Values and ethics in e-recruitment

A study of how employers can capture values and ethics of job applicants

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Abstract

Due to the rapid advancement of internet, many organizations have adapted to e-recruitment, also called web based recruitment, in order to save money and time. The process when recruit via internet allows the employer to be specific of what qualifications that a new employee shall have. Hence, the e-recruitment system searches for suitable candidates from the database, where job applicants have filled in their profiles.

In spite of the advantages of e-recruitment and the easy way for employers to find applicants with right experience and education, little research has focused on personal attributes like values and ethics among job applicants. Researchers agree though that values and ethics of employees that appeal the employer, can favor the organization and its performance.

The purpose of this study is to create an extended framework of e-recruitment that takes ethics and values in consideration during the recruitment process, so they match the organization. This study is of qualitative character and is based on four case studies where one employer with recruitment responsibility from each organization participates. Through interviews, they give their point of view regarding e-recruitment and the process, including what they seek for when recruiting new employees.

Our findings show that the whole e-recruitment process is characterized by values and ethics, even if it is not explicitly mentioned. Also, the more customer focused organizations are, the keener of capture the ethics and values of job applicants in an earlier stage in the recruitment stages are they, which they do by meeting a larger group of candidates. The international organizations sort out candidates in a more rough way before meeting fewer amounts of candidates.

Keywords: Ethics, values, recruitment, e-recruitment
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1. Introduction

The interest for how employers use e-recruitment is the basis for this study. Especially we are interested in how employers, in their search for job applicants, manage to capture the values and ethics of job applicants so they fit the organization. In this chapter the reader will learn about the background of why this study is made. The discussion ends with a research question and the purpose of the study, followed by delimitations and key concepts.

1.1 Background

Through the expansion of Internet, the utilization of information technology (IT) has increased. This has resulted in that more organizations of all sizes and sectors have developed their services, where one of these is e-recruitment (Mills, 2002; Llorens, 2011; Suvankulov et al., Chi Keung Lau & Ho Chi Chau, 2012). Holm (2014) explains e-recruitment as web based recruitment that is characterized by a broad range of practices, tools and processes. It facilitates the process for the human resource (HR) to find employees with desired competencies (Faliagka, Tsakalidis & Tzimas, 2012; Kim & O’Connor, 2009; Pahari & Pahari, 2012; Aparanji, 2014).

It is known that it is important that new employees have qualifications, values and ethics that correspond to the values of the organization (Collins, 2008; Dyhre & Parment, 2013; Lindelöv Danielsson, 2003). Values are important for a person’s working life because it has impact on the professional choices that the person makes (Moghaddam et al., 2013). Ethics of employees are defined by Mauro, Natale and Libertella (1999) as code of conduct of how to act towards other human beings, what is right and wrong even beyond what is stated by law. Baroukh and Kleiner (2002) and Henry (2011) argue that organizations need to take advantage of the employees, since they are a crucial resource for the organization. Therefore they need to recruit employees with these attributes (Dyhre & Parment, 2013).

Llorens (2011) state that a recruitment process that is poorly executed can cause problems in the future, since it is not a guarantee that a person with, for example high education or experience fits the organization by other aspects. This is a problem for managers in all sectors, which can result in bad performance and in worst case, a turnover among the employees (Collins, 2008; Llorens, 2011). Sylva and Mol (2009) explain that the extreme high competition of qualified labor set pressure on companies in their personnel selection. Therefore e-recruitment has become a crucial tool for organizations that wish to remain competitive (Ibid.).

The use of e-recruitment has though been criticized. García-Izquierdo, Aguinis and Ramos-Villagrasa (2010) and Tong (2009) mean that employers ask job applicants about records that may not be directly connected to the announced employment, as for example age and civil status. When employers are able to sort out which qualifications that are desirable for a certain vacancy, many applicants that are not as qualified in the aspect of education or experience, risk to be overlooked and do not get the chance at all, even though they possess other valuable qualifications (García-Izquierdo et al., 2010; Tong, 2009).
1.2 Problem discussion

Previous research has investigated the implications of e-recruitment and the problems that can occur when implementing an e-recruitment system (Holm, 2014; Kim & O’Connor, 2009; Llorens, 2011). Lee (2005) presents the different steps in e-recruitment, but mentions that prior research has not investigated how recruiters use their web based recruitment sites. As highlighted by Baroukh and Kleiner (2002), ethics and values of job applicants are essential parts of organizations’ success. Therefore Lee (2005) suggests that more knowledge is needed about what data and information recruiters ask for when they recruit through e-recruitment, since prior research misses to include this.

