

THE COMMON MYOPIAS IN RECRUITMENT AND SELECTION AND ITS IMPACTS ON THE ORGANIZATION

Ms. Gandhali Pathak¹, Prof Jae Jogalekar²

¹Student, Indira School of Business Studies, PGDM, Pune, India.

²Assistant Professor, Indira School of Business Studies, PGDM, Pune, India.

ABSTRACT

Recruitment and selection are essential processes in organizational management, as they significantly affect the caliber of talent brought into an organization and contribute to its success. These processes require not only identifying and attracting candidates with the necessary qualifications but also ensuring they fit well with the organization's culture and values. However, recruitment practices are often affected by biases and limitations, collectively termed as recruitment myopia. This review paper examines prevalent forms of myopia in recruitment and selection, analyzing how short-sighted approaches can lead to poor hiring decisions, reduced employee alignment, and diminished organizational performance. By focusing on issues such as the emphasis on immediate needs, the disregard for long-term strategic objectives, and limited attention to organizational dynamics, the paper aims to offer insights into improving recruitment practices for better organizational outcomes.

Keywords: HRM, Recruitment, Human resources, Organization Behavior, HRD.

1. INTRODUCTION

Recruitment and selection are critical processes in organizational management, directly influencing the quality of talent acquired and the overall effectiveness of an organization. These processes involve identifying, attracting, and choosing candidates who not only possess the necessary skills and qualifications but also align with the organization's culture and values. However, organizations often fall prey to various biases and limitations in their recruitment strategies, a phenomenon referred to as myopia in recruitment and selection.

This research review paper aims to explore the common myopias encountered in recruitment and selection practices and their subsequent impacts on organizations. It is a descriptive review that synthesizes existing literature on the topic, highlighting how myopic views can lead to suboptimal hiring decisions, reduced employee fit, and ultimately hinder organizational performance. By examining various dimensions of recruitment myopia, including over-reliance on immediate needs, neglect of long-term strategic goals, and insufficient consideration of broader organizational dynamics, this paper seeks to provide insights into how organizations can mitigate these issues to enhance their hiring efficacy and overall success.

Significance of Optimum Hiring

Recruitment and Selection: Optimum hiring is pivotal for organizational success as it ensures that the right individuals are placed in the right roles. Effective recruitment strategies attract a diverse pool of candidates, while a robust selection process evaluates their competencies accurately. The significance of optimum hiring can be observed in several key areas:

Enhanced Performance: Organizations that implement rigorous recruitment and selection processes tend to experience higher employee performance levels. Studies indicate that employees who are well-matched to their roles are more productive and engaged (Schmidt & Hunter, 1998).

Cultural Fit: Optimum hiring practices help ensure that new hires align with the organization's culture and values. This alignment fosters a positive work environment and enhances team cohesion (Kristof-Brown et al., 2005).

Reduced Turnover: A well-structured selection process minimizes turnover rates by identifying candidates who are not only qualified but also likely to remain with the organization long-term. High turnover can be costly, leading to increased recruitment expenses and loss of institutional knowledge (Griffeth et al., 2000).

Diversity and Inclusion: Effective recruitment strategies promote diversity within the workforce by reaching out to underrepresented groups. A diverse workforce brings varied perspectives, fostering innovation and improving problem-solving capabilities (Herring, 2009).

Organizational Reputation: Companies known for their fair and effective hiring practices attract top talent. A strong employer brand enhances the organization's reputation in the labor market, making it easier to recruit skilled individuals (Backhaus & Tikoo, 2004).

Impacts of Myopia in Recruitment and Selection: Despite the clear benefits of optimum hiring, various myopias can impede effective recruitment and selection processes:

Confirmation Bias: Recruiters may unconsciously favor candidates who confirm their existing beliefs about what constitutes a "good" candidate, leading to a lack of diversity in hiring (Nickerson, 1998).

Overemphasis on Credentials: Organizations often prioritize formal qualifications over practical experience or cultural fit, which can result in hiring individuals who may not perform well in real-world scenarios (Huffcutt & Arthur, 1994).

Stereotyping: Stereotypes related to age, gender, or ethnicity can influence hiring decisions negatively. Such biases not only affect fairness but also limit the potential talent pool (Bertrand & Mullainathan, 2004).

Neglecting Soft Skills: Many organizations focus heavily on technical skills during selection processes while undervaluing soft skills such as communication and teamwork abilities. This oversight can lead to hiring individuals who excel technically but struggle in collaborative environments (Robles, 2012).

