal and logical selection process and consistently adhere to it without deviations. Also, they should always consider factors such as educational qualification, experience, location, etc., with no iota of bias, discrimination or favouritism during their selection process⁷ (Onyeaghala and Hyacinth, 2016:1). “In the test of Hypothesis two, the SPSS analysis gave a p-value of 0.001 which is less than the minimum value of 0.05 null hypothesis acceptance levels. Therefore, the null hypothesis is rejected and the alternative hypothesis which states that the selection process employed by the private and public sectors helps them to achieve productivity is accepted. *Conclusion* - Based on the findings, we conclude that: (1) There is a significant difference between the selection process employed by the private and public sectors. (2) The selection processes employed by both the private and public sectors do help them to achieve productivity but the extent to which they achieve productivity vary from each other. (3) There is no significant difference between the factors influencing selection process in both the private and public sectors” (Onyeaghala and Hyacinth, 2016:7). The numerous reasons why the selection process is important are depicted in Figure 1.1 below.

⁷ Onyeaghala, O.H. and Hyacinth, M.I. (2016) titled ‘*Effects of Employee Selection Process on Productivity in the Public and Private Sectors: A Case of Benue State*’ published in the *Business and Economics Journal Vol 7(4)*, p1-8.

Figure 1.1 Seven reasons why the selection process is important



1.4.1 It helps the organization to successfully carry-out the fundamental employee selection process activities in the human resources department

Soon after the recruitment process has been conducted an organization’s employee selection process commences since it is an activity that is executed by the human resources department with the aim of carefully selecting, assessing (*via selection testing, interviewing, background checking and so on*) and offering employment to job applicants. When job applicants apply for jobs in the organization the most suitable job applicants who meet the basic minimum requirements of the job description and person specification are therefore allowed to proceed to the next phase of the selection process where: (1) testing (*using tests such as personality, achievement and so on*) is carried-out to check if they will competently perform on-the-job in question and (2) also to check if the job applicants will have a person-organization fit as well. Another fundamental employee selection process activity that is carried-out by the human resources department are job interviews where various uniform or non-uniform questions are asked to all the job applicants in order for them to provide in-depth information about their character, interests, abilities, intelligence, attitude, work ethics and social behavior. Thus all this information can significantly help interviewers to make accurate decisions when choosing the right job applicants to fill-in the open vacancies. Job interviews may be done face-to-face or

from a geographical distance using the Internet video conference, telephone and so on. Furthermore, one of the employee selection process activity that is conducted by the human resources department is background checking whereby job applicants' past history is investigated to check if they have provided authentic documents or information to support their job applications, work history, submitted criminal records clearance certificates, discipline and so on. It is important to point-out that the offering of employment to job applicants can only take place after certain fundamental employee selection activities have been conducted and please note that this is one of the many important reasons why organizations must have an 'employee selection process' in place. The selection process helps to maintain consistency in the human resources activities of the organization in particular its recruitment and selection process.

1.4.2 It helps to improve the selection process of new employees

Every organization nowadays due to global competition as a result of the Internet or e-commerce is now aiming to become better at almost everything it does on a day-to-day basis through adopting a continuous improvement philosophy. One of the reasons why the employee selection process is critical is that it helps to strengthen the organization's internal processes of screening job applicants using reliable, valid, fair and legal selection tools. ⁸“A recruitment and selection strategy: Improves the selection process by ensuring that only those applicants that meet the requirements of the position are selected for further investigation” (Australian Human Resources Institute, 2019, www.ahri.com.au).

1.4.3 It helps the organization to avoid making quick and wrong appointments

Time is an essential factor in this modern day business world especially in the operational activities of any type of business. However, the importance of time in an organization must not generally be used as a valid reason to compromise its ethics, policies, standards and values conducting the employee selection process activities. In general an effective employee selection process has tools in place it uses to help avoid making poor selection decisions since all its tools must be executed fairly in a rigorous reliable manner whilst following a chronological order. For

⁸ Australian Human Resources Institute (AHRI) (2018) *Recruitment and Selection*. Available from: <https://www.ahri.com.au/resources/ahriassist/recruitment-and-selection/>

instance, job interviews are conducted after background checks have been conducted on all the job applicants'. In addition background checks also help to provide interviewers with more information to use when developing interview questions as these questions are usually centered around the following critical issues: (1) work ethics, (2) experience, (3) character, (4) career goals and so on.

1.4.4 It helps the organization to reduce costs

The main goal of the employee selection process is to select appropriate job applicants' with the highest performing scores during the selection process since this is generally a good indicator of whether the applicants are more likely to be competent on the vacant job position in question. Top performers often require lower training and development money as compared to poor performers therefore this makes the employee selection process an effective way an organization can use to reduce its human resources related costs in particular training. Furthermore, when an organization selects top performers to work for it after it has completed all the critical employee selection process steps, the probability of these newly recruited top performers to have a person-organization mismatch is generally limited due to the fact that a properly designed selection process strives to eliminate the probability of choosing a poor performer with a person-organization mismatch. It should therefore be noted that if an organization's employee selection process chooses a poor performer it is more likely to lose a lot of money due to the fact that they will be failing to: (1) perform as expected on-the-job, (2) boost the productivity levels of the organization.

1.4.5 It helps the organization avoid breaching the labor laws of the country

Various countries around the world are divided by geographical boundaries that clearly mark their borders and territories but interestingly they unquestionably share certain common labor laws that strictly prohibit the following aspects when dealing with employees or job applicants: (1) discrimination, (2) use of illegal selection tools, (3) nepotism, (4) communication of misleading information to job applicants during the hiring process and so on. An organization when it is carrying-out its recruitment and selection process it must ensure that the laws that govern the screening, assessment and final hiring of employees are adhered to by all means necessary. A typical good example is the Equal Employment Opportunity and Employment Relations laws such as the U.S. Equal Employment Opportunity Commission (2018) *Title VII of*

*the Civil Rights Act of 1964, Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (Australia), Trade Union and Labour Relations (Consolidation) Act 1992) (United Kingdom)*⁹¹⁰¹¹. Therefore, the selection process helps the organization to avoid breaching any of the labor laws in the country it conducts its business activities through maintaining fair, reliable, valid and legal selection tools or decisions. The selection process also helps the organization to ensure that it links all its employment decisions by offering employment to job applicants who fulfill the inherent requirements of the job in question as this helps to avoid creating legal dilemmas related to discrimination.

1.4.6 It helps to maintain fairness and integrity

One of the most important factors why the selection process is highly valued in an organization is that it helps to ensure that the human resources professionals practice fair and honest selection processes during the hiring process of new employees. A fair selection process helps the organization to avoid hiring the wrong job applicants due to poor testing, interviewing and screening processes. Generally a good indicator of a fair and honest selection process is when all the job applicants generally believe that they will all have a fair chance of being selected to fill in the open vacancy without bias.

1.4.7 It helps to boost the reputation and the employer brand status of the organization

The manner in which a selection process is designed helps to improve the corporate image of the organization as a good employer in the labour market thereby boosting its employer brand

⁹ Australian Government Federal Register of Legislation (2015) *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. Available from: <https://www.legislation.gov.au/Details/C2004C00712> © Commonwealth of Australia 2018.

¹⁰ U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: <https://www.eeoc.gov/laws/statutes/titlevii.cfm>

¹¹ United Kingdom Government Legislation (2018) *Trade Union and Labour Relations (Consolidation) Act 1992*. Available from: <http://www.legislation.gov.uk/ukpga/1992/52/contents> [Accessed 2015, 24 October] © Legislation.gov.uk, 2018. This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/> OGL v3.0

status. A fair, uniform and legal selection process helps to provide each and every job applicant with a fair chance to be hired by the organization without any form of bias or discrimination. A well designed and proven selection process helps the organization to avoid the spreading of negative word-of-mouth publicity by mistreated job applicants who are more likely to perceive the organization as an unethical entity that tolerates discriminatory tendencies during its employee selection processes. The reason why employee selection strategy is important to an organization will be discussed in the following section.

1.5 Why the employee selection strategy is important to an organization

According to the Australian HR Institute (2018) *selection* – once a pool of candidates has been identified through the recruitment process the most appropriate candidate, or candidates are identified through a selection process including but not limited to interviewing, reference checking and testing. The purpose of the selection process is to ensure that the best person or people are appointed to the role or roles using effective, fair and equitable assessment activities¹² (Australian HR Institute, 2018, www.ahri.com.au/). Furthermore, according to the Australian HR Institute (2018) *strategy* - having an effective recruitment strategy is paramount to the success of any organisation. The recruitment and selection function can become a costly and inefficient process if not approached in a systematic and proactive manner. A recruitment and selection strategy:

- Ensures that the organisation has the necessary skills, knowledge and attributes to meet current, future strategic and operational requirements,
- Ensures supply meets demand requirements,
- Increases the pool of potential applicants,
- Improves the selection process by ensuring that only those applicants that meet the requirements of the position are selected for further investigation,
- Can impact on the likelihood that a suitable candidate will accept a job offer,
- Increases organisational effectiveness (Australian HR Institute, 2018, www.ahri.com.au/). The conclusion of this chapter will be covered in the next section.

¹² Australian HR Institute (2018) *Recruitment and Selection*. Available from:

<https://www.ahri.com.au/assist/recruitment-and-selection>

1.6 Conclusion

It can be concluded that human resources management has the sole responsibility of ensuring that the organization chooses the right job applicants to hire. The hiring process of employees in an organization is vital since the long-term success of the organization greatly relies on it. Thus it can also be concluded that only when the recruitment process is complete can the selection process be implemented. In addition it can also be concluded that the main goal of the employee selection process is to help the organization to avoid employing job applicants that are a complete mismatch to the organization and the job vacancy they are applying for. Therefore, today one of the most important factors why the selection process is highly valued in an organization is due to the fact that it ensures that the human resources professionals practice fair and honest selection processes during the hiring process of employees.

1.7 Review questions

- (1) Define the term 'employee selection' and the reasons why the employee selection strategy is important to an organization?
- (2) Discuss six objectives of the employee selection process and please provide relevant examples?
- (3) Describe the importance of the employee selection process in an organization and please give relevant examples?
- (4) Describe how the employee selection process helps an organization to improve its productivity levels?

Chapter 2: Environmental factors affecting employee recruitment/selection

After reading this chapter you should be able to:

- Define the term ‘business environment’.
- Describe the micro environmental factors affecting employee selection and the importance of the employee selection process.
- Discuss the macro environmental factors affecting employee recruitment/selection.
- Discuss the importance of leadership support during the employee selection process.

2.1 Introduction

The micro environment is comprised of the factors that directly affect the organization since they are within its immediate operating environment. One unique aspect about micro environmental factors is that they can be controlled by an organization. While on the other hand the macro environment is comprised of factors that indirectly affect the organization’s operational activities and they are completely beyond the control of the organization. The general business environment is highly dynamic to the extent that on a day-to-day basis it keeps changing and organizations have to ensure that they formulate highly flexible operating strategies that enable them to easily adapt to the consistent changes that keep occurring in the business operating environment. Organizations that prosper in today’s business operating environment implement effective planning in order to foresee opportunities and challenges so that they formulate strategies on how to effectively handle them. The term business environment will be discussed in the following section.

2.2 Definition of the term ‘business environment’

Several definitions of the term ‘business environment’ have been developed by various researchers, business management gurus and industry experts over the past years. The term ‘*business environment*’ refers to a combination of dynamic internal and external forces that positively and negatively impact an organization’s operational activities on a regular basis. Another definition of the term ‘*business environment*’ is that it refers to both dynamic internal

and external factors that affect or influence the manner in which an organization operates on a day-to-day basis. The various micro and macro-environmental factors that influence employee selection will be covered in the following section.

2.3 Environmental factors affecting recruitment/selection

Factors affecting recruitment include micro (*internal*) factors that the organization has direct control and influence over. Macro environmental (*external*) factors in general cannot be controlled and influenced by the organization. The scope and degree of recruitment activities differ from organization to organization. Factors affecting recruitment will be discussed in greater detail in the following section.

2.3.1 Micro environmental factors affecting employee recruitment/selection

Factors affecting recruitment & selection include micro (*internal*) factors that the organization has direct control and influence over. Therefore, the micro factors affecting employee recruitment & selection will be depicted in Figure 2.1 below.

Figure 2.1 Micro environmental factors affecting recruitment & selection



Source: Modified (Aswathappa, 2013; Hunter, 2002)

2.3.1.1 Size of the organization

The size of an organization generally has a significant influence on its recruitment & selection process. In general large organizations that employ thousands of employees usually hire specialized recruitment professionals who are experts in the recruitment & selection of talented employees in an organization and they are better able to implement modern day recruitment processes, systems or technologies¹³ (Aswathappa, 2013:194). Small organizations carry-out recruitment once in a while due to limited financial resources as a result of their small scale

¹³ Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

operations that employ fewer people. Large organizations often conduct recruitment on a regular basis as a result of their large scale operations that require the employment of large numbers of people. In addition large organizations often conduct recruitment on a regular basis as a result of their adequate financial resources (Aswathappa, 2013:194).

2.3.1.2 Cost of recruiting

Generally the cost of recruiting is one of the most critical environmental factors that influences the recruitment & selection of employees in an organization. The cost of recruiting is generally calculated according to each and every new hiring activity the organization conducts on a regular basis and nowadays the financial costs of recruiting tends to be high (Aswathappa, 2013:194). Every organization whether small or large must first determine the cost of recruitment on a regular basis to accurately carry-out future human resources planning and be able to allocate sufficient recruitment budgets (Aswathappa, 2013:194). A startup architectural design firm based in South America might fail to carry-out recruitment interviews with university graduates located in a different city or country due to limited financial resources to pay for their transport and accommodation costs so that the job applicants can attend their scheduled selection interviews and practical tests. Therefore, the startup architectural design firm has to determine more cost effective recruitment strategies it may adopt (*such as email, Internet voice & video conferencing calling interviews, telephone interviews and so on*) to avoid incurring high recruitment costs. Generally telephonic and Internet voice & video conference calling interviews tend to be much cheaper especially when there is high geographical distance involved between the organization and its job applicants. For example the Skype software provides Internet communications products. *“Used with permission from Microsoft”. [Employee Selection: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.* Some of the most effective ways that organizations can use to lower the costs of recruiting is by: (1) carrying-out the recruitment and selection process for several job positions at the same time and (2) offering employees an excellent working environment in order to reduce their intentions to leave the organization (Aswathappa, 2013:194).

2.3.1.3 Form of organization

Historically organizations can either conduct their day-to-day operational activities whilst registered as a (1) for-profit organization and or (2) as a not-for-profit organization. Nonprofit organizations often prefer to recruit candidates with a passion for what they do in the sector they operate since their main aim is to offer help to people in need of it¹⁴ (Anderson, 2018, <https://recruiterbox.com/>). “Hiring typically means finding someone with a specific set of skills to handle particular responsibilities. The difference for Nonprofit Organizations is that employees often wear a lot of hats instead of doing the same tasks day-after-day. Because of that, it can be a good approach to look for someone who is passionate about your organization’s mission, rather than seeking a candidate with a certain skillset” (Anderson, 2018, <https://recruiterbox.com/>). For example, employees who work for nonprofit organizations that specialize in food security, health, protection of women & children rights in various countries that are currently experiencing civil war conflicts show their high dedication and passion for their work despite their immediate dangerous working environment. Therefore, the type of an organization tends to affect its recruitment & selection activities for instance this is seen in high-tech organizations which often hire highly talented knowledge workers. Generally most of the high-tech organizations use complex recruitment & selection processes.

2.3.1.4 Policies of the organization

A recruitment policy clearly stipulates whether internal recruitment (*hiring of current employees*) and external recruitment (*hiring of job applicants from outside the organization*) is permitted thus this internal factor has a significant influence on the organization's recruitment and selection activities¹⁵ (Aswathappa, 2013:194). The organization’s recruitment policy strongly influences its recruitment activities since everything the human resources management specialists are strictly prohibited to carry-out during the recruitment process are clearly stipulated while on the other hand all the activities they are permitted to carry-out are also clearly highlighted.

¹⁴ Anderson, D. (2018) *How Nonprofit Organizations (NPOs) Can Hire Great Employees*. Available from: <https://recruiterbox.com/blog/how-nonprofits-npos-can-hire-great-employees>

¹⁵ Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

Recruitment policies provide guidance on the minimum/maximum costs of recruitment, nepotism, recruitment laws, equal employment opportunity, the employment of people who have reached their retirement age, employment of part-time or full-time employees, preferred recruitment methods and so on. Conflict and other communication breakdowns are prevented by the recruitment policy especially between the human resources management and other functional managers since everyone is supposed to follow the recruitment policy when carrying-out recruitment (Hunter, 2002:83).

2.3.1.5 The reputation of the organization

Job applicants are mainly concerned about an organization's image before they submit their job application therefore the image of an organization has a great influence in its recruitment & selection process. Generally the majority of blue chip organizations easily attract a large number of job applicants as a result of their good reputation and the positive perception they have amongst job applicants in the labour market. Generally how the image of the organization is perceived in the labour market generally affects its recruitment process (Aswathappa, 2013:194). Nowadays most organizations are now focusing on improving their brands as employers. Organizations now use advertising to try portray themselves as having the best workplace where employees can grow, learn, succeed and one way they can easily use to brand themselves is recruitment (Hunter, 2002:85). Organizations that are famous for treating their employees well and investing in their growth attract more talent. For example the BMW Group, Qantas, General Electric (*GE*), Ford Motor Corporation, Twitter Inc., Procter & Gamble (*P&G*), Microsoft, LinkedIn, Google Inc. and LafargeHolcim are well known powerful employer brands in the global labour market. Generally how the image of the organization is perceived in the labour market generally affects its recruitment & selection process. *“TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates.” ©2017 Google LLC, used with permission. Google and the Google logo are registered trademarks of Google LLC. “Used with permission from Microsoft”. [Employee Selection: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.*

2.3.1.6 Recruitment requirement

The prerequisite for carrying-out a successful and effective recruitment process is the job description and person specification. Human resources management specialists can only

understand more about the job they are conducting the recruitment process for when they thoroughly read and understand the job description and person specification. When the human resources professionals read the job description and person specification it enables them to become more knowledgeable about the qualities they must look for in job applicants (Hunter, 2002:85). Therefore, the information that is obtained from the person specification and job description generally affects the recruitment process in terms of: (1) choosing the recruitment method to use and (2) the preparation of the financial budgets that will cover the recruitment expenditure.

2.3.1.7 Sons of the soil

In some of the countries there are local labour laws that strictly prohibit the employment of people from foreign countries so that employers give first preference to their local residents or citizens in order to help reduce the local national unemployment rates¹⁶ (Aswathappa, 2013:193). However, the globalization of the world economy has opened the global labor market and made the world a borderless economy. Interestingly most of the world's richest economies continue to prosper as a result of recruiting foreign labour which consistently provides them with the following: (1) highly innovative new ideas, (2) latest technology and research transfer, (3) knowledge, (4) skills or a talent pool, (5) diverse culture (6) it helps to strengthen their government's foreign policies and so on. There seems to be a plethora of benefits associated with embracing people from different countries on a regular basis than vice versa.

2.3.1.8 Plans to expand operations

Organizations that have set growth as one of their main goals are more likely to be affected by this internal environmental factor. An organization that follows a growth strategy has to continuously recruit and select new employees on a regular basis due to its high demand of manpower of the right caliber who can help the organization to move forward with its growth plans. The hiring of employees with the appropriate skills, knowledge and qualities helps the organization to avoid wasting a lot of its money on training & development so that it can use it

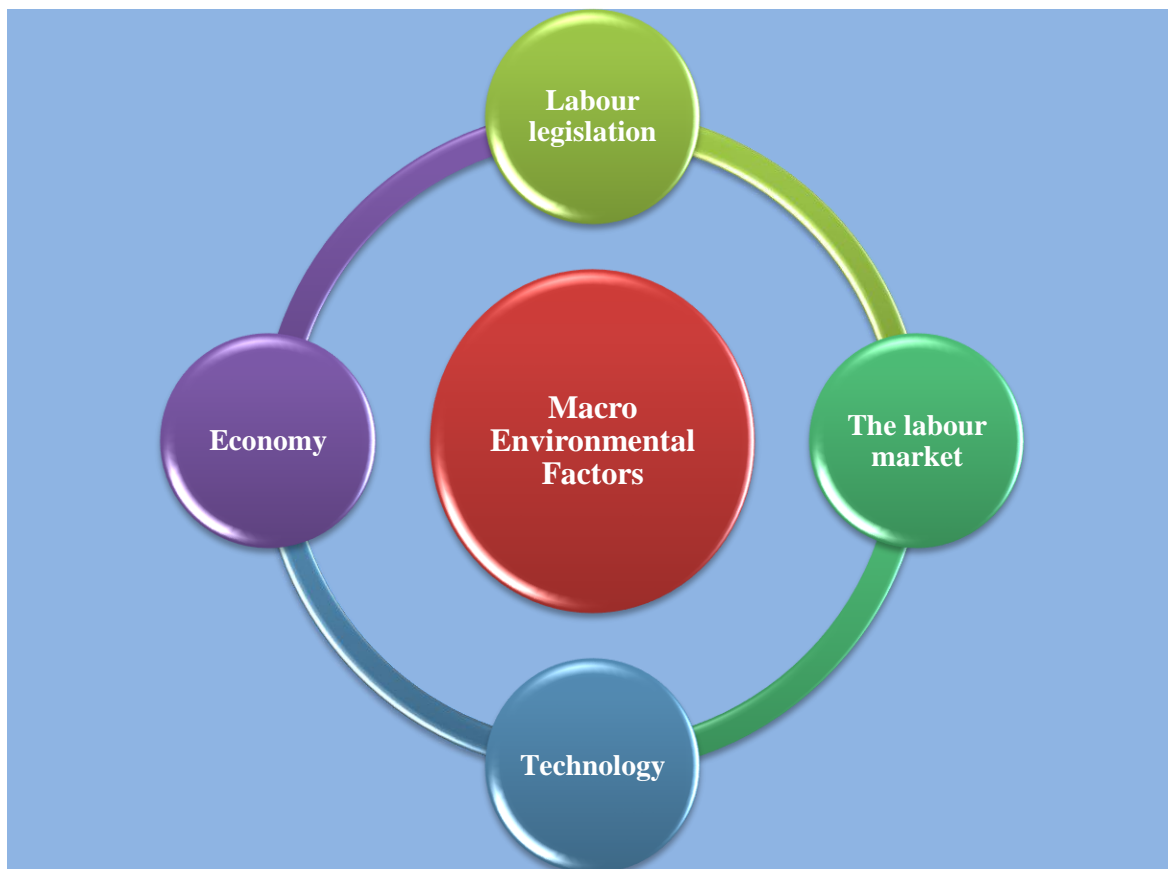
¹⁶ Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

for its set growth initiatives. The macro environment also affects the recruitment activity and this will be covered in the following section.

2.3.2 Macro environmental factors affecting employee selection

Macro environmental factors (*external*) are the factors the organization cannot control or influence. The scope and degree of recruitment & selection activities differ from organization to organization. The uncontrollable macro environment also plays a significant role in influencing the recruitment & selection activities in an organization. Figure 2.2 helps to depict the macro environmental factors affecting the recruitment activity.

Figure 2.2 Four macro environmental factors affecting recruitment



Source: Modified: (Aswathappa, 2013; Global Finance, 2018; U.S. Equal Employment Opportunity Commission, 2018).

2.3.2.1 Labour legislation

As depicted in Figure 2.2 globally in most countries the recruitment of new employees is strongly influenced by the Equal Employment Opportunity and Employment Relations laws such as the U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*, Equal Employment Opportunity (*Commonwealth Authorities*) Act 1987 (*Australia*), Trade Union and Labour Relations (*Consolidation*) Act 1992) (*United Kingdom*)¹⁷¹⁸. When the human resources management specialists decide to use selection tests to choose job applicants they must first ensure that the tests are reliable in the sense that they will not unfairly discriminate job applicants. In terms of short listing candidates human resources management specialists should ensure that they comply with the requirements of the Anti-Discrimination and Employment Opportunity laws of the country to avoid unfair discrimination of job applicants (*on issues pertaining to race, gender, marital status, disability, HIV status, political opinion, religion, and so on*) as stipulated by the above mentioned laws. Human resources management specialists should only discriminate job applicants on the basis of the person specification. Generally in most countries the labour law advises employers to treat job applicants as employees therefore the recruitment of employees is greatly affected by labour legislation.

2.3.2.2 The labour market

In general the labour market is the place where both job seekers and employers are found. The demand and supply of skills in the labour market significantly influences the recruitment function. The local labour market conditions have a significant influence on the recruitment and selection process of an organization. Low, middle and high level job openings that occur in an organization are affected by the current conditions of the labour market¹⁹ (Aswathappa, 2013:193). Therefore, when there is a high skills shortage of critical skills in a country most of

¹⁷ Australian Government Federal Register of Legislation (2015) *Equal Employment Opportunity (Commonwealth Authorities) Act 1987*. Available from: <https://www.legislation.gov.au/Details/C2004C00712>

¹⁸ U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: <https://www.eeoc.gov/laws/statutes/titlevii.cfm>

¹⁹ Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

the organizations struggle to find the right people. Thus most organizations facing skills shortages in their recruitment activities often end-up lowering their recruitment standards and later on spend more money on training their newly hired employees in order to develop them to reach the required level of knowledge and expertise. When the labour market has high skills shortages smaller organizations are negatively affected especially when it comes to finding the right people to employ. Thus, this also puts enormous pressure on smaller organizations to conduct their recruitment activities on a special needs basis while simultaneously hiring more part-time employees. Furthermore, most of the smaller organizations often opt to outsource some of their recruitment activities during time periods of high skills shortages in the labour market and others often prefer to employ less experienced cheaper new graduates still seeking work experience.

2.3.2.3 Economic

In general economic factors such as the current interest rates, inflation rates, unemployment rate, gross domestic product (*GDP*), foreign direct investment rate (*FDI*) and so on influence the recruitment process. A typical good example of a country that is characterized by low levels of unemployment, low inflation rates and many other good economic factors is Switzerland. “Switzerland’s economy benefits from a highly developed service sector, led by financial services, and a manufacturing industry that specializes in high-technology, knowledge-based production” ²⁰(Global Finance, 2018). The inflation data for Switzerland was recorded to be - 0.4% during the year 2016 while in 2017 it was estimated to be 0.00% (IMF World Economic Outlook, 2016 cited in Global Finance, 2018). In addition the unemployment rate for Switzerland for the year 2016 totaled 3.5% and during the following year in 2017 it dropped to an estimated 3.4% (IMF World Economic Outlook, 2016 cited in Global Finance, 2018). Switzerland is one of the most prosperous economies in the world with international foreign currency reserves totaling USD\$568.6 billion during the year 2015 (International Monetary Fund, 2017, cited in Global Finance, 2018). In general when there is a high economic growth rate in a country most of the industry sectors perform well and the recruitment & selection of new employees is done on a

²⁰ Global Finance (2018) *Switzerland GDP and Economic Data*. Available from: <https://www.gfmag.com/global-data/country-data/switzerland-gdp-country-report>

regular basis as most organizations tend to increase their production capacities to successfully satisfy rising demand which leads to more job openings in the organizations.

2.3.2.4 Technology

The technological factor has an enormous impact on various human resources management functions and one of them is the recruitment & selection activity. Every day the world is adapting new *technological changes* in the form of new equipment, computer software systems, and processes as these positively influence an organization's productivity levels. For instance, the use of human resources management information systems (*such as automated tracking systems, the use of artificial intelligence to interview job candidates during the employee selection process, use of Internet voice & video conference calling during employee selection interviews - for example Skype software provides Internet communications products. "Used with permission from Microsoft".* Today human resources management trends seem to point-out that there is now a strong interrelation between technology, recruitment, selection and marketing. Furthermore, nowadays internet voice & video conference calling (*for example Skype software provides Internet communications products*) is now a popular way of conducting interviews with candidates during the recruitment process especially when there is a large geographical distance between the organization and job applicants "*Used with permission from Microsoft.*") [*Employee Selection: An Innovation Oriented & Global Perspective 1st Edition*] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation. For instance, nowadays a job interview can now be held instantly with interviewers located in multiple locations such as Boston (*United States of America*), Copenhagen (*Denmark*), New Delhi (*India*), Melbourne (*Australia*) and Munich (*Germany*) interviewing candidates as far as Toronto (*Canada*) which proves to be much cheaper than paying for the candidates' airplane tickets to come for the interview at the organization's headquarters. In general the recruitment & selection activity in an organization is greatly affected by technology. The role played by an organization's leadership during the employee selection process will be discussed in detail in the following section.

2.4 Importance of leadership support during the employee selection process

In general the duties of leadership and management greatly differ in an organization. *Leadership* is the ability to persuade and convince employees to work hard and be willing to achieve the

organization's goals and objectives willingly and with great enthusiasm. Good-to-great business leaders ensure that they play a critical role of supporting all the organization's functions on a daily basis to increase their efficiency and effectiveness at a profit. Leadership support in the recruitment and selection function can come in the form of adequate allocation of recruitment budgets and the hiring of additional recruiters who can perform the various tasks that are performed during the recruitment process to ensure that the right candidates are hired and retained by the organization. Inadequate budget allocations by top management results in the selection process becoming ineffective due to the lack of money to pay for license & trademark fees for various selection tests software programs that are now being used by human resources professionals to assess job candidates.

Another task that is done by human resources leaders and top management is the setting of employee goals of the organization. An effective leader ensures that the recruitment & selection strategy is aligned to the human resources strategy which is also directly aligned to the business strategy. Good leaders ensure that they set employee selection goals that enable the recruitment team to accomplish their own personal career goals in order to boost their morale and career advancement opportunities. Today due to high workload pressure the organization's recruiters may in certain instances feel bored and demotivated during the recruitment/selection process thus it is the task of the human resources management leadership to ensure that they adopt various motivational aspects to boost the recruitment team's motivation, job satisfaction and commitment levels. Motivational aspects that can be used by leaders include: (1) financial and non-financial rewards, (2) use of more selection testing technology to help recruiters carrying out highly repetitive tasks, (3) the offering of recognition awards to the top performing recruiters on a monthly/yearly basis, (4) consistently re-designing employee selection related jobs in order to reduce boredom and so on. The human resources management has the responsibility of enforcing a spirit of togetherness and good mutual working relationships in the recruitment function. Effective employee selection is achievable if the recruitment & selection function has employees who have well established work teams that are focused on working together to achieve the recruitment goals of the organization. The conclusion of this chapter will be covered in the next section.

2.5 Conclusion

It can therefore be concluded that the micro environment is comprised of the factors that directly affect the organization since they are within its immediate operating environment. The macro environment is comprised of factors that indirectly affect the organization's operational activities and they are completely beyond the control of the organization. Factors affecting employee recruitment & selection include micro factors that the organization has direct control and influence over. Therefore, it can also be concluded that the macro environmental factors are the factors the organization cannot control or influence.

2.6 Review questions

- (1) Describe how the general business environment is unique and please give relevant examples where necessary?
- (2) Define the term 'business environment' and please provide relevant examples?
- (3) Describe at least four micro environmental factors that affect the employee selection process and please give relevant examples?
- (4) Discuss at least four macro environmental factors that affect the employee selection process and please give relevant examples? Describe how leadership support has an impact on the employee selection process?

Chapter 3: Selection biases that influence the employee selection process

After reading this chapter you should be able to:

- Define the term ‘bias’ and ‘misconception’.
- Describe the common selection biases that influence the employee selection process.
- Discuss the common ways that can be used by human resources management to avoid selection bias.
- Explain the consequences of employee selection bias.

3.1 Introduction

One of the most demotivating and disrespectful action an organization can do to its job candidates is subjecting them to unfair discriminatory practices during the selection process as a result of its biased recruitment/human resources department professionals towards an individual or groups of people. Some of the employee selection biases or misconceptions can either be intentional or unintentional and all of them generally cause the organization to fail to hire job candidates of the right caliber and instead hire inappropriately qualified job candidates that are more likely to perform below the required performance levels. “For the most part, we aren't aware that these biases are influencing our choices. In an ideal world, an interviewer would evaluate job candidates based exclusively on their professional qualifications. In reality, so many other factors come into play — like what part of the world the candidate is from or what their favorite sports teams are. For the most part, these biases are unconscious, so we aren't always aware that they could be influencing our choices”²¹ (Lebowitz, 2015, www.businessinsider.com/). “Unconscious bias in recruitment impacts on how we perceive and judge people, how friendly we are towards people and how much we really listen to people, among other things! It affects who we invite for an interview, why we hire them and how we interact with them when they’re eventually hired”²²

²¹ Lebowitz, S. (2015) *3 Unconscious Biases that Affect Whether You Get Hired*. Available from: <https://www.businessinsider.com/unconscious-biases-in-hiring-decisions-2015-7>

²² TTI Success Insights (2017) *6 Types of Unconscious Bias in Recruitment and How to Avoid Them*. Available from: www.ttisuccessinsights.ie/6-types-unconscious-bias-recruitment-avoid/

(TTI Success Insights, 2017, www.ttisuccessinsights.ie/). The definitions of the terms that will be used in this chapter will be covered in the following chapter.

3.2 Definition of the term ‘bias’ and ‘misconception’

Numerous scientists and industry experts have coined the definitions of the terms ‘bias’ and ‘misconception’. The term ‘*bias*’ basically refers to a systematic error that alters the results of either a (1) research study, (2) topic, (3) discussion, (4) project or (5) a department activity to produce incorrect results. “*Bias*, simply put, is a person’s inclination or prejudice against another person or group of people. Unconscious biases are the prejudices every human has and acts on without thinking or malicious intent. Instinctively, people tend to like those they align with most”²³ (Higgs, 2017, www.peoplemanagement.co.uk/). A *misconception* refers to a view, opinion, conclusion or thinking that is not correct as a result of relying on: incorrect information, facts or perceptions. The next section will cover the various common selection biases that influence the selection process.

3.3 Common selection biases that influence the employee selection process

²⁴According to Lebowitz (2015, www.businessinsider.com/) we spoke with Madan Pillutla, Ph.D., a professor of organizational behavior at London Business School who studies trust and fairness in interpersonal interactions, about the three biggest unconscious biases in hiring decisions.

3.3.1 ²⁵““*We gravitate towards people who are similar to us. According to the [similarity-attraction hypothesis](#), we tend to like people who are similar to us — whether that means they come from the same state or sport the same haircut. One way to explain that phenomenon, Pillutla said, is that people with a decent level of self-esteem are satisfied with their personalities.*

²³ Higgs, C. (2017) *Is Unconscious Bias Blurring Recruiters' Mindsets?* Available from <https://www.peoplemanagement.co.uk/voices/comment/unconscious-bias-recruiters-mindsets>

²⁴ Lebowitz, S. (2015) *3 Unconscious Biases that Affect Whether You Get Hired*. Available from: <https://www.businessinsider.com/unconscious-biases-in-hiring-decisions-2015-7>

²⁵ Byrne, D., & Nelson, D. (1965). Attraction as a linear function of proportion of positive reinforcements. *Journal of Personality and Social Psychology*, 1(6), 659–663. <https://doi.org/10.1037/h0022073>

So when they see their qualities reflected in someone else, they tend to like that person, too. Another potential explanation, which is slightly harder to test, is that people have evolved to like people who look and act the way they do. At one point in human history, it was important to trust only people in your small social group. Even though that behavior is no longer necessary today, we can still act as though it is. The problem, Pillutla said, is that "if I keep hiring people like myself, very soon I'll have an organization of people who think similarly, who act similarly.""" (Lebowitz, 2015, www.businessinsider.com/).

