

Exploring the influences of previous employee on the hiring decision of employer

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Abstract: *This work supposes that the previous employees' characteristics may affect the employer's hiring decision. If an applicant has the same characteristic as previous employees, the applicant are more likely to be hired. The subjects are required to image the past staff with certain characteristics. Then, they need to evaluate some applicants by fake resumes with different characteristic. This paper assumes that if the virtual applicant with the same characteristic as image staff would get a higher score. It could because that the subjects may believe that the applicant has the same ability to work as the previous employee. This work helps to better understand the relationship between the previous employee and the hiring decision of employer.*

Keywords: *Hiring decision, Previous employee, Bias, Employer, Labor market*

1. Introduction

An HR needs to hire qualified applicants and reject others as a carefully selected gambling, because HR can only acquire information about the employees by CV or a short interview. . Although people try to put as much information about themselves as they can, there is still a difference between applicants in reality and in resumes. There are many factors that influence hiring decisions. These factors are related to the applicant's ability, as well as other factors. Risk aversion leads employers to refuse to hire people with certain characteristics. The probability of a high rating for gay candidates decreased when employers were a standard deviation more risk-averse.[1] Employers' hiring decision is influenced by graduates' level of professional expertise and interpersonal skills.[2] For applicants, proper feedback seeking and initial impression management is helpful to apply job.[3] Sometimes people are treated differently and rejected by companies because they are special, even though it has nothing to do with their ability to work. From the research, Company assume that obese employees are not as competent as slim employees to reject hiring obesity applicants, though there is no direct link between obesity and job performance.[4,5] The research shows that Gender stereotypes can influence hiring decisions between the sexes[6,7]People may believe high-status women pay more attention on scheming against each other, instead of focusing on working [8]These stereotypes make others underestimate the abilities of women and obese, which is unfair to every candidate. It does not represent the real characteristics of the candidate. Risk aversion leads employers to refuse to hire people with certain characteristics. It may ignore some advantages of the candidate, or exaggerate some disadvantages of some applicants. For a long term, it brings the company some negative influence for ignorant talent employee. As a result, many companies are also reducing their exposure to irrelevant factors in hiring by eliminating unnecessary information. In this article, we want to explore what influences HR's hiring decision.

In some situation, the HR may be punished for hiring unqualified employees, because it would not bring company any profit, but waste resource. Therefore, we can regard every hire as a risk investigation, recruiting qualified employees represents investment success, and recruiting unqualified employees represents investment failure. Employees who have been employed and worked for a period of time are the result of successful recruitment in the past. Having the same characteristics as the former employee may indicate that the candidate has a greater probability of meeting the requirements of the company, in another words recruiting someone with the same characteristics as the former employee can increase the probability of successful venture capital investment.

We suppose that the characteristic from previous employees including personality, gender, educational background, region of original may influence HR's hiring decision. If the applicants and the former employees have some similar characteristics, the applicants are more likely to be hired. The characteristic we choose are easily recognizable in the CV

2, Method

2.1 Participants

This work choose the HR from business Education Company, which focus on giving middle or high school student extra tutoring so they can get better grades. There are two reasons for choosing business education company. There is fierce competition between business education schools and students can change schools at any time. The company will pay great attention to the ability of employees. The HR in business education company may have more experience in recruitment, because they have higher employee turnover rate than public school. Compared with the recruiter in the public school, the recruiter in business education company will pay more attention to the ability of employees and the future prospect of the company. Therefore, the HR from company HR will take every job application more seriously and will be more willing to treat every job application as a venture capital. Overall, it is more satisfying to select HR from business education school as subjects.

2.2 Measure

2.2.1 Personality

Because all the participants come from China, this work choose the content in the third version of the MBTI scale with Chinese characteristics as the reference, which was proved as having content validity, criterion referent validity and construct validity.[9] Since the subjects of this experiment are also highly educated people, it can be inferred that it is reasonable and feasible to use the MBTI scale as a medium.