Short-term Focus: Some organizations may prioritize immediate needs over long-term fit when making hiring decisions. This short-sightedness can lead to high turnover rates as employees may leave once they realize they are not well-suited for their roles (Brewster et al., 2016).

In conclusion, understanding the common myopias in recruitment and selection is essential for organizations aiming for optimum hiring practices to mitigate them such as structured interviews, diverse hiring panels, and comprehensive training for recruiters' organizations can enhance their chances of making informed hiring decisions that contribute positively to their overall performance.

Current Trends in Hiring

The landscape of recruitment and hiring is undergoing significant transformation as organizations adapt to technological advancements, changing workforce demographics, and evolving employee expectations. This paper explores the current trends in hiring that are reshaping how companies attract, evaluate, and retain talent. These trends emphasize innovation, inclusivity, flexibility, and data-driven decision-making, all of which contribute to a more effective recruitment process.

Remote Work Revolution

The COVID-19 pandemic has permanently altered the workplace dynamics, leading to a widespread acceptance of remote work. Organizations are increasingly adopting hybrid work models that provide flexibility and broaden the talent pool beyond geographical limitations. This shift allows companies to recruit the best candidates regardless of their location, thus enhancing diversity and inclusion within the workforce (Elm Learning, 2024). Remote work not only caters to employee preferences for work-life balance but also helps organizations reduce overhead costs associated with physical office spaces (Betterteam, 2024).

Data-Driven Decision Making

Data analytics and artificial intelligence (AI) are becoming integral to recruitment strategies. Organizations leverage data to identify effective sourcing channels, optimize candidate selection processes, and predict employee success based on historical data which enables companies to assess candidates more objectively and align their recruitment strategies with organizational goals.

Skills-Based Hiring

Employers are increasingly recognizing that formal education does not always correlate with job performance. Instead, organizations are focusing on candidates' practical skills, adaptability, and potential for growth. This competency-based approach not only enhances the quality of hires but also minimizes biases associated with educational backgrounds.

Diversity, Equity, and Inclusion (DEI)

Diversity and inclusion have become central to recruitment strategies as organizations strive to create workplaces that reflect various backgrounds and experiences. Candidates now expect employers to demonstrate a commitment to DEI through inclusive hiring practices. Companies that prioritize DEI benefit from enhanced innovation and improved company culture thus helping organizations attract a wider range of applicants while fostering an inclusive environment.

Enhanced Candidate Experience

The candidate experience is emerging as a critical factor in attracting top talent. Organizations are investing in streamlined application processes, personalized communication, and transparent feedback mechanisms to enhance candidate satisfaction. A positive candidate experience not only improves the likelihood of offer acceptance but also enhances the employer's brand reputation.

AI-Powered Recruitment Tools

Artificial intelligence is revolutionizing recruitment by automating repetitive tasks such as resume screening and initial candidate communication. AI-driven tools enhance efficiency by allowing recruiters to focus on building meaningful connections with candidates rather than getting bogged down by administrative tasks. Furthermore, AI can assist in identifying suitable candidates based on specific criteria and predicting their fit within the organization.

Social Media Recruiting

Social media platforms have become powerful tools for recruitment as companies leverage them to engage potential hires through targeted content. By showcasing company culture and values on platforms like LinkedIn and Instagram, organizations can attract candidates who resonate with their mission thus not only expanding the reach of job postings but also fostering a sense of community among prospective employees.

Continuous Learning and Upskilling

As technological advancements reshape industries, organizations recognize the importance of continuous learning and upskilling initiatives for both current employees and potential hires. Companies are investing in training programs that equip their workforce with the necessary skills to adapt to changing demands. This proactive approach not only enhances employee engagement but also ensures that organizations remain competitive in an ever-evolving market.

Employer Branding

A strong employer brand is crucial for attracting qualified candidates in today's competitive job market. Organizations are increasingly focused on building a positive reputation through effective branding strategies that highlight their values, culture, and employee experiences. Candidates often research potential employers before applying; thus, maintaining a compelling online presence can significantly influence their decision-making process.

Wellness and Mental Health Support

The emphasis on employee wellness has gained prominence as organizations recognize its impact on productivity and retention. Companies are implementing initiatives that support mental health and overall well-being as part of their recruitment strategy. By promoting a healthy work environment that prioritizes employee well-being, organizations can attract candidates who value such benefits.