3.3.2 *We base our decisions on stereotypes about people's competencies* – stereotyping is basically having a biased or wrong perception about something or a particular person. For example, a recruitment manager may have a tendency of assuming that people from a particular continent for instance South Asia are all highly skilled in mathematics. Thus when job applicants from South Asia apply for job positions in his/her organization they must only be offered mathematics-related job positions despite the fact that some job applicants from South Asia may be highly skilled in another career field that is completely different from mathematics. (Lebowitz, 2015, www.businessinsider.com/).

3.3.3 ^{26 27} “*We're wary of anyone who we perceive as a threat to our status in the organization.* Pillutla and his colleagues recently published some of the first [research](#) on this topic. In an organization with a highly competitive culture, managers might be disinclined to bring on someone more competent than they are, especially if they feel insecure in their role. "Even if people are well-meaning and well-intentioned, it's very difficult to act against your own self interest" by hiring someone who could outperform you, Pillutla said” (Lebowitz, 2015, www.businessinsider.com/).

3.3.4 “*Gender bias* - The mistake people make when they get the answer wrong is this: *they picture a surgeon and they automatically picture a man.* Gender bias is reflected in our beliefs

²⁶ Lebowitz, S. (2015) *3 Unconscious Biases that Affect Whether You Get Hired*. Available from: <https://www.businessinsider.com/unconscious-biases-in-hiring-decisions-2015-7>

²⁷ Lee, S. Y., Pitesa, M. and Pillutla, M. (2014) Stereotype Fit and Interdependence Theories. *Academy of Management*, Vol (58), No.3, July. Available from: <https://journals.aom.org/doi/abs/10.5465/amj.2013.0571>

about what success looks like and the role of women and men in the workplace. It means social norms about who can fill certain roles, such as nurses, engineers and CEOs”²⁸ (TTI Success Insights, 2017, www.ttisuccessinsights.ie/)

3.3.5 “*College bias* - Hiring people who studied in a few select colleges can inhibit diversity efforts. Focus on getting to know your candidates – on their experiences and challenges. Work to overcome favouritism based on what college they attended” (TTI Success Insights, 2017, www.ttisuccessinsights.ie/).

3.3.6 “*Halo/horns effect* – This hiring bias occurs when one aspect of a candidate or their resume becomes the foundation of the analysis of the individual. For example, pushing for an unfit candidate because they participated in a specific fellowship or assessing a fit candidate as unfit because they went to a certain college” (Hipps, 2017, www.peoplemanagement.co.uk).

3.3.7 “*Conformity bias* – Like peer pressure and groupthink, this bias occurs when an individual follows the majority, ignoring their own opinions. In recruiting, conformity bias might surface in a panel interview where individuals hesitate to voice their thoughts for fear of disagreeing with the majority” (Hipps, 2017, www.peoplemanagement.co.uk).

3.3.8 “*Affinity and similarity bias* – These are some of the most common forms of unconscious hiring bias. Affinity bias occurs when a recruiter favours a candidate because he has shared traits. This could be attending the same college, growing up in the same city or simply reminding them of someone they like. Similarity bias occurs when the recruiter sees themselves within the candidate and is more open to pursuing their employment because of it” (Hipps, 2017, www.peoplemanagement.co.uk).

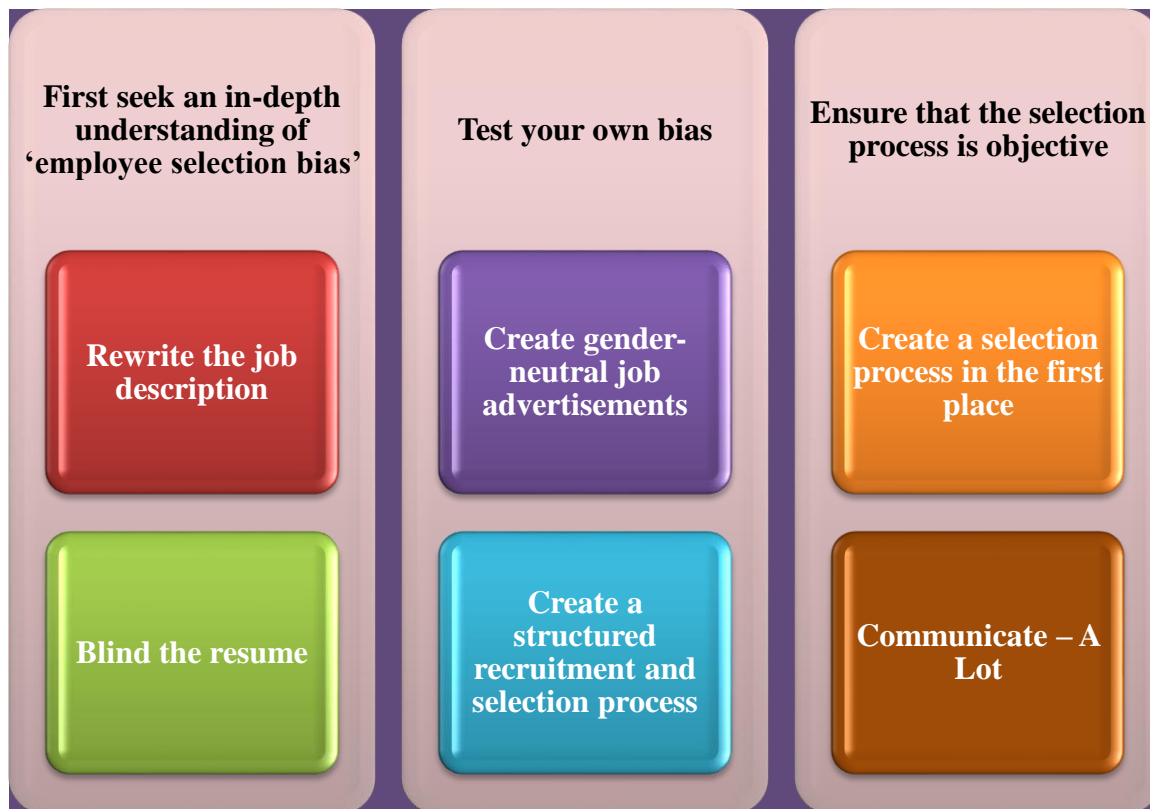
3.3.9 “*Beauty bias* – As the name suggests, this bias is rooted in external appearance. If the recruiter or interviewer believes the more handsome individual will be most successful, they might suffer from beauty bias” (Hipps, 2017, www.peoplemanagement.co.uk). The following section will cover the various ways that can be used by human resources management professionals to avoid employee selection bias.

²⁸ TTI Success Insights (2017) *6 Types of Unconscious Bias in Recruitment and How to Avoid Them*. Available from: www.ttisuccessinsights.ie/6-types-unconscious-bias-recruitment-avoid/

3.4 Common ways that can be used by human resources management professionals to avoid employee selection bias

Bias during the employee selection process is one of the biggest challenges currently faced by most of the organizations around the world today. This has put a lot of pressure on the human resources management professionals to devise numerous strategies, policies and plans in order to help them avoid implementing biased selection processes that lead to the tarnishing of the organization's image or the hiring of the wrong job candidate. The different ways an organization can use to avoid employee selection bias are depicted in Figure 3.1 below.

Figure 3.1 Nine ways an organization can use to avoid employee selection bias



3.4.1 First seek an in-depth understanding of 'employee selection bias' - it is important for human resources management and or the recruitment team to ensure that before the recruitment & employee selection process begins they have a better understanding and knowledge about the hiring bias and how it affects the activities of the employee selection process. Therefore when the human resources professionals in the organization increase their knowledge on how hiring

bias works they can easily detect it when they are implementing the organization's recruitment & selection process and quickly eliminate it. Top management can take advantage of open discussion platforms with their subordinates in order to train and educate them about the existence of unconscious prejudices, and how they can be avoided²⁹ (Davidson, 2017, www.talentvine.com.au/).

3.4.2 Rewrite the job description - "The job description is often the first insight candidates have into your organisation's culture. Be as neutral as possible, and be aware of the message that certain language sends" (Davidson, 2017, www.talentvine.com.au/). It is important for recruiters to avoid gender bias when drafting their job descriptions by using overtly masculine words that favour a certain gender group over another. In general some of the words tend to be more appealing to certain gender groups to the extent that they clearly portray how the leadership styles that are used in the organization clearly identify which gender group is considered more dominant than another gender group. "You don't have to write a completely bland job description devoid of any adjectives. However, if you seek to strike a balance, you may see changes in your pool of candidates" (Davidson, 2017, www.talentvine.com.au/).

3.4.3 The blind resume - "Names, pictures and even post codes can influence the hiring decision. Ideally, candidates are judged on their qualifications and skills, not geography or the characteristics of their particular demographic. If there is someone between you and the candidates (such as a recruiter), request that all resumes have personally identifiable details removed. If there isn't such a buffer, and you're reviewing candidates directly, there are some software programs you can employ to scrub personal details from resumes. A blind resume review helps you to eliminate a number of unconscious biases from your process, while also helping you to avoid overcompensating for the same biases. You may be surprised at the candidates you ultimately decide to interview when using a blind resume process" (Davidson, 2017, www.talentvine.com.au/).

²⁹ Davidson, R. (2017) *How to Reduce Bias in Your Hiring Process*. Available from: <https://www.talentvine.com.au/hiring/how-to-reduce-bias-in-your-hiring-process/>

3.4.4 *Test your own bias* – various tests have been developed by various researchers, private organizations and leading academic institutions that help recruiters to test their own bias³⁰ (TTI Success Insights, 2017, www.ttisuccessinsights.ie/).

3.4.5 *“Create gender-neutral job advertisements* - Become conscious of the wording of your job advertisements, and aim to make them gender neutral.” (TTI Success Insights, 2017, www.ttisuccessinsights.ie/).

3.4.6 *Create a structured recruitment and selection process* - “Having a structured and robust recruitment process in place will minimise opportunities for unconscious bias to impact the decision-making. A structured process should include a well-crafted job specification, which clearly defines the skills, knowledge and behaviours, as well as the experience required for the role. This will allow recruiters and managers to match candidates objectively to a set of specifications”³¹ (Sthree.com, 2018, www.sthreecareers.com/).

3.4.7 *Ensure that the selection process is objective* - “If possible, each candidate should go through a formalised step-by-step selection process, involving a number of different people from diverse backgrounds, which will allow for some of the risks of unconscious bias to be mitigated. Having a standardised process which accurately records each interview will ensure that the skills and capabilities of each candidate are captured at the time of the interview and in a fair way. Review your own decisions and those of other people within the selection process to check you’ve maintained objectivity and removed any risk of stereotyping. Ensure you are evaluating people equally and that your focus is on outcome rather than style” (Sthree.com, 2018, www.sthreecareers.com/).

3.4.8 *Create a selection process in the first place* - “This may seem like an obvious first step, and it is. But it’s still worth pointing out because many HR departments and recruiters still try to work off a mental selection process they’ve created in their minds. While you may have a basic

³⁰ TTI Success Insights (2017) *6 Types of Unconscious Bias in Recruitment and How to Avoid Them*. Available from: www.ttisuccessinsights.ie/6-types-unconscious-bias-recruitment-avoid/

³¹ Sthree.com (2018) *How to Remove Unconscious Bias from Your Hiring*. Available from: <https://www.sthreecareers.com/en/sthree-blog/how-to-remove-unconscious-bias-from-your-hiring>

understanding of what you want that process to look like, not having a clearly defined system makes you inefficient while hiring. You may forget some steps, miss important questions, or lose a candidate somewhere in the process. Furthermore, when you're not following the same process for each candidate, it's difficult to compare their qualifications and fit for the job. After all, you want your process to be 'It' also makes it difficult to work with other recruiters or share information across your HR department and get everybody on the same page. So be sure to take the time to lay out exactly what your selection process looks like. Follow step-by-step exactly what [screenings, interviews, or tests](#) you'll conduct before making your final selection. Don't be afraid to get detailed. The more in-depth you go with your process, the less likely you are to make careless mistakes or forget something important" (Harver.com, 2018, <https://harver.com/>).

3.4.9 Communicate – A Lot – “When it comes to hiring a new employee communication is key. In fact, many surveys indicate communication is one of the key elements of an employee selection process, candidates like to see improved: There are so many different people involved in the hiring process and each individual needs to be on the same page. If just one person is unsure of where you are in the recruiting process, the entire wheel can stop turning. That's why it's always important to have clear communication systems in place, both with hiring managers and with candidates and applicants. Let parties know when they can expect to hear from you again and be sure to follow through with those promises. Keep them updated on what they can expect and what the next stages of the process will look like”³² (Harver.com, 2018, <https://harver.com/>). The various consequences of employee selection bias will be discussed in the following section.

3.5 Consequences of employee selection bias

“Discrimination is pervasive within our society and is therefore highly prevalent within the workplace, affecting a number of business decisions. This discrimination can be based on skin colour, gender, age, height, weight, religion, disability status or even where an individual was educated. In the workplace, this can take the form of social stereotyping, resulting in biases that affect decisions such as [recruitment](#), hiring, promotion, job advancement opportunities, [retention](#) and evaluations. Recently, there has been a move to use more finite methods to challenge individuals' unconscious biases, such as the implicit association test, as

³² Harver.com (2018) *Successful Employee Selection Process*. Available from: <https://harver.com/blog/successful-employee-selection-process/>

unconscious biases have been acknowledged as being more detrimental to businesses than conscious bias. Unconscious biases are those that occur automatically, triggered by our brain making quick judgments of people and situations based on previously determined judgments or socially accepted norms while disregarding any level of rationality or good judgment. *Risks of unconscious bias* - Unconscious bias in the workplace can result in the same negative consequences as conscious bias and discrimination. According to the Equal Employment Opportunity Commission, if unconscious bias is rampant in a workplace, it can result in discriminatory treatment or practices, a negative business culture and a lack of workforce diversity. Driving diversity in the workplace should be an important focus for management and HR departments for both business development and legal reasons. Businesses with a highly diverse workforce have been proven to work more effectively and perform better than competitors that are lacking diversity”³³ (Howard, 2017, <https://www.hcamag.com/hr-news/the-danger-of-unconscious-bias-in-hr-decisions-and-how-to-overcome-it-244975.aspx>). The various strategies that are used to ensure that job candidates have a positive experience during the employee selection process will be covered in the following section.

3.6 Strategies used to ensure that job candidates have a positive experience during the employee selection process

““Employers now need to be concerned with the degree of satisfaction candidates have with their hiring process. A poor experience will deter future candidates from applying to the employer’s open positions and top talent will likely reject the employer’s job offer. *The Candidate is Your “External” Customer Too*. When we think of a company’s “brand,” we typically think of a specific product or service. Your service or product represents the collective organization. Candidates will be attracted to your organization because of what you do and how you do it. The expectations candidates have of your organization are a direct reflection of your brand. And it’s important that your “Employment Brand” is experienced in the same positive manner as are your products and services. Good experiences travel fast, but bad experiences travel even faster. Whether your business provides a service to others or you are trying to sell a product, you

³³ Howard, R. (2017) *The Danger of Unconscious Bias in HR Decisions and How to Overcome It*. Available from: <https://www.hcamag.com/hr-news/the-danger-of-unconscious-bias-in-hr-decisions-and-how-to-overcome-it-244975.aspx>

are always responsible for servicing not only your external customers, but also your internal customers – your employees. And while recruiting, you must also consider your candidates as customers or prospective customers. Your corporate brand may not necessarily always match your employer brand, but in order to attract top talent, you must market your corporate employment culture. In doing this, human resources becomes your corporate employment brand ambassador. *Why You Should Create a Positive Candidate Experience*. It is very important to always create a positive candidate experience, regardless of whether you hire the candidate or not. Each candidate has an opinion and a voice that could potentially be heard all around the world, thanks to the Internet. A negative candidate experience can affect a candidate's desire to work for you, and it's pretty much guaranteed that others outside your organization will hear the (not-so-positive) story. It is well known that the public is more inclined to vocalize their opinions about a negative experience rather than a positive one³⁴ (Steven J. Lindner, Ph.D., 2015, www.workplacegroup.com). The various ways that can be used to establish a positive candidate experience during the selection process includes the following:

3.6.1 The organization must effectively train its recruitment & selection professionals - Training is a critical aspect of the human resources management function that propels employees to enhance their knowledge and skills at a highly accelerated rate while simultaneously achieving outstanding results at the workplace. An organization must ensure that before commencing its recruitment & selection process it must first carry-out the training & development of its recruitment & selection professionals so that they may be able to know in-depth: (1) what exactly to look for in job candidates, (2) what sort of questions to ask the job candidates and these must be related to the job in question, (3) the type of selection assessments to use for the various job positions in the organizational chart, (4) the meaning of employee selection bias and the various ways to avoid it, (5) the importance of assessing job candidates fairly and their long term impact on the organization's brand, products, image and so on, (6) the importance of providing job candidates with feedback after every stage of the recruitment & selection process for example after conducting a selection test, job interview and so on.

³⁴ Steven J. Lindner, Ph.D. (2015) *How Important is the Candidate Experience During the Hiring Process?*

Available from: <http://www.workplacegroup.com/how-important-is-the-candidate-experience-during-the-hiring-process/>

3.6.2 *“Make sure your job descriptions are accurate – Write out the job description as if you were performing the job. Do not use a stock job description found from another company or position you think is similar to the one in your company. The job description should accurately represent what the candidate would be doing, if hired”* (Steven J. Lindner, Ph.D., 2015, www.workplacegroup.com). Thus, accurate job descriptions help the recruiters to ask job candidates questions that relate to the job vacancy in question instead of asking irrelevant questions as this leads to unfair assessments of the job candidates. It is the responsibility of the recruitment professionals to ensure that transparency and reliability is maintained in all the different stages of the hiring process to successfully create a positive candidate experience.

3.6.3 *“Pick up the phone - If you’ve interviewed candidates, whether in person or over the phone, and have decided not to move forward with them, it vastly improves the candidate experience if you pick up the phone to personally let them know of your decision. This creates a more personal experience and sense of trust and respect of you on the part of the candidate. And be sincere. This is potentially a person’s career and life on the line. Deliver the message you would want delivered to you, if you were in the candidate’s shoes. These are just five easy and basic tips to creating a positive candidate experience during the recruiting and selection processes”* (Steven J. Lindner, Ph.D., 2015, www.workplacegroup.com).

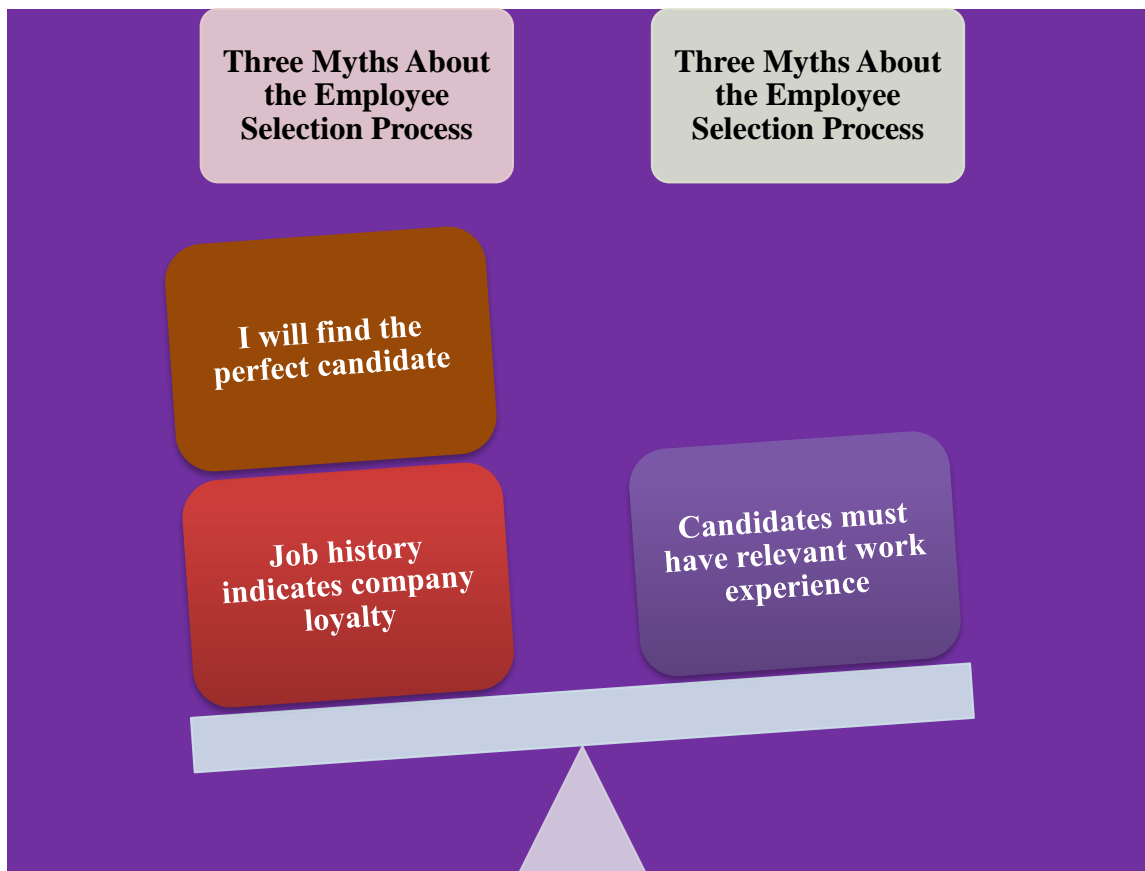
3.6.4 *Use of recruitment technology – it is very important nowadays for organizations to invest their resources in acquiring recruitment software in order to automate their hiring processes to enable job candidates to quickly complete the recruitment & selection process. Various technologies must be adopted during the selection process for example: (1) use of computerized assessment tests which quickly produce the final score ratings of each candidate as soon as they click the submit test button on their computer screen, (2) use of video conferencing to conduct interviews with job candidates located in various parts of the world, (3) use of Applicant Tracking System (ATS), (4) use of emails, SMS texting and the organization’s career website section to release any new information about the selection process. In addition job candidates must be allowed to create their personal profiles in order to be granted access to the organization’s career website. Technology is key during the selection process since it helps to facilitate the free flow of information to job candidates on a regular basis during the selection*

process and this helps to improve their positive candidate experience. There are various misconceptions about the employee selection process and these will be covered in the following section.

3.7 Common misconceptions or myths about the employee selection process

There are numerous misconceptions about the employee selection process nowadays and these are depicted in Figure 3.2 below.

Figure 3.2 Three myths about the employee selection process



Source: Modified (Cercatalent.com, 2018)

3.7.1 *“I Will Find the Perfect Candidate.* ³⁵Like a good manager or recruiter, you have put together a full list of criteria and a comprehensive job description. Do you see it as your job to make sure that the candidate you choose meets every single one of them? You will be looking for a very long time. The perfect candidate seldom exists. If you do find one who looks like a flawless fit, he, or she, will often turn out to be not as ideal as presented once on the job. Oftentimes, managers measure a prospect against their most effective, successful employees, using a practice called bench marking. There is nothing wrong with this, as long as it is used as a flexible tool, not a rigid requirement. You need to be realistic. Hiring almost always requires a certain amount of juggling with quality, cost and time” (Cercatalent.com, 2018, www.cercatalent.com/).

3.7.2 *“Job History Indicates Company Loyalty.* It hasn’t been true for at least a decade, probably more like two decades, but the idea lingers that people who move around every two, three or four years are not good hires. If you see multiple jobs on a resume in a fairly short period of time, it no longer needs to mean flaky. It’s just as likely the candidate is ambitious and trying to advance his career. While moving jobs every year is not typically a good sign, listen to the reasons before jumping to conclusions” (Cercatalent.com, 2018, www.cercatalent.com/).

3.7.3 *“Candidates Must Have Relevant Work Experience.* On the surface, it makes a lot of sense to look for a candidate with practical, relevant experience with the specific job you are filling. Whether it is from an internship or an actual job, it means the person understands the basics of the job and has some context for it” (Cercatalent.com, 2018, www.cercatalent.com/). However, it is important for the recruitment & selection team of the organization to focus on encouraging more job applications from candidates with a strong passion for the organization whilst putting less emphasis on their work experience especially when the open job vacancy is an entry-level job position (Cercatalent.com, 2018, www.cercatalent.com/). The conclusion of this chapter will be covered below.

³⁵ Cercatalent.com (2018) *3 Most Common Misconceptions About Hiring.* Available from: www.cercatalent.com/2016/3-most-common-misconceptions-about-hiring/

3.8 Conclusion

It can be concluded that one of the most demotivating and disrespectful action an organization can do to its job candidates is subjecting them to unfair discriminatory practices during the selection process as a result of its biased recruitment process or human resources professionals. In general some of the employee selection biases or misconceptions can be either intentional or unintentional and they all cause the organization to fail to hire job candidates of the right caliber and instead hire inappropriately qualified job candidates that are more likely to perform below the required performance levels. It can therefore be concluded that recruiters tend to show employee selection bias by favouring job candidates who possess similar personal qualities as them.

3.7 Review questions

- (1) What is the meaning of the terms 'bias' and 'misconception'? Please provide relevant examples.
- (2) Identify nine common employee selection biases that influence the selection process and please provide relevant examples?
- (3) Describe at least seven strategies that are used by human resources professionals to avoid bias during the employee selection process and please give relevant examples?
- (4) Discuss at least four disadvantages of employee selection bias by an organization's recruitment professionals and please provide relevant examples?

Chapter 4: The employee selection process

After reading this chapter you should be able to:

- Describe the procedure or tips to follow before starting the employee selection process.
- Discuss the seven employee selection steps in-depth.
- Highlight typical examples of employee selection processes at leading global organizations.
- Describe the advantages of an employee selection process.

4.1 Introduction

Each and every organization basically exists because of its people and without this vital asset nothing functions properly in an organization thus people are the lifeline of all organizations. The production of goods/services, the selling of products/services, research & development, planning and many other operational activities in an organization are carried-out by its people. “*Selection* is the process of screening applicants to ensure that the most appropriate candidate is hired. The first step in the selection process is to review the information (resume, application form) provided by all job applicants to determine which applicants meet the minimum qualifications as stated in the job posting. No further consideration will be given to those who do not meet the minimum qualifications. (In fact, it is a good idea to say in your advertisements that only those candidates who meet the job requirements will be considered.) Those job applicants who meet or exceed the minimum job qualifications are then assessed to decide which ones will be short-listed for a job interview. The most common methods of selection for all positions include an interview followed by a reference check. Other selection techniques used during the interview phase are: work samples, written tests, in basket exercises, oral presentation, and personality or aptitude tests. After making a conditional offer, additional selection techniques can include: criminal records check, driver's records check. Written consent is required before requesting records checks”³⁶ (Human Resources Council of Canada, 2018, www.hrcouncil.ca/). A typical good example of an employee selection process is that of leading Australian

³⁶ Human Resources Council of Canada (2018) *Getting the Right People*. Available from: www.hrcouncil.ca/hr-toolkit/right-people-selection.cfm#_secA1

conglomerate which is headquartered in Perth, Western Australia called Wesfarmers Limited. “From its origins in 1914 as a Western Australian farmers' cooperative, Wesfarmers has grown into one of Australia's largest listed companies”³⁷ (Wesfarmers, 2018, www.wesfarmers.com.au/who-we-are/who-we-are). “What happens during the recruitment and selection process and how long does it take? - our recruitment process involves a range of steps that will help us determine your suitability for the role. The steps may include a telephone interview, a face to face interview (some roles may require two interviews), aptitude test (including a personality questionnaire), a pre-employment medical and reference checks. The timeframes for selecting the best applicant for each vacancy may vary depending on a range of factors however we will endeavour to keep you informed along the way”³⁸ (Wesfarmers, 2018, www.wiscareers.com.au/career/faq). The various tips an organization must follow before starting its employee selection process will be covered in the following section.

4.2 Procedure or tips to follow before starting the employee selection process

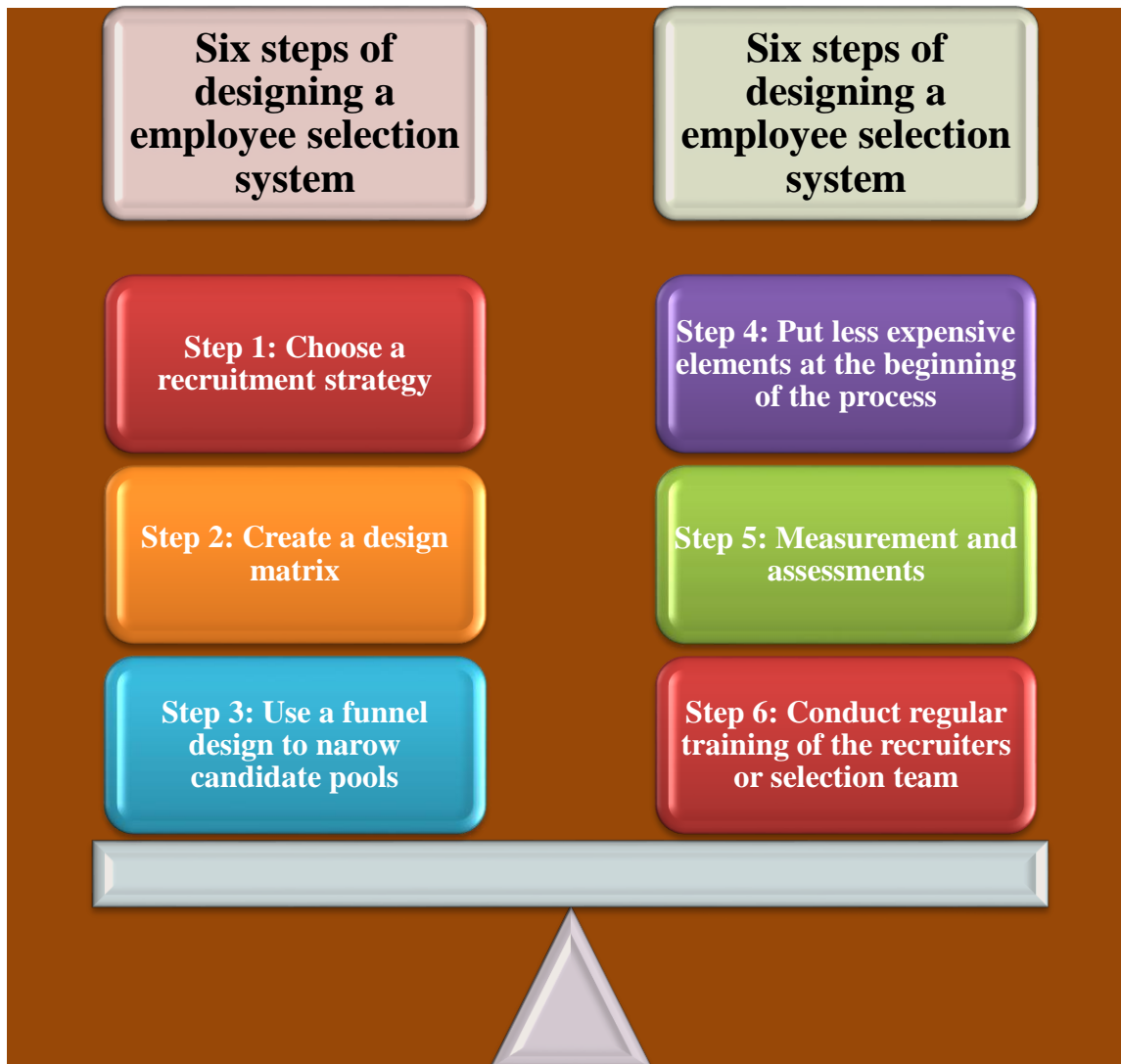
An organization’s people are the most critical ingredient to achieving prosperity and long life thus it is important for the human resources department to ensure that it recruits & selects the right job candidates who will continue to maintain the organizations’ prosperity by clearly understanding the procedures to follow before carrying-out the selection process. ³⁹“Employee selection is the starting point for effective HR Talent Management” (Hauenstein, 2013, www.theomniview.com/). When you maximize the effectiveness of your employee selection process, you can drive powerful business results into your organization. This includes cost savings from reduced turnover as well as increasing profitability through improved productivity and customer satisfaction. The key to an effective process is good design. “While selection system design is primarily driven by the nature of the position, there are a few basic selection design principles” (Hauenstein, 2013, www.theomniview.com/). The six steps of designing a employee selection system are depicted in Figure 4.1 below.

³⁷ Wesfarmers (2018) *Who We Are: Wesfarmers - a diversified corporation*. Available from: www.wesfarmers.com.au/who-we-are/who-we-are

³⁸ Wesfarmers (2018) *Frequently Asked Questions*. Available from: www.wiscareers.com.au/career/faq

³⁹ Hauenstein, P. (2013) *3 Basic Principles For Effective Selection System Design*. Available from: www.theomniview.com/pov/blog/3-basic-principles-for-effective-selection-system-design/

Figure 4.1 Six steps of designing a employee selection system



Source: Modified (Hauenstein, 2013 & Furst, 2018)

Step 1 – “Choose a recruitment strategy. Recruitment often gets overlooked. However, it is one of the most critical stages – the more candidates you can drive into your hiring process, the more options you have for filling open positions. Using a three-tier model to categorize your recruiting sources can help you understand how effectively they are working for your organization. This also provides an opportunity to more closely evaluate recruiting spend and determine how to best shift your budget to optimize your process. *Tier 1 – traditional recruiting – newspaper ads, job*

fairs etc. Traditional recruiting is the most straightforward, yet also the most costly. It also tends to result in weaker retention and performance measures once employees are onboard. *Tier 2 – internet based recruiting* - online job boards, resume databases, etc. There are a lot of internet-based recruiting resources available today with varying benefits. In general, these resources offer both good retention and performance outcomes”⁴⁰ (Furst, 2018, www.furstperson.com/).

Step 2 – “Create a design matrix. Selection system design starts with identifying the job requirements of the open position. There should be a systematic review of behaviorally-defined competencies by one or more subject matter experts. In addition to competency requirements, there should also be a consideration of other elements associated with job success such as background requirements, experience requirements, cognitive requirements and important traits. Once the job requirements have been identified, the next step is to identify selection methods that are capable of reliably measuring the job requirements. The best way to do this is to create a matrix with job requirements on one axis and selection tools on the other”⁴¹ (Hauenstein, 2013, www.theomniview.com/).

Step 3 – “Use a funnel design to narrow candidate pools. Positions that attract large candidate pools often use a multiple step selection process. This type of design is referred to as a multiple hurdle system. At each stage, or hurdle, the candidate pool is further reduced in size, creating a funnel effect to make the candidate pool more manageable. The decision to use multiple hurdles must be weighed against the need for speed in processing candidates. The design matrix should be reordered to reflect the sequence or stages of the selection process” (Hauenstein, 2013, www.theomniview.com/).