Due to many advantages of the effectiveness by using e-recruitment, still no one has shed light over how the employees’ qualities are captured. Faliagka et al. (2012) has investigated how employers can take help of social media, but ethics and values are not explicitly taken into consideration in their research. The little involvement of face-to-face integration is mentioned by Lee (2005), who also means that this can have affects on the outcome. Still, previous research lack of arguments of the quality of e-recruitment and how candidates’ ethics and values are captured during the e-recruitment process. This becomes an issue since employers are facing a challenge of how they shall adapt the recruitment in order to receive employees whose ethics and values are desired and suitable for the organization (Collins, 2008; Llorens, 2011).

The way that e-recruitment systems sort out job applicants as García-Izquierdo et al. (2010) and Tong (2009) describe, makes it possible to question the process and its actual value when recruiting. Earlier finding has highlighted the disadvantages with e-recruitment by showing that applicants are forced to fill in variables that might not be directly connected to the vacancy (García-Izquierdo et al., 2010; Tong, 2009). When job applicants are forced to compete not only with professional qualification, but also with age and number of children, it becomes a discriminating situation (Ibid.). However, despite the different variables that can be measured in an e-recruitment application, little attention has been paid to how employers actually manage to find personal values and ethics of the job applicants, which is highlighted by many researchers as an important factor. More knowledge in how, to find employees that meet the organization’s requirements is therefore needed (Tong, 2009).

The interest for this study will focus on the poor knowledge of how e-recruitment is used by employers that recruit. The need for doing this study rests on previous statements (Baroukh & Kleiner, 2002; Dyhre & Parment, 2013; Mauro et al., 1999) regarding the importance of employees and their ethics and values. Additionally, prior research only has focused on the implications and not how e-recruitment can be utilized, as stated by Lee (2005). From this, there is a clear knowledge gap of how employers can use their e-recruitment system in order to capture job applicants’ values and ethics. Llorens’ (2011) arguments of the possible consequences due to failed recruitment and wrongly hired employees can force employers to re-recruit which is a loss of time and money.
1.3 Research question

The discussion above has resulted in the formulation of the research question:
*How can employers capture values and ethics of job applicants when using e-recruitment?*

1.4 Purpose

Because of the growth of e-recruitment and the lack of knowledge in this area, the purpose of this study is to create an extended framework that captures values and ethics of job applicants. This can ease the work of capturing employees that corresponds to the values and ethics of the organizations, which can lead to less miss recruiting and a healthy organization where the shared values and ethics helps to achieve the organizations’ goals.

1.5 Delimitations

This study only focuses on the e-recruitment process and the selections among job applicants, thus, focus will only be on values and ethics. The study can only be applicable in cases where employer and job applicants have access to internet and where the employer wishes to capture ethics and values into the recruitment process.

1.6 Key concepts

The definitions below explain how the concepts are used in this study:

*E-recruitment:* Also called web based recruitment or recruitment via Internet (Holm, 2014).
*Ethics:* A value based attitude of a person that concerns moral obligations, responsibility and social justice and the differences between what is wrong and right (Mauro et al., 1999).
*Recruitment:* An economic transaction between those who demand labor (employer) and those who supply labor (employee) (Collins, 2008).
*Values:* A set of constructs that affect a person’s personality (Hultman, 2005).
2. Theoretical framework

Recruiting employees that fit the organization is essential for the performance of the organization. Therefore the reader will learn about the importance of the employees and how their values and ethics can affect the firm. E-recruitment, which is the environment for a lot of recruitments today, will also be presented in order to give the reader an understanding of what implications that might follow when using a tool like this. Next sections are values and ethics and how a person is shaped out from these. Lastly, the recruitment process with its two first phases is presented, so the reader easier can follow when the empirical data later is presented.

2.1 Recruitment

*The greatest resource in any organization is its people.*

(Baroukh & Kleiner, 2002, p.28)

The people within the organization are the main asset. The employer (the person/party in an organization that handles the recruitment process and has the responsibility of hire new employees) needs to create long-lasting values to get the employees (a person that is admitted to work in an organization) to strive and act towards the same goal. Both how people within the organization work and act together, as well as how the core business is conducted and how manages the external front (Lindelöv Danielsson, 2003). Baroukh and Kleiner (2002) state that more attention has been put on the importance of employees. Looking back 40 years, you could seek a secretary with a typewriter habit, but today the service can be called “CEO assistant with good computer skills, fluent in English, commitment, flexibility, drive, focus on results and a representative manner” (Lindelöv Danielsson, 2003, p.112). This shows that the employee is not only doing a job, but also being a part of the culture within the organization (Ibid.).