Based on definition of the introvert and extrovert dimensions in the MBTI, pick the descriptive words and sentences in the questions of the MBTI about the characteristics of introvert and extrovert. Make a small Make them into a short paragraph. After reading this paragraph, HR should be able to precisely imagine the previous employee's characteristic described in the paragraph.

2.2.2 Region of original

The region of original is defined by province He'nan and Zhejiang province are chosen in this work. People have strong prejudice against people in Henan where people are described as treacherous and crafty. And People have no prejudice against Zhejiang people

2.2.3 Education background

The school are separated into 985/211 schools and others, which is a common way of classifying universities in China. Project 985 and project 211 contain the best universities in China, or project 985 and project 211 are synonymous with top universities in China. Some companies will only accept students from 985/211 universities when recruiting employees.

2.3 Procedure

Divide participants into five groups randomly. In each group, the participants may need to recall the characteristics of the former employee and write a 500-word language description. Then they need fill out the general self-efficacy scale (GSES) as irrelevant questions. Next, each of the participants was given 35 resumes. After reading each resume, he needs to show how willing he is to hire the person on it by five point scoring.

2.4 Result

The stimulate memory would only affect the score for the resume described the same characteristic. If the resume and memory stimulus do not emphasize the same characteristics, the score should be the same as that given by the control group.

Through the analysis of variance to test whether our hypothesis is true. If it is true,we infer that Some characteristics of a former employee can influence a new employee's hiring decision. The features we now know are personality, gender, region and educational background. And personality of former employees may has the greatest impact on recruiting new employees, followed by appearance, gender, region and educational background.

If the test result of ANOVA is not significant but some of score show significant difference, it can

be interpreted as some of features can affect HR's decision and some characteristics in the hypothesis would affect the HR's hiring decision, though we have not found those characteristics.

2.5 Discussion

If the score given by participants with Henan province stimulate memory and Henan province resume are significant higher than the score given by participants with other memory and Henan province, it could be interpreted that people believe that the people in Henan are cunning and unbelievable. Therefore inclined not to employ them. However, if the participants were able to envision people from Henan working in their memory, and there was no problem in the imagined memory, they would think they had overestimated the risks of hiring a person from Henan and would be willing to hire a person from Henan person again.

The result can be explained in this way: although some information is provided in the resume, it does not directly indicate that the applicant is qualified for the job. In other words, the information provided in the resume is insufficient for HR to infer that the applicant is 100% qualified for the job. If there is an applicant with the same characteristics as a former employee, HR may assume that the employee has been working here for a period of time and are suitable for this job, and the applicant with the same characteristics is also qualified for the job. If this hypothesis is true, it can also be re-hypothesized that applicants with more similar characteristics to their former employees have a better chance of being hired, even though these characteristics have little to do with their actual ability to work. Later, this hypothesis can then be tested experimentally.

3. Conclusion

This work suppose that the characteristic of the previous employees could influence the HR's hire decision. After stimulating subjects' memory about the characteristics from the former employee, test HR's hire willingness asked to decide on the new employee's job application. If the former employee and the new candidate share the same characteristics, HR will increase the probability of sending an interview application, or improve their admission intention.

This study shows the impact of past experience on current employment. It is unfair for employees with special characteristics to find a job, because employers are more willing to hire the applicants with characteristics same as previous employees. This result can be explained as limited information. When employer has limited information about an applicant, the more information an applicant and a former employee have in common, the more likely the applicants are qualified to this job. This explanation have not been proved which can be proved in the future.

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The experiment had some limitations. When hiring a new employee, HR typically doesn't think about former employees. In the other words, they don't think about former employees as frequently and intensely as they do in experiments. Therefore, the experiment may overestimate the influence of former employees on current employees. It is impossible to describe a new employee according to the questions in the MBTI scale as detailed and accurate as those in the MBTI scale. MBTI used at least ten questions to test the characteristics of employees, but this experiment only selected the description in some of the questions in the scale, excluding the parts that were not suitable for descriptive statements. In other words, despite all the efforts, there may still be a bias in the description of personality traits. People cannot get information from the description, indicating the information of the virtual employer, which may cause errors in the experiment.

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