Step 4 – “Put less expensive elements at the beginning of the process. A basic principle of selection is to use expensive selection techniques such as business simulations and onsite full length interviews only on your final pool of people. Less expensive techniques are used at the

⁴⁰ Furst, J. (2018) *5 Steps for Designing Your Employee Selection Process*. Available from: <https://www.furstperson.com/blog/5-steps-for-designing-your-employee-selection-process>

⁴¹ Hauenstein, P. (2013) *3 Basic Principles For Effective Selection System Design*. Available from: www.theomniview.com/pov/blog/3-basic-principles-for-effective-selection-system-design/

beginning of the selection process when you are dealing with a larger candidate pool. Some common inexpensive screening techniques include:

- **Resume Matching Technology** – There are a number of technologies that have been developed to search resume content for key constructs, phrases or words that are relevant for a given position. They provide a tremendous efficiency advantage over manual resume reviews. Unfortunately, they are not necessarily accurate.
- **Scored Application Forms** – The application form is also a traditional source for evaluating candidate potential. There is typically a lot of overlap in information provided by a resume and information requested on an application form. The primary difference on the application form is a structured process that solicits the same information from all candidates. It overcomes the problem of difference in resume content and formats. It also allows the addition of specific questions regarding qualifications, preferences and experiences that are important to the employer.
- **Validated Tests** – Short, validated tests are a very common way to screen candidates. Testing is particularly prevalent for customer service, sales and call center positions.
- **Video/telephone screens** – Increasingly, video interviews are being used as a screening technique and replacing the more traditional telephone screen⁴² (Hauenstein, 2013, www.theomniview.com/).

Step 5 – Measurement and assessments. “The best way to determine candidate fit for a particular job is by taking a holistic approach to your assessments and measuring three key areas – knowledge and ability, job relevant skills, and personality and motivation. Measuring just one area leaves other areas uncovered. Using [a variety of assessments](#) provides a holistic approach to your measurement process:

- [Simulations](#) or situational judgment tests evaluate job relevant skills by putting candidates in scenarios that require them to perform the job.

⁴² Hauenstein, P. (2013) *3 Basic Principles For Effective Selection System Design*. Available from: www.theomniview.com/pov/blog/3-basic-principles-for-effective-selection-system-design/

- **Personality assessments** and biographical data testing measure motivational fit – the attitudes and behaviors around a specific job role.
- **Problem-solving or knowledge and ability assessments** ask questions that get verbal and written communication skills or logic and numerical skills. The goal here is to determine whether a candidate can look at information, absorb and apply it back to resolve a problem or situation”⁴³ (Furst, 2018, www.furstperson.com/).

“While a **well-structured interview can be very effective**, it is difficult to get answers that are as reliable as those provided through other types of assessments. Taking a holistic approach using a variety of assessment tools will result in stronger outcomes for your hiring process” (Furst, 2018, www.furstperson.com/).

Step 6 – Conduct regular training of the recruiters or selection team. All the human resources professionals that take part in the organization’s recruitment & selection process must regularly be trained. A selection process is usually comprised of interviews, selection tests, background checks and so on thus all these aspects require some form of in-depth knowledge in the field of recruitment/selection so that the organization’s selection process can be viewed as fair, valid, transparent and uniform. The continuous training of the recruitment & selection team helps to increase their ability to innovate when conducting the recruitment & selection process to make it more effective and further enhance the organization’s image in the labour market. The various steps involved in the employee selection process are covered in the following section.

4.3 Seven employee selection steps

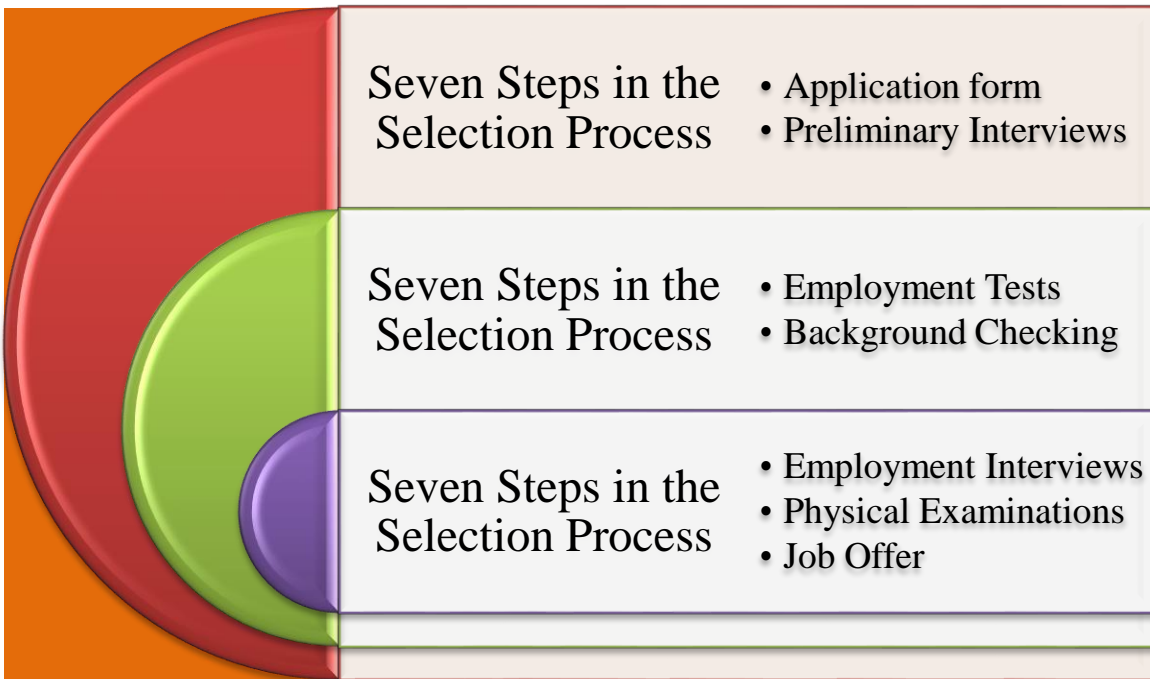
“The *selection process* may represent the starting point of employee’s official relationship with the organization but it represents the end point of representing the process of developing an integrated competency framework that supports the organizational strategy. Selection is about judging candidates about various dimensions and in order to do these organizations rely on a number of selection devices such as reference checks, application forms, tests and physical

⁴³ Furst, J. (2018) *5 Steps for Designing Your Employee Selection Process*. Available from: <https://www.furstperson.com/blog/5-steps-for-designing-your-employee-selection-process>

examinations”⁴⁴ (Wallis, 2003:11). A general guideline that every organization should follow during the selection process is that a line manager of the department the employee or where the vacancy exists is supposed to make the final selection decision. Therefore, the recruitment program provides the organization with a sufficient pool of job applicants and the selection process has the duty of choosing the best candidates to fill-in the vacant positions that exist in the organization. Therefore, the selection process can take a long time period to complete and this usually becomes more expensive to the organization. Each and every organization has its own preferred selection process steps and over the past years several academics have developed their different selection process steps that they think organizations must follow during their employee recruitment & selection processes. The steps that are used by some organizations today to conduct the selection process are depicted in Figure 4.2 below.

⁴⁴ Wallis, T.S. (2003) Skills: Just the Tip of the Iceberg. *People Dynamics, Volume (21)(5)* p8-11.

Figure 4.2 Seven steps in the selection process



4.3.1 Application form

The first step of the selection process requires job applicants to fill application forms. Application forms in general are forms provided by the organization where applicants fill in their details such as qualifications, employment history, curriculum vitae/resume referees, biographical information and so on. Nowadays organizations use application forms or resumes/curriculum vitae (*CVs*) to screen out job applicants that fail to meet the required minimum job specifications such as qualifications or work experience. It is important for organizations to ensure that when they are designing application forms they cover all the vital basic information that is required in the employment process. Organizations use application forms to screen-out unsuitable job candidates based on the requirements of the person specification. The first step of the selection process requires job applicants to fill-in application forms in full to formally communicate in writing to the potential employer their availability and

interest in being offered a job. ⁴⁵According to Wikipedia (2018) in **France**, the *2006 Equal Opportunities Act* requires companies with more than 50 employees to request an anonymous application (CV/resume anonymous). **Italy** - The CV is the most important part of the application and should not be longer than two to three pages. It is divided into three areas:

in chronological order

- Details of the person (Informazioni personali)
- School and education (Studi e Formazione)

in anti-chronological order

- additional capabilities (Altre conoscenze)
- Experience (Esperienze professionali). As graduate this section is omitted. Brief information on the application motivations may be mentioned here.

The application letter (La Lettera di accompagnamento al curriculum) will be relatively short, polite and formal in Italian applications. Long versions and extensively explained motivations, as well as photos and copies of certificates shall be presented only at the interview. In **Spain**, the application consists of two parts: the cover letter (*Carta de Candidatura*) and the CV/resume. No work or training certificates are attached. The cover letter should contain information about the motivation to apply for the job and it must be a short draft. The CV should be structured in a tabular form. In Spain, multiple job interviews in the same company are common (Wikipedia, 2018. *This article uses material from the Wikipedia article **Application for Employment**, https://en.wikipedia.org/wiki/Application_for_employment which is released under the Creative Commons Attribution-ShareAlike 3.0 Unported License (view authors). Nowadays most organizations request applicants to submit their application forms and their curriculum vitae*

⁴⁵ Wikipedia (2018) *Application for Employment*. Available from: https://en.wikipedia.org/wiki/Application_for_employment which is released under the Creative Commons Attribution-ShareAlike 3.0 Unported License (view authors).

(CVs) or resumes and the applicants who are selected are allowed to proceed to the next step of selection interviews.

4.3.2 Preliminary interview

These are simple, short (*for instance, 5 - 20 minutes*) interviews meant to screen job applicants who do not have the required minimum requirements of the job at the beginning of the selection process to avoid wasting time on unsuitable candidates by the recruiters. In general preliminary interviews are considered to be the most basic or simplest type of interviews the job applicants must first participate-in so that they may proceed to the next step of the employee selection process. One of the main aims of preliminary interviews is to assess the basics of the subject at hand. The recruiter usually asks structured and direct questions on key areas such as qualifications, employment history, driver's licence details and many other key areas to save time. Preliminary interviews can be done face-to-face or using the telephone. In general, preliminary job interviews help the organization's human resources professionals to gather additional information about the job applicant they failed to find on the applicant's submitted application forms and resumes/CVs. The carrying-out of employment tests is important and these will be covered in the following step. Later on in the following Chapter 5 the different types of job interviews including their benefits will be discussed in-depth.

4.3.3 Employment tests

These are used to predict the performance of the job applicant's on-the-job and they also help to check if the job applicant has the right person qualities that are needed to cope with the work pressure. Many institutions require people to be tested such as schools, universities and colleges to measure if the student has the required minimum intelligence and aptitude rates. Fairness in evaluating the competencies of job candidates by the organization can be enhanced by carrying-out selection tests. Employment tests help the organization to maintain its reliability, accuracy and integrity standards when conducting the selection process. In certain countries the labour laws require employers to ensure that their selection tests are reliable, valid and fair⁴⁶ (Hunter,

⁴⁶ Hunter, C. (2002) *Managing People in South Africa: a systematic approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

2002:103). While on the other hand in other countries employment tests are completely prohibited by the Constitution. Nowadays global organizations use selection tests (*such as English tests, numerical tests, logic tests, case study exercises the applicants must solve & so on*) to choose suitable job applicants. Selection tests will be covered in-depth in Chapter 6.

4.3.4 Background checks

In this selection process step the human resources management specialists start to do background checks on all job applicants to verify the information they would have made available to them during interviews, on application forms, curriculum vitae or resumes. These can be done through using the telephone or email to contact all the provided referees. This is one of the most vital part of the selection process as it helps to protect the organization from selecting the wrong job applicant since some of the job applicants can provide false information about themselves on their resumes and application forms. Generally information about the applicant's work history, education credentials, skills (*such as time management, communication, dependability and integrity*) is gathered during this stage of the selection process. Today violence at the workplace is now common which therefore puts the lives of employees, customers and other stakeholders at risk of injury and so on. This therefore puts enormous pressure on human resources management to ensure that they prevent hiring people with a history of bad temper, violent behavior and criminal attitude by properly carrying-out background checks (Gamage, 2014). It is important to point-out that in most of the countries today there are laws that protect rehabilitated former criminals from any form of discrimination at the workplace. Therefore, it is important for the organization's human resources department to seek legal advice when the recruitment policy is unclear about hiring people with criminal records to avoid illegal discrimination practices during the recruitment and selection process. Human resources management when conducting background checks of job applicants they should be fully knowledgeable with detailed information about the job description and person specification so that they are able to ask questions that relate to the requirements of the job and key performance areas (*KPAs*). Generally the performance records of job applicants that are usually provided by former employers during the background checking process often serve as a good indicator of the applicants' future performance and behavior in the organization if offered a job. One of the most effective ways

organizations can successfully gather in-depth knowledge about applicants is through interviews and this will be discussed in the following section.

4.3.5 Employment interviews

“Selection interviews are conducted virtually in all employment situations and are the most commonly used technique of collecting information about applicants” (Hunter, 2002:98). *Employment interviews* are an important opportunity for the human resources management to meet the job applicant, observe their behavior, reasoning, gather information on the reasons for their interest in working for the organization, intention to leave their current or past employer, career goals and so on. Notably, job interviews are viewed to be another way of carrying-out background checks of job applicants through in-depth interviews in order to verify all the information they would have provided on their application forms and curriculum vitae (CVs)/resumes. A skilled interviewer should always be used by the organization. In general a skilled interviewer who has in-depth knowledge about the following: (1) the organization’s recruitment policy, (2) job analysis (*including the job description*) information about the open vacancy is more likely to maintain high professionalism standards with all the job candidates in order to avoid bias. It is important for the human resources management specialists and department managers where the vacancy exists to ensure that they conduct the interview.

4.3.6 Physical/Medical examinations

It is important to point-out the fact that certain career-fields and organizations across the world tend to base their employee selection processes on physical/medical examinations. Thus the basing of employee selection processes on physical/medical examinations by organizations nowadays enables them to determine if the job candidates will be able to safely carry-out their job tasks while under enormous work pressure or not. Medical exams are often conducted according to the nature of the job and the type of organization and they generally encompass the following: (1) drug or alcohol testing, (2) psychological testing, (3) physical health evaluations and so on. Confidentiality is a critical element that is associated with medical examinations of job applicants and for some of the jobs medical exams are only conducted in order to establish the health status of the job applicant. Therefore, this information helps the organization to employ people with the required physical fitness to properly perform as expected on-the-job. In

addition it also helps the organization to keep its customers, co-workers or ordinary members of the public from being exposed to unhealthy physical working environments or products⁴⁷ (Freeman, 2017, <https://bizfluent.com/>). In general some of the best places to work or preferred ‘employers of choice’ of job seekers in the current global labour market today often screen their job applicants based on their physical health status. In general this is due to the nature of the open job vacancy, career-field in question and the industry sector the organization operates. A typical good example of a job that requires physically healthy job applicants is firefighting (Freeman, 2017, <https://bizfluent.com/>). As mentioned earlier some labour laws in several countries prohibit medical testing and they only allow it when it is either: (1) part of the inherent requirements of the job, (2) a condition of employment, (3) social policy and (4) in light of medical facts. A typical good example is that in the great nation of the United States of America the Americans with Disabilities Act (ADA) of 1990 specifically prohibits the carrying-out of medical enquiries or the managing of medical examinations before making a job offer to an applicant. The Americans with Disabilities Act (ADA) of 1990 requires employers to first make an employment offer to job applicants and afterwards they may conduct medical examinations only if they are work related or form part of the inherent requirements of the job. In addition the Americans with Disabilities Act (ADA) of 1990 further requires medical information collected by employers about their job applicants to be treated as highly confidential (Americans with Disabilities Act of 1990; United States Department of Labor Employment and Training Administration 1999:7). Furthermore, today HIV testing is strictly prohibited during employee selection processes in some countries while in other countries it is allowed therefore it is important for the human resources department to be fully knowledgeable of their country’s labor laws that relate to medical examinations during employee selection processes.

4.3.7 Job offer

The last step in the selection process is to offer a job to the applicant that would have scored the highest score in their interview, psychometric tests and person specification ratings. Top performers are more likely to continue to achieve excellent work results for the organization. The offer of employment should be done in writing using a letter with an official letterhead for

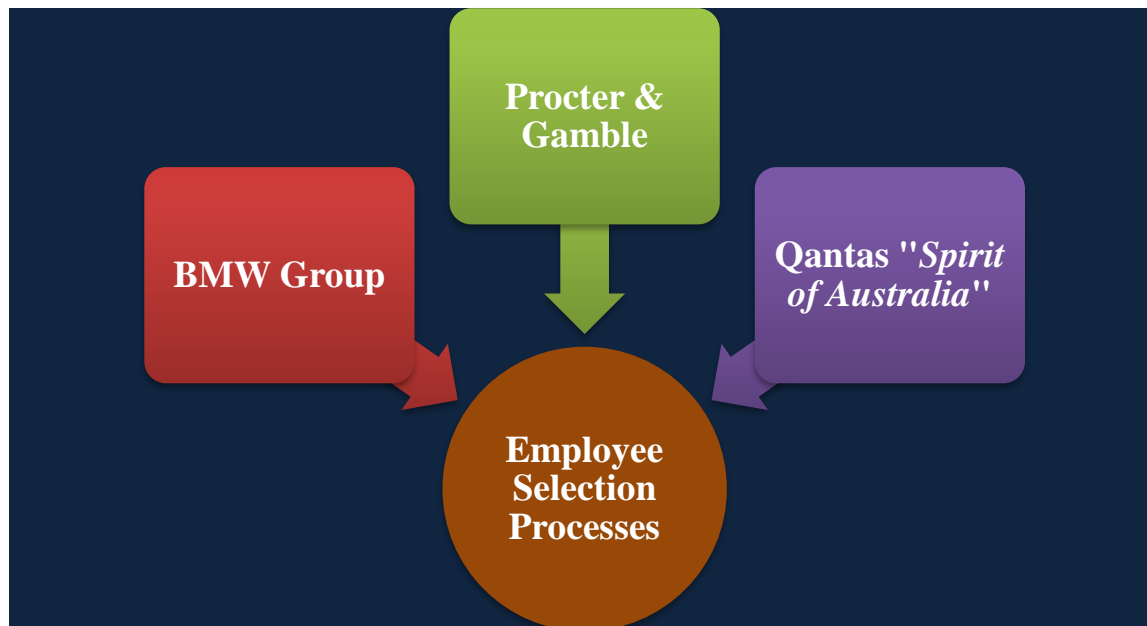
⁴⁷ Freeman, S. (2017) *Importance of a Medical Examination in a Job Selection Process*. Available from: <https://bizfluent.com/info-8740393-importance-examination-job-selection-process.html> Leaf Group © 2017 Leaf Group, Ltd. U.S.A. All rights reserved.

instance postal letters and or email. When the new employee is offered a job the next step is to carry-out the induction orientation for the new employee so that he/she may quickly adapt to the new work environment and start to perform. The various examples of employee selection processes at leading global organizations are discussed in the following section.

4.4 Examples of employee selection processes at leading global organizations

Today there are several leading global organizations around the world that implement effective employee selection processes in order to hire appropriately qualified job candidates with the right person-job fit. Examples of the various currently leading global organizations are depicted in Figure 4.3 below.

Figure 4.3 Employee selection processes at three leading global organizations



4.4.1 BMW Group selection process

⁴⁸According to BMW Group (2018) *OUR SELECTION PROCESS* - depending on the applicant's entry level and occupation they seek, we use various selection criteria and selection tools to assess candidates. By the way: school pupil placements are awarded only on the basis of your

⁴⁸ BMW Group (2018) *The Right Application: Tips For Your Application*. Available from:

<https://www.bmwgroup.com/en/careers/the-right-application.html>

documents, i.e. without conducting a prior telephone interview or face-to-face interview with you.

Selection criteria.

We attach different weighting to our selection criteria, depending on the job vacancy. Ultimately, it is the candidate's overall impression that counts. An ideal mix of required skills and knowledge and the candidate's personality determine whether or not we choose a certain applicant. Our criteria are as follows:

- The grades attained in school and at university play a major part, but are not the only, decisive factor in the assessment.
- Technical skills make a positive impression, of course, provided they have been acquired, for example, through internships and work experience.
- International experience, such as a term spent abroad or participation in a student exchange programme, is often an advantage - it does not necessarily have to be an international internship.
- Very good knowledge of at least one of the Group's working languages, German and English, is very important. Nowadays, a command of English is required for many positions. This is less relevant for school pupils and school leavers, however, is certainly important for students and academics.
- A key decisive factor is personal and social competence. Communication skills and the ability to work in a team are key for us because working as part of a network has become increasingly significant.
- Last but not least, motivation and enthusiasm are crucial criteria.
- Age does not play a role in the selection of applicants. At the BMW Group we welcome applicants of all ages with different professional experience⁴⁹.

⁴⁹ BMW Group (2018) *The Right Application: Tips For Your Application*. Available from:

<https://www.bmwgroup.com/en/careers/the-right-application.html>

Telephone interview.

A telephone interview may be the first step towards a selection day or face-to-face interview. The applicant receives a phone call from the HR department or the specialist department in question. The focus of the conversation lies on the candidate's personal background, his or her specialist knowledge and the suitability for the job in question. The telephone call is also an opportunity for both sides to cover any outstanding questions.

Job interview.

The next step may be a job interview. The aim is to get a personal impression of the candidate in a conversational situation with representatives of the specialist department and the HR department. Personal background, specialist knowledge, expertise, past experience and personal interests, and language proficiency are checked in order to assess whether the applicant would fit into the team.

Selection day.

Another way of getting personally acquainted is the selection day. Groups of six to twelve participants are tested in a number of real-life situations by several trained observers from the various departments and HR, and evaluated in accordance with selected criteria. The selection days vary depending on the type of applicant (school leavers, students, graduates, etc.) using the following tools.

- Self-presentation,
- Group exercise/group discussion,
- Computer-aided testing,
- Presentation on a specialist topic,
- Short interview.

We conduct selection days with school pupils who are applying for an apprenticeship. There is no additional interview for these applicants (BMW Group, 2018, www.bmwgroup.com).

4.4.2 Procter & Gamble (P&G) hiring process

⁵⁰According to Procter & Gamble (2018) our hiring process is thorough and purposeful. It ensures that we recruit the right people, and that you have a complete understanding of who we are, what we do, what we expect from you, and that we are the right culture fit for you.

• **APPLICATION** • **ASSESSMENT** • **INTERVIEWS** • **OFFER**

APPLICATION

If you are already a registered candidate, please log in using previously created login information. Forgot your login information? Recover your login data by clicking on the link available for this purpose under the login fields.

CONTACT DETAILS

Enter your personal information (name, address, phone number, email, etc.).

EDUCATION

Add your education information. You will be asked to select your school, major, and education level from a list.

RESUME - REQUIRED

You can type, paste, or attach your resume. Maximum length allowed in the resume text field is 64,000 characters. Attachments cannot exceed 500 kilobytes. Accepted formats: Word (.doc, .docx), Text (.txt), Portable Document Format (.pdf). Maximum number of attachments is 5.

QUESTIONNAIRE

Questions that ask about specific skills required for the role.

CONFIRMATION

Confirm that the information you are providing is accurate.

SUMMARY

Review all the information you entered before you officially submit your application. Note: At any time, you can save your application as a draft.

⁵⁰ Procter & Gamble (2018) *Hiring Process: Make An Impact at Every Step*. Available from:

<https://www.pgcareers.com/hiring-process>

ASSESSMENT

⁵¹P&G uses online assessments to measure skills and abilities that generally do not emerge from interviews. These assessments are critical, as they help to determine your potential for success as a P&G employee. Although the below process is what most candidates can expect, candidates applying for certain roles may have different experiences.

PEAK PERFORMANCE ASSESSMENT (ONLINE)

Assesses your background, experience, interests, and work-related attitudes, and measures your compatibility against P&G competencies for predicting successful job performance.

Description:

- Online delivery allows 24/7 access
- Take as much time as you need to complete-most applicants take about 20 minutes to complete
- Available in over 20 languages

SAMPLE QUESTION:

When organizing a work team, you have selected those who:

- Have different strengths
- Have the most technical expertise
- Follow instructions
- Think like you

REASONING SCREEN (ONLINE)

Based on the requirements of the role, you may be asked to complete the Reasoning Screen. The Reasoning Screen measures a portion of your reasoning ability, referred to as figural reasoning. This is important because the nature of our work is complex and constantly changing, and the work environment at P&G requires you to continuously learn and grow over time.

Description:

- Online delivery allows 24/7 access
- 15 questions

⁵¹ Procter & Gamble (2018) *Hiring Process: Make An Impact at Every Step*. Available from:

<https://www.pgcareers.com/hiring-process>

- Two minutes and 30 seconds allowed for each question
- Test takes approximately 30 minutes
- Available in over 20 languages

REASONING TEST (IN-PERSON)

Based on requirements of the role, you may be asked to complete our paper-and-pencil Reasoning Test. This test is most often delivered on campus or as a part of your final interview. This test measures your reasoning skills using numerical, logic-based, and figural reasoning questions.

INTERVIEWS

⁵²We use a combination of behavioral-based and situational interviews to get to know you-the real you. What makes you tick? What have you accomplished so far? To do this, we'll ask questions about previous accomplishments or how you would handle situations in the future. We are looking to see how you relate to, compare with, and connect with our PEAK Performance Factors. This is also your opportunity to find out about us. We believe two-way communication starts from Day 1, so ask away. In addition to more behavioral-based and situational interviews, we'll go into greater detail around your skills, capabilities, experience level, and fit for the role. You can expect to have one-on-one interviews or a panel interview, usually with two or three interviewers, which may be conducted online, via phone, or in person. This is also an opportunity to get a more in-depth understanding of our unique culture, values, and endless opportunities. Based on the requirements of the role, you may also be asked some additional questions specific to the type of work you may be doing in your first role at P&G.

OFFER

Congratulations! You've proven you have a lot to offer. We look forward to welcoming you to P&G, where you will work and grow alongside highly talented people, face new and exciting challenges, make a difference, and help P&G win in the marketplace (Procter & Gamble, 2018, <https://www.pgcareers.com/hiring-process>).

⁵² Procter & Gamble (2018) *Hiring Process: Make An Impact at Every Step*. Available from:

<https://www.pgcareers.com/hiring-process>

4.4.3 Qantas “Spirit of Australia” hiring process

According to Qantas (2018):

How to apply

The recruitment process varies from role to role, but the general process is outlined below.

How to apply

⁵³You can submit an application for a role on our [Careers site](#). Open external site in a new window via the 'Apply' or 'Apply with LinkedIn' button located at the top of each job listing. The first time you apply, you'll need to create an account with us. If you've already created your profile, you can sign in and access your application and personal information to update if necessary. First impressions count, so ensure your CV is up to date and highlights skills and experience relevant to the job for which you are applying. This will give you the best chance of being short-listed for the next stage. There may be additional role specific questions which you'll need to answer so we can consider your application.

Assessment process

If you're successful in being short-listed, you'll be invited to attend an assessment. This may be one or a combination of the following: interview, psychometric testing, assessment centre or in tray exercises.

Interviews

Interviews provide an opportunity for us to get to know you, and for you to obtain more information about Qantas and the role you've applied for. Interviews will take place with a representative from Human Resources, the hiring manager or a combination of both. The number and type of interviews across the segments will vary. We may utilise Behavioural Event Interview questions which are designed to get you to talk about how you responded to or handled specific situations or events in the past. To best answer these questions you need to set the scene, describe the action you took and explain what the outcome was.

⁵³ Qantas (2018) *How to Apply*. Available from: <https://www.qantas.com/au/en/about-us/qantas-careers/how-to-apply.html>

Psychometric assessments

These may be used as an additional objective, reliable and relevant assessment method. Types of psychometric testing that may be used include verbal reasoning, numerical reasoning, abstract reasoning and personality tests.

Employment reference and background checks

As a leading provider of air travel, safety and security is paramount to us. All Qantas employees are required to pass a security check. Further details of this will be explained to you during the recruitment process. If you do not complete and pass the relevant background checks, your job offer will be withdrawn.

Residency, citizenship and visa requirements

You'll need to fulfill local residency, citizenship or visa requirements to live and work in the country where the position is based at the time of application. Information on migration to Australia can be obtained from the [Department of Immigration and Multicultural Affairs](#) **Opens external site in a new window**. For work rights in other countries, contact the relevant authority for that country.

Managing your information

When you apply for a job, you'll provide us with confidential information about yourself. Qantas is committed to storing and managing your information in accordance with our Privacy Policy, and at all times you will have full access to view, update or even remove your profile.

Recruitment agencies

Qantas doesn't accept unsolicited resumes. We will not recognise an entitlement to an introduction or placement fee unless the agency has been briefed by a member of the Careers team on a specific position for which we've requested candidates via the Agency Portal. Note that we are not considering additions to our list of Panel Suppliers (Qantas, 2018, <https://www.qantas.com/au/en/about-us/qantas-careers/how-to-apply.html>). “Used with permission from Microsoft”. The various advantages of an employee selection process in an organization will be discussed in the following section.

4.5 Advantages of an employee selection process

There are several advantages of an employee selection process and these are depicted in Figure 4.4 below.

Figure 4.4 Five advantages of an employee selection process in an organization



4.5.1 It helps to maintain the good corporate image of the organization

One of the critical objectives of every recruitment and selection process is to create and maintain a good corporate image of the organization in the labour market. This is easily done by implementing fair, ethical, legal, reliable and valid selection tools that are consistently used during the selection process of job applicants so that all the parties involved during selection process are treated fairly. In general the equal treatment of all the job applicants helps the organization to receive an increased level of positive word-of-mouth communication from the satisfied job applicants in the labour market. Furthermore, the equal treatment of all the job applicants by the organization enables them to continue to be willing o re-apply for jobs in the organization in the near future when job openings arise. In addition the fair treatment of job applicants also helps to reduce the risk of litigation or lawsuits from unfairly treated job applicants in the labour market.

4.5.2 It helps to uphold the ethical values of the organization

Nowadays due to the immense pressure from global competition across the globe it has become the goal of each and every organization to uphold ethical values, transparency, good corporate governance practices and principles when conducting day-to-day operational activities. The term '*ethics*' refers to a set of principles that help to shape an individual's or an organization's culture, thinking or mindset towards their behavior, morality, conscience and ethos on what they believe is right or wrong in general (Rudolph. Patrick. T. Muteswa, 2019). An employee selection process helps an organization to make ethical and transparent job offer decisions to applicants after carefully implementing selection tools such as selection tests (*medical, personality, achievement and so on*), background checks and interviews that have been proven to be reliable, fair, valid, legal and so on. Therefore, by doing so the employee selection process helps the organization to uphold its ethical values of adhering to its human resources policy which also includes the recruitment and selection policy (which is a document that strives to maintain consistent fair and ethical recruitment of new employees in the organization so that it is able to meet its overall human resources goals and strategy). Transparency during the selection process is maintained via continuous communication with all the parties involved. For instance, after the first interview sessions have been carried-out interviewers are required to communicate with the job applicants that manage to score points that are above the minimum required limit to enable them to proceed to the next phase of the selection process and they are also required to inform job applicants that fail to reach the required minimum limit in terms of score points to re-apply for open job vacancies in the future.

4.5.3 It helps to reduce the probability of rehiring for the same job position soon after a job offer has been made

Today 'brainpower' has become the future of the business world and this has ignited the 'war for talent' in the global labour market. Notably, 'brainpower' is the ultimate 'key driver of success' in any type of organization thus this makes job seekers with the much sought-after highly scarce skills in the labour market to become highly expensive to employ due to the fact that they demand high remuneration packages including benefits. The selection process helps the organization to ensure that only job applicants with the highest performance scores or ratings

during the selection process (*tests, interviews and or background checks*) are offered employment since they are more likely to: (1) have a person-organization fit and (2) to competently perform as expected on-the-job, (3) have high job satisfaction levels due to their strong passion for their job. Therefore, newly recruited employees with high job satisfaction levels including high job performance levels often have reduced intentions to leave the organization and this therefore saves the organization a lot of money to use to restart the recruitment/selection process all over again. When an organization does not have a properly designed employee selection process it is more likely to offer employment to job applicants without the appropriate qualifications, experience and required competency levels. Hence this ultimately results in the new employees opting to leave the organization soon after being offered employment due to high job dissatisfaction or poor person-organization fit. It can be concluded that an employee selection process helps to lower the costs of employment of the organization over a long period of time. In addition one of the main advantages of conducting job interviews during the employee selection process is that they help the human resources professionals in the organization to gather information about the aspects related to the organization that interested them and motivated them to apply for the open job vacancies in question. This information significantly empowers the organization to refine its talent retention strategies in order to reduce employee turnover of newly selected employees by placing more emphasis on the factors that are highly favored by job applicants. Previously conducted research studies have since discovered that talented job seekers are highly attracted to advertised job descriptions that clearly highlight some of the following factors: balanced work/personal life schedules or flexible working hours, market related remuneration packages, highly attractive non-monetary benefits (*such as life & health insurance, paid holiday allowances, canteen services, recreational facilities, childcare facilities for working parents, transport & housing allowances*), training & development opportunities, well designed induction-orientation training programs, autonomy at the workplace, availability of employee wellness programs and so on (Muteswa and Ortlepp, 2011:16).

4.5.4 It helps to strengthen the talent retention strategy of the organization

The battle for skills in the global labour market keeps evolving on a daily basis due to technological advancements mainly related to the Internet. This has resulted in most organizations adopting effective talent retention strategies to use to retain their most valued

assets that is 'its people'. Every human resources function in any organization strives to look after the welfare of the organization's employees' needs at the workplace and one key aspect most of the talented employees demand nowadays is equity on all workplace related activities. The employee selection process through its selection tools aims to maintain ethical and fair selection practices by using reliable or fair selection tools and somehow this is a key element that successfully attracts new hired talented employees to continue working for the organization over a long period of time.

4.5.5 It helps the organization to save money

Money is generally scarce to find and the number one goal of every business is to save money and generate more money at the same time. The employee selection process helps the organization to significantly save money through ensuring that only top performing job applicants are selected for employment in the organization. Therefore, this helps the organization to offer employment to highly skilled and talented individuals who require limited financial investments in training and development on a continuous basis. The reasons why employee involvement during the employee selection process is carried-out will be covered in the following section.

4.6 Conclusion

An organization's people are the most critical ingredient to its prosperity and long life thus it is important for the human resources department to ensure that it recruits & selects the right job candidates who will continue to maintain the organizations' prosperity by clearly understanding the procedures to follow before carrying-out the selection process. The relationship between a job applicant and the organization formally starts during the selection process. Today there are several leading global organizations around the world that implement effective employee selection processes in order to hire the appropriately qualified job candidates with the right person-job fit. There are several advantages of an employee selection process namely: it helps to provide a selection criteria, it helps the organization to hire the right people and it helps save the scarce financial resources of the organization.

4.7 Review questions

- (1) Identify the six steps the human resources professionals must follow before carrying out a employee selection process?
- (2) Describe the seven employee selection steps and please give relevant examples?
- (3) Discuss the typical examples of employee selection processes at leading global organizations.
- (4) Explain at least four advantages of an employee selection process to an organization and please give relevant examples?

Chapter 5: Interviews

After reading this chapter you should be able to:

- Define the terms ‘interview’ and ‘employment interview’.
- Describe the types of interviews and how to get high scores during the interview.
- Discuss what job candidates must ‘do’ during the employment interview session and what they must ‘not do’ during the interview.
- Discuss the common question job candidates must ask interviewers and briefly explain the mistakes to avoid during the interview. Outline the common selection interview biases.