Stereotypical Perceptions of Potential Employees Towards Hiring

Stereotypical perceptions significantly influence the hiring process, often leading to biases that can adversely affect candidate evaluation and selection, forming generalized beliefs about individuals based on their membership in particular groups, which can manifest in various forms, including gender, race, age, and educational background. These biases not only shape how recruiters view candidates but also how candidates perceive themselves and their chances of success in the job market.

Impact of Gender Stereotypes: Gender stereotypes are particularly pervasive in hiring practices. Research indicates that employers often hold preconceived notions about the capabilities of male and female candidates. For example, men are frequently perceived as more competent and assertive, while women may be viewed as nurturing but less committed to their careers (Correll et al., 2007). This bias can lead to statistical discrimination, where employers rely on group-level characteristics rather than evaluating individual qualifications (Baumle & Fossett, 2005). Consequently, women may be overlooked for leadership roles or high-stakes positions due to assumptions about their work commitment or potential for absenteeism related to family responsibilities (Hays, 1996).

Racial and Ethnic Stereotypes: Racial and ethnic stereotypes also play a critical role in shaping perceptions during hiring. Studies have shown that candidates with non-Western names or those who belong to minority groups often face discrimination, receiving fewer callbacks compared to their counterparts with more traditional names (Applied, 2021). This bias stems from stereotypes that associate certain races with specific traits or abilities, which can lead employers to make unfounded assumptions about a candidate's qualifications or fit for a role. **The Role of Implicit Bias:** Implicit biases—unconscious attitudes and stereotypes—further complicate the hiring landscape. These biases can influence recruiters' decisions without their conscious awareness, leading to unfair treatment of candidates based on superficial characteristics (Applied, 2021). For instance, a recruiter may unconsciously favour candidates who share similar backgrounds or experiences, reinforcing homogeneity within the workplace and perpetuating existing stereotypes.

Stereotypes in Job Roles: The perception of what a "typical" candidate looks like for specific job roles is another area where stereotypes are prevalent. For instance, certain professions are stereotypically associated with specific genders; women are often seen as suitable for administrative roles while men are viewed as ideal for technical positions (Applied, 2021). This narrow view can limit opportunities for qualified candidates who do not fit these stereotypical moulds.

Consequences of Stereotyping: The implications of these stereotypical perceptions extend beyond individual hiring decisions; they can affect overall workplace diversity and organizational culture. When organizations fail to recognize and address these biases, they risk creating environments that lack diversity and inclusivity. This not only stifles innovation but also impacts employee morale and retention rates (LinkedIn Talent Solutions, 2023). To mitigate the impact of stereotypical perceptions in hiring, organizations can adopt strategies such as blind recruitment processes that anonymize candidate information during initial evaluations (Applied, 2021). Additionally, training programs aimed at raising awareness of implicit biases among hiring managers can foster a more equitable selection process.

Stereotypical Perceptions of HR Personnel Towards Hiring

Human Resource (HR) personnel play a pivotal role in shaping an organization's workforce through their hiring practices. However, their decisions can be significantly influenced by stereotypical perceptions, which can lead to biases that affect the fairness and effectiveness of the recruitment process. These stereotypes often stem from societal norms and cultural beliefs, impacting how HR professionals evaluate potential employees.

Gender Stereotypes: Gender biases are prevalent in hiring practices, with HR personnel often unconsciously favouring candidates based on traditional gender roles. For instance, women may be stereotypically perceived as less competent in leadership roles or technical positions, leading to fewer opportunities for advancement (Eagly & Karau, 2002). This bias can result in a lack of diversity in leadership positions and perpetuate a culture that undervalues women's contributions within the workplace. Conversely, men may be favoured for roles that require assertiveness or competitiveness, reinforcing gender stereotypes that limit the potential of both genders (Heilman, 2012).

Racial and Ethnic Stereotypes: Racial and ethnic stereotypes also significantly influence HR personnel's hiring decisions. Research indicates that candidates from minority backgrounds often face discrimination based on preconceived notions about their abilities or work ethic (Bertrand & Mullainathan, 2004). This bias not only affects individual candidates but also contributes to systemic inequalities within organizations.

Age Bias: Age-related stereotypes can further complicate the hiring landscape. Younger candidates might be perceived as inexperienced or lacking commitment, while older candidates may be viewed as outdated or less adaptable to change (Posthuma & Campion, 2009). These biases can lead HR personnel to overlook qualified candidates who do not fit their stereotypical expectations regarding age, ultimately limiting the diversity of perspectives within the organization.