*The human being is only half the equation, the context she will fit into is the other half.*

(Lindelöv Danielsson, 2003, p.58)

The recruitment process is very important to understand because it is an economic transaction between those who demand labor and those who supply labor (Collins, 2008; Hofstede et al. 2011). Mills (2002) mentions that recruitment often appears in waves and therefore it is necessary to be well prepared when the recruitment is ahead. It is one of the prime activities in any growing organization and therefore it needs to be constantly checked and changed when needed (Bagul, 2014). The responsibility to recruit new employees lies on the HR department and the people within (Bagul, 2014; Holm, 2014; Llorens, 2011).

When employers recruit, they are looking for attributes and skills that will fit the needs of the organization. The attributes can be loyalty and commitment such as adaptability to a work task (Clarke, 2008). Lindelöv Danielsson (2003) states that well defined values in the organization are essential and it is important to recruit employees that match the values of the organization, but the values need to be maintained and controlled so the organization
goes in line with them. However, when employers recruit, they often seek for more than skills; they want to know in what extent the employee can progress within an enterprise so as to achieve one’s potential and contribute successfully to enterprise strategic directions (Clarke, 2008, p.264).

*Respect begets respect, understanding creates loyalty, honesty and clarity releases energy and motivation and defines common goals.*


Up to the 1990’s, organizations many times mediated vacancies by posting an ad in local media, or let the information of their need to employ by word of mouth (Llorens, 2011). The traditional recruitment process was divided into recruitment and selection as a one-way process. This means that organizations separated the recruitment and selection. The recruitment comprises the advertisement for vacancies, and the selection comprises which job applicant to hire. Nowadays, it is a two-way process in most organizations, where recruitment and selection affect each other. This means that both the organization and the employee can determine whether the employee ought to work in that organization or not (Baroukh & Kleiner, 2002). They both want to attract each other, which is strengthened by Collins (2008) who state that applicants are choosing which pool they want to be in and managers are choosing applicants in the labor pools.

When adding a new service, one option is to focus more on internal training in order to improve the skill level and qualifications among the employees with the ethics that already corresponds to the organization (Collins, 2008). Internal recruitment can be used when employers want to maintain the specific firm knowledge or retrain the employees for new upcoming tasks within the organization (Clarke, 2008; Holm, 2014). Thus, employers must be aware of what they want to achieve when they recruit. If flexibility within the organization is the goal, where the easiness of transferring skills dominates, then it is more preferable to recruit external rather than internal (Clarke, 2008). However, this should be regarded with caution, since training programs that do not lead to concrete changes are a waste of money and it has no use if the person considered to be educated is not interested in the program (Hofstede et al., 2011).

Organizations prefer job applicants that perfectly fit the requirements of the profile, but it is hard to find these persons among the large amount of job applicants. In search for suitable candidates that really match the need of the organization, Dyhre and Parment (2013) claim that the recruitment process in many cases fail. The reasons are mostly because of underachievement of the employee, which can lead to sickness absence because of dissatisfaction (Lindelöv Danielsson, 2003). The following consequences are suffering for the quality of the organization’s products or services, late deliveries, reliability, corporate image and losses in the organization’s profit (Cooper et al., 2003). The organization may also have to invest large amounts of capital to advertise for a new vacancy (Dyhre & Parment, 2013). Costs of hiring employees that do not match the organization is also the time spent by human resource (HR) managers to several negotiations and conversations with the employee. Therefore it is important to put effort in finding employees through requirement analysis (Lindelöv Danielsson, 2003).
2.1.1 E-recruitment

In the beginning of the 21st century, the websites offering recruitment services increased, this is called e-recruitment. Cooper et al. (2003) mention that in line with the increased use of internet, e-recruitment has become more and more popular. It evolved due to when the economy was strong and there was a strong demand for qualified workers (Holm, 2014; Lee, 2005). E-recruitment functions as a filter based on the criterions that the employer requires. The organization can choose to be contacted through mail or let the applicants apply for vacancies on the web. The applicants can register on the different sites and receive e-mail if and when a suitable vacancy appears (Ibid). To increase the speed of the recruitment and selection process, the data bank where applications are stored, should be prepared timely, which will help to increase the speed of the recruitment and selection process (Bagul, 2014).

The system uses this information to sort out applicants that clearly are not qualified (Faliagka et al., 2012).