5.1 Introduction

One of the most difficult problems that most of the job candidates often experience in their lives is looking for a job and in certain instances the process can be more stressful especially in countries that have high unemployment rates. Organizations nowadays that want to build their employer brands must strive to make the job application process of candidates desirable and an easy way of doing so is through conducting fair, well timed and insightful employment interviews with job candidates. Job candidates are generally exposed to different kinds of employment interviews throughout their working careers as each and every organization uses its own kind of employment interviews it prefers. In general employment or job interviews are an effective tool used by the organization during its employee selection process with the aim of helping it to have an in-depth understanding of the organization. Employment interviews are an important opportunity for the human resources management to do the following: (1) meet the job applicant, (2) observe their behavior, (3) gauge their reasoning, (4) gather information on the reasons for their interest in working for the organization, (5) ask the reasons why the job candidate has an intention to leave their current employer, (6) ask about the job candidates’ career goals and so on. Job interviews are generally subjective and vulnerable to bias by the interviewees unless pre-interview training is first carried-out with the interviewees. Job interviews help to provide insightful information to employers about job applicants’ especially information pertaining to the job applicant’s character, intelligence levels, work ethics, skills, experience and so on in order to check if this information is in direct alignment with the goals

and objectives of the organization or not. The definition of the term employment interview will be covered in the following section.

5.2 Definition of the term ‘interview’ and ‘employment interview’

Today there are plenty of good definitions that describe the word ‘interview’ from dictionaries and academics. The term ‘*interview*’ refers to the face-to-face or non-physical interaction of two or more people with one of them having the permission to ask questions about a particular subject topic to the other person or group of people over a specific period of time. “A *job interview* is a formal meeting in which an applicant is asked questions to determine their suitability for a particular job”⁵⁴ (Martic, 2018, www.talentlyft.com/). The various types of interviews will be covered in the following section.

5.3 Types of interviews

“Job interviews come in all shapes (face-to-face, phone or video interview) and sizes (one-on-one, panel or group interview), but no matter what the format, every job interview can be structured in 3 different ways: (1) Structured interviews, (2) Unstructured interviews, (3) Semi-structured interviews” (Martic, 2018, www.talentlyft.com/). Generally selection interviews that can be used by the human resources management specialists of the organization to select employees are many and these are depicted by Figure 5.1 and they are discussed in-depth below.

⁵⁴ Martic, K. (2018) *Difference Between Structured, Unstructured and Semi-Structured Job Interviews*. Available from: <https://www.talentlyft.com/en/blog/article/92/difference-between-structured-unstructured-and-semi-structured-job-interviews>

Figure 5.1 Five types of interviews



Source: Modified: (Martic, 2018, www.talentlyft.com/; Hunter, 2002)

5.3.1 Stress interviews

In general stress interviews are used to check if the job applicant has the ability to cope or manage stress whilst in a different working environment. During stress interviews the interviewers ask temper intriguing questions and can even do things to further annoy the interviewee to raise their stress levels so that they can see how they react and continue to think⁵⁵ (Hunter, 2002:99). Stress interviews are suitable to use when interviewing for jobs that require high concentration, quick thinking, low errors and may involve high risk or danger. For example, air traffic controllers at an airport, surgeons, and many other jobs (Hunter, 2002:99). Generally physical examinations help to reveal the physical fitness of job applicants and these will be covered in the following section.

5.3.2 Structured interviews

“A *structured interview* is a type of interview in which the interviewer asks a particular set of *predetermined questions*. In structured interviews, questions are planned and created in advance, which means that all candidates are asked the same questions in the same order. Structured interviews are also known as: (1) *Standardized* interviews, (2) *Patterned* interviews, (3) *Planned* interviews, (4) *Formal* interviews. *Advantages of structured interviews*. Since in structured interviews all the candidates are asked the

⁵⁵ Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

same questions, it's easy to compare their answers and [hire the right job candidate](#). You can evaluate candidates in a most objective and fair way, which also makes structured interviews more legally defensible”⁵⁶ (Martic, 2018, www.talentlyft.com/).

5.3.3 Unstructured interviews

“An *unstructured interview* is a type of interview in which the interviewer asks questions which are not prepared in advance. In unstructured interviews, questions arise spontaneously in a free-flowing conversation, which means that different candidates are asked different questions. Unstructured interviews are also known as (1) *Informal* interviews, (2) *Casual* interviews, (3) *Free-flowing* interviews. *Advantages of unstructured interviews*. The main advantage of an unstructured interview is their personalized approach. This is especially useful when you compare candidates who are equally qualified or for jobs where their [personality](#) and [communication skills](#) are crucial. Additionally, since unstructured interviews allow for a free-flowing conversation, they seem much more casual and help candidates relax and feel more comfortable during the interview” (Martic, 2018, www.talentlyft.com/).

5.3.4 Semi-structured interviews

“A *semi-structured interview* is a type of interview in which the interviewer asks only a few predetermined questions while the rest of the questions are not planned in advance. In semi-structured interviews, some questions are predetermined and asked all candidates, while others arise spontaneously in a free-flowing conversation. Semi-structured interviews are also known as: (1) *Moderately* structured interviews, (2) *Hybrid* interviews, (3) *Combined* interviews. *Advantages of semi-structured interviews*. Since semi-structured interviews combine both the structured and unstructured interview styles, they can offer the best from both worlds. They can secure objective comparison of candidates, but at the same time provide a more personalized and spontaneous approach that allows exploration of interesting

⁵⁶ Martic, K. (2018) *Difference Between Structured, Unstructured and Semi-Structured Job Interviews*. Available from: <https://www.talentlyft.com/en/blog/article/92/difference-between-structured-unstructured-and-semi-structured-job-interviews>

points in specific candidate's resume" (Martic, 2018, www.talentlyft.com/). Semi-structured interviews have a high reliability and validity since they are comprised of elements from both the structured and unstructured interviews.

5.3.5 Panel interviews

In general when job candidates are interviewed by many interviewers in an interview session with their potential employer it is referred to as a *panel interview*. Panel interviews are mostly useful in situations where the job vacancy is categorized as a high knowledge position at the top of the organizational structure (Hunter, 2020:101). For example, most of the leading universities in the world use panel interviews to select their academic and research employees' since they are high knowledge organizations. Universities ensure that they select job applicants (*academics/researchers*) who can continue to help maintain their global learning, teaching, research and innovation excellence. The various ways a job candidate can use to score a high point rating during the interview are discussed in the next section.

5.4 How you can successfully score high points during your job interview

Every single day the job market is becoming more complex and most of the organizations located in different parts of the world are now hiring job candidates who tend to score high points in their recruitment & selection processes. "Although in the moment they might seem larger than life, interviewers are people just like you. That means they're susceptible to the same psychological preferences and [cognitive biases](#) that affect the rest of us. Simple tweaks to the way you speak and hold yourself can make you seem much more [more likable](#), [competent](#), and hireable in their eyes"⁵⁷(Lebowitz, 2015, www.businessinsider.com).

5.4.1 "Be punctual, but not too early. Arriving 15 to 20 minutes before your scheduled interview is acceptable"⁵⁸ (Sarkis, 2012, www.psychologytoday.com). In general arriving a bit early for a

⁵⁷ Lebowitz, S (2018) *21 Psychological Tricks That Will Help You Ace a Job Interview*. Available from: <https://www.businessinsider.com/psychological-tricks-to-ace-job-interview-2017-3>

⁵⁸ Sarkis, S.M. (2012) *10 Ways to Ace a Job Interview*. Available from: <https://www.psychologytoday.com/us/blog/here-there-and-everywhere/201206/10-ways-ace-job-interview>

job interview helps to give the interviewee sometime to calm down and relax while filling in any required paperwork if available or briefly reading through their resume/CV (Sarkis, 2012, www.psychologytoday.com). Interviewees' who arrive late for their job interviews are simply portrayed as lazy or lacking poor time management skills and nowadays almost each and every employer aims to hire job candidates with good time management skills.

5.4.2 ““*Know how to answer the infamous "What are your weaknesses?" question. If you answer with, "I don't really have any weaknesses", it doesn't make you look confident - instead, you look arrogant and lacking in the ability to self-reflect*”⁵⁹ (Sarkis, 2012, www.psychologytoday.com). Generally in life no one is perfect thus it is critical for interviewees to answer such questions honestly by describing a job related task they usually struggle to properly accomplish and the interviewee must also clearly state that they are currently making an effort to address the particular challenge to improve their performance.

5.4.3 ““*Schedule your interview around 10:30 a.m. on a Tuesday. According to Glassdoor, the "best" time to arrange an interview is the time that's best for the interviewer — not the time that's best for you. So if the hiring manager offers you some flexibility in choosing an interview time, ask if you could come in around 10:30 a.m. on a Tuesday. That's likely when your interviewer is relatively relaxed. In general, you should avoid early-morning meetings because your interviewer may still be preoccupied with everything they need to get done that day. You'll also*

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⁵⁹ Sarkis, S.M. (2012) *10 Ways to Ace a Job Interview*. Available from:

<https://www.psychologytoday.com/us/blog/here-there-and-everywhere/201206/10-ways-ace-job-interview>

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want to avoid being the last meeting of the workday, as your interviewer may already be thinking about what they need to accomplish at home”⁶⁰ (Lebowitz, 2015, www.businessinsider.com).

5.4.4 “*Match the color of your outfit to the image you want to project*” (Lebowitz, 2015, www.businessinsider.com). Job candidates when they wear clothes that clearly represent their (1) personality, (2) who they really are (*within*) and (3) their attitude towards their career plans they naturally boost their confidence, creativity and happiness during the whole interview process.

5.4.5 “*Tailor your answers to the interviewer's age. You can learn a lot (but not everything) about your interviewer and what they want to hear based on their generational age*” (Lebowitz, 2015, www.businessinsider.com).

5.4.6 ““*Find something in common with your interviewer. According to the "similarity-attraction hypothesis," we tend to like people who share similar attitudes. So if you know your interviewer really values community service and you do, too, try to work that topic into your conversation*”” (Lebowitz, 2015, www.businessinsider.com).

5.4.7 ““*Mirror the interviewer's body language. The "chameleon effect" is a psychological phenomenon that describes how people tend to like each other more when they're exhibiting similar body language. So if your interviewer is leaning forward in his chair and putting his hands on the table, feel free to do the same. Chances are he won't notice that you're copying him*”⁶¹ (Lebowitz, 2015, www.businessinsider.com).

5.4.8 ““*Be candid about your weaknesses. In answering the question "What's your greatest weakness?" your initial impulse might be to craft a strategic response that really emphasizes your*

⁶⁰ Lebowitz, S (2018) *21 Psychological Tricks That Will Help You Ace a Job Interview*. Available from: <https://www.businessinsider.com/psychological-tricks-to-ace-job-interview-2017-3>

⁶¹ Chartrand, T. L. and Bargh, J.A. (1999) The Chameleon Effect: The Perception-Behaviour Link and Social Interaction. *Journal of Personality and Social Psychology*, Vol.76 No. 6, 893-910.

strengths. For example, you might say, "I'm such a perfectionist" or "I work too hard."⁶² (Lebowitz, 2015, www.businessinsider.com).

5.4.9 “*Speak expressively.* If you want to sound smart, avoid speaking in monotone” (Lebowitz, 2015, www.businessinsider.com).

5.4.10 “*Make eye contact when you first meet your interviewer.* Don't be bashful — when your interviewer comes to greet you, look them in the eye” (Lebowitz, 2015, www.businessinsider.com).

5.4.11 “*Showcase your potential.* You might be tempted to tell your interviewer all about your past accomplishments — but research suggests you should focus more on what you could do in the future, if the organization hires you” (Lebowitz, 2015, www.businessinsider.com).

5.4.12 ““*Don't discount the pre-interview small talk.* Recent research suggests that seemingly idle chitchat before the interview really gets started — what psychologists call "rapport building" — can make a big impact on the interviewer's impression of you”” (Lebowitz, 2015, www.businessinsider.com). The various ways people can prepare for job interviews will be covered in the following section.

5.5 How to prepare for employment interviews

Every single day the job market is becoming more complex and most of the organizations located in different parts of the world are now hiring job candidates who manage to successfully score high points in their recruitment & selection processes. There are numerous ways job candidates can use to give themselves a competitive edge during the job interview. These include the following:

5.5.1 “*Do your research.* Look up the company.” (Sarkis, 2012, www.psychologytoday.com). It is important for the interviewee to carry-out some form of personal research in order to look for the organizations’ current competitors or customers. Furthermore, the interviewee must carry-out research to find-out if there are any current/previous publications produced by the organization

⁶² Lebowitz, S (2018) *21 Psychological Tricks That Will Help You Ace a Job Interview*. Available from: <https://www.businessinsider.com/psychological-tricks-to-ace-job-interview-2017-3>

(websites news press releases, yearly financial reports, newsletters, books, journals and so on) as they usually help to clarify the organization's vision, mission, competition, market position, stakeholders and its recent various business activities⁶³ (Sarkis, 2012, www.psychologytoday.com).

5.5.2 “*Role-play your interview.* The old joke goes, "How do you get to Carnegie Hall? Practice, practice, practice”” (Sarkis, 2012, www.psychologytoday.com). It is important for interviewees to have a person they know whom they can kindly ask for help to practice for their job interview through role playing the interview. In addition the individual who will be chosen by the interviewee to help them role play the interview must be someone with a certain level of experience or knowledge on how to conduct and assess a job interview. The interviewee must be prepared to (1) learn to listen/observe and (2) be able to identify their mistakes during the role playing session so that they do not repeat such mistakes in the actual job interview (Sarkis, 2012, www.psychologytoday.com).

5.5.3 “*Practice your handshake.* Your handshake says a lot”⁶⁴ (Sarkis, 2012, www.psychologytoday.com). When a job candidate shakes the hands of his or her interviewers for the first time it is critical for the job candidate to ensure that they do it in a manner that shows high level of confidence, energy and excitement for being present in the room as this helps to show that they have strong social skills (Sarkis, 2012, www.psychologytoday.com).

5.5.4 “*Learn a company's culture, but be genuine.* A business has its own culture, or set of social norms (behaviors)” (Sarkis, 2012, www.psychologytoday.com). Personal research is important

⁶³ Sarkis, S.M. (2012) *10 Ways to Ace a Job Interview*. Available from:

<https://www.psychologytoday.com/us/blog/here-there-and-everywhere/201206/10-ways-ace-job-interview>

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⁶⁴ Sarkis, S.M. (2012) *10 Ways to Ace a Job Interview*. Available from:

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before an interviewee attends a job interview in an organization in order to help the interviewee to familiarize themselves with the corporate culture of their potential employer. For instance their dress code, organizational systems, processes and so on (Sarkis, 2012, www.psychologytoday.com). When an interviewee learns about the organization's way of doing things or culture it becomes easy for them to know the do's and don'ts during the interview as this helps them to score high points.

⁶⁵Furthermore, according to Randstad (2018, www.randstad.com.au/) interview tips:

5.5.5 Be prepared

One of the biggest challenges candidates face when they are being interviewed is being able to articulate their ability to do the job they have applied for, and this is often down to nerves. To lessen your anxiety, before the interview it is important for you to take some time to practice selling yourself. Think about your top five strengths, weaknesses and accomplishments. Take some time prior to your interview to consider the types of questions the hiring manager may ask you during the interview and prepare how you plan to answer these questions. Write down your answers and then practice saying them out-loud - either to yourself in a mirror, or to a friend or family member. The more practice you have, the more articulate and believable you will be during the interview.

5.5.5.1 Do your homework

Before you head to the interview, take time to familiarise yourself with the company you are interviewing with. Visit their website, read recent news articles they feature in, and even do some searches of your LinkedIn network to see if you have any connections to people who work within the company. Business leaders love applicants who can demonstrate that they know more about the company than just the position they are interviewing for - it shows that you are proactive, inquisitive and demonstrate an active interest in the organisation.

5.5.5.2 Dress for success

Depending on the role you are going for, choose your interview attire carefully. Even though you may have a personality which is larger than life (*with the wardrobe to match*), try to dress

⁶⁵ Randstad (2018) *Interview Tips*. Available from: <https://www.randstad.com.au/job-seekers/resource-centre/interview-tips/>

conservatively, at least for the first interview so that you can gauge the type of working environment that your prospective role will be in. No matter if its business casual or full corporate dress, make sure your clothes are clean and tidy - people often make subconscious judgement's based on appearances, so you want to do everything you can to impress and one of the easiest ways to show your professionalism is through what you wear. Dressing for success will not only give a great first impression, but will also bolster your confidence during the interview.

5.5.5.3 Leave plenty of time for travel

Unless your potential employer happens to be right next door to where you live, there's a good chance you will need to travel to reach your destination. Regardless of whether you plan to go by public transport or car, make sure you take some time before the interview to assess how long it will take you to get there, and also alternate routes in case of an emergency - you never know what obstacles you might face on the day! Many employers list punctuality as a key trait they are looking for in a candidate, and turning up late to your interview is a major blunder. Try to arrive at least 10 minutes before the interview - the advantage also gives you some added time while you are waiting for your meeting to begin, take a moment to relax and 'get in the zone'⁶⁶ (Randstad, 2018, www.randstad.com.au/). *“Used with permission from Microsoft”. [Employee Selection: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.* Issues relating to what the job candidates must do during the interview will be covered in the following section.

5.6 What you must do ‘during the interview’ and what you must do when ‘ending the interview’

According to Randstad (2018, www.randstad.com.au/):

5.6.1 During the interview

5.6.1.1 Don't forget to smile

⁶⁶ Randstad (2018) *Interview Tips*. Available from: <https://www.randstad.com.au/job-seekers/resource-centre/interview-tips/>

Every second counts in an interview - even before you meet the hiring manager. From the minute you enter the workplace to the time you exit the building, it is important to appear friendly and outgoing (even if this is not something that comes naturally to you). Make an effort to smile and say hello to everyone you interact with - from the receptionist to the interviewer and anyone in between. Interviewers will often confer with support staff to see if their impression of you matches how you interacted with all who came into contact with you - in fact, many hires have been influenced by the receptionist or administrative staff.

5.6.1.2 Be aware of your body language

You only have one chance to make a positive first impression, and the way a potential employer perceives you in that split second can either make or break a job interview within the first five minutes. Appear friendly and outgoing, and make sure you have a firm, confident handshake from the beginning. Body language provides unconscious messages to your future employer and you can use it to your advantage. In the interview, if you are sitting, sit up straight with your hands visible either crossed lightly in your lap or on the table. Never lie in an interview. You will either get caught-out immediately or once you have landed the job - either way dishonesty doesn't sit well with employers. It is better to be honest about your skills and be turned down for the job than to lie and be unable to execute it.

5.6.1.3 Demonstrate your confidence

Self assurance and high self esteem are sought-after attributes employers look for in potential candidates - so even if you tend to be introverted or shy usually, it is imperative that during your interview you make a concerted effort to muster as much confidence as you can. A big factor when it comes to overcoming your fear is being prepared - even if you are not naturally a confident speaker, if you put in the ground work before you go research the company, the role and your interviewer, this will help you to remain calm during the interview. Even if you are not feeling confident you can still outwardly project confidence by maintaining eye contact at all times, and being aware of your posture - try to sit forward in your chair. Keep your voice level and be animated in your body language so that it demonstrates your interest and enthusiasm for the job. These actions can maintain or generate momentum during the interview. This is especially important when you are doing multiple interviews on the same day. The energy level must be as high for the last interview as it is for the first interview.

5.6.1.4but don't be arrogant

There is a fine line between displaying confidence and arrogance. Going into your interview with an aggressive, overbearing attitude may end up losing you the job, as no-one wants to work with someone who is difficult. Try to come across as confident but humble, and avoid behavior that comes across as cocky or know-it-all⁶⁷.

5.6.1.5 Ask questions

The most effective and successful job interviews are those where an active two-way conversation takes place, so throughout your interview remain alert and responsive. Where possible, ask questions about the role to show your interest & try to interject some of your own personality. This is also where you can show off some of the research from your initial knowledge gathering session. Remember, this is not just an interview for the hiring manager to get to know you, but it's also an opportunity for you to find out if it is really a place where you would like to work so use the time wisely. Get a feel for the company culture as well as the types of benefits you would enjoy as an employee if you were successful in the role. A few strategic questions can demonstrate your intelligence, analytical skills and assertiveness. Some great questions to ask are:

- Who previously held the position, and what was their reason for leaving?
- What does success look like in this role?
- Does the company invest in training for its staff, if so is it internal learning development or offsite?
- If I were successful in the role, are there opportunities for career advancement & development in the future?
- I read in ____ that your company is expanding into Asia Pacific - does this mean, if I were to be successful in the role, there would be travel opportunities?
- What is the team culture like? How many people would I be working with on a day to day basis?

5.6.1.6 Connect the dots

⁶⁷ Randstad (2018) *Interview Tips*. Available from: <https://www.randstad.com.au/job-seekers/resource-centre/interview-tips/>

During the interview hiring managers will often ask you to outline your skills and experience from previous roles and then demonstrate how this experience directly relates to the roles and responsibilities outlined for this new job. In your answer, it's important to show not only that you have completed the required task, but also how you went above and beyond the initial task required to deliver exceptional service. For example, perhaps you helped to solve a customer complaint, but what else did you do on top of this which benefited the company. Did you help train a fellow employee, or do something that created extra revenue, or save expenses etc - be specific with the amounts and how you accomplished that goal.

5.6.1.7 Remain positive

A common mistake job seekers make is to make negative comments about their previous job, manager or co-workers. By bringing this up during an interview, it could reflect badly on you and give the hiring manager a false or negative impression of you. It is for this reason that no matter what your reasons are for leaving your last job, during an interview it is important to remain neutral. If you are asked directly why you have chosen to leave your previous employer, consider citing factors such as wanting a new career path, or better training opportunities⁶⁸ (Randstad, 2018, www.randstad.com.au/). According to Randstad (2018, www.randstad.com.au/):

5.6.2 Ending the interview

5.6.2.1 Reiterate why you're perfect for the role

One of the best ways to wrap up an interview is to be open and upfront about your chances of being successful depending on your interview stage-either in securing another interview, or in securing the job outright. Ask a question such as, "having spoken at length about my experience, do you think my skills match your needs?". You may also want to ask about other applicants – how many other candidates have applied and where do you sit in terms of experience compared to them. This may seem up-front, but so long as you phrase it in a non-aggressive manner, this will demonstrate to your potential employer how serious you are about the role – and also give an opportunity to counter any reservations that the hiring manager may have about you.

⁶⁸ Randstad (2018) *Interview Tips*. Available from: <https://www.randstad.com.au/job-seekers/resource-centre/interview-tips/>

5.6.2.2 *Clearly state your interest & ask about the next steps*

At the end of the interview, it should be apparent by the way you answered the questions as well as your enthusiasm throughout the meeting that you are interested in the role – however it never hurts to reiterate this to your interviewer. Don't go overboard by begging as this will come across as desperate – just state that you are definitely interested in the position and would like to know when the next step will take place⁶⁹ (Randstad, 2018, www.randstad.com.au/). The following section will cover all the aspects pertaining to the tasks that must be done by job candidates after the interview.

5.7 What you must do 'after the interview' is finished

According to Randstad (2018, www.randstad.com.au/):

5.7.1 After the interview

5.7.1.1 *Stand out from the pack*

A great way to differentiate yourself from other interviewees is to send an email to the hiring manager after the interview. Don't write an essay – just a simple 2 paragraph email should suffice, where you thank the interviewer for his/her time, express your continued interest in the role, and opening further lines of communication should have further queries or feedback about you (Randstad, 2018, www.randstad.com.au/).

5.7.1.2 ““Follow up. If you haven't heard back in a reasonable amount of time (“reasonable” differs on how long the interviewer told you it would take before they made a decision), give the interviewer a call””⁷⁰ (Sarkis, 2012, www.psychologytoday.com). Generally feedback is critical

⁶⁹ Randstad (2018) *Interview Tips*. Available from: <https://www.randstad.com.au/job-seekers/resource-centre/interview-tips/>

⁷⁰ Sarkis, S.M. (2012) *10 Ways to Ace a Job Interview*. Available from: <https://www.psychologytoday.com/us/blog/here-there-and-everywhere/201206/10-ways-ace-job-interview>

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especially after a job candidate has attended a job interview as it helps the interviewee to become aware of the fact that they scored exceptionally well and they will be hired or whether they now qualify to proceed to the next phase of the employee selection process (Sarkis, 2012, www.psychologytoday.com). An example of how a leading global organization carries-out its in-person employment interviews will be covered in the following section.

5.8 EXAMPLE OF IN-PERSON EMPLOYMENT INTERVIEWS AT AMAZON.COM INC.

A good example of a leading global organization that has a diversity and inclusion policy is Seattle, Washington, United States of America headquartered online retail giant Amazon.com⁷¹. According to Amazon.com Inc. (2018) "*Amazon has more than 500,000 employees around the world, and from our earliest days, we've been committed to equality in our workplace. We want our employees to be empowered to speak their minds, and to be heard. Every Amazonian should feel comfortable sharing their unique perspectives, and every Amazonian should seek out the perspectives of others. We want our employees and the communities where we operate to embrace that we are all human, we are all different, and we are all equal.*" - Jeff Bezos, October 28, 2017 when accepting the Human Rights Campaign's National Equality Award (Amazon.com Inc., 2018, <https://www.amazon.com/b?ie=UTF8&node=10080092011>).

According to Amazon.com (2018) **Let's prepare for your in-person interview**

Tips before you head in

- Be prepared to explain what interests you about the role you're interviewing for and the team (or teams) you'll be meeting with.
- When answering questions, be concise but detailed. We realize it's hard to gauge how much information is too much versus not enough. An effective test is pausing after your succinct response to ask if you've provided enough detail, or if the interviewer would like you to go into more depth.

⁷¹ Amazon.com Inc. (2018) *Diversity at Amazon*. Available from; <https://www.amazon.com/b?ie=UTF8&node=10080092011>

- Follow-up if you need clarification. If you are asked a question, but are not given enough information to provide a solid answer, don't be shy about asking for more information. If additional context is not available, focus on how you would attempt to solve the problem given limited information.
- For some roles, we may ask you to complete a writing sample. Why? At Amazon, we don't do PowerPoint or any other slide oriented presentations. Instead we write narratively structured memos and silently read one at the beginning of each meeting in a kind of "study hall." These papers generally range from one to six pages and articulate the project goal(s), approach to addressing it, outcome, and next steps. Given this unique aspect of our culture, and the impact these papers have on what decisions we make as a company, being able to articulate your thoughts in written format is a necessary skill.
- We aim to hire smart, thoughtful, and customer-obsessed people. Reflect on what motivated you to pursue a career with Amazon, and be prepared to share your thought process. Although "Why Amazon?" is a standard question, it's not a formality for us. We genuinely want to understand what inspired you to explore an opportunity with us so we get a better sense of who you are.
- We try to leave a few minutes at the end of each interview to answer questions you might have, but if we don't get to all of them, please don't hesitate to ask your recruiting point of contact⁷² .

Interview day

- *Check in:* Arrive 15 minutes early, and check in for your interview. Have your government-issued photo ID ready (e.g. *driver's license, passport*).
- *Location:* Detailed instructions will be sent to you via email. Some of our offices are dog-friendly. Let us know if you need any accommodations or have allergies.

⁷² Amazon.com Inc (2018) *In-Person Interview*. Available from: https://www.amazon.jobs/en/landing_pages/in-person-interview

- *Dress code:* Comfortable and casual; while some positions in our fulfillment centers may limit certain clothing for safety reasons (*such as the need to wear closed-toed shoes*), most of our offices are filled with people wearing everyday clothes. We're interested in what you have to say, not what you are wearing.
- *What to expect:* Interviews will be a mixture of questions and discussions regarding your previous experience and challenges you've encountered. Be ready with detailed examples — concise, structured answers are ideal⁷³.
- *Interviewers:* Depending on the role, you will meet with anywhere from two to seven Amazonians. They will likely be a mix of managers, team members, key stakeholders from related teams, and a “Bar Raiser” (*usually an objective third party from another team*). All interviewers will assess potential for growth beyond the position you’re interviewing for, and focus on evaluating how well your background and skills meet core competencies, along with how they relate to Amazon’s Leadership Principles. We recommend approaching each of your interviews the same way, rather than trying to tailor answers to the interviewer’s role. Interviewers will often be taking notes on their laptops. It’s important that they have precise notes of their time with you to share with other interviewers.
- *Resume or CV:* Interviewers will have a copy, but feel free to bring one as well.
- *Duration:* Each interview session usually lasts from 45 minutes to an hour.
- *Lunch:* We will provide lunch if your interview is scheduled during the lunch hour. Let recruiting or your lunch buddy know if you have any dietary preferences.
- *Amazon Non-Disclosure Agreement:* All candidates must sign our standard Non-Disclosure Agreement. If you're unable to print and sign prior to your arrival, we'll have a copy available for you.
- *Technical roles:* If you're interviewing for a technical role, be prepared to white board.

⁷³ Amazon.com Inc (2018) *In-Person Interview*. Available from: https://www.amazon.jobs/en/landing_pages/in-person-interview

- *Virtual interviews:* If you've been asked to do a virtual interview, you will likely need to [download Amazon Chime](#), our tool for video conferencing (step-by-step guide [here](#)). If you're presenting, you will need to [download Chime](#) to your desktop. The meeting ID# will be emailed to you by your recruiting point of contact. For optimal sound quality, use a headset with a microphone⁷⁴.

Before and after the interview

- Some teams at Amazon incorporate role-specific exercises or online assessments into the interview process. You will be notified if the role you're interviewing for requires one of these.
- Confirm or book arrangements if your interview requires travel. Your recruiting point of contact will either set up your travel arrangements, or put you in touch with our travel agency to help you coordinate travel details and hotel stay.
- Expense reports should be submitted after your visit. Your recruiting point of contact will provide details regarding where and how to submit. Fill in your form clearly, and ensure scanned receipts are legible — this will help prevent reimbursement delays.
- If you need an accommodation, or have questions or concerns, please reach out, as we ensure reasonable accommodations for all individuals.
- After your interview, be on the lookout for a quick post-interview survey via email. It is important for us to know how we did so we can continually improve our process and we value your input.
- Expect to hear back from recruiting within five business days following your interview. If you don't, feel free to give us a nudge (Amazon.com, 2018, https://www.amazon.jobs/en/landing_pages/in-person-interview). An outline of all the questions job candidates must ask the interviewers are covered in the next section.

⁷⁴ Amazon.com Inc (2018) *In-Person Interview*. Available from: https://www.amazon.jobs/en/landing_pages/in-person-interview

5.9 Relevant questions you must ask interviewers during the interview

According to Kimmorley (2015, www.businessinsider.com.au) *10 questions you should be asking in your next job interview* - we're often told what to say, what not to say, what to wear, and even how to shake hands when going for a job interview.⁷⁵ But we don't always focus on the questions we should be asking the prospective employer. Personally, I can remember instances at the end of job interviews when the interviewer has asked me: "Well, do you have any questions?," and I realise I've been so caught up in trying to impress that I'm lost for word. To help with this scenario, we asked Gen George, founder of [OneShift](http://OneShift.com), for her advice on the best questions to ask an employer during a job interview. "A job interview is a two way street. You are not there to be harassed with terrifying questions. You are there so that the company, as well as yourself, can see how well you would fit the role," she says. "While you should be trying to impress your potential future employer, you also need to suss-out whether this position is suited to you." Here are ten she thinks will help job hunters.

5.9.1. What is a typical day like in this position?

You want to have a good sense of what an average day is going to be like, how busy the day will be, your main and ad-hoc responsibilities, whether the work load will be too much of a challenge or not enough. It is important to ask yourself (*and therefore the interviewer*) whether you are looking for the sort of job role where no two days are the same, or if you would prefer a more predictable role.

5.9.2. How will you measure success in my role?

It is important to get a clear idea of what is expected of you and how you will be assessed. That way if you are successful in getting the job you know exactly what your employer is expecting for you to achieve and you can then aim to not only achieve, but exceed them.

⁷⁵ Kimmorley, S. (2015) *10 Questions You Should Be Asking in Your Next Job Interview*. Available from: <https://www.businessinsider.com.au/10-questions-you-should-be-asking-in-your-next-job-interview-2015-5>

5.9.3. Is there any room for advancement in this position?

Interviewers want to know whether you are looking to progress within the company or whether you are only interested in the job as a means of making money. This question shows ambition and where your professional loyalties will lie. By asking this question you are showing that you are pursuing this job for more than your bank balance, but rather to develop your own skills and to develop the (*and within*) company.

5.9.4. Where have successful people in this position progressed to in the past?

If you are looking to progress within the company then you need to be sure if this is *a) possible* and *b) the timescale of this happening*. It also shows initiative and that you are thinking ahead, rather than starting in a job and learning three years down the line that there is still no room for progression.

5.9.5. What type of training is available for the position?

This is crucial for 2 reasons: firstly, the interviewer will be impressed that you are interested in growing within the company and bettering yourself will in turn better the company. Secondly, a job is an opportunity to learn new skills and develop existing ones. It shows you are not going to be a passive employee, but you are open (and want to) become the best version of yourself as an employee.

5.9.6. What is the company culture like?

Every company has their own culture and it is important to pre-empt whether you are going to fit in with the culture. Strong internal communication is key for effective and efficient teamwork. We have developed our own culture here at OneShift; we have a social get-together outside of the work building at least once a month, have a colorful and creative workspace, share ideas without fear of not being listened to and we celebrate each other's achievements. Instilling a culture has encouraged effective team working and consistently sparks creativity and an easy working environment across departments.

5.9.7. What is the expected salary for this position?

Many avoid this question in fear that it could create an air of awkwardness, however it shows you are being realistic and that you care about your self-worth. Don't sell yourself short. You want to make sure that you can still afford your monthly shopping sprees in Westfield. Equally, if the salary is a lot more than what you expected you want to ensure you can fulfill the role expected of you and not be overwhelmed.

5.9.8. What are the average office hours?

Getting an understanding on how the office operates is important. For example: our sales team start earlier and finish earlier, the development team start later and finish later. So getting an understanding of what your team does so you can adapt your schedule to this is key. Life of course gets in the way and will require some negotiations. It is better to be upfront with your potential employer about flexible hours you may require. For example: our UX designer picks up her child from daycare at 4:30pm each day and starts earlier than her team.

5.9.9. What are the next steps for the interview process?

This shows you are looking ahead, are proactive, and that you naturally look at the long-term goals. It also shows that you are actually passionate about the outcome of the interview and you haven't just come along for 'interview experience' or to fill some spare time.

5.9.10. When will the final decision be made?

This will help you plan your time in case you have other interviews or current work commitments in the pipeline. It will also give you an idea of when you will receive the (*good or bad*) news⁷⁶ (Kimmorley, 2015, <https://www.businessinsider.com.au/10-questions-you-should-be-asking-in-your-next-job-interview-2015-5>). The various common interview mistakes that are done by job candidates will be covered in the following section.