Educational Background and Class Stereotypes: The educational background of candidates can also trigger stereotypical perceptions among HR personnel. Candidates from prestigious universities may be favoured over those from less well-known institutions, regardless of their actual skills or experiences (Rivera, 2012). This bias can reinforce class distinctions and limit opportunities for talented individuals who may not have had access to elite educational institutions.

The Role of Implicit Bias: Implicit biases—unconscious attitudes that affect understanding and actions—are particularly relevant in the context of hiring. HR professionals may not be aware of their biases and how these influence their decisions (Greenwald & Banaji, 1995). Training programs aimed at increasing awareness of implicit bias can help mitigate its effects by encouraging HR personnel to reflect on their decision-making processes and consider a broader range of candidate qualifications.

Consequences for Organizations: The presence of stereotypical perceptions among HR personnel can have far-reaching consequences for organizations. Hiring biases not only hinder diversity but also limit innovation and creativity within teams. Diverse teams have been shown to outperform homogeneous ones due to varied perspectives and problem-solving approaches (Page, 2007). Therefore, addressing these stereotypes is essential for organizations aiming to cultivate an inclusive workplace culture.

Challenges in Recruitment and Selection

However, these processes are fraught with challenges that can hinder the effectiveness of hiring practices. This paper explores the various challenges faced in recruitment and selection, including talent shortages, implicit biases, high-volume recruitment, and the need for technological adaptation. By understanding these challenges, organizations can develop strategies to enhance their hiring processes and attract the best candidates.

Talent Shortages

As industries evolve and technology advances, the demand for skilled professionals often outpaces supply. According to a study by the McKinsey Global Institute, companies in Europe and North America will need millions more educated employees than are currently available (McKinsey & Company, 2022). This talent scarcity is particularly pronounced in specialized fields such as technology, healthcare, and engineering, where specific skills are in high demand. To address this challenge, organizations must enhance their employer branding and offer competitive compensation packages that attract top talent. Additionally, investing in training and development programs can help build a pipeline of skilled workers from within the organization (iSmartRecruit, 2024). By creating opportunities for professional growth, companies can not only fill current vacancies but also prepare for future talent needs.

Implicit Bias

HR personnel may unintentionally favour candidates who fit certain stereotypes while overlooking equally qualified individuals from diverse backgrounds (Bohnet, 2016). For example, studies have shown that resumes with traditionally African American-sounding names receive fewer callbacks than those with Caucasian-sounding names (Bertrand & Mullainathan, 2004). Such biases can lead to a lack of diversity within organizations and perpetuate systemic inequalities. To combat implicit bias, organizations can implement structured interviews and standardized assessment

criteria to ensure that all candidates are evaluated based on their qualifications rather than personal biases (iSmartRecruit, 2024).

High-Volume Recruitment

In industries with high turnover rates or seasonal demands, HR professionals often face the challenge of high-volume recruitment. Managing a large influx of applications can lead to inefficiencies and burnout among HR staff (Xpheno, 2024). The sheer volume of resumes requires careful screening to identify suitable candidates quickly while maintaining quality standards. To streamline high-volume recruitment processes, organizations can utilize applicant tracking systems (ATS) to automate resume screening and initial candidate assessments (Ducknowl, 2024). These systems can help filter out unqualified applicants based on predefined criteria, allowing HR teams to focus on engaging with top candidates more efficiently.

Balancing Quality and Speed

Another significant challenge in recruitment is balancing the need for speed with the quality of hires. In a competitive job market, organizations often feel pressured to fill positions quickly to maintain productivity. However, rushing through the hiring process can lead to poor hiring decisions that ultimately harm organizational performance (JuggleHire, 2024). To address this issue, companies should establish clear timelines for each stage of the recruitment process while prioritizing essential roles. Maintaining open communication with candidates about expected timelines can also enhance their experience and reduce anxiety during the waiting period (Xpheno, 2024). By setting realistic deadlines and managing expectations effectively, organizations can improve both the speed and quality of their hiring processes.

Adapting to Technological Changes

The rapid advancement of technology presents both opportunities and challenges in recruitment. While new tools such as AI-driven resume screening and video interviewing platforms can enhance efficiency, many HR professionals struggle to keep pace with these changes (iSmartRecruit, 2024). The integration of technology into recruitment processes requires continuous training and adaptation to leverage its full potential. Organizations should invest in ongoing training for HR personnel to familiarize them with emerging technologies in recruitment (Ducknowl, 2024).