⁷⁶ Kimmorley, S. (2015) *10 Questions You Should Be Asking in Your Next Job Interview*. Available from: <https://www.businessinsider.com.au/10-questions-you-should-be-asking-in-your-next-job-interview-2015-5>

5.10 Common mistakes job candidates must avoid during the interview

There are so many good or bad behaviors job candidates/interviewees often do during job interviews and in most instances they assume that such behaviors do not have a significant influence on their final score rating in the interview process. It is important for interviewees to note the fact that in a job interview everything you do is more likely to influence your score rating for that particular interview. ⁷⁷According to Riggio (2015) research, and the opinions and observations of professional recruiters were used to compile this list of 10 major mistakes that are commonly made in hiring interviews. Avoid these:

5.10.1 Weak Handshake. Professional recruiters will almost always mention this. Although it seems like a trivial issue, a weak or awkward handshake may matter, and it definitely drives home the point that first impressions are critically important. Many interviewers make up their minds about a candidate very early in the interview, so start off on the right foot with a firm and confident handshake.

5.10.2 Poor Appearance. Again, first impressions matter. No matter what the job, look professional and dress well. Interviewers may be prone to stereotypes (e.g., “sloppy appearance = sloppy work”).

5.10.3 Showing Lack of Interest. Be attentive to the interviewer, make eye contact, and avoid yawning or looking disinterested. These may seem like minor behaviors which shouldn’t matter if you are qualified for the job, but remember that interviewers can be swayed by a seeming lack of interest, and may conclude that “low interest = low [motivation](#)”.

5.10.4 Too Brief Responses. Our research on hiring interviews found this to be the single most common negative behavior in job interviews – giving a one word or very brief response to questions that obviously call for a longer answer, such as “How did you enjoy your last

⁷⁷ Riggio, R. (2015) *10 Mistakes to Avoid in a Job Interview*. Available from:

<https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201509/10-mistakes-avoid-in-job-interview>

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position?” (*“Fine” is not the answer they are looking for*). Use the opportunity to fully answer the question and show that you are an engaged and motivated worker.

5.10.5 Not Demonstrating Knowledge of the Company/Position. Do your homework on the job and company you are interviewing for beforehand, and be prepared. Interviewers will commonly ask why you are interested in the particular job or company, and you should be prepared and able to show why you are a good fit and the best person for the job.

5.10.6 Rambling Responses. While too brief answers are bad, so are rambling, run-on responses. Be focused and to the point with your answers. It is ok to pause to collect your thoughts before giving a direct and complete answer, but don’t give answers that go on and on.

5.10.7 Complaining About Past Jobs. In all likelihood, the interviewer will ask about past positions and why you left. Never complain about a past employer or job. Rather than saying that the organization was bad, or the job was boring, turn it into a positive statement (*e.g., “I was looking for a position that was more challenging and utilized more of my skills”*).

5.10.8 ⁷⁸“Fatal” Statements. Our research on job interviews found that there were a number of responses given by interviewees that essentially led our interviewers to make an immediate “thumbs-down” decision. Some of the fatal statements included complaints about previous bosses, the use of profanity, or references to engaging in illegal or unethical behavior.

5.10.9 Mentioning Negative Information. Just like fatal statements, any negative information is given greater weight than positive information in the final decision. Focus on your strengths and virtues and try to turn any negatives into positive statements.

5.10.10 Lack of Etiquette. It is very important to be courteous and appear [grateful](#) for the opportunity. Saying “thank you” is imperative, and you may want to follow up with a brief email

⁷⁸ Riggio, R. (2015) *10 Mistakes to Avoid in a Job Interview*. Available from:

<https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201509/10-mistakes-avoid-in-job-interview>

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note of thanks (Riggio, 2015, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201509/10-mistakes-avoid-in-job-interview>). The various common mistakes interviewers/recruiters must avoid during interviews will be covered in the following section.

5.11 Common mistakes interviewers/recruiters must avoid during interviews

Many recruiters consciously or unconsciously often make numerous mistakes when carrying-out job interviews and in certain instances such mistakes may even make the whole interviewing process unreliable and unfair to the job candidates. According to Recruiterbox.com (2018) here's a rundown on what to avoid during the next interview you conduct:

5.11.1 Taking over. It is hard to know when to stop talking about your business. Keep your introduction short and sweet. You have to analyze the responses of candidates, so give them enough time. Let them do the talking. On an average, for a 20 minute interview, let him talk for at least 12-15 minutes.

5.11.2 Rhetorical questions about the job description. “You probably already know” or “You must be familiar with” are wrong ways to test the candidate. Ask direct questions and get the information you are seeking. Being specific and articulate will allow you to learn what they know and how they can contribute.

5.11.3 Probing too deep into how they spend their personal time. It isn't wrong to assume that the way someone spends their time off can reveal a great deal about them. So asking a couple of questions about their hobbies is fine. But analyzing in detail how it's going to help you on the job is stretching it. Maybe the candidate is a couch potato who only likes to watch television. That doesn't mean he or she is not qualified or capable.

5.11.4 Stress interviewing. Commonly used technique of grad schools but definitely avoidable in a small business. It's tough enough competing with the big brands and pay packets. Why would you want to convey an impression of potential stress to an employee? Asking rapid-fire questions, rudely interrupting him or asking for impossible solutions are techniques that should be strictly avoided.

5.11.5 *Sparing newbies the difficult questions.* If you feel a little sorry for the fresh college grad, here's a little insight for you – the most successful CEOs in the world are dropouts who handled worse. Do you think they got a cakewalk from their customers because they were new? It's tougher when you're new. So they need to be better prepared, you don't need to go easy on them.

5.11.6 *Falling for the well-presented candidate.* You might have seen candidates that are smartly dressed and have a confident disposition. They know how to make a good impression but don't forget to delve deep into what they have accomplished besides a well turned out suit⁷⁹ (Recruiterbox Inc., 2018, <https://recruiterbox.com/blog/6-mistakes-to-avoid-while-conducting-an-interview>). The different types of selection interview biases will be covered in the following section.

5.12 Common selection interview biases

According to the Human Resources Council of Canada (2018) *Interview selection biases: Be aware of bias in the interview process.*⁸⁰ The following is a list of common biases that can occur when interviewing candidates:

- *Leniency/Strictness Bias* occurs given people differ in how they evaluate people; some interviews are very liberal and lenient, while others are critical and demanding. This bias tends to raise or lower the scores of people who are interviewed.
- *Halo Effect* occurs when the interviewer lets one favoured qualification, trait, or experience influence all other factors, resulting in an unduly high overall performance rating.
- *Horns Effect*, similar to the halo effect, allows one disfavoured qualification, trait, or experience take precedence and result in an unfairly low candidate rating.
- *Similarity Effect* occurs when an evaluator rates a candidate based on characteristics the appraiser sees in themselves. Interviewers have an unconscious tendency to favor people who are physically and professionally similar to them.

⁷⁹ Recruiterbox Inc. (2018) *6 Mistakes to Avoid While Conducting an Interview*. Available from: <https://recruiterbox.com/blog/6-mistakes-to-avoid-while-conducting-an-interview>

⁸⁰ Human Resources Council of Canada (2018) *Right People: Selection*. Available from: <http://hrcouncil.ca/hr-toolkit/right-people-selection.cfm>

- *Appraiser Biases* occurs when an evaluation is based on individual demographic differences. Personal beliefs, attitudes, assumptions, and preferences can lead to unfair evaluations of candidates.
- *Primacy Effect* is associated with "the first impression," interviewers' first impressions of a candidate can often play a powerful role in their subsequent assessment.
- *Contrast Effect* occurs when one's individual ranking is based on one's position relative to others in the group. If the interview pool consists of a number of outstanding candidates, it is extremely difficult for an average candidate to be picked as number one, but in a substandard pool, the average candidate may inexplicably stand out⁸¹ (Human Resources Council of Canada, 2018, <http://hrcouncil.ca/hr-toolkit/right-people-selection.cfm>). The conclusion of this chapter will be covered in the next section.

5.13 Conclusion

It can therefore be concluded that general employment or job interviews are an effective tool used by the organization during its employee selection process with the aim of helping it to have an in-depth understanding of the organization. Nowadays job interviews help provide a vital opportunity for the human resources management to meet the job applicant, observe their behavior, reasoning, gather information on the reasons for their interest in working for the organization, intention to leave their current or past employer, career goals and so on. Job interviews are generally subjective and vulnerable to bias by the interviewees unless pre-interview training is first carried-out with the interviewees. Therefore, it can also be concluded that the different types of interviews that can be used by organizations today include: stress interviews, structured interviews, unstructured interviews, panel interviews, final interviews, coffee interviews, group interviews, informational, case, competency based interviews, lunch & dinner interviews, off-site interviews, mock interviews and many others.

5.14 Review questions

(1) Define the terms 'interview' and 'employment interview'? Please explain at least 4 types of job interviews?

⁸¹ Human Resources Council of Canada (2018) *Right People: Selection*. Available from: <http://hrcouncil.ca/hr-toolkit/right-people-selection.cfm>

(2) Describe what job candidates must 'do' during the employment interview session and what they must not do during the interview?

(3) Identify at least 10 questions job candidates must ask interviewers?

(4) Describe the various common selection interview biases?

Chapter 6: Selection tests

After reading this chapter you should be able to:

- Define the term ‘selection test’.
- Describe the history of employee selection tests.
- Discuss the common selection tests.
- Explain in detail the legal aspects surrounding selection tests globally.

6.1 Introduction

“Organisations typically use several different methods to assess job applicants: you will usually be asked to complete an application form, send in a copy of your resume and attend at least one interview. One method that is becoming increasingly used is employee selection tests”⁸² (Psychometric Success, 2018, www.psychometric-success.com). One of the most effective strategies that is used by organizations nowadays to screen job applicants is the use of pre-employment screening prior to carrying-out job interviews with the job applicants. The benefit of pre-employment testing empowers the human resources department to quickly identify and remove job applicants that do not have the required person qualities, skills, experience and so on that is needed for a job incumbent to easily fit-in with the corporate culture. And become highly competent on the open vacancy since the employment of new employees is very costly especially when more financial resources must be allocated towards the training or coaching in order for the new employees to start performing as expected or become competent (Gluck, 2018). Many institutions require people to be tested such as schools, universities and colleges to measure if the student has the required minimum intelligence and aptitude rates. Fairness in evaluating the competencies of job candidates by the organization can be enhanced through carrying-out selection tests. Employment tests help the organization to maintain its reliability, accuracy and integrity standards when conducting the selection process. In certain countries the labour laws require employers to ensure that

⁸² Psychometric Success (2018) *Employee Selection Tests*. Available from: <https://www.psychometric-success.com/faq/faq-employee-selection-tests.htm>

their selection tests are reliable, valid, fair and so on⁸³ (Hunter, 2002:103). While on the other hand in other countries employment tests are completely prohibited by the Constitution. Nowadays global organizations use selection tests to choose suitable job applicants. The meaning of the term selection test will be discussed in the following section.

6.2 Define the term ‘selection test’

Several leading industrial psychologists, management gurus and academics have developed different definitions for the term ‘selection test’. A *selection test* in general refers to a test that is used by an organization to predict the performance of the job applicant on-the-job and they also help to check if the job applicant has the right person qualities that are needed to cope with the work pressure (Hunter, 2002:103). According to Psychometric Success (2018) these tests aim to provide a potential employer with an insight into whether you will be able to cope with the intellectual demands of the job and how well you work with other people⁸⁴ (Psychometric Success, 2018, www.psychometric-success.com). The next section will cover aspects about the various the common selection tests.

6.3 Common selection tests

The eight common general employment selection tests that are used by most of the organizations nowadays are depicted in Figure 6.1 below.

⁸³ Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

⁸⁴ Psychometric Success (2018) *Employee Selection Tests*. Available from: <https://www.psychometric-success.com/faq/faq-employee-selection-tests.htm>

Figure 6.1 Eight common employee selection tests



Source: Modified: (Hunter, 2002; Venne, 1987:12, www.irc.queensu.ca/; Psychometric Success, 2018, www.psychometric-success.com/)

6.3.1 Cognitive tests

As depicted in Figure 6.1 generally cognitive tests are also known as ability or intelligence tests. “*Intelligence tests* are designed to measure a wide variety of mental abilities and skills such as general knowledge, arithmetic, vocabulary, reasoning ability and visual perception (Hunter, 2002:109). According to Maguire (2015) new research from the [University of Sydney](http://www.usbs.edu/) Business School (USBS) has shown that candidates who perform well in intelligence tests used for pre-employment screening are not necessarily the best choice to fill a vacant position. Researchers found that traditional tests – which are typically carried out in “artificial environments” – only

measure ‘intelligence capacity’ and fail to establish ‘realized intelligence’. The latter refers to the level of intelligence that can be achieved when the candidate is faced with multiple demands in a real-world setting. “Firms often hire people who have a high intelligence capacity and perform best in traditional intelligence tests but ignore those who might not perform as well in these kinds of tests but have a high realized intelligence and are better in the real-world,” said Dr Stefan Volk, senior lecturer at USBS. Speaking to *HC*, Volk explained that his research applied neuroscience to problems faced within the world of business. “We used these findings to try to understand how we can conceptualize and measure intelligence in the workplace,” he said. The researchers studied a specific brain system that’s depleted when individuals engage in multiple tasks at the same time. According to Volk, there were two clear types of intelligence: (1) Intelligence capacity – This is the maximum intelligence an individual can achieve in an “ideal setting”. Intelligence capacity is what is generally measured by most organizations’ testing methods. (2) Realized intelligence – This is the intelligence that can be realized when coping with multiple demands at the same time. “Those who perform well in classic intelligence tests are not the same people who perform well in realized intelligence scenarios,” Volk explained. “Organizations need to be aware of the difference.” He continued that the nature of the role a candidate is being tested for should dictate which intelligence category the employer measures. “For positions in restricted environments, such as researchers, it’s perfectly fine to use traditional tests to measure intelligence capacity,” Volk said. “But for positions where the employee has to engage in multiple tasks at the same time, we are proposing other tests. Volk explained that classic intelligence tests typically involve the candidate sitting at a computer answering questions focused on one specific task. “Our proposed tests measure how people are affected when being faced with multiple tasks at the same time,” he said. Participants in the proposed tests are instructed to perform a simple cognitive task such as reading out a passage, or making a calculation. “They are then given pictures, letters or numbers to memorize while they do this, so they have to keep that information in mind while they complete the original task.” Volk explained that these tests can be completed at various levels of difficulty. “They allow you to see the degree to which people are able to retain their intelligence capacity,” he said. “This allows you to measure how their level of realized intelligence drops when multitasking.”⁸⁵ (Maguire,

⁸⁵ Maguire, J. (2015) *Can Intelligence Tests Really Help You to Choose Smart Candidates?* Available from: <https://www.hcamag.com/hr-news/can-intelligence-tests-really-help-you-to-choose-smart-candidates-206764.aspx>

2015, www.hcmag.com). According to Hunter (2002:109) intelligent tests usually result in a score which is called the person's Intelligence Quotient (IQ) which is the ratio of the actual test score divided by the standard or average score achieved by a large sample of people on the test, multiplied by 100. For example, if a person achieves a score of 320 on a particular test and the average score achieved by the sample group was 280, then the person's IQ is:

$$\frac{320}{280} = 114$$

A person who has an IQ of more than 100 has an intelligence level which is above average for that particular test⁸⁶ (Hunter, 2002:109).

6.3.2 Aptitude tests

Generally both aptitude tests and intelligence tests tend to measure the same traits in people particularly the different levels of abilities they have. "The distinction between the two terms is one of degree and specification (with intelligence viewed as a general trait and aptitude viewed as a specific trait)" (Venne, 1987:12, www.irc.queensu.ca/). *Aptitude tests* are also viewed as important specialized tests that particularly aim to assess intellectual capabilities for instance when conducting clerical aptitude tests the test places more attention on the intellectual factor of perceptual speed that is needed for this type of test⁸⁷ (Guion, 1965 cited in Venne, 1987:12, www.irc.queensu.ca/). According to Stone and Ruch (1979) cited in Venne (1987:12) define *cognitive ability or aptitude tests* as "those that measure an individual's capacity or latent ability to learn as well as to perform a job that has been learned" (p.4-138)⁸⁸ (Stone and Ruch, 1979 cited in Venne, 1987:12, www.irc.queensu.ca/). Examples of aptitude scales include the

⁸⁶ Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

⁸⁷ Guion, R. M. 1965. *Personnel Testing*. New York: McGraw Hill.

⁸⁸ Stone, C. H. and F. L. Ruch. 1979. *Selection, Interviewing, and Testing*. In ASPA Handbook of Personnel and Industrial Relations, edited by D. Yoder and H. G. Heneman. Washington D.C.: Bureau of National Affairs. 4-117-4-158.

following: High Level Scales and Senior Attitude Test (*SAT*). “For example, jobs that require you to handle figures on a day to day basis may have a higher proportion of **numerical reasoning questions**, whereas tests used for information technology jobs tend to have a higher proportion of **abstract reasoning questions**.”

6.3.2.1 [Verbal Ability Tests](#) – Includes spelling, grammar, ability to understand analogies and follow detailed written instructions.

6.3.2.2 [Numeric Ability Tests](#) - Includes basic arithmetic, number sequences and simple mathematics. In more complex numerical critical reasoning questions, blocks of information are provided that require interpretation.

6.3.2.3 [Abstract Reasoning Tests](#) - Measures your ability to identify the underlying logic of a pattern and then determine the solution. They are deliberately designed so that the visual problem-solving strategy will work better than any other approach.

6.3.2.4 [Spatial Ability Tests](#) - Measures your ability to manipulate shapes in two dimensions or to visualize three-dimensional objects presented as two-dimensional pictures.

6.3.2.5 [Mechanical Aptitude Tests](#) - Designed to assess your knowledge of physical and mechanical principles.

6.3.2.6 [Data Checking Tests](#) - Measure how quickly and accurately errors can be detected in data and is used to select candidates for clerical and data input jobs.

6.3.2.7 [Work Sample Tests](#) – Involves a sample of the work that you will be expected to do. These types of test can be very broad ranging. They may involve exercises using a word processor or spreadsheet if the job is administrative or they may include giving a presentation or in-tray exercises if the job is management or supervisory level”⁸⁹ (Psychometric Success, 2018, www.psychometric-success.com/).

⁸⁹ Psychometric Success (2018) *Psychometric Tests - Personality Questionnaires*. Available from:

<https://www.psychometric-success.com/psychometric-tests/psychometric-tests-personality-questionnaires.htm>

6.3.3 Personality tests

““The companies that produce [personality tests](#) and the human resources staff who use them invariably refer to these tests as personality ‘questionnaires’ rather than ‘tests’. This is done to avoid giving the impression that there are right and wrong answers and that the test can be either passed or failed. Obviously, no one type of personality is necessarily better or worse than any other. However, remember that you are being given this test for a reason, the employer is plainly looking for something otherwise they would not be investing time and money on the testing process. Psychologists define personality as: *“The particular pattern of behavior and thinking that prevails across time and contexts, and differentiates one person from another.”* In trying to understand these behavior patterns, psychologists attempt to identify and measure individual personality characteristics, often called [personality traits](#). A *personality trait* is assumed to be some enduring characteristic that is relatively constant. This is opposed to the present temperament of that person which is not necessarily a stable characteristic”” (Psychometric Success, 2018, www.psychometric-success.com). Generally potential employers are often given a detailed overview about the sort of personality style and preferences each job applicant possesses through using personality tests during the selection process. It is important to point-out the fact that each type of job and working environment has a certain type of personality that suits it better than others thus it is the responsibility of the human resources department of the organization to ensure that it selects new employees with personalities with a person-organization fit. The Myers-Briggs test is one of the most commonly used personality test in organizations nowadays during the selection testing process since it evaluates if the job applicant falls towards extroversion or introversion, sensing or intuition, thinking or feeling, and judging or perceiving. A good example is that of a salesperson vacancy which often requires a person with an extroverted personality since salespeople often conduct meetings face-to-face with customers in the field in order to sell, educate and demonstrate the benefits of their products/services to customers in a manner that boosts the image of the organization. In addition an open vacancy such as a junior accounting vacancy is often characterized by ‘back office’ day-to-day job tasks that do not require the job incumbent to conduct face-to-face interactions with customers or the general public on a regular basis thus job applicants with introverted personalities are more suitable for such types of job posts (Gluck, 2018).

6.3.4 Performance tests

Achievement tests are also known as ‘performance tests’ or ‘job knowledge tests’ and they aim to measure a job applicant’s current knowledge level and they can also be used to measure the newly acquired skills and knowledge by employees during structured training programs. “*Proficiency tests* (also called competency or achievement tests). These are tests which are designed to determine the applicant’s skills and knowledge in relation to job and are based on tasks which are typically performed in the job” (Hunter, 2002:108). For example achievement tests can be conducted in the form of written review exercises or writing tests after classroom training exercises. In general every job has a level of performance level and key areas that need to be performed to a certain level in order for it to be successfully completed. A good example is that of a vacancy of a driver (*a road test is used to assess their performance*) and a human resources consultant vacancy (*a short exercise is given to the applicant to design an induction and socialization program for new employees*). The nature of performance tests makes them good selection judgement tools human resources management specialists can use to select candidates to employ.

6.3.5 Interest tests

In general interest tests help to measure if the applicant will be more likely to have high job satisfaction whilst on-the-job. The work activities a job applicant tends to like about the job usually helps to predict if the applicant will be happy and some of the most commonly used tests include: the Kuder Interest Questionnaire and Field Interest Inventory⁹⁰ (Hunter, 2002:109).

6.3.6 Polygraph testing (Honesty tests)

According to the United States Department of Labor (2018) the Employee Polygraph Protection Act (EPPA) prohibits most private employers from using lie detector tests, either for pre-employment screening or during the course of employment. Employers generally may not require or request any employee or job applicant to take a lie detector test, or discharge, discipline, or discriminate against an employee or job applicant for refusing to take a test or for

⁹⁰ Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

exercising other rights under the Act. Employers may not use or inquire about the results of a lie detector test or discharge or discriminate against an employee or job applicant on the basis of the results of a test, or for filing a complaint, or for participating in a proceeding under the Act. Subject to restrictions, the Act permits polygraph (*a type of lie detector*) tests to be administered to certain job applicants of security service firms (*armored car, alarm, and guard*) and of pharmaceutical manufacturers, distributors and dispensers⁹¹ (United States Department of Labor, 2018, Employee Polygraph Protection Act (*EPPA*)).

6.3.7 Drug Testing

Most of the organizations that carry-out drug testing during their selection process screen their prospective employees to check if they are taking any illegal substances or drugs and these drug tests are often done at a certified health testing facility and qualified health professionals require either blood or urine samples and in certain instances they may draw both from the prospective employee. Modern day drug testing methods can identify illegal drug use dating back as far as 6 months – 1 year despite the fact that they are costly to conduct whilst drug tests that produce tests covering a time duration of one month are often much cheaper to conduct. For example in the United States of America transport organizations often use drug testing when hiring truck drivers to limit liability in case a work related accident occurs (Gluck, 2018).

6.3.8 Medical testing

Every organization aims to promote both good mental and physical health amongst its employees. Generally certain types of jobs often require job applicants with excellent physical health fitness thus job applicants must first undergo physical fitness tests at certified health facilities so that they may be able to progress to the next step of the hiring process of the organization. Typical good examples of jobs that often require job applicants with excellent physical health fitness include the following: sports training, firefighting, animal training, military, police, prison services, private security guards, underground miners and many other careers (Gluck, 2018). However, in other countries the labour legislation does not permit medical

⁹¹ United States Department of Labor (2018) *Employee Polygraph Protection Act (EPPA)*. Available from:

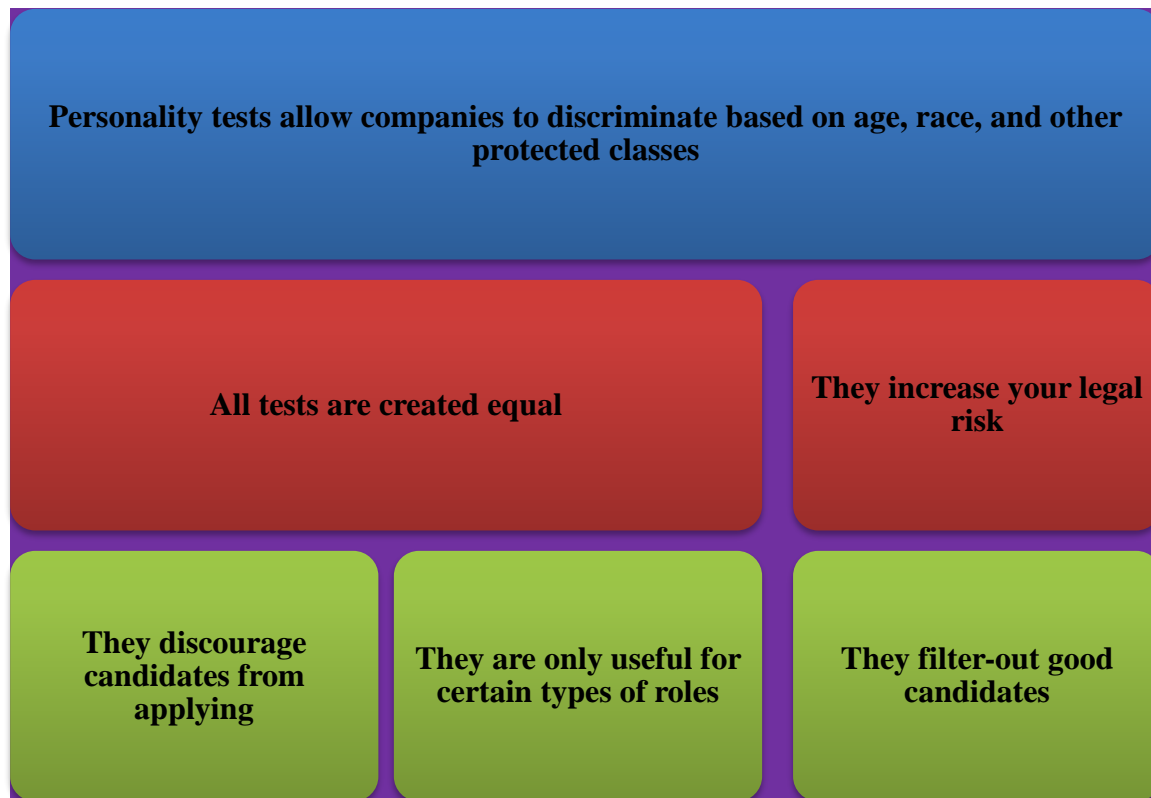
<https://www.dol.gov/whd/polygraph/>

testing. In some organizations job applicants are required to go for drug-testing during the selection process because certain jobs have high contact levels with drugs. For instance, sports training clubs, law enforcement and pharmaceutical organizations. Generally in certain countries HIV testing is allowed during the employee selection process whilst in other countries it is not allowed by the Constitution. It is important for the human resources department to first seek the advice of a labour attorney or lawyer before implementing medical tests on job applicants. The various myths about selection tests will be covered in the following section.

6.4 Myths about selection tests

There are numerous myths about employee selection tests in organizations and the labour market. The main reason why myths of employee selection tests exist is due to the fact that in certain instances unreliable and invalid testing methods are used by some of the organizations today and this has resulted in most job applicants not trusting them completely. However, the use of selection tests helps to improve the organization's chances of employing the right candidate for an open vacancy. There are various myths about selection tests and these are depicted by Figure 6.2 below.

Figure 6.2 Six common myths about selection tests



Source: Modified (Corvitus.com, 2015, Silverstein, 2018)

6.4.1 *“Personality tests allow companies to discriminate based on age, race, and other protected classes.* To the contrary, one of the reasons for using personality tests is to avoid discrimination based on protected classes, or any characteristic that isn’t related to performing the job. Personality tests actually reduce the chance for illegal discrimination by focusing only on those personality characteristics which are related to successful job performance. Unlike people, they don’t suffer from biases or prejudice. The assessment doesn’t know or care what age or race you are when calculating the results, and it doesn’t provide the hiring manager with any information about those characteristics either. It serves as an unbiased source of information about the

candidate's fit for the job that further informs the *hiring manager's overall decision*”⁹² (Yugo, 2015, <http://corvirtus.com/>).

6.4.2 ““*All Tests Are Created Equal*. The world of pre-hire assessments is vast – there are tons of different types of assessments designed for all different types of purposes. But not all tests are able to provide the same value. One key differentiator to look for when [investigating pre-employment tests](#) is whether or not the test is scientifically validated to be predictive of job success. This “validation” is what gives a test the ability to predict job performance in your candidates. The main purpose of a pre-employment test is to provide useful, predictive information that helps you as an employer to make a more informed hiring decision. Without being validated, you have no way of knowing if a test is strengthening your hiring decision or potentially weakening it. It also helps you to know just how predictive a certain type of test is. For example, [cognitive aptitude tests](#) are the most predictive types of tests, and they're also significantly more predictive of job performance than traditional hiring factors like interviews and resumes”⁹³ (Silverstein, 2018, <https://blog.criteriacorp.com/>).

6.4.3 “*They Increase Your Legal Risk*. There's a belief that using pre-employment tests in the hiring process can expose you to additional legal risk if your hiring decisions were ever to be challenged. But pre-employment tests don't create any more risk than any other element you might use in the hiring process, from interviews and resumes to background checks and work samples. The most important legal standards related to testing are contained in the Uniform Guidelines on Employee Selection Procedures (UGESP), which explicitly recognizes the right of employers to use pre-employment tests to make hiring decisions as long as those tests are [job-related](#). This part is key. The tests need to be related to the job you're hiring for - you wouldn't administer a typing test to a gardener, just as you wouldn't give a coding test to an administrative assistant” (Silverstein, 2018, <https://blog.criteriacorp.com/>).

⁹² Yugo, J. (2015) *I-O Myth Busters: Common Responses to Personality Tests*. Available from: <http://corvirtus.com/i-o-myth-busters-common-responses-to-personality-tests/>

⁹³ Silverstein, M. (2018) *7 Myths About Pre-Employment Testing*. Available from: <https://blog.criteriacorp.com/7-myths-about-pre-employment-testing>

6.4.4 *“They Discourage Candidates from Applying.* Employers are more and more concerned with creating a positive candidate experience, so it’s reasonable to question how testing might affect this element of the hiring process. As we mentioned in point #1, not all tests are created equal, so not all tests will deliver the same type of candidate experience. There’s a big difference between forcing your candidates to undertake a 4-hour assessment akin to the SAT, versus asking them to take a 5-minute gamified assessment. It’s clear that the former would likely create a less positive (or at least exhausting) candidate experience, while the latter would be a lot more fun from the candidate's perspective. Based on [data from about half a million tests](#), we looked at how likely a candidate was to drop out of the hiring process depending on the length of the assessment. What we found was that candidate drop-off was relatively low until the tests started to exceed 40 minutes. The majority of candidates were perfectly willing to take assessments lasting up to 40 minutes. Now you may come across some candidates who simply won’t want to take an assessment, and that’s unavoidable, but if a candidate isn’t willing to spend a relatively brief amount of time on an assessment, chances are they weren’t that serious about the job. Completion of the tests can serve as a basic threshold for knowing how interested someone is in the position”⁹⁴ (Silverstein, 2018, <https://blog.criteriacorp.com/>).

6.4.5 *“They’re Only Useful for Certain Types of Roles.* Another myth is that pre-employment tests are only relevant for certain types of roles or certain types of job levels. You might think that, for the particular position you're hiring for, there aren’t any relevant pre-employment tests that can help in the decision. But research in I/O psychology demonstrates that there are quite a few types of pre-employment tests that are widely applicable to just about every type of role because they measure qualities that are core to job success. Take [cognitive aptitude](#), which measures the ability to think critically, solve problems, learn new skills, and digest and apply new information. These are abilities that are nearly universal, and they can help predict someone’s ability not just to perform in a job but also to succeed in the long term” (Silverstein, 2018, <https://blog.criteriacorp.com/>).

⁹⁴ Silverstein, M. (2018) *7 Myths About Pre-Employment Testing*. Available from: <https://blog.criteriacorp.com/7-myths-about-pre-employment-testing>

6.4.6 ““*They Filter Out Good Candidates.* While pre-employment tests can be used to filter out candidates based on certain score thresholds, they’re really no different than any other hiring criteria. Take, for instance, the resume. As an employer, you can disqualify applicants solely on the basis of their resume, creating the same risk that you might filter out “good candidates.” Some companies may even use their ATS to filter out resumes solely on the lack of certain keywords in their resumes. Same thing goes with the interview – employers use interviews to filter out applicants that they deem unqualified based on any number of reasons. Pre-employment tests simply provide a new lens through which to view your applicants. This lens has the added bonus of being more objective, and even more predictive, than other subjective filtering tactics like resumes and interviews. Plus, testing provides the opportunity to have the opposite effect of filtering out candidates, by highlighting potential star employees that you may have overlooked based on their resumes alone. If an applicant aces a pre-employment test, you might be willing to give them a second look even if their resume didn’t originally seem like the perfect fit”” (Silverstein, 2018, <https://blog.criteriacorp.com/>).

6.5 Conclusion

It can be concluded that fairness in evaluating the competencies of job candidates by the organization can be enhanced through carrying-out selection tests. In addition the advantages of selection tests are that they help the organization to maintain its reliability, accuracy and integrity standards when conducting the selection process. Generally in certain countries the labour laws require employers to ensure that their selection tests are reliable, valid, fair and so on. Therefore, it can also be concluded that nowadays most of the global organizations are using selection tests such as performance tests, cognitive tests, aptitude tests, drug tests, medical tests, personality tests, numerical tests, logic tests, & so on to choose suitable job applicants.

6.6 Review questions

- (1) What is the meaning of the term ‘selection test’?
- (2) Describe the various common selection tests that are now being used by organizations today and please provide relevant examples?
- (3) Explain the various legal aspects interrelated to selection tests?

(4) Describe at least five myths about employee selection tests?

Chapter 7: Role of technology during the employee selection process

After reading this chapter you should be able to:

- Define the term technology and information technology.
- Describe the importance of technology during the employee selection process.
- Discuss the common technology tools used during the employee selection process.
- Explain why social media is becoming an important technology tool in the recruitment and selection process of most organizations.

7.1 Introduction

Over the past years human resources technology has kept on improving on a day-to-day basis in order to help organizations to efficiently and effectively manage their human resources department functions. Thus this has managed to add value to the role played by technology during the employee selection process. Historically since the early 1950s – late 1990s most of the human resources functions such as the employee recruitment & selection process were all manually done by the human resources professionals and today this is a completely different story altogether due to the arrival of a plethora of human resources technologies such as ‘artificial intelligence’ (AI), applicant tracking systems (ATS), virtual reality (VR), video interviews and so on. Recently, there has been enormous financial investments in the human resources technology sector by organizations located around the world as organizations now seek to better refine their recruitment & selection functions. “With [58% of employers planning](#) to increase their spend on HR and recruiting technologies in the coming year, it seems that the already fierce competition for mind and market share is just heating up – and the stakes are significant in the battle for the \$8.5 billion a year the estimated money employers spend on HR Technology every year” (Human Resource Executive® cited in Charney, 2016, <https://recruitingdaily.com/>). ““*Convergence Is Coming: Why All Technology Is HR Technology* - the convergence is here, and it’s going to kill HR Tech. This isn’t an indictment of this industry, but rather, an affirmation that [it’s become so ubiquitous](#) that it’s no longer HR Technology at all. It’s just technology these days, and companies that can’t offer a consumer

grade solution will likely have a short shelf life”⁹⁵ (Charney, 2016, <https://recruitingdaily.com/>). Interestingly, nowadays almost all the human resources activities encompass some sort of human resources technology in their operations in order to improve efficiency. While on the other hand most of the job seekers now prefer to apply for jobs in organizations that invest in the latest human resources technology. The meaning of the term ‘technology’ and ‘information technology’ will be discussed in the following section.

7.2 Definition of the term ‘technology’ and ‘information technology’

The meaning of most terms varies from one author to another. The term ‘technology’ is broad. “*Technology* is also an application of science used to solve problems. But it is vital to know that technology and science are different subjects which work hand-in-hand to accomplish specific tasks or solve problems. We apply technology in almost everything we do in our daily lives; we use technology at work, we use technology for communication, transportation, learning, manufacturing, securing data, scaling businesses and so much more. *Technology* is human knowledge which involves tools, materials, and systems. Many businesses are using technology to stay competitive, they create new products and services using technology, and they also use technology to deliver those products and services to their customers on time and within budget”⁹⁶ (Ramey, 2013, www.useoftechnology.com/). Today almost every organization now has an information technology department that works closely with the human resources department to manage the various human resources technology systems used in the recruitment and selection function. Several definitions have been developed to explain what the term ‘information technology’ (*which is also abbreviated as ‘IT’*) means. “*Information technology* is the study, design, development, implementation, support or management of computer-based information systems—particularly software applications and computer hardware”⁹⁷ ⁹⁸(*Workforce*, July 1998,

⁹⁵ Charney, M. (2016) *The Top 10 HR Technologies and Recruiting Tools to Watch in 2016 (and Beyond)*. Available from: <https://recruitingdaily.com/the-top-10-hr-technologies-and-recruiting-tools-of-2016/>

⁹⁶ Ramey, K. (2013) *What is Technology – Meaning of Technology and Its Use*. Available from: <https://www.useoftechnology.com/what-is-technology/>

⁹⁷ Workforce (1998) What Exactly is Information Technology (IT). *Workforce*, July, Vol 77(7), p53. Available from: <https://www.workforce.com/1998/07/01/what-exactly-is-information-technology-it/>

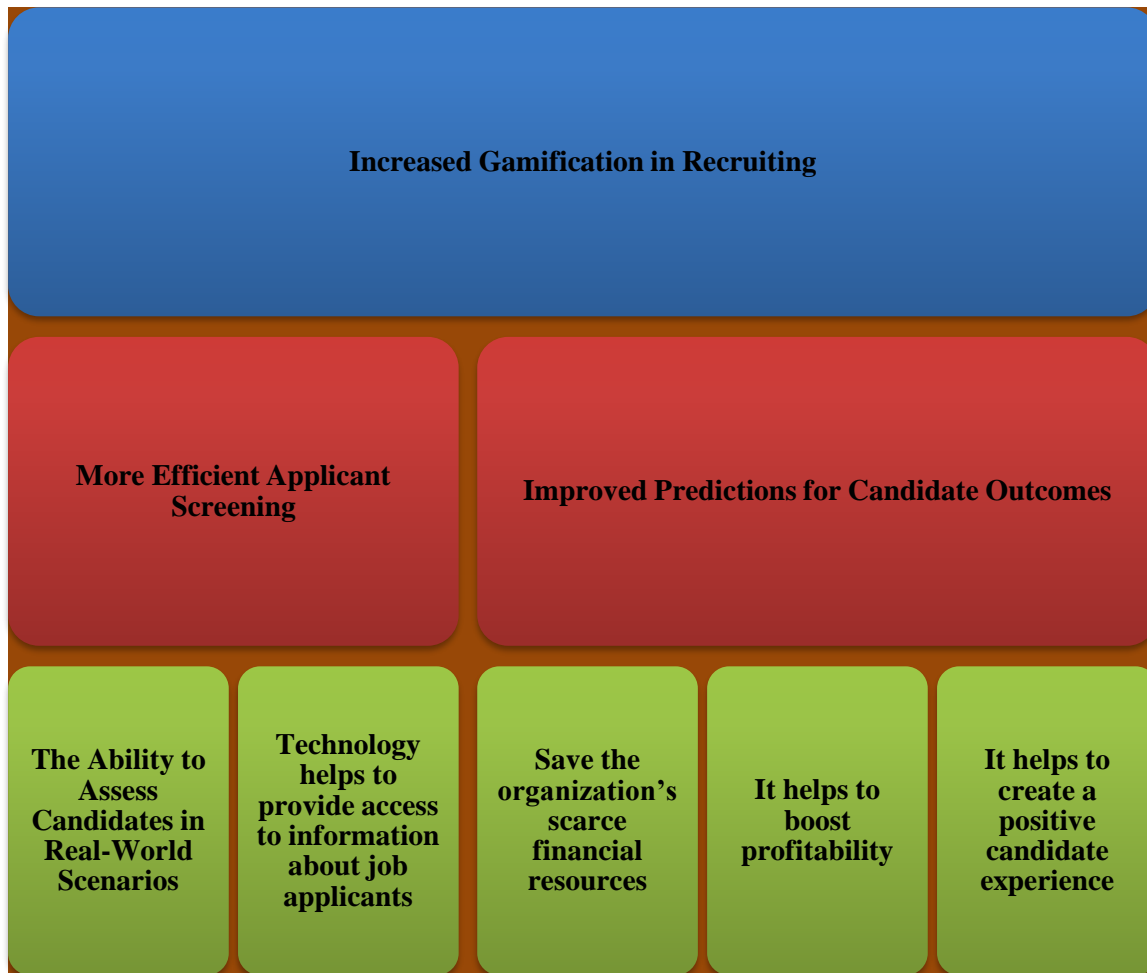
⁹⁸ “Building A Foundation for Tomorrow, Skill Standards for Information Technology.” North West for Emerging Technologies, Bellevue Community College, Bellevue, Washington. *Workforce*, July 1998, Vol.77, p53.

Vol.77 cited in Workforce, 1998:53, www.workforce.com/). The importance of technology during the employee selection process will be covered in the following section.

7.3 Importance of technology during the employee selection process

There are many advantages that are enjoyed by organizations that adopt human resources technology during their recruitment & selection processes. Some of the reasons why human resources technology is important during the employee selection process are depicted in Figure 7.1 below.

Figure 7.1 Reasons why technology is important during the employee selection process



Source: Modified (Bacic, 2016; Ribuout, 2017)

According to Bacic (2016) from self-driving cars to robotic vacuum cleaners, automated technology promises to make our lives easier and more efficient. Similarly, in the business world, the automation of labour-intensive manual tasks can provide significant reductions in time, costs and human error. The recruitment industry is certainly no exception, with a multitude of technological solutions designed to improve recruitment processes. But as the automated capabilities of these technologies steadily improves, what might the future look like for recruiters? Here, we look at how automated technology will continue to enhance processes across key areas of recruitment.

7.3.1. *“Increased Gamification in Recruiting.* But can the advanced technology of video games be applied to the recruitment industry? Using online gaming to assist with recruitment is not a

new concept”⁹⁹ (Bacic, 2016, www.bullhorn.com/au/). A few years ago a global leading hotel group developed a ‘social media game’ that enables the users of the game to have the opportunity to apply their hospitality skills and then self evaluate themselves in an online restaurant they will be owning online in the game (Bacic, 2016, www.bullhorn.com/au/). Furthermore, similarly one of the world’s highly developed nation’s government military is now fully utilizing on the use of video games to: (1) encourage potential recruits to apply for jobs in the military service and (2) continuously engage with them. Therefore, as a result of the use of video games the developed nation’s government military has significantly boosted its recruitment goals (Bacic, 2016, www.bullhorn.com/au/). “However, as gaming technology continues to develop, we are likely to see increasingly innovative ways for recruiters to leverage the engaging format of this popular medium. Here at Bullhorn, for example, we’ve just added an exciting gamification feature to our CRM that lets employees compete in virtual tournaments – [check out SalesDuel!](#)” (Bacic, 2016, www.bullhorn.com/au/).

7.3.2 “*More Efficient Applicant Screening.* Though an essential part of the recruitment process, applicant screening can be painstaking, time-consuming and prone to error – especially when sifting through high volumes of applications. Automated screening solutions can help to increase efficiency by taking over manual tasks such as cross-checking factual data, flagging gaps or errors, or reviewing against predefined criteria. So what might the future hold for applicant screening technology? We’d expect to see recruitment screening software that is increasingly “human” in the way it analyses and reviews job applications, presenting recruiters and hiring managers with a more holistic view of a candidate’s skills and experience” (Bacic, 2016, www.bullhorn.com/au/).

7.3.3 “*Improved Predictions for Candidate Outcomes.* Making the crucial decision of which candidate is most suitable for any given role is an ongoing challenge for recruiters. So, wouldn’t it be great to have an accurate insight into which applicant is most likely to prove the best fit? By applying the advanced analytical capabilities of modern technology to the candidate selection process, recruiters would be equipped with valuable predictions to inform their decision. For example, historical data might reveal who out of a group of candidates is most likely to remain in

⁹⁹ Bacic, Z. (2016) *How Technology is Shaping the Future of Recruitment.* Available from:

<https://www.bullhorn.com/au/blog/2016/08/technology-shaping-future-recruitment/>

the position for the longest time. In addition, the labour time saved by using technology to sift through reams of data will allow recruiters to spend more time focusing on areas that rely on human interaction and involvement” (Bacic, 2016, www.bullhorn.com/au/).

7.3.4 *“The Ability to Assess Candidates in Real-World Scenarios.* For recruiters, assessing a candidate’s ability to deal with particular scenarios is generally confined to the interview room. While the [right interview questions](#) can certainly help, verbal communication can only go so far. But what if technology could help recruiters understand how their candidates might deal with these challenges in real life? By simulating real-world situations, technology could allow recruiters to accurately analyse candidate performance in response to specific scenarios”¹⁰⁰ (Bacic, 2016, www.bullhorn.com/au/).

7.3.5 *Technology helps to provide access to information about job applicants* – “the wonderful thing that technology is giving us now, and will increasingly give us in the future, is access to information. Information about candidates for recruiters and businesses to make incredibly informed decisions, and information about employers for candidates and recruiters to make informed decisions, too”¹⁰¹ (Ribuout, 2017, www.randstad.com.au/).

7.3.6 *Save the organization’s scarce financial resources* - Organizations that use information technology software in their employee selection processes tend to save a lot of money for instance the use of online selection tests eliminates the need for employees who conduct or supervise paper-based selection tests such as the writing of intelligence tests exams and the marking of psychometric exam papers including many other cost savings.

7.3.7 *It helps to boost profitability* - In general the use of human resources technology during the recruitment & selection process helps an organization to boost its profitability. Human resources technology helps an organization to improve its efficiency in recruiting the right candidates and in most cases these are top performing individuals who help to increase business performance and this leads to increased profits. Furthermore, information technology software that is adopted in employee selection processes often saves a lot of money for the organization in terms of

¹⁰⁰ Bacic, Z. (2016) *How Technology is Shaping the Future of Recruitment*. Available from: <https://www.bullhorn.com/au/blog/2016/08/technology-shaping-future-recruitment/>

¹⁰¹ Ribuout, F. (2017) *The Future of HR Tech is Human*. Available from: https://www.randstad.com.au/workforce360/archives/the-future-of-hr-tech-is-human_843/

reducing the costs of labor, human error and it enables employees to have plenty of time to devise more strategies that can enable the organization to out-compete its rivals in today's highly competitive global labour market.

7.3.8 It helps to create a positive candidate experience - Today recruitment technology aims to provide convenience to job candidates by quickening the way they move from one phase of the selection process to another. Organizations nowadays are making use of technologies such as video conferencing, artificial intelligence, virtual reality, gamification, social media communication platforms, applicant tracking systems (ATS) and so on in order to make the selection process more time saving, exciting and highly motivating to job candidates while simultaneously maintaining fairness. The various technologies that are used during the employee selection process are covered in the following section.

7.4 Common technology tools used during the employee selection process

There are many technologies that are now available to most human resources departments to use during their employee recruitment & selection process. Some of the common technology tools are depicted in Figure 7.2.

Figure 7.2 Six common technology tools used by organizations during the employee selection process



Source: Modified: (ScienceDaily, 2018, www.sciencedaily.com/; Technopedia.com, www.techopedia.com/; Australian Government Department of Industry, Science, Energy and Resources, 2020, www.industry.gov.au/; Cisco, 2018, www.cisco.com).

7.4.1 Online Testing and Assessments

Generally any form of testing, assessment or evaluation that is carried-out via the Internet in order to determine a certain factor about a certain individual is referred to as *online testing* in the human resources field. One of the most effective ways an organization can use to evaluate its job applicants' skills, personality, knowledge levels and so on is through conducting online testing and assessments. Modern day online testing and assessment technologies are often used by human resources departments during the selection process through adopting policy guidelines they must follow during the hiring process to avoid inconsistencies and illegal practices that can tarnish the image of the organization. Nowadays psychometric testing can now be done online and some of the popular selection tests that are used by the human resources professionals to carryout online testing include: personality, achievement, intelligence, interest and integrity tests.

One of the key elements that is associated with online testing is that it helps to measure the theoretical knowledge and analytical abilities of the job applicant. In addition online testing can be tailor-made to successfully meet the specific criteria of the various job positions in the organization.

7.4.2 Mobile phone interviews

“A *mobile phone or cell phone* is an electronic telecommunications device with the same basic capability as a conventional fixed-line telephone, but which is also entirely portable and is not required to be connected with a wire to the telephone network. Most current mobile phones instead connect to the network using a wireless radio wave transmission technology (*the exception is satellite phones*)”¹⁰² (ScienceDaily, 2018, www.sciencedaily.com/). “Mobiles are now used by two thirds of the global population. The net increase of 180 million people in 2017 is large in absolute terms, but annual growth continues to slow from the peak of 300 million reached in 2012 (GSMA Intelligence, 2018:11). According to the Global System for Mobile Communications (*GSM*) *global data* - mobile data connections, including licensed cellular Internet of Things (*IoT*) on 05 October, 2018 was 8,873,017,938 billion while unique mobile subscribers were 5,116,104,429 billion (GSM, 2018). “Of the 1.6 billion new mobile internet users between now and 2025, five countries account for 50% of the growth. China and India are by far the biggest. The next tier includes Indonesia, Nigeria and Pakistan: each will account for 50 million+. The rest comprises a long tail, clustered in Sub-Saharan Africa and South East Asia. Two main factors are behind the mobile internet rise in emerging markets: – the continued decline in prices of smartphones, driven by a range of Chinese OEMs, – a more recent reduction in the burden on income from mobile data prices. From our analysis of pricing data in a range of large developing countries, a ‘medium’ level bundle (*with allowances of between 600 MB and 2 GB*) has fallen from 2–3% of income in 2015 to 0.5–1.0% (GSMA, 2018:12-13). “*Breaking down the unconnected population*. Sub-Saharan Africa continues to be the largest non-internet population in the world, with rural coverage still a major challenge along with other barriers. The

¹⁰² Wikipedia, 2018. This article uses material from the Wikipedia article **Mobile Phone**, https://en.wikipedia.org/wiki/Mobile_phone which is released under the [Creative Commons Attribution-ShareAlike 3.0 Unported License](https://creativecommons.org/licenses/by-sa/3.0/) (view authors)

Indian subcontinent is next but that is changing quickly. Less obvious is that internet access is not only a developing world challenge. In the US and Europe, 300 million people are non internet users even though they live within range of a 3G or 4G mobile network” (GSMA Intelligence, 2018:18). “China, Japan, Korea, US, and (potentially) Europe are the early 5G adopters. We forecast 1.36 billion 5G consumer mobile connections by 2025. While this equates to a global average penetration of 15%, in reality 5G will be driven by a small number of countries. China is the single largest, more than double the US. In each case, the 5G take-up path will be longer than for 4G. LTE speeds are improving, which makes 5G less compelling without new services such as AR/VR”¹⁰³ (GSMA Intelligence, 2018:21). ¹⁰⁴Almost each and every person nowadays owns a mobile phone device thus this makes mobile phones a useful tool to use during employee selection processes for instance they can be used by an organization to conduct short initial phone interviews with job candidates.

7.4.3 Emails

“*Electronic mail (email)* is a digital mechanism for exchanging messages through Internet or intranet communication platforms. Email messages are relayed through email servers, which are provided by all Internet service providers (*ISP*). Emails are transmitted between two dedicated server folders: sender and recipient. A sender saves, sends or forwards email messages, whereas a recipient reads or downloads emails by accessing an email server. Email messages are comprised of three components, as follows:

- Message envelope: Describes the email’s electronic format
- Message header: Includes sender/recipient information and email subject line

¹⁰³ GSMA Intelligence (2018) *Global Mobile Trends: What's Driving the Mobile Industry*. Available from: <https://www.gsmainelligence.com/research/?file=8535289e1005eb248a54069d82ceb824&download> © GSMA Intelligence 2018 [Accessed 2018, 05 October] p1-35

¹⁰⁴ Abbreviations: *LTE* (long term evolution); *AR* (augmented reality); *OEM* (original equipment manufacturers)

- Message body: Includes text, image and file attachments”¹⁰⁵ (Technopedia.com, www.techopedia.com/).

“An *Internet User* is defined as an individual who has access to the internet at home, via computer or mobile device” (Internet Live Stats, 2017, www.internetlivestats.com). Approximately 40% of the world’s population uses the internet and has access to internet connectivity which is a highly significant increase compared to the 1995 population percentage of less than 1% while on the other hand a total of 3,424,971 billion internet users were recorded in 2016 representing 46.1% of the world population (Internet Live Stats, 2017, www.internetlivestats.com). By the 5th of October, 2018 a total of 4,038,366,471 billion users were recorded (Internet Live Stats, 2018, www.internetlivestats.com). *Internet Users by Country* - In 2014, nearly 75% (2.1 billion) of all internet users in the world (2.8 billion) live in the top 20 countries. The remaining 25% (0.7 billion) is distributed among the other 178 countries, each representing less than 1% of total users. China, the country with the most users (642 million in 2014), represents nearly 22% of total, and has more users than the next three countries combined (United States, India, and Japan). Among the top 20 countries, India is the one with the lowest penetration: 19% and the highest yearly growth rate. At the opposite end of the range, United States, Germany, France, U.K., and Canada have the highest penetration: over 80% of population in these countries has an internet connection (Internet Live Stats, 2018, www.internetlivestats.com). Emails are often used by organizations during employee selection processes to send documents, messages and or images to job candidates before, during or after the recruitment process has been completed. Job candidates in most instances prefer submitting their resumes/CVs, reference letters, application forms, cover letters and scanned copies of their academic qualifications to the organization’s human resources department via email technology. Generally emails can be accessed using any technology gadget (*laptops, mobile phones, desktop computers, note pads and many others*) that can connect to the Internet.

¹⁰⁵ Technopedia (2018) *Electronic Mail (Email)*. Available from: <https://www.techopedia.com/definition/24803/electronic-mail-e-mail>

7.4.4 Social media

In general ‘*social media*’ refers to the Internet and mobile tools the general public uses to interact, learn, search personal information, connect and share data for social communication purposes using social media platforms or applications such as LinkedIn, Twitter and so on. “*TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates.*” “*Used with permission from Microsoft*”. Nowadays with the different information, communication and technology tools that are now easily accessible and being used by organizations they help recruiters to easily communicate with job candidates about initial interview dates, venue, time and so on. In certain instances some of the social media platforms offer affordable video and voice calling options and some of the organizations now often use them to conduct video interviews with job candidates. Generally social media communication has the advantage of low costs for instance numerous social media network giants now offer voice and video calling via mobile devices. Social media is now a popular technology tool that is now being used by many organizations and this is supported by a research study that was conducted in the United Arab Emirates (UAE) by Yaseen, Z.K. and Yussef, M. (2016) titled: ‘The Influence of Social Media on Recruitment and Selection Process in SMEs’. *Journal of Small Business and Entrepreneurship Development, Vol 4(2)*, p21-27. According to Yaseen and Yussef (2016:21-24) the goal of this research is to investigate the influence of social media on recruitment and selection in Small and Medium Enterprises (SMEs) in the United Arab Emirates (UAE). Social media networking provides great opportunities for businesses and job seekers to a certain extent. A mixed method is utilized for this research which consists of both quantitative and qualitative data collection tools from the selected participants. *Participants.* A random sampling procedure was used to select 400 firms from different types of sectors. The respondents of this study incorporated of 200 business owners with a 50 percent response rate. The SMEs in the private sector in the UAE were selected based on a random or probability sampling, so all participants will have equal opportunity to take part in this research. Selected participants will answer a questionnaire structured to analyse the impact of social media on recruitment and selection process. *Instruments.* Gathering data and analyzing them was performed through using a mixed method, where a survey questionnaire is applied as a quantitative method and semi-structured interviews are conducted as a qualitative method. The semi-structured interviews took place between June 5th and August 4th 2016 in the UAE. The interview was based on well-

prepared questions either during an in-person interview or by phone. The participants were aware that the information will be collected solely for educational purposes. *Questionnaire development.* Three questions were used to determine the possible relationship between the variables (*social media, recruitment and selection*). All questions were selected carefully to be relevant to the topic and to reflect the aim of this study and enable the researcher to get the right results. The questionnaire has the following topics: *1. The usage of internet and social networks to target talented candidates. 2. Participants' first choice of social media method in recruitment and selection process. 3. The reasons of using social media in recruitment and selection process*¹⁰⁶ (Yaseen and Yussef, 2016:24). Furthermore, according to Yaseen and Yussef (2016:25-26) *Results.* The results shows Real Estate Companies rank number one in using social media tools for posting job ads and hiring by 94 percent. Education in private industries such as schools, training centers and professionals (*such as lawyers and accountants*) comes second and third by 88 percent and 87 percent, respectively. Many respondents in the three sectors stressed the need for “targeting qualified candidates”. Travel agents 71 percent, construction companies 60 percent, restaurants 42 percent. Many respondents in this industry explained the need for “competitive advantages in restaurants industry”. Dentists and dental clinics noted 40 percent. Merchandisers and wholesalers responded by 22 percent and 18 percent respectively. The highest benefit from using social media in recruitment and selection is to hunt for highly qualified employees with 79 percent of the respondents. 62 percent of the respondents noted “cost effective” as the main reason of using social media in recruitment and selection. Many participants noted “I can find the right person in the right position with no costs”. It’s free with most of the social media networks to communicate with others and colleagues all over the world and change your profile and connect with them. The third reason for using social media networking as the respondents stated is speed and larger reach with 55 percent. Many respondents have noted “a man is known by his friends”. Companies nowadays are concerned with “person-organization fit” as noted by some participants. Some participants stated that one of the reasons of using social media in recruiting and selection is to check the candidate’s communication skills with 11 percent. Others with 11 percent indicated that “promote our

¹⁰⁶ Yaseen, Z.K. and Yussef, M. (2016) The Influence of Social Media on Recruitment and Selection Process in SMEs. *Journal of Small Business and Entrepreneurship Development*, Vol 4(2), p21-27.

www.jsbednet.com/journals/jsbed/Vol_4_No_2_December_2016/3.pdf

business and it will attract large pools of job seekers” and others noted the need for “competitive advantages” (Yaseen and Yusef, 2016:26).

7.4.5 Artificial intelligence

The modern world of using artificial intelligence in almost all the industry sectors of an economy has arrived and organizations that are embracing this new artificial intelligence technology are excelling in their efficiency, productivity and innovation levels on a yearly basis. “Artificial intelligence (AI) is a powerful technology that can boost the economy, raise incomes and improve our quality of life. AI can perform tasks defined by humans. But these technologies don’t need explicit guidance from a human. They can help solve challenges we face in areas like:

- health and welfare

- safety

- environment

- energy

- infrastructure and transport

- education”¹⁰⁷(Australian Government Department of Industry, Science, Energy and Resources, 2020, www.industry.gov.au/). Artificial intelligence is one of the modern day human resources technologies currently being used during the employee selection process in several organizations. Today there are several firms that develop AI software solutions that can be used during the employee recruitment and selection processes.

7.4.6 Video conferencing

Most of the organizations around the world have adopted video conference calling as part of the recruitment & selection process especially when conducting job interviews with both

¹⁰⁷ Australian Government Department of Industry, Science, Energy and Resources (2020) *Artificial Intelligence*.

Available from: <https://www.industry.gov.au/strategies-for-the-future/artificial-intelligence> [Accessed February 11, 2020] © Commonwealth of Australia 2020.

interviewers and interviewees who are physically located in different geographical locations. “*Video conferencing* is a subset of [web calling technology](#), a collaboration solution that enables users to place calls via an internet browser, desktop, mobile, or video device. Users can transmit live video during a video conference to provide much-needed visual interactions with colleagues, benefiting users at all levels of an organization and across all departments. Adding a visual component to meetings with video conferencing leads to increased team engagement both during and after meetings. Video enables users to see [non-verbal cues](#) that can be missing from audio-only calls and provides enlightening insights into conversations. Because you can join a video call from anywhere on just about any device, companies can dramatically reduce travel costs and training budgets¹⁰⁸ (Cisco, 2018, www.cisco.com). *Used with the permission of <https://thenetwork.cisco.com/>*. A typical good example of a leading global organization that uses effective virtual video conference interviews during its recruitment and selection process is Seattle, Washington, United States of America headquartered online retail giant Amazon.com, Inc. “*Virtual interviews: If you've been asked to do a virtual interview, you will likely need to [download Amazon Chime](#), our tool for video conferencing (step-by-step guide [here](#)). If you're presenting, you will need to [download Chime](#) to your desktop. The meeting ID# will be emailed to you by your recruiting point of contact. For optimal sound quality, use a headset with a microphone” (Amazon.com, 2018, https://www.amazon.jobs/en/landing_pages/in-person-interview). The conclusion of this chapter will be covered in the next section.*

7.5 Conclusion

Everyday new technological developments keep happening in the human resources technology sector including investments. Technology helps to add value to organizations by enabling them to efficiently and effectively manage their human resources department functions. It can be concluded that almost all the human resources activities encompass some sort of human resources technology in their operations. As this helps the human resources department to improve efficiency while on the other hand most of the job seekers now prefer to apply for jobs in organizations that invest in the latest human resources technology. The use of technology in

¹⁰⁸ Cisco (2018) *What is Video Conferencing*. Available from:

<https://www.cisco.com/c/en/us/solutions/collaboration/what-is-video-conferencing.html>

the employee selection process helps the organization to offer its job candidates convenience such as filling their online application forms instead of visiting the premises of the organization to collect and fill them. It can also be concluded that the use of technology during the employee selection process helps to reduce selection bias and human error in terms of scoring online assessments of job candidates.

7.6 Review questions

- (1) What is the meaning of the terms ‘technology’ and ‘information technology’?
- (2) Describe the reasons that support why technology is important during the employee selection process?
- (3) Define the term ‘social media’ and how it helps an organization during the employee selection process?
- (4) Identify at least five technology tools that are used during the employee selection process and please provide relevant examples?

Chapter 8: Challenges faced during the employee selection process

After reading this chapter you should be able to:

- Describe the difference between a challenge and a limitation.
- Identify the common challenges faced during the employee selection process.
- Explain the negative effects of language differences and illiteracy during the employee selection process.
- Discuss how the human resources department professionals can avoid the challenges they often face during the employee selection process.

8.1 Introduction

Today there are two things that are inevitable in an organization's day-to-day operational activities 'change' and 'problems' despite the fact that most of the organizations take numerous measures to avoid problems every single day. Every function in an organization is susceptible to challenges/problems of some sort and it is the responsibility of top management to accurately identify these problems in-depth and find viable solutions that may help to solve them permanently. Of course, some challenges are beyond the control of the organization and its leadership (*for instance the macro business environment factors*) but it is still their duty to find innovative ways that may help them to try reduce the negative impact of the challenges that the organization may be facing. It is the role of the recruitment & selection function to ensure that the organization hires the right job candidates by ensuring that job application forms are fairly screened, the job candidates are professionally interviewed and effectively assessed through using the appropriate and reliable selection testing methods. The 'war for talent' has put enormous pressure on most of the human resources management professionals to ensure that their employee selection processes encompass modern day technology and credibility. Since this helps the organization to properly offer its job candidates the following: (1) a memorable application experience, (2) convenience and (3) a fair career opportunity, (4) a long-term harmonious and mutual relationship with the organization and so on. The next section will discuss in-depth the differences between a challenge and a limitation.

8.2 Difference between a challenge and a limitation

The term ‘*challenge*’ for the purposes of this book refers to the following: (1) challenges, (2) difficulties, (3) limitations, (4) and or complications that are faced by the human resources management professionals during the employee selection process. Furthermore, the term ‘*limitation*’ refers to the following: (1) restrictions, (2) constraints, (3) and or boundaries that are faced by the human resources management professionals during their employee selection process. The different common challenges that are faced by human resources departments during the employee selection process will be covered in greater detail in the following section.

8.3 Common challenges faced during the employee selection process

There are many challenges currently being faced by human resources departments in various organizations today. This is mainly attributed to the rapidly changing operating business environment (*macro environmental factors such as legislation, technology, socio-demographics and so on*). Human resources professionals in most organizations around the world are under immense pressure to attract and hire job applicants of the right caliber. However, the task of finding these highly talented job applicants with the much sought after scarce skills have been made difficult by many factors. The ten common challenges that are faced by the recruitment & selection function are depicted Figure 8.1 below.

Figure 8.1 Ten common challenges faced by the recruitment process



8.3.1 Poorly designed & outdated recruitment & selection policies

A recruitment and selection policy helps the recruiters during the recruiting process to become fully knowledgeable of the *do's* and *don'ts* of recruitment/selection. Therefore, when the organization has an outdated recruitment & selection policy on issues such as *diversity & inclusion policies* the recruitment function will find it difficult to balance the organization's diversity & inclusion needs/goals proficiently. In some of the organizations recruitment/selection policies are generally vague to the extent that recruiters end up doing what they think is right and

this leads to the recruitment strategy of the firm failing to be in direct alignment with the human resources strategy and the business strategy of the organization.

8.3.2 Some of the job applicants quit during the recruitment process

The HR technology buzz has spread across the world in many organizations and they are now adopting new recruitment systems that can help them enhance their recruitment & selection function and simultaneously gain a much better positive image in the labour market. In certain instances job candidates often end up deciding to quit the employee selection process due to: (1) the lack of preparedness and or (2) stress to properly cope with the selection process tools such as stress interviews, psychometric tests and case studies which require job candidates to be well prepared in order for them to score exceptionally high points. Therefore, this is one of the common challenges the recruitment function is faced with on a day-to-day basis.

8.3.3 Selection bias (*interviews*)

One of the most common challenges faced by the human resources department is bias which is mainly caused by the recruitment & selection professionals during the employee selection process. In certain instances human resources professionals unintentionally make biased selection decisions and vice versa. For instance during the interview selection process most recruiters suffer from the leniency/strictness bias as some of the interviewers are not really strict with job candidates while others are highly strict and demanding. Therefore, this bias tends to raise or lower the scores of people who are interviewed.

8.3.4 Job applicants who receive multiple job offers

Recently, the global labour market has been flooded by job applicants with highly scarce skills who want instant gratification, have fun and prefer working in high technology oriented working environments. In addition modern day job applicants are job hoppers who are consistently looking for better job opportunities. Today organizations are now facing the problem of failing to have their employment contracts signed especially in circumstances where the selected job applicant is a job hopper with multiple job offers as a result of their highly scarce skills. Therefore, when an organization fails to secure a selected job applicant with multiple offers it is

most likely to restart the recruitment process again or choose the second best job applicant during the selection process that is if they are still readily available to work for the organization.

8.3.5 Language differences

The world has become global and many countries have become borderless as most of the trading blocs around the world have signed free travel visa treaties with their regional neighboring countries (*for example the European Union member States*). As a result of the high global emigration patterns of highly skilled job seekers who speak different languages most of the organizations around the world are now faced with the challenge of language differences. This is due to the fact that some of the job applicants may be fluent in their foreign languages than the organization's home country main languages for instance English, Swahili, Shona, Ndebele, French and or Spanish. Thus when the organization is conducting job interviews with some of these foreign job applicants the recruitment and selection team must ensure that it seeks the services of professional language interpreters in order to effectively communicate with the job candidates.

8.3.6 Technological breakdowns or technical faults

In general most of the organizations in the world have fully embraced human resources technology in their recruitment & selection processes to the extent that some of them have fully automated all their functions with the latest technological systems and processes in order to boost their efficiency levels and reduce human error. However, a common challenge that is faced by organizations that use human resources technological softwares or systems in their employee selection process is that in certain instances they experience technological systems break downs or faults. Hence as a result of these technological systems break downs or faults all the organization's activities are temporarily postponed until the IT experts have managed to solve all the technological faults. For example, a technical fault in the software system the organization uses to offer its job candidates online psychometric assessment tests leads to a complete halt of the selection process until the software system fault has been solved.

8.3.7 Provision of false misleading information by job applicants

The world we live in today is technology driven to the extent that information can now be easily created, altered, controlled and distributed by anyone who can use technology. Some of the job

applicants often apply for jobs in organizations using false information for instance they may use false information pertaining to their educational background, personal information, work experience, job references and so on in order to get the job they want at that particular moment. In certain instances an organization can realize that it has recruited the wrong person who used false information after they have already signed the employment contract. Therefore, this may result in the organization experiencing serious complications with some of the labour laws of the country when it wants to cancel the recently signed employment contract. Furthermore, even if the wrong person is hired after using false information and signing the employment contract the organization is still faced with the task of restarting its recruitment process over again in order to find the right job applicant. The provision of false information by job applicants is one of the most common challenges most recruiters around the world are facing on a day-to-day basis.

8.3.8 Illiteracy

One of the most common problems faced by many of the developing nations around the world is high levels of illiteracy amongst their population. *Literacy* refers to an individual's ability to read or write including the ability to properly understand the information they are reading or writing about. One of the challenges currently faced by most of the organizations during their employee selection process is that some of the job applicants cannot read or write but they possess the much needed work experience and this is a common problem for low-level non-skilled jobs. Job applicants who are illiterate often find it difficult to fill-in their application forms, read the organization's codes of good practice, policies and even employment contracts. Therefore, illiterate job applicants if they are hired by the organization it means that the organization must be prepared to spend a lot of money in their training and education to improve their literacy levels.

8.3.9 The lack of recruiting resources

“The lack of recruiting resources — unless you work at Google, the odds are that your function has already suffered numerous dramatic budget cuts over the years. So obviously you're going to need a significantly higher budget if you expect to have a reasonable chance to increase your employer brand, recruiting volume, recruiting speed, and quality of hire. Unfortunately, most recruiting leaders simply don't have the capability of building a strong business case that

quantifies the tremendous dollar impact that recruiting has on corporate revenue and results”¹⁰⁹ (Sullivan, 2014, <https://drjohnsullivan.com/articles/>). ©2018 Google LLC, used with permission. Google and the Google logo are registered trademarks of Google LLC.

8.3.10 Antiquated recruiting metrics lower your credibility with executives

“Antiquated recruiting metrics lower your credibility with executives – whether you have a seat at the table or not, recruiting leaders simply will not be listened to and funded unless they have the right metrics that demonstrate and quantify the dollar impact that high-performing new hires have on corporate revenue. And of course the biggest corporate metric omission is the failure of the majority of firms to accurately measure the quality of hire. And as a result, few corporate recruiting functions can convincingly prove that they hire top performers and innovators with advanced skills and high retention rates. Only a handful of functions have predictive metrics that are necessary in order to alert recruiters and hiring managers about upcoming recruiting issues and opportunities” (Sullivan, 2014, <https://drjohnsullivan.com/articles/>).