Ensuring Fairness and Diversity

Promoting fairness and diversity in hiring practices is essential for creating inclusive workplaces. However, many organizations face challenges related to Equal Employment Opportunity (EEO) compliance and implementing effective diversity initiatives (Xpheno, 2024). Failure to address these issues not only risks legal repercussions but also limits an organization's ability to attract diverse talent. To promote fairness in recruitment processes, organizations should establish clear policies regarding diversity hiring and implement anti-bias training for all personnel involved in the selection process (JuggleHire, 2024). Additionally, creating diverse interview panels can help mitigate biases by providing varied perspectives during candidate evaluations.

Candidate Experience

A negative experience during the application or interview process can deter qualified candidates from pursuing opportunities within an organization (Ducknowl, 2024). Challenges such as poor communication or lengthy application processes can lead to frustration among candidates. To enhance candidate experience, organizations should prioritize clear communication throughout the recruitment process. Providing timely updates on application status and feedback after interviews fosters a positive impression of the organization (Xpheno, 2024). Streamlining application processes by minimizing unnecessary steps also contributes to a more favourable candidate experience.

Common Errors and Gaps in Hiring

However, various errors and gaps frequently occur, leading to ineffective hiring practices that can have long-term consequences. This literature review synthesizes existing research to highlight common mistakes made during recruitment and selection, emphasizing the need for organizations to refine their approaches.

Inaccurate Job Descriptions: One of the most prevalent errors is the failure to create accurate and detailed job descriptions. Many organizations either provide vague descriptions or focus excessively on qualifications that do not reflect the actual responsibilities of the role (Transcend, 2023). This misalignment can lead to attracting unsuitable candidates who may not possess the necessary skills or experience, ultimately wasting time and resources in the hiring process.

Overreliance on Traditional Recruitment Methods: Organizations often fall into the trap of using the same recruitment strategies repeatedly without evaluating their effectiveness (Discovery, 2023). This stagnation can limit the diversity of candidates and overlook innovative talent. Companies should regularly assess their recruitment methods and be open to exploring new channels and technologies that may yield better results.

Implicit Biases: Implicit biases can significantly distort hiring decisions, as recruiters may unconsciously favor candidates who share similar backgrounds or characteristics (Transcend, 2023). This bias not only affects diversity within the workplace but can also lead to missed opportunities for hiring exceptional talent from varied backgrounds. Implementing structured interviews and standardized evaluation criteria can help mitigate these biases.

Focusing on Ideal Candidates: Many recruiters search for a "perfect" candidate who meets every requirement outlined in the job description. This unrealistic expectation can result in prolonged vacancies and hinder productivity (PITCS, 2023). Instead, organizations should adopt a more flexible approach that allows for candidates who possess core competencies and potential for growth rather than an exhaustive list of qualifications.

Neglecting Internal Talent: A common oversight is failing to consider internal candidates for open positions. Organizations often overlook talented employees already within their ranks who may be well-suited for new roles (Discovery, 2023). Promoting from within can enhance employee morale and reduce recruitment costs while leveraging existing knowledge of company culture.

Rushing the Hiring Process: In an effort to fill vacancies quickly, organizations may rush through the hiring process, leading to poor decision-making (Transcend, 2023). This urgency can result in overlooking qualified candidates or failing to conduct thorough interviews. Taking adequate time to evaluate candidates ensures a more thoughtful selection process that aligns with organizational needs.

Poor Communication Throughout the Process: Effective communication with candidates is crucial at every stage of recruitment. Many organizations fail to keep candidates informed about their application status or the next steps in the process (PITCS, 2023). This lack of transparency can lead to negative perceptions of the organization and deter high-quality candidates from pursuing opportunities.

Overemphasis on References: Relying too heavily on references can skew hiring decisions, as past performance does not always predict future success in a different environment (Transcend, 2023). While references are valuable, they should be considered alongside other assessment methods such as skills tests and structured interviews.

2. CONCLUSIONS

Effective recruitment and selection are crucial to building a capable workforce that aligns with organizational goals and culture. However, this study highlights the pitfalls of recruitment myopia, where a narrow focus on immediate needs and limited strategic foresight can undermine hiring quality and organizational cohesion. The tendency to overlook broader dynamics and long-term objectives often leads to suboptimal hiring choices, misalignment between employees and organizational values, and, ultimately, reduced performance. Addressing these challenges requires organizations to adopt a more holistic view in their recruitment processes, balancing immediate requirements with future strategic goals. By doing so, organizations can enhance their hiring effectiveness, foster stronger employee alignment, and support sustainable growth and success.

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