8.3.11 Failure to attract the right job applicants

Nowadays as a result of the currently intense battle for scarce skills in the global labour most of the organizations today are experiencing numerous problems in recruiting the appropriate job applicants in the labour market. Attracting the right job applicant has become a serious challenge that is now affecting the recruitment processes of many organizations. Several factors cause the organization to find the right job applicants such as poor employer branding strategies, poor advert design and use of the wrong type of media, inadequate recruitment budgets and so on. “The Recruitment and Employment Confederation (REC) talks of UK employees ‘raising red flags’ as almost half (48%) are expected to face a shortage of suitable candidates to fill permanent jobs in 2017. ¹¹⁰In its JobsOutlook survey, December 2016, REC reported that for six consecutive months, engineering and technical sectors experienced skills shortages; and social

¹⁰⁹ Sullivan, J. (2014) *Big Challenges For Recruiting Leaders - The Top 10 upcoming Recruiting Problems*. Available from: <https://drjohnsullivan.com/articles/big-challenges-for-recruiting-leaders-the-top-10-upcoming-recruiting-problems/>

¹¹⁰ Recruitment and Employment Confederation (2018) *REC*. Available from: www.rec.uk.com

care and construction employers now face similar challenges in hiring skilled workers”¹¹¹ (Randstad, 2018, www.randstad.co.uk/). The various ways that can be used by the human resources department to avoid the challenges they often face during the employee selection process.

8.4 Different ways the human resources department professionals can use to avoid the challenges they often face during the employee selection process

“Selecting the right people is a critical leadership lever that drives growth. Employee selection is the ultimate pay-me-now or pay-me-later leadership proposition. Do it effectively now and reap the benefits of a high performing team later. Do it fast and cheap now, and pay the price later of increased turnover, underperforming teams, a diluted culture and a drain on managerial time”¹¹² (Colan, 2018, www.iidmglobal.com/). Challenges are inevitable in each and every organization but it is the responsibility of management to ensure that they devise strategic plans that help to reduce the various challenges the organization faces on a day-to-day basis. Some of the ways that can be used by the human resources professionals to avoid the challenges they often face during the employee selection process are depicted in Figure 8.2 below.

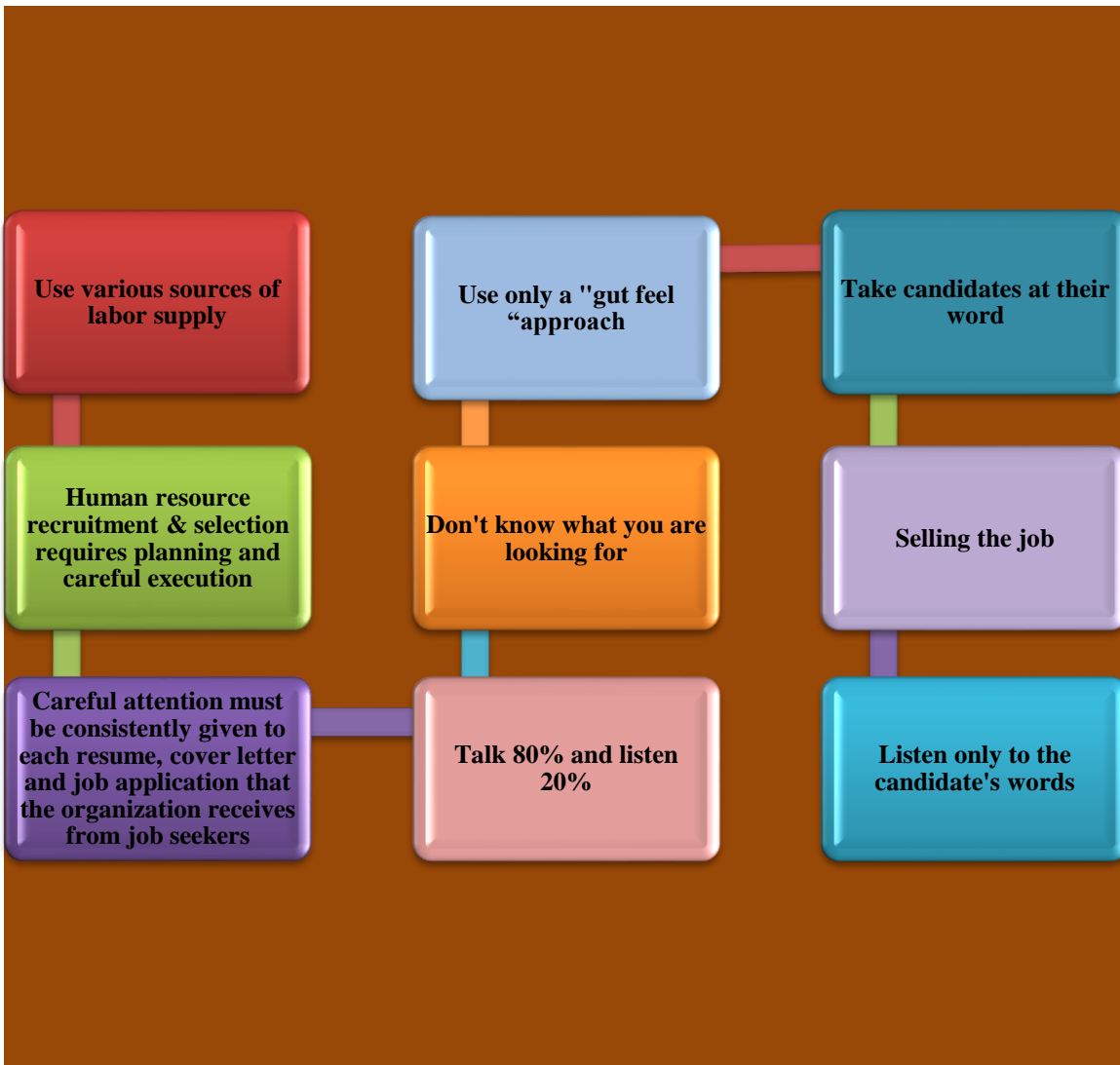
¹¹¹ Randstad (2018) *How to Find the People I need in a Changing Marketplace*. Available from:

<https://www.randstad.co.uk/workpocket/finding-candidates/top-4-recruitment-challenges-how-to-overcome-them/>

¹¹² Colan, L.J. (2018) *Top 10 Employee Selection Mistakes ... And Solutions*. Available from:

https://www.iidmglobal.com/expert_talk/expert-talk-categories/managing-people/find_recruit/id31531.html

Figure 8.2 Nine ways the HR department professionals can use to avoid the challenges they face during the employee selection process



Source: Modified (Colan, 2018; Randstad, 2018)

8.4.1 Use various sources of labour supply

“As traditional recruitment pools become drained, seeking new sources of applicants might mean considering upskilling people who already have the softer skills required; people return to work,

perhaps preferring to work more flexibly; or investing in apprenticeships. ¹¹³REC advised that the UK domestic labourforce cannot fill all the opportunities, and access to skills and talent from abroad was still vital for growth” ¹¹⁴(Randstad, 2018, www.randstad.co.uk/). Therefore, when local labour markets fail to provide the right candidates to fill open vacancies it is strongly advised that organizations may widen their candidate search into the global labour market.

8.4.2 Human resource recruitment & selection requires planning and careful execution

It is critical that the human resources management of an organization continuously carries-out effective planning to clearly foresee the challenges they may face during the employee selection process and also to identify possible strengths in the employee selection process the organization may use as a competitive advantage.

8.4.3 Careful attention must be consistently given to each resume, cover letter and job application that the organization receives from job seekers

The cover letter, job application forms and resumes often help the human resources professionals to write job interview or psychometric test questions that are aimed at gathering in-depth information about the job candidate during the selection process.

8.4.4 Use only a "gut feel" approach

““Use only a "gut feel" approach. No relationship has been found between years of experience, hiring people and effective selection, so the experienced manager is no more effective than the rookie manager. Experienced managers tend to rely more on gut feel and stray from validated practices for effective selection. Experience and intuition are important, but so are more reliable and valid ways to collect data such as testing, simulations and work samples. No ‘one’ aspect of the selection process should be relied on exclusively; rather they should be weighted based on the company's values and the job requirements. **Solution:** *Design and train on a selection process that contains various forms of data collection (qualitative and quantitative). Design your*

¹¹³ Recruitment and Employment Confederation (2018) *REC*. Available from: www.rec.uk.com

¹¹⁴ Randstad (2018) *How to Find the People I need in a Changing Marketplace*. Available from: <https://www.randstad.co.uk/workpocket/finding-candidates/top-4-recruitment-challenges-how-to-overcome-them/>

process and weight each selection component based on your company's values”¹¹⁵ (Colan, 2018, www.iidmglobal.com).

8.4.5 Don't know what you are looking for

““Don't know what you are looking for. It is hard to find "it" when you do not know what you are looking for. **Solution:** *Like most decision-making, employee selection is fundamentally emotional. Therefore, it is important to define and prioritise the Critical Success Factors (CSFs) for the job in advance. This enables clear thinking to establish a specific position profile. Yes, it takes time, but it is an effective use of time versus "shooting in the dark". See the following Applicant Evaluation Tool to help you avoid this mistake*”¹¹⁶ (Colan, 2018, www.iidmglobal.com).

8.4.6 Talk 80% and listen 20%

“Talk 80% and listen 20%. The reverse should be true. If you are talking too much, then you are selling the job instead of screening the candidate. **Solution:** *The interviewer should listen 80% of the time*” (Colan, 2018, www.iidmglobal.com).

8.4.7 Take candidates at their word

“Take candidates at their word. Do not settle for vague general responses to be polite. **Solution:** *You are on a data collection mission. Probe for specific examples and situations where the candidate has demonstrated the success factors you are looking for. Let the candidate know at the beginning of the interview that your goal is to fully and specifically understand his/her capabilities*” (Colan, 2018, www.iidmglobal.com).

8.4.8 Selling the job

“Selling the job. This is another mistake that can be exacerbated in a tight labor market. Managers want to sell the candidate on their company because they know that the candidate

¹¹⁵ Colan, L.J. (2018) *Top 10 Employee Selection Mistakes ... And Solutions*. Available from:

https://www.iidmglobal.com/expert_talk/expert-talk-categories/managing-people/find_recruit/id31531.html

¹¹⁶ Colan, L.J. (2018) *Top 10 Employee Selection Mistakes ... And Solutions*. Available from:

https://www.iidmglobal.com/expert_talk/expert-talk-categories/managing-people/find_recruit/id31531.html

likely has an offer on the table from a competing company. **Solution:** *The effective, long-term objective is to look for a good "fit" for the job and the company, regardless of the labor market conditions*” (Colan, 2018, www.iidmglobal.com).

8.4.9 Listen only to the candidate's words

“Listen only to the candidate's words. 90+% of all communication is nonverbal, so being attuned to the multitude of nonverbal cues provides an interviewer with much richer information about the candidate. **Solution:** *Don't stop at the traditional cues: eye contact, posture, facial expressions and gestures. Consider intonation, pacing of speech, energy level, self-confidence. How did you feel after the interview? Enthused, tired, impressed? Perhaps those who work with the candidate will feel the same way*” (Colan, 2018, www.iidmglobal.com). *"Republished from the International Institute of Directors and Managers (IIDM) - www.iidmglobal.com. Get valuable business tips and easy-to-read articles delivered direct to your inbox. Register now for your copy of IIDM's free e-newsletter: <http://www.iidmglobal.com/subscribe>".* The conclusion of this chapter will be covered in the next section.

8.5 Conclusion

It can be concluded that ‘change’ and ‘problems’ are inevitable in an organization’s operational life. Generally the current ‘war for talent’ in the global labour market has put enormous pressure on most of the human resources management professionals to ensure that their employee selection processes encompass modern day technology and credibility to offer their job candidates: (1) a memorable job application experience, (2) convenience and (3) a fair career opportunity. On the other hand a recruitment and selection policy in an organization helps the recruiters during the recruiting & selection process on what they ‘must do’ and ‘must not do’. It can therefore be concluded that one of the most common challenges faced by the human resources department is bias which is mainly caused by the recruitment & selection professionals during the employee selection process.

8.6 Review questions

1) What is the meaning of the term ‘challenge’ and ‘limitation’?

(2) Describe the common challenges faced during the employee selection process?

(3) Explain how 'illiteracy' and 'language differences' which are commonly found amongst job applicants often complicate the work of the recruiters?

(4) Explain at least five ways that can be used by organizations to avoid some of the common challenges faced by the human resources department during the employee selection process?

Chapter 9: Special topics in employee selection

After reading this chapter you should be able to:

- Explain the new innovative selection and interviewing methods under experiment.
- Describe how employee selection influences the productivity & profitability levels of an organization.
- Explain how recruitment & selection training enhances the selection process.
- Discuss the impact of the employee selection process on talent management.

9.1 Introduction

The global topics in employee selection keep increasing on a day-to-day basis as new trends keep developing in the human resources management field due to the consistent changes in the operating business environment (with factors such as technology, socio-demographics, legal and economic factors). In general the ultimate goal of employee selection is to help the organization to hire and retain suitably qualified and experienced job candidates who can quickly start performing as expected on the job. Diversity & inclusion and the linking of talent management strategies to the employee selection process have become the central focus of the modern day recruitment & selection function in most organizations across the world. “According to research the current job market is 90% candidate driven. That means you don’t pick talent anymore. Talent picks you” (Talentlyft, 2018, www.talentlyft.com). “*It is all about the candidate experience* - unfortunately many experiences of candidates are still poor. Designing an attractive and relevant candidate experience, as the first step in the longer employee journey, is very important. *Clever and automatic candidate selection* - humans are not very good at selection. The combination of human and machine can improve the quality of selection a lot especially in areas where performance can be clearly shown and measured, developments are going fast. If you are coding software, you feed the machine with a piece of code you have written, and then the machine will determine how good you are, and in what type of team you will fit and add value, as teams have different coding styles. No CV, no diploma, just some of the work you have

done”¹¹⁷ (Haak, 2017, <https://hrtrendinstitute.com/>). “*From selecting on skills to selecting on values and personality* - for their core organisations are looking for talent where there is a good fit between the values and the personality of the organisation and the values and the personality of the candidates. Also organisations have personalities and what you see emerging is methodologies to make the best fit between people and organisations. *Gamification in selection* - gamification is now entering selection as well. Candidates are asked to play a game and the companies behind the games claim they can make a valuable profile of the candidate based on his or her game behaviour and results”¹¹⁸ (Haak, 2015, <https://hrtrendinstitute.com/>). The new innovative interviewing and selection methods under experiment in most organizations will be covered in the following section.

9.2 Reducing bias during the employee recruitment & selection process is still complicated

“Discrimination is pervasive within our society and is therefore highly prevalent within the workplace, affecting a number of business decisions. This discrimination can be based on skin colour, gender, age, height, weight, religion, disability status or even where an individual was educated. In the workplace, this can take the form of social stereotyping, resulting in biases that affect decisions such as recruitment, hiring, promotion, job advertisement opportunities, retention and evaluations. Interviews are understandably the recruitment process which is most susceptible to unconscious biases”¹¹⁹ (Howard, 2018, www.hcamag.com). “*We all have natural biases, and we don’t always know when they’re affecting us. Things get trickier when you’re a recruiter, monitoring your own thought process to hire without discrimination.* First, some context. I recently attended a recruiting event, focused on diversity in hiring. Barring the usual dreaded group activities, forced corporate role play and all, I did learn something about bias in recruiting: it’s more common than we think. But it’s not malicious. More often than not it’s

¹¹⁷ Haak, T. (2017) *New Trends in Recruitment and Selection*. Available from: <https://hrtrendinstitute.com/2017/06/19/new-trends-in-recruitment-and-selection/>

¹¹⁸ Haak, T. (2015) *7 Trends in Recruitment and Selection*. Available from: <https://hrtrendinstitute.com/2015/03/07/7-trends-in-recruitment-and-selection/>

¹¹⁹ Howard, R. (2018) *The Danger of Unconscious Bias in HR Decisions and How to Overcome It*. Available from: <https://www.hcamag.com/hr-news/the-danger-of-unconscious-bias-in-hr-decisions-and-how-to-overcome-it-244975.aspx>

perpetrated unconsciously by well-meaning folks who enthusiastically attend meetings about non-bias hiring, who believe and champion the idea that diversity within a company is important. One recruiter faced the group and described an experiment he conducted, himself as the guinea pig. He would cover applicant details on a CV like name, age and gender with post-it notes, not thinking it would make a difference in his hiring process. His conclusion? “I use a lot of post-it notes in my hiring process now”¹²⁰ (Haak, 2017, www.smartrecruiters.com/). “The AI sources select top candidates to interview far faster than any human could, and with less bias. The idea of machines doing a job better than people is always off-putting at first, but think of what you could do with all that saved time: actual face time with candidates. Time to nurture connections. Build a network your company can draw from in the future” (Haak, 2017, www.smartrecruiters.com/). Most of the organizations have failed to maintain a 100percent fair and ethical recruitment and selection process that prohibits employee recruitment and selection process bias. Various organizations have adopted artificial intelligence (AI) to enhance their hiring process in order to eliminate any form of bias that may be caused by human error at the workplace (Haak, 2017, www.smartrecruiters.com/). The way in which the employee recruitment & selection function increases the organization’s productivity & profitability levels will be discussed in the next section.

9.3 How the employee recruitment & selection function increases the organization’s productivity & profitability levels

The human resources department and its operational activities continue to evolve on a daily basis. There are various ways that can be used by the recruitment & selection function of an organization to boost the profitability and productivity levels of an organization and these are depicted in Figure 9.1.

¹²⁰ Haak, R. (2017) *Bias in Recruiting Now is the Time to Take it On*. Available from: <https://www.smartrecruiters.com/blog/bias-in-recruiting-now-is-the-time-to-take-it-on/>

Figure 9.1 Four ways the recruitment & selection function can boost profitability and productivity levels in an organization



9.3.1 Increasing employee happiness

Recruitment and selection activities in an organization can only succeed if the organization has a reputable image in the labour market as a great place to work. Human resources management is now required to ensure that they offer job candidates transparent, credible, memorable and convenient selection processes in order to maintain the employer brand status of the organization in the labour market as a good employer. Thus the positive outcome of a well managed recruitment & selection process is a newly recruited happy employee. One of the new emerging phenomenon that is happening in most of the leading global organizations is the hiring of Chief Happiness Officers (*CHOs*) who play a vital role in helping the organization to maintain its

employees' wellbeing in terms of devising various strategies to increase and spread happiness at the workplace. A typical good example of an organization that has a Chief Happiness Officer is the United States of America-based Google Inc.¹²¹ (Cooper and Robertson, 2018, <https://theconversation.com/>).¹²²“Google wasn't the first to hire someone with the sole remit of enforcing employee contentment. But once Google did it, employee happiness became a key metric and other organisations quickly adopted their approach. The role remains popular today. There are more than 1,000 chief happiness officers listed on jobs website LinkedIn. But a closer look at what really makes employees happy shows that lots of companies are going about it the wrong way. The theory goes that happy employees are productive employees and productive employees generate more profit. The secondary benefit is that happy employees don't look to jump ship. This cuts recruitment costs, further increasing profits. So most organisations investing heavily in fostering a happiness culture think they see a good return on investment. Research shows that employee happiness is also determined by their personalities. In a large study of 3,200 employees from a variety of organisations and sectors, carried out by Robertson Cooper Ltd, a workplace well-being consultancy that we set up, we found that certain personality types experience more “good days at work” than other types. We discovered that employees who scored highly on positive emotions and enthusiasm, lower on depressive tendencies like sadness, hopelessness and loneliness and those who “begin tasks and carry them through” have the highest number of good days at work. If you combine these three personality characteristics, those who had all three had 79% of “good days at work”, whereas those who had low scores on these only had 57% of good days. This, in turn, translates into higher job satisfaction, better health and higher productivity”” (Cooper and Robertson, 2018, <https://theconversation.com/>). “Used with permission from Microsoft”. [Employee Selection: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation. ©2018 Google LLC, used with permission. Google and the Google logo are registered trademarks of Google LLC.

¹²¹ Cooper, C. and Robertson, I. (2018) *Happiness at Work Doesn't Just Depend on Your Employer*. Available from: <https://theconversation.com/happiness-at-work-doesnt-just-depend-on-your-employer-97036>

¹²² Robertson Cooper Ltd (2018) *Could Your Personality be Affecting How Many Good Days At Work You Have*. Available from: <https://www.robertsoncooper.com/download/latest-research/could-your-personality-be-affecting-how-many-good-days-at-work-you-have>

9.3.2 Boosting employee morale increases productivity

A well motivated workforce is a happy, loyal, committed and engaged workforce. This is basically what each and every organization aims to achieve on a day-to-day basis in their operational activities. Generally the first encounter most job candidates have with the organization is through the recruitment & selection process therefore human resources management often ensures that the selection process is conducted in a transparent, credible and unbiased manner in order to motivate all the potential employees of the organization to continue to perceive it as a powerful employer brand. A well crafted recruitment & selection process results in the right job candidates with a good person-organization culture fit being offered employment in the organization and these job candidates usually have high morale as a result of the excellent treatment they would have experienced during the selection process. “*Get higher-quality work by fostering morale*. In the end, it all comes down to this: happy, engaged employees work harder, smarter, and better. When ingredients like open communication, a focus on self-care and autonomy, and the basic human needs of trust and respect are baked into a company culture, the result is *better employee productivity*”¹²³ (Albright, 2018, <https://blog.hubstaff.com/>).

9.3.3 Use of effective communication strategies and tools during the selection process

The main aim of the human resources management function in an organization is to create harmonious mutual working relationships between the organization and all its key stakeholders (*employees, management, customers, suppliers, government, competitors and so on*). The most important ingredient for creating harmonious relations in an organization amongst employees is developing effective communication strategies. An organization’s recruitment & selection process must ensure that job candidates are clearly informed of all the activities that require their participation on time and appropriately to avoid any forms of miscommunications. Modern day technological tools such as mobile phones, laptops, desktops, notebooks, the Internet and so on now make it easy for human resources professionals to effectively communicate with job candidates. Thus when the recruitment & selection process uses effective communication

¹²³ Albright, D. (2018) *10 Proven Strategies for Increasing Employee Productivity in 2018*. Available from: <https://blog.hubstaff.com/employee-productivity/>

strategies to communicate with job candidates it helps to boost their enthusiasm, confidence and commitment to work for the organization. Therefore, when the new employees are finally hired they are more likely to be highly engaged, perform beyond expectations and participate in various activities offered by the organization as a result of its good communication strategies. “*Communication is the key to success. Without effective, two-way communication, relationships end and businesses fail. Managers who effectively communicate clear expectations and responsibilities to their employees will be rewarded with an engaged, productive workforce. To get started creating a culture of positive communication, flip the typical script*” (Albright, 2018, <https://blog.hubstaff.com/>).

9.3.4 Ensuring a person-organization culture fit

The long term survival of any organization lies with its organizational culture that is ‘the acceptable way of doing things or the norm of carrying-out tasks, socializing and communicating at the workplace by all the employees both formally and informally. It is the responsibility of the human resources management professionals to ensure that the employee recruitment and selection process of the organization successfully hires job candidates with a right person-organization fit. Job candidates with a right culture fit are more likely to have positive first impressions about the organization during their first day on the job due to the fact that they will be able to create good working relationships with their colleagues. In addition newly recruited job candidates with a good culture fit in the organization are more likely to quickly start performing on the job because they will be happy and more engaged. ¹²⁴“*Improve cultural fit with better recruiting. Zappos famously approaches hiring [more like a courtship](#) than a typical recruitment process. Future employees are screened, first and foremost, for how well they’ll fit in with Zappos’ Family Core Values. Such a strong focus on cultural fit even before employees log their first hour can save time and money down the road. In a [post for RecruitLoop](#), Manager Foundation’s Keith Tatley writes: *While on the surface cultural fit may not seem like a critical factor in the hiring process, it is arguably one of the most important selection criteria.* Conversely, nabbing an employee that does fit your company culture is likely to energize other*

¹²⁴ Manager Foundation (2018) *Zappos Hiring for Culture and The Bizarre Things They Do*. Available from: <http://managerfoundation.com/blog/zappos-hiring-for-culture-and-the-bizarre-things-they-do#.XkZwZPIKjIU>

employees. This results in increased motivation and productivity, adds Tatley”¹²⁵ (Albright, 2018, <https://blog.hubstaff.com/>). The way in which the recruitment & selection training enhances the selection process will be covered in the next section.

9.4 How recruitment & selection training enhances the selection process

Recruitment & selection training refers to the type of training that is offered to recruiters by the human resources department in order for them to improve their recruitment & selection skills so that they may become more efficient and effective. Organizations that invest their scarce financial resources into their employees’ skills development can easily attain numerous competitive advantages in the marketplace on various aspects such as high productivity levels, increased profitability, increased customer satisfaction levels, high quality products, new innovations and so on. The human resources department must ensure that the organization’s recruitment and selection team is adequately resourced and trained on an on-going basis to help the organization to successfully hire the right job candidates who will be willing to work for the organization for a much longer time period. Training the recruiters has become critical in this 21st century where global competition in the labour market has become the norm. Generally ‘learning’ is a never ending or a life long journey in each and every individual’s life since people generally learn new things each and every single day. Therefore, it is critical for the organization’s recruiters to acquire new knowledge and skills through training & development programs that are offered in the organization. Nowadays almost every employee from the top – lower level must consistently attend training & development programs so that they may improve their performance and gain new skills. The recruitment & selection employees in the human resources department can be trained on the following selection topics:

- How to administer online selection tests?
- How to score or rate interviewees during the interview fairly?
- How to assess job candidates using psychometric tests?

¹²⁵ Albright, D. (2018) *10 Proven Strategies for Increasing Employee Productivity in 2018*. Available from: <https://blog.hubstaff.com/employee-productivity/>

- How to effectively conduct background checking of job candidates using Internet search engines, security background search software and so on?

“Training in recruitment isn’t just for new recruiters or for those who specialize in niche recruiting—it’s for everybody. Industry trends are always changing, technology is always improving, and job opportunities are always advancing. Recruiter training programs help you to keep up your professional recruitment qualifications. Here are just some of the ways training for recruiters can help your recruiting process. You can learn:

- New recruitment sourcing methods
- What candidates want
- Industry trends
- How to use important technology”¹²⁶ (Blakely-Gray, 2018, www.topechelon.com/).

According to Blakely-Gray (2018) if you’ve been recruiting for a while, you probably remember what recruiting was like before social media and online job boards. Keeping up to date with recruitment agency training can open doors to **new sourcing methods** as they come out. What will you be using next to find candidates? It’s important that you don’t use the same approach for placing new generations of candidates as you have in the past. Great recruiter training can help you appeal to candidates of all ages. Use recruitment training to find out. Some recruitment training courses can help you learn how to use **new technology**, like [applicant tracking systems \(ATS\)](#). With an ATS, you can simplify and speed up your recruiting process, keep in touch with candidates, and create an easy-to-access candidate pool. But, you can also get recruitment training from professionals in the form of articles, webinars, or structured training classes. Training for recruiters can range from free to hundreds of dollars a year. Some online recruitment training courses prepare you for a recruiter certification. But, there are training courses in recruitment separate from certification programs. *Free recruitment training*. If you’re in the market for some free training opportunities, you have options. You can read articles from the experts to answer specific questions you might have or to expand your knowledge. Or, you

¹²⁶ Blakely-Gray, R. (2018) *Recruitment Training and Its Impact on Your Recruiting Career*. Available from: <https://www.topechelon.com/blog/recruiter-training/recruitment-training-impact-career/>

can also sign up for free webinars. Webinars might be free to the public, or only available if you are a member of a recruitment association. For example, Top Echelon offers free recruiting webinars on popular trends and topics. These online recruitment training opportunities don't require you to enroll in a formal class, and the training videos cover a wide array of material. *Recruiter training online for a fee.* You can also take recruitment courses online. Generally, these require a fee, although you can get a discount or even free training if you are part of a recruitment association. Structured recruitment courses cover a variety of vital topics for both niche recruiters and recruiters looking for general knowledge. The courses are typically a few hours long" (Blakely-Gray, 2018, www.topechelon.com/). "While there are many ways to get your foot in the door of the recruiting industry, the [Recruiter.com Certification Program \(RCP\)](#) may be your best bet, if you don't mind us saying so. This self-paced program is designed to introduce people with no previous recruiting experience to the recruiting industry, with units covering everything from sourcing candidates to landing new clients. What makes the RCP such a great entry into the recruiting industry? Here are just five of the benefits:

1. Get a Leg Up on the Competition With a Full Suite of Training Courses. The RCP aggregates in one place all the information a person needs to hit the ground running when they begin their recruiting career. While most new recruiters have to spend a few months learning the ropes before they can really start working jobs and earning money, RCP graduates enter the field fully prepared to find candidates, fill open jobs, and work with clients. As a one-stop shop for recruitment education, the RCP contains courses on all the industry fundamentals — and many of the advanced best practices that only seasoned insiders know. Courses include:

- *Mastering the Art of Cold Calling* • *How to Qualify and Take a Proper Job Order*
- *Sourcing Candidates Using Job Boards* • *Managing Your Candidate Through the Interview Process and more!*"¹²⁷ (Kosinsky, 2018, www.recruiter.com/). The impact of the selection process on talent retention will be discussed in-depth in the following section.

¹²⁷ Kosinski, M. (2018) *5 Benefits of Being a Recruiter.com Certification Program Trainee*. Available from: <https://www.recruiter.com/i/5-benefits-of-being-a-recruiter-com-certification-program-trainee/>

9.5 Impact of the selection process on talent management

The term ‘*talent*’ for the purposes of this book refers to: (1) an outstanding gifted employee, (2) a competitive advantage an individual thrives on and possesses when performing a certain job (3) an unquestionable top performing employee. In general the continuous process of encouraging job applications from highly talented individuals in the global labour market and retaining them after they have been offered employment by the organization has become critical nowadays. The current talent management buzz has been knocking on every human resources manager’s door in several organizations located in different parts of the world due to the current battle for scarce skills in the global labour market. The recruitment & selection process is the first step in the talent management program of any organization since that is when most of the highly talented job applicants first make contact with the organization. A talent management program’s effectiveness is strongly determined by the performance of the employee recruitment & selection function in the organization. The essence of talent management in any organization starts with the recruitment of the right type of employees and nowadays it is becoming much more difficult for organizations to recruit the right people despite the fact that organizations around the world are growing their operational activities on a day-to-day basis.¹²⁸¹²⁹“*Recruit the Right People in the First Place*. Retaining top performers begins with hiring the right talent in the first place. Top performers will be strong contributors—employees who are valuable and organizations want to retain. Likewise, employees who are a good fit for the position and perform well will want to stay with the organization. During the talent acquisition process, organizations can identify potential top performers by analyzing the needed skills, experience, and fit, and matching those to the talent profiles of external candidates. To drive quality into a selection and recruiting process, the company first defines which quality is for each position in the company. The selection process should be grounded on the foundation of a proper specification of the requirements of the job. The staffing department should work with hiring managers to set out the criteria that will bring about success at a job, including: (1) Knowledge, skills, and abilities, (2)

¹²⁸ Oracle (2012) *Talent Retention: Six Technology-Enabled Best Practices*. Available from:

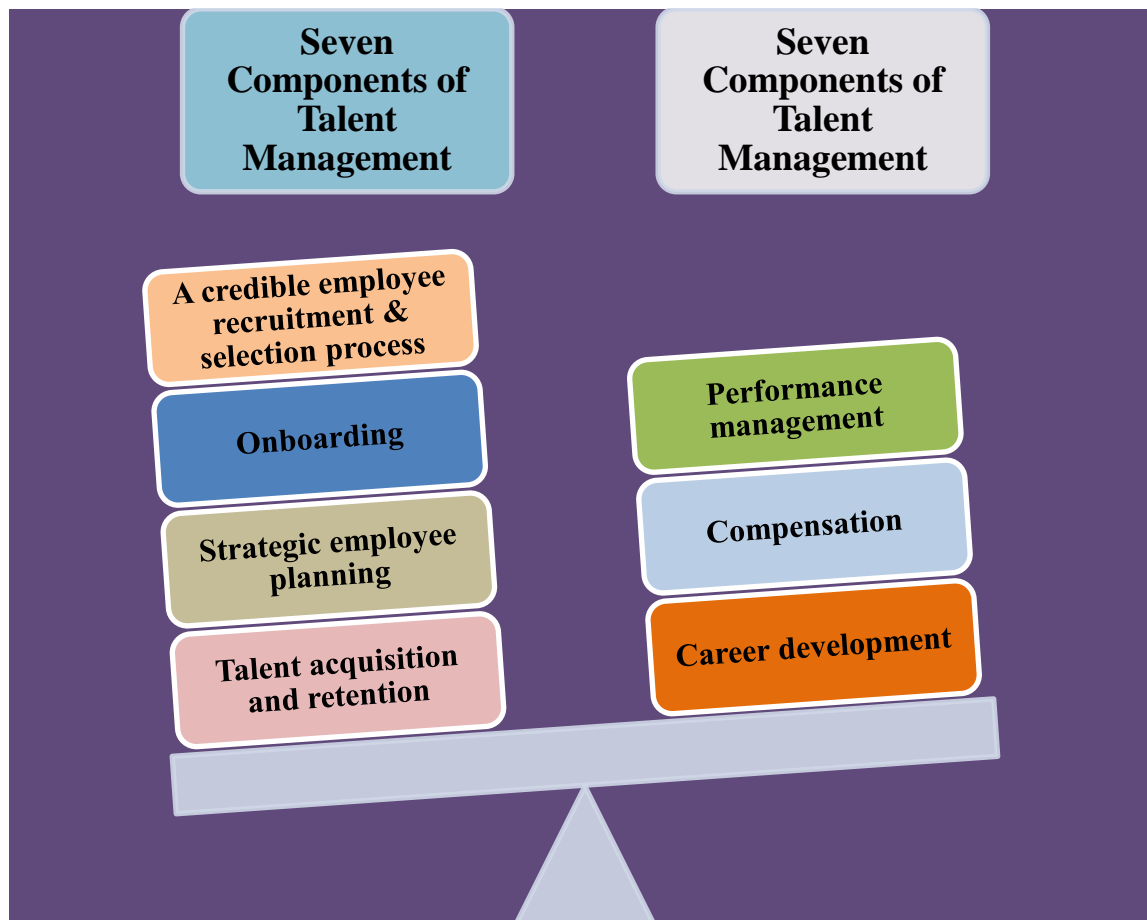
<http://www.oracle.com/us/media1/talent-retention-6-best-practices-1676595.pdf> p1-22. “Copyright Oracle and its affiliates. Used with permission.”

¹²⁹ Taleo Research, “*Recruiting: Reducing Direct Costs and Reaping Results*,” 2009.

Attitude and motivation, (3) Cultural fit, both with the organization and with its customers¹³⁰ (Oracle, 2012:4, www.oracle.com/us/). “The more specific the criterion, the better the company is able to calibrate the selection process and measure for a quality outcome. Once set, these criteria for the ideal candidate for a position inform all aspects of the recruiting process for the position, from the writing of the job description to the criteria employed by an online prescreening function. The criteria of selection and of performance must be aligned, to ensure that the staffing process reliably selects the qualities and characteristics that promote high-quality performance on the job” (Oracle, 2012:4, www.oracle.com/us/). “Copyright Oracle and its affiliates”. *Used with permission.* [Employee Selection: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation. Numerous studies have identified different components of a talent management program and these are depicted in Figure 9.2 below.

¹³⁰ Oracle (2012) *Talent Retention: Six Technology-Enabled Best Practices*. Available from: <http://www.oracle.com/us/media/1/talent-retention-6-best-practices-1676595.pdf> p1-22. “Copyright Oracle and its affiliates”. “Used with permission.”

Figure 9.2 Components of talent management



9.5.1 A credible employee recruitment & selection process. The organization must have a well established recruitment function that effectively caters for all the recruitment purposes of the organization on an on-going basis. Thus the employee selection process must practice highly ethical practices especially when conducting employment testing and interviewing in order to make all job applicants feel equal and fairly treated during their job application process in the organization. Newly recruited employees who feel that they were fairly treated by the organization’s employee recruitment & selection process are more likely to be highly engaged and committed to the organization thus retaining them becomes easy for the organization.

9.5.2 Generally the term ‘on-boarding’ is also referred to as induction training. “Onboarding. — is the bridge from the promise of talent and output anticipated from a new employee to the attainment of actual productivity. Onboarding is the link from candidate to employee in the

cyclical continuum of talent management; it is not merely a standalone activity.”¹³¹ (Oracle, 2012:5, www.oracle.com/us/). “Copyright Oracle and its affiliates. Used with permission.” A new employee’s first few days at the organization’s premises is the most critical time for the human resources department to properly carry-out induction training, create a good working relationship between the new employee and their immediate manager including colleagues with the aim of creating a memorable positive first impression. Generally if a new employee is mistreated during his or her first few days of starting to work for the organization, this may have long term effects on his or her attitude, commitment and work ethic towards the organization in the long term future. Employee retention generally starts during the recruitment & selection process. When job applicants are treated fairly, according to the labour legislation requirements and they are also highly valued by the human resources department their intentions to leave are more likely to be reduced when they are officially hired to work for the organization. During the recruitment & selection process the ‘psychological contract’ between the organization and the job applicant is often established by the potential employee. Therefore, when the employee selection process is professionally conducted it results in the organization having a well balanced psychological contract with its newly hired employee. Employees tend to have a positive and long lasting psychological connection with their employer, based on a pattern of what they expect their employer to provide them in terms of the following: (1) compensation, (2) career development opportunities, (3) training opportunities, (4) a sense of belonging immediately after getting hired as promised during the recruitment process and job adverts. “A *psychological contract* is the unwritten set of expectations between employer and employee – as well as between workers. Along with the formal employment contract, it underpins all workplace relationships. Breaching the contract can damage relationships irreparably and lead to a number of undesirable outcomes. For example, it can have a negative impact on employee loyalty.

¹³¹ Oracle (2012) *Talent Retention: Six Technology-Enabled Best Practices*. Available from: <http://www.oracle.com/us/media1/talent-retention-6-best-practices-1676595.pdf> p1-22. “Copyright Oracle and its affiliates. Used with permission.”

Without loyalty, employees don't go the extra mile that's needed to make a business competitive"¹³² (Ronnie, 2017, <https://theconversation.com>).

9.5.3 *Strategic planning*. ““Developing a successful HR strategic plan ensures that all HR activities are integrated and aligned with and taken from the overall strategic objectives of the organisation. A HR strategy should aim to capture "the people element" of what an organisation is hoping to achieve in the medium to long term, ensuring that:

- it has the right people in place,
- it has the right mix of skills,
- employees display the right attitudes and behaviours, and
- employees are developed in the right way”"¹³³ (Australian HR Institute, 2018, www.ahri.com.au/).

9.5.4 “*Talent acquisition* is the process of attracting, finding and hiring skilled human labor for organizational needs in order to meet labor requirements”¹³⁴ (Talentlyft, 2018, www.talentlyft.com/). The success of talent acquisition in an organization plays a significant role in the end results of talent management since it is a sub-component of talent management. “People are the single most important drivers of every company's success. That makes Talent Acquisition one of the most important, if not the most important, departments of every firm”¹³⁵(Talentlyft, 2018, www.talentlyft.com/).

9.5.5 “*Performance Management*. An important component of developing employees is a comprehensive and well executed performance management system incorporating elements such as regular one-to-one meetings, through to performance appraisals and processes to manage underperformance. Performance management is a well-established, all-encompassing term used

¹³² Ronnie, L. (2017) *Work Contracts Are a Complex Web of Social and Cultural Dynamics*. Available from: <https://theconversation.com/work-contracts-are-a-complex-web-of-social-and-cultural-dynamics-75074>

¹³³ Australian HR Institute (2018) *HR Strategy Planning*. Available from: <https://www.ahri.com.au/education-and-training/corporate-in-house-training/hr-courses/hr-business-planning>

¹³⁴ Talentlyft (2018) *What is Talent Acquisition*. Available from: <https://www.talentlyft.com/en/resources/what-is-talent-acquisition>

¹³⁵ Talentlyft (2018) *What is Talent Acquisition*. Available from: <https://www.talentlyft.com/en/resources/what-is-talent-acquisition>

to describe the practice that drives decisions about performance, remuneration, promotions, disciplinary procedures, terminations, transfers and development needs within an organisation”¹³⁶ (Australian HR Institute, 2018, www.ahri.com.au/). “*Performance Management* is the term used to describe the process set by an organisation to ensure all employees are aware of the level of performance expected of them in that role, as well as any individual objectives they will need to achieve to achieve overall organisational objectives” (Human Resources Institute of New Zealand, 2018, www.hrinz.org.nz/). “*Performance management* is a much broader concept than performance appraisal or a disciplinary process. It aims to improve organisational, functional, team and individual performances” (Australian HR Institute, 2018, www.ahri.com.au/).

- 9.5.6 “*Compensation* is the total cash and non-cash payments that you give to an employee in exchange for the work they do for your business. It is typically one of the biggest expenses for businesses with employees. Compensation is more than an employee’s regular paid wages. It also includes many other types of wages and benefits. Types of compensation include: (1) Base pay (hourly or salary wages), (2) Sales [commission](#), (3) Overtime wages, (4) Tip income, (5) [Bonus pay](#), (6) Recognition or pay merit, (7) Benefits (*insurances*, [standard vacation policy](#), *retirement*), (8) Stock options, (9) Other non-cash benefits”¹³⁷ (Kappel, 2018, www.patriotsoftware.com/). “HRM should focus on using a compensation programme as a tool for effective utilisation and management of Human Resources to achieve organisational objectives. HRM develops policies on salaries and other benefits to employees for deriving commitment to the organisation. They also reward superior performances with incentives and bonus payments. HRM tries to offer economic benefits including items like superannuation, life insurance, low cost loans, profit sharing, allowances, kiwisaver and share purchase schemes. They also try to reward employees with recreational benefits like provision of leisure areas, sport facilities, social clubs and flexibility in working hours. It is the responsibility of HRM to devise these remuneration and other benefits in line with market place competitiveness to maintain

¹³⁶ Australian HR Institute (2018) *HR Strategy Planning*. Available from: <https://www.ahri.com.au/education-and-training/corporate-in-house-training/hr-courses/hr-business-planning>

¹³⁷ Kappel, M. (2018) *What is Compensation?* Available from: <https://www.patriotsoftware.com/payroll/training/blog/what-is-compensation/>

motivation of employees”¹³⁸ (Human Resources Institute of New Zealand, 2018, www.hrinz.org.nz/).

9.5.7 *Career development* aims to assist employees by providing them with the necessary tools that are needed to solve any issues related to their job, career progression, learning & development, personal goal setting and so on.

“Recruiters and hiring managers can attract talented employees if they have a sound understanding of the skills needed and strategic goals of the department and the organization. When the hiring manager can share goals information with the candidate, it helps clarify and sell the position to potential employees. It is important that the hiring manager must articulate clear expectations, skills needed, and how the role contributes to the overall success of the department and the organization”¹³⁹ (Oracle, 2012:5, www.oracle.com/us/). “*Copyright Oracle and its affiliates. Used with permission.*” In general when a recruitment & selection process begins in an organization the human resources management professionals begin to focus on finding talented job seekers in the job market who will bring their much needed skills and experience in the organization to boost business performance. It is very important for organizations to ensure that they always inform job applicants the truth about what the organization is able to offer its employees (Hunter, 2002:83). In addition the recruitment & selection team must also ensure that they consistently find a win-win solution with job applicants after hearing all their needs/expectations so that an employment relationship is not established based on misleading information and or expectations. Some of the organizations tend to mislead job applicants in order to either (1) quickly make them sign employment contracts, or (2) quickly fill-in an open vacancy. Later on after being hired a new employee later on realizes the fact that they were misled by the recruitment team of the organization hence this leads to a breach of the psychological contract between them and their new employer. Generally the consistent

¹³⁸ Human Resources Institute of New Zealand (2018) *Performance Management*. Available from: https://www.hrinz.org.nz/Site/Resources/Knowledge_Base/I-P/Performance_Management.aspx

¹³⁹ Oracle (2012) *Talent Retention: Six Technology-Enabled Best Practices*. Available from: <http://www.oracle.com/us/media1/talent-retention-6-best-practices-1676595.pdf> p1-22. “*Copyright Oracle and its affiliates. Used with permission.*”

communication of truthful and accurate information to job applicants has been proven by numerous studies, human resources management gurus, authors and academics as the only guaranteed way organizations can earn the trust of their new employees. In addition when organizations communicate the truth to job applicants they are much better able to successfully boost their happiness so that they may continue to work for the organization over a long period of time. Therefore, the employee recruitment & selection process plays a vital role in retaining talent in the organization but only when it is done in an ethical and credible manner. Job candidates that fail to be hired by the organization must continue to be willing to re-apply for jobs in the organization and this is another data gathering research technique that can be used by the organization to consistently check if its recruitment & selection process is fair or credible. Overall an organization's employee recruitment & selection process plays a critical role in the success of the organization's talent management strategy.

9.6 Conclusion

It can be concluded that the global topics in employee selection keep increasing on a regular basis due to the rapidly occurring trends in the human resources management field as a result of the highly dynamic operating business environment. In general the ultimate goal of employee selection is to help the organization hire and retain suitably qualified and experienced job candidates who can quickly start performing as expected on the job. Organizations that strongly emphasize on the future are currently experimenting with their (1) employee selection skills assessments and job tryouts. An organization's recruitment & selection process must ensure that job candidates are clearly informed of all the activities that require their participation on time and appropriately to avoid any forms of miscommunications. It can therefore be concluded that the recruitment of suitable job candidates who possess the right person-organization culture fit can only be made possible by the employee selection system.

9.7 Review questions

- (1) Describe how the selection and interviewing methods are currently being modified today?
- (2) Explain in-depth how the employee selection process influences the productivity & profitability levels of an organization. Please provide relevant examples?

(3) Identify the various employee selection process areas the organization's recruiters can be trained in? Discuss the benefits of training the organization's recruiters?

(4) Define the term 'talent'? Explain how the 'psychological contract' influences talent management in an organization and how does the success of the talent management program rely on the employee selection process?

Chapter 10: How the employee selection process influences the organizational commitment levels of employees

After reading this chapter you should be able to:

- Define the term ‘organizational commitment’ and ‘employee engagement\.
- Describe the link between organizational commitment and the employee selection process.
- Explain how an effective employee selection process leads to engaged employees.
- Discuss how effective employee selection processes reduce employee turnover in organizations.

10.1 Introduction

The interrelation of the recruitment & selection process and organizational commitment has become one of the most popular and interesting topics in the human resources management field over the past years. Global competition today has exacerbated the ‘war for talent’ and it has also made talented job seekers to have more options to choose from in terms of organizations they see as ‘great places to work’ thus job hopping has become a common characteristic amongst highly talented people. One of the most effective strategy that can be used by an organization to reduce its employee turnover is having a well designed recruitment & selection process. Employee turnover has become a major challenge in many organizations that often have a poorly crafted recruitment & selection process and talent management system. Organizations must strive to gain the trust and loyalty of their employees in order for them to win their confidence and easily persuade them to continue to work for the organization for a much longer time period. Employees apply for jobs in organizations they believe will treat them better and be able to provide them with career opportunities that will help them to expand their knowledge and relevant work experience. The recruitment & selection process is the first opportunity that is used by job applicants to set their career goals. Therefore, organizations that generally offer their job applicants false or misleading information about the nature of their job responsibilities and or conditions of work often eliminates the possibility of gaining their trust or loyalty. In general the

gateway to gaining ‘employee trust and loyalty’ is through aiming for the following objectives during the recruitment & selection process: honesty, transparency, credibility, legal compliance, diversity, and validity. Today various business management gurus, industrial psychologists, human resources management experts and research studies have since discovered the significant value of high organizational commitment levels in achieving increased business performance and profitability. The meaning of the term ‘organizational commitment’ will be covered in the following section.

10.2 Definitions of ‘commitment’, ‘organizational commitment’ and ‘engagement’

Several definitions exist for the term ‘*organizational commitment*’ and these were developed by different industry experts, human resources management academics and other business management related professionals. Furthermore, *commitment* is a psychological mindset that motivates people to be bound, focused and devoted towards achieving a set goal. Generally individuals can be committed to different aspects of their life for instance their family, education, organization, sports club, farming, and so on. Generally organizational commitment is associated with an individual’s mindset, way of doing things, level of attachment to their employer and so on. Thus, the term ‘*organizational commitment*’ refers to an employee’s mindset that can either be positive or negative in terms of their attachment, association, focus and devotion towards their decision to continue to work for their employer. In addition the term ‘*engagement*’ refers to the way an individual views, believes, emotionally attaches, behaves including their level of enthusiasm towards their job in an organization. The interrelation that exists between organizational commitment and employee selection will be covered in the following section.

10.3 Link between organizational commitment and the employee selection process

One of the most effective ways an organization can improve the organizational commitment levels of its newly hired employees is through carrying-out a fair, transparent and reliable selection process that enables job candidates to have a memorable positive experience. A selection process can be rigorous and quite challenging for job candidates but the organization must ensure that it successfully keeps all the job candidates happy throughout

the whole employee selection process in order to maintain the organization's positive image in the labor market. In general an effective employee selection process helps to ensure that the organization hires the right job candidates that possess the appropriate person-organization fit and this helps the organization to hire new employees who are more likely to have increased commitment levels. Naturally when employees have some sort of attachment with the organization they automatically become committed to it and goals as well. When employees are fully committed to an organization they are more likely to 'go the extra mile' in terms of the following: (1) value creation, (2) communicating positive word-of-mouth information about the organization to their friends, relatives or the general public, (3) attaining set performance goals with their immediate superior, (4) upholding the good corporate governance standards or principles and ethical values of the organization, (5) maintaining a strong work ethic and attitude towards work activities, (6) participating in new idea generation or employee suggestion programs that aim to help the organization to fully utilize on new unfulfilled opportunities, (7) maintaining a balanced psychological contract, (8) upholding the 'customer is king' and 'continuous improvement' philosophies of the organization and so on. Committed employees tend to have an unquestionable deep connected interrelationship with the organization, its people, systems, processes, culture, vision and corporate brand. Employees that have a right person-organization fit are more likely to find the workplace highly conducive to the working life and level of commitment to the organization. Organizations that aim to create highly conducive friendly workplaces for their employees in order to boost their productivity and commitment levels must consistently entrench the following: (1) a culture of working together/teamwork, (2) autonomy at the workplace especially for highly skilled employees to boost their creativity, (3) employee participation in decision-making processes, (4) performance based bonus incentives and stock ownership plans, (5) provision of on-going training and development opportunities, (6) a well balanced work/personal life work schedule, (7) conducting regular staff meetings to discuss all aspects that are work related to work and so on. In general effective recruitment & selection has a significant influence on organizational commitment and this is supported by a study conducted by Mohd, A., Ahmad, N.H. and Ling, T.C. (2015) titled: 'Linking Selective Hiring to Organizational Commitment: Evidence From the Hotel Industry of Malaysia'. *SHS Web of Conferences*, 18, 01002 (201). According to Mohd, Ahmad and Ling (2015:1-4) this study investigates the relationship between selective hiring and organizational

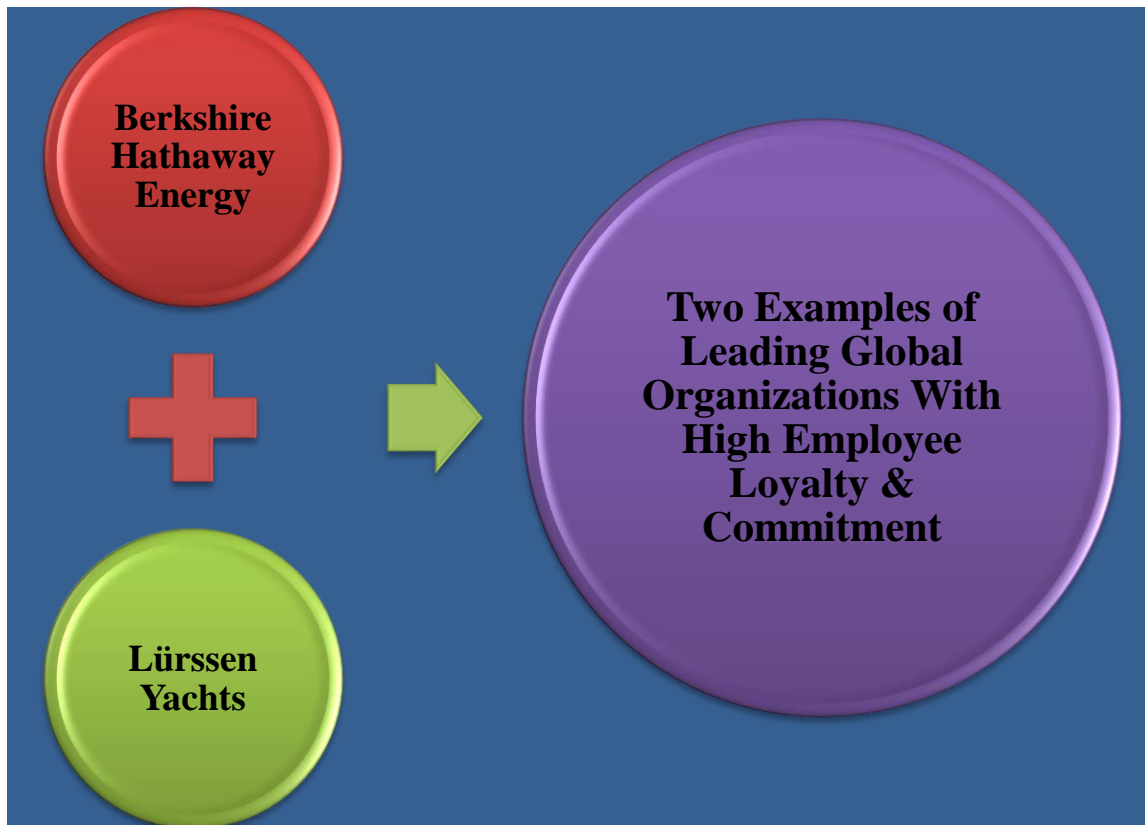
commitment. Analysis using Partial Least Squares technique of data from 290 frontline hotel employees in Peninsular Malaysia revealed that selective hiring has a significant positive effect on organizational commitment. These hotels were located in the northern, central, and southern regions of Peninsular Malaysia. Of these, only 29 hotels consented to participate in our survey. We distributed the survey packets addressed to the HR managers of the respective hotels using either mail or “drop” and “pick-up” method depending on the location of the hotel. Each of the survey packets contained 10 questionnaires to be distributed to frontline employees working in the front office department. Two weeks were given to respondents to complete the questionnaires. After the stipulated period, all 290 questionnaires were collected back. These completed questionnaires were found to be useable and subsequently analyzed¹⁴⁰ (Mohd, Ahmad and Ling, 2015:1-4). Furthermore, according to Mohd, Ahmad and Ling (2015:7) *Discussion, Implications, and Limitations*. Our statistical result provides evidence that selective hiring, an individual HRM practice, has a positive and significant effect on organizational commitment (Mohd, Ahmad and Ling, 2015:7).

10.3.1 Examples of leading global organizations with high employee loyalty & commitment

Employee commitment is the engine that drives an organization’s long term success and it can only be well maintained by having an effective recruitment & selection process that ensures the organization continues to choose the right job candidates with a good person-organization culture fit and who are highly enthusiastic about working for the organization. Several organizations located around the globe have managed to prosper as a result of having high employee loyalty and commitment levels. Some of the leading global organizations that have employees with a high level of employee loyalty and commitment are depicted in Figure 10.1 below.

¹⁴⁰ Mohd, A., Ahmad, N.H. and Ling, T.C. (2015) Linking Selective Hiring to Organizational Commitment: Evidence From the Hotel Industry of Malaysia. *SHS Web of Conferences*, 18, 01002 (201).

Figure 10.1 Two examples of leading global organizations with high employee loyalty & commitment



10.3.1.1 Berkshire Hathaway Energy

A typical good example of a well led organization with a high employee commitment is Berkshire Hathaway Energy a subsidiary company of Omaha, Nebraska (*United States of America*) headquartered Berkshire Hathaway Inc. an investment company that had a total of 63 subsidiary companies by May 2018 and its major shareholders are two leading ‘iconic’ entrepreneurs Mr. Warren. Edward Buffett and Mr. Charlie T. Munger¹⁴¹ (Berkshire Hathaway Inc., 2018, <http://www.berkshirehathaway.com/>). According to Berkshire Hathaway Energy (2018) *Employee Commitment*. We equip employees with the resources and support they need to be successful. We encourage teamwork and provide a safe, rewarding work environment. We

¹⁴¹ Berkshire Hathaway Inc. (2018) *List of Subsidiaries*. Available from: <http://www.berkshirehathaway.com/subs/sublinks.html>. “The material is copyrighted and used with permission of the author”. Debra Ray for Warren Buffett

make no compromise when it comes to safety¹⁴² (Berkshire Hathaway Energy, 2018, <https://www.berkshirehathawayenergyco.com>).

“Our Employees’ Commitment. Employee commitment is a two-way street. We provide the resources and work environment employees need to be successful. In return, we expect them to embrace our core principles, deliver exceptional customer service, and be the companies’ ambassadors, making our businesses a positive presence in the communities. *Customer Service.* We are focused on *delivering reliability, dependability, fair prices and exceptional service to our customers* around the world. *Results Speak for Themselves.* Every one of our businesses has a customer service improvement plan, with metrics to measure progress. These plans are dynamic, driven by feedback gained from customer satisfaction surveys and our continuous improvement philosophy. Our customer satisfaction ratings are consistently among the best in the industry.

- In TQS Research, Inc.’s 2016 Key Accounts National Benchmark Study, Berkshire Hathaway Energy ranked No. 1 among 47 U.S. electric utility holding companies included in the study. All four of Berkshire Hathaway Energy’s U.S. operating utilities – Pacific Power, Rocky Mountain Power, MidAmerican Energy Company and NV Energy – received top 10 rankings in the study.
- 2017 marks the 12th consecutive year that our gas pipeline companies have together ranked No. 1 among major organizational groups in Mastio & Company’s Natural Gas Transportation customer satisfaction study.
- In 2016, Northern Powergrid delivered its best-ever performance and the most-improved customer satisfaction ratings in its industry peer group”¹⁴³ (Berkshire Hathaway Energy, 2018, <https://www.berkshirehathawayenergyco.com/about-us/customer-service>).

Furthermore, *“Financial Strength.* We are excellent stewards of our substantial financial resources. Backed by Berkshire Hathaway, we invest in hard assets and focus on long-term

¹⁴² Berkshire Hathaway Energy (2018) *Customer Service*. Available from: <https://www.berkshirehathawayenergyco.com/about-us/customer-service> “The material is copyrighted and used with permission of the author”. Debra Ray for Warren Buffett

¹⁴³ Berkshire Hathaway Energy (2018) *Customer Service*. Available from: <https://www.berkshirehathawayenergyco.com/about-us/customer-service> “The material is copyrighted and used with permission of the author”. Debra Ray for Warren Buffett

opportunities that will contribute to the future strength of the company. *High Quality, Diversified Portfolio.* Nearly 90 percent of our operating income comes from investment-grade, rate-regulated businesses. Our portfolio is well-diversified. Our portfolio of energy businesses provides significant geographic, regulatory and resource diversity with regulated utility operations in England, Canada, and 11 Western and Midwestern states. Our 16,400 miles of gas pipelines reach from Texas to Michigan and from Wyoming to California. No single state provided more than 20 percent of energy operating revenue in 2017. Our geographic scope limits exposure to the impacts of weather, local economies, regulation and natural disasters. Lenders and credit rating agencies view this favorably, as it improves the predictability of financial results and reduces business risk. *Berkshire Hathaway Ownership.* Our privately held ownership structure is a major source of financial strength and a competitive advantage. With no dividend requirement, we are able to reinvest 100 percent of net income back into our businesses to better serve customers and pursue growth opportunities. Berkshire Hathaway's long-term ownership perspective promotes stability and it helps make us the buyer of choice in the eyes of certain sellers and regulators. *Strong Credit Ratings.* All of our regulated businesses have credit ratings of A/A3 or better, as measured by Standard & Poor's Investors Service and Moody's, respectively. When it's necessary to raise capital, our strong credit ratings help us do so on favorable terms"¹⁴⁴ (Berkshire Hathaway Energy, 2018, <https://www.berkshirehathawayenergyco.com/investors/>). "The material is copyrighted and used with permission of the author". Debra Ray for Warren Buffett

10.3.1.2 Lürssen Yachts

A good example of an organization that is well led accompanied with high employee loyalty and organizational commitment levels from its employees as a result of its excellent recruitment & selection processes is Lürssen Yachts which is headquartered in Bremen, Germany. Lürssen Yachts was founded by Friedrich Lürssen on June 27, 1875. According to Lürssen (2018) after training as a boatbuilder, Friedrich Lürssen wants to join the boatyard of his father, Lüder Lürssen. Lüder advises his son to start a yard of his own – a single company would be

¹⁴⁴ Berkshire Hathaway Energy (2018) *Investors*. Available from:

<https://www.berkshirehathawayenergyco.com/investors/> "The material is copyrighted and used with permission of the author". Debra Ray for Warren Buffett

insufficient to support two families.¹⁴⁵ On June 27, 24-year-old Friedrich sets up a boatbuilding workshop in Aumund, near Bremen, Germany. His first vessel demonstrates his trademarks: originality and high quality. Friedrich Lürssen's shipyard grows and thrives, and at one point he even begins placing orders with his father. In 1907 the second generation Friedrich Lürssen's only son Otto joins the firm as a partner, contributing far-reaching practical and theoretical knowledge. As a shipbuilding engineer he combines tried and trusted craftsmanship with new technical expertise, improving on past methods. In 1932 the abrupt death of 52-year-old Otto Lürssen, who directed the company in a spirit of open-mindedness and passion for innovation, is a bitter loss for the shipyard and the entire industry. His wife, Frieda Lürssen, the strong-willed daughter of a captain of a large cruise ship, fills the gap and takes over at the helm of the Lürssen yard. In 1938 the third generation takes on more responsibility at Lürssen: Gert Lürssen comes on board – bringing along the passion for motorboats he inherited from his father. In 1939, he sets an impressive world speed record on the lower reaches of the Weser River in a Lürssen diesel-powered speedboat, achieving a speed of exactly 68.2 km/h. In 1948 business is difficult in the wake of the war. Everyone has to start from scratch and the Lürssen shipyard is no exception. During this time of change, the brothers Gert and Fritz-Otto Lürssen agree on the division of shares in company, which they hold jointly with their mother Frieda Lürssen. In 1962 Frieda Lürssen, who has led the company with greater perseverance and technical expertise, hands over responsibility for the firm to her sons Gert and Fritz-Otto. That same year the 55-meter yacht PEGASUS II is delivered, like her predecessor, to a London shipowner. In 1975 Centennial Lürssen celebrates a century in business. Friedrich and Peter Lürssen, sons of owners Gert and Fritz-Otto Lürssen, receive their first shares in the firm. In 1977 Friedrich Lürssen joins the company at the age of 27. After earning a degree in business administration and experience at various jobs in international companies, he starts to work his way through all departments of the shipyard. He soon assumes a senior position. In 1987 Peter Lürssen joins the company after studying shipbuilding and industrial engineering in Germany and business administration in the United States as well as gathering considerable professional experience, Peter Lürssen comes on board. In previous positions, he had spent a year as a construction inspector at different Japanese shipyards, and already familiarized himself with various Lürssen departments. In 2000 one-and-

¹⁴⁵ Lürssen (2018) *Lürssen: Leading Innovation Since 1875*. Available from:

<https://www.lurssen.com/en/about/history/>

quarter centuries after its founding by Friedrich Lürssen, the company celebrates an important anniversary Jubilee of 125 years since founding. The small boatbuilding company on the Weser River has grown into a large shipyard that builds military vessels as well as modern megayachts¹⁴⁶ (Lürssen, 2018, www.lurssen.com/en/about/history/).¹⁴⁷“Friedrich Lurssen (who manages the yard in the 4th generation together with Peter Lurssen) says: *"The history of the shipyard is still closely linked to our own family history and that of many of our staff. The family and staff's genuine identification with the shipyard business and an informal company structure with tight employee loyalty have always been supporting pillars of our success. In addition to technical expertise and practical skills, high levels of flexibility and strength of innovation among our workforce have been the decisive drivers of growth in our shipyard business as a specialty supplier of high-technology ship construction since the beginning." As much as the yachts gain fame for their LOAs, it's important to focus on the people who have made them possible. Lurssen employs more than 1,000 people just at its Bremen facility. Over the years with their help, Lurssen has launched more than 13,000 yachts and ships. Peter Lurssen, CEO of Lurssen Yachts, said: "As a family company it makes us proud and happy to be able to look back, in a turbulent industry, on 140 years of successful shipbuilding history on the River Weser. At the same time, our company anniversary motivates us as a family business to continue manufacturing unique ships for the global market together with our employees and to successfully live up to our great-grandfather's motto to impress through performance and quality"*” (Yachts Harbour, 2016, <https://yachtharbour.com/builders/Lurssen>). The way in which effective recruitment & selection leads to a well engaged workforce will be discussed in the following section.

10.4 Effective employee recruitment & selection processes lead to a well engaged workforce

“Employee engagement goes to the heart of the employer - employee relationship. At its best it enables people to be the best they can be as involved, respected, and valued contributors to their

¹⁴⁶ Lürssen (2018) *Lürssen: Leading Innovation Since 1875*. Available from:

<https://www.lurssen.com/en/about/history/>

¹⁴⁷ Yachts Harbour (2018) *About Lürssen*. Available from: <https://yachtharbour.com/builders/Lurssen>

organisation's success"¹⁴⁸ ¹⁴⁹(Randstad , 2016, www.randstad.com.au). "Employee engagement is the strength of the mental and emotional connection employees feel towards their places of work"¹⁵⁰ (Thompson, 2018, www.quantumworkplace.com/). An organization can start employee engagement from the first day by implementing various approaches on its employee recruitment and selection. Generally the recruitment function is the key point in an organization that helps to ensure that the organization has a steady supply of adequate job applicants to recruit. When a job candidate who possesses the required work attitude, values, skills and experience is offered employment in an organization he/she is more likely to perform as expected thus this results in them having increased happiness, enthusiasm and engagement in their new work role. Employees with a high person-organization fit are more likely to be highly engaged. ¹⁵¹"Differences between the best and worst engaged organisations include 18% higher productivity, 40% lower employee turnover and 62% fewer accidents. It's a virtuous circle: engaged employees know their work affects their organisation's goals and priorities in an environment that reinforces their values and beliefs. They know what's expected of them (*and why*) and feel connected with other staff and parts of the organisation. Research also suggests higher levels of employee engagement lead to more innovative work behaviour. Engaged employees are much more likely to search out new methods or techniques and transform innovative ideas into useful applications and cost savings. New ways of working that rely on discretionary effort willingly given (e.g. *innovation, collaboration, joint problem solving*) cannot thrive in environments where employee abilities are not valued or trusted. There is no shortage of research and ideas on how to increase employee engagement. Here are some recurrent themes:

¹⁴⁸ Randstad (2016) *Employee Engagement - The Beating Heart of Workplace Relationships*. Available from: https://www.randstad.com.au/workforce360/archives/employee-engagement-the-beating-heart-of-workplace-relationships_641/

¹⁴⁹ Source: Randstad Workpocket (2015)

¹⁵⁰ Thompson, C. (2018) *What Is Employee Engagement*. Available from: <https://www.quantumworkplace.com/future-of-work/what-is-employee-engagement-definition>

¹⁵¹ Source: Randstad Workpocket (2015)

- align employee goals to business outcomes. Employees need to know they are working for their own goals as much as the organisation's. People will want to see how their job impacts the organisation's overall success
- see your employees as people not payroll. Successful businesses with a higher propensity for employee engagement are committed to open and honest communication, and engage in social interactions outside work. As a manager, take a genuine interest in your team's well-being
- increase employee input and involvement. Listen to problems at local, as well as at the organisational level. Support team building activities, coaching and mentoring
- know the strengths of your employees. Putting people in the right job fit is part of engaging your employees where both the organisation and the employee benefits. Engagement increases when the focus is on employees' strengths"¹⁵² ¹⁵³(Randstad, 2016, www.randstad.com.au/). The use of false misleading and irrelevant information during the employee selection process is one of the reasons why employees end up personally disengaging from their work roles in the end. It is mainly due to the fact that they would have discovered the truth that they were misled by the recruitment & selection team when they applied for their current job. When the recruitment team of the organization uses selection assessments that do not interrelate with the open job vacancy the job candidates often end up believing the fact that the organization's selection process is biased or unfair thus this ends up creating a negative image for the organization in the labour market (Hunter, 2002:83). The conclusion of this chapter will be covered in the following section.

10.5 Conclusion

It can be concluded that the interrelation of the recruitment & selection process and organizational commitment has become one of the most popular and interesting topics in the human resources management field over the past years. One of the most effective strategy that

¹⁵² Randstad (2016) *Employee Engagement - The Beating Heart of Workplace Relationships*. Available from: https://www.randstad.com.au/workforce360/archives/employee-engagement-the-beating-heart-of-workplace-relationships_641/

¹⁵³ Source: Randstad Workpocket (2015)

can be used by an organization to reduce its employee turnover is having a well designed employee selection process. It can be concluded that employee commitment is the engine that drives an organization's long term success. In general employee commitment can only be well maintained in an organization by having an effective employee selection process that ensures that the organization continues to choose the right job candidates with a good person-organization culture fit and who are highly enthusiastic about working for the organization. Therefore, when the human resources department hires the appropriate job candidates to fill-in the open job vacancies it is automatically expected that these newly recruited employees are more likely to perform as expected and be able to successfully overcome any challenges they may face on their new work role.

10.6 Review questions

- (1) What is the meaning of the term 'employee engagement'?
- (2) Define the terms 'organizational commitment' and 'commitment'?
- (3) Describe the interrelation that exists between organizational commitment and the employee selection process?
- (4) Discuss using relevant examples how effective employee recruitment & selection processes lead to a well engaged workforce?

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