Online recruiting is an automatization of the traditional recruitment process that saves both time and costs for the organization (Aparanji, 2014; García-Izquierdo et al., 2010; Holm, 2014; Lee, 2005; Llorens, 2011; Pahari & Pahari, 2012; Suvankulov et al., 2012). However, the reasons of why a company uses e-recruitment can differ. Other than cost savings, some companies have adapted their recruitment process to keep up with the development in order to stay strong and competitive against others (Aparanji, 2014; Holm, 2014). Aparanji (2014) points that the time-saving is over 65 per cent of the hiring time. When using a job portal as an e-recruitment tool for posting vacancies, several steps in the recruitment process can be speeded up (Kim and O’Connor, 2009; Aparanji, 2014). In the job portal, the organization can post the job description and job specification so applicants can upload their résumés and the organization can search for suitable résumés as well (Aparanji, 2014). By using such a tool can be helpful as long as it is used to screen out highly unqualified job applicants. Those who fulfill the requirements of the vacancy can then be invited to fill in more a detailed online questionnaire or an interview through phone or video for better match between employer and employee (Breslin, 2012). By not having to spend time on manually sorting among the applications, the employer can shorten the recruit process from weeks into minutes, which ease the work burden dramatically (Kim & O’Connor, 2009).

After the job applicants have filled in the questionnaire, all information from every job candidate is gathered and ranked after education, work experience and other attributes that are desired by the employer. The scores of each candidate are compared to the criteria that the employer finds attractive (Faliagka et al., 2012). In this way the process is speeded up because it facilitates the process and the organization can choose among candidates with the required criteria and automatically sort out the ones that are unqualified (Aparanji, 2014). The largest difference between traditional and e-recruitment is that web based recruitment allows employers to execute many steps in the recruitment process concurrently, when in traditional recruitment, each step is treated separately (Lee, 2005).
The model below is an own simplified developed model from Faliagka (2012) that shows in broad terms how an e-recruitment system works and how the information of a job applicant is matched towards the requirements of the employer.

2.1.2 Critique towards E-recruitment

The way of filling in a questionnaire can give the job applicants a negatively impression. For example, it is rather encroaching in people’s personal life when they are asked to inform about date of birth, marital status and disability status (García-Izquierdo et al., 2010; Suvankulov et al., 2012; Tong, 2009). Also, the effort of filling in personal traits to a questionnaire is time consuming (Faliagka et al., 2012). However, some companies turn off these questions in the questionnaire to minimize the risk of being legally challenged (Breslin, 2012).

Further disadvantage is the lack of personal integration since every job applicant is forced to fill in their information in the same way. This implies that when candidates are being sorted out by the recruit system, the only attributes that the selections is based on is the professional skills and not on the personalities of candidates (Faliagka et al., 2012; García-Izquierdo et al., 2010; Suvankulov et al., 2012; Tong, 2009). Aparanji (2014) and Breslin (2012) suggest that the system only shall be used to sort out the highly unqualified applicants so there can be room for the candidates that are not traditionally thought of the vacancy, but that might have enough qualifications and other personal skills that are more preferable to the
organization. Therefore, in cases where personality is essential for the work, this stage becomes vulnerable for any recruiter. Some recruiters have tried to minimize this problem by exhort the applicant to link to their LinkedIn profile or other social forums (Faliagka et al., 2012). Breslin (2012) mentions that a person’s level of empathy, kindness and resourcefulness can be characteristics that managers try to measure when recruit. Some organizations do not fill in the job requirements and descriptions thoroughly and therefore job applicants not suitable for the vacancy will apply (Breslin, 2012).

As its name, e-recruitment requires access to internet. From different reasons, it is not certain to assume that every person possess a computer or has a regular access to internet. Because of that, the organization cannot depend totally on the system. As well, in some countries, both the employers and employees prefer a face-to-face meeting rather a web based messaging (Aparanji, 2014). Because of the Internet, the employers need to think about how they treat their applicants when rejecting them. It is easy for applicants that have been rejected post a comment on a social media which reach many others. Some of them who read the comments might believe in it, which can harm the organization’s reputation (Breslin, 2012). Still, organizations cannot depend solely on e-recruitment because they cannot replace the entire process (Aparanji, 2014). Also, if employers want to keep the knowledge within the organization and to prevent unnecessary costs of recruit new employees, Dyhre and Parment (2013) suggest that the organization needs to be consistent with their own values and recruit candidates that intend to do their best for the organization.

2.2 Values

Values are a set of constructs that each individual creates early on in their lives. They are fundamental for a person’s personality (Hofstede, Hofstede & Minkov, 2011; Moghaddam et al., 2013). The values can be explained as a person’s emotions regarding what is positive or negative, as for example good and bad, normal and abnormal, morally and immorally. Values have a huge importance of how people behave and make choices, though it is difficult to find an explanation of why a person behaves in a certain way, often the person is not aware of the behavior. This is because the values have been established for so long time (Hofstede et al., 2011; Hultman, 2005).

Before values can be understood, it must be known that these are a part of the culture. Culture is explained by Schein (1990, p.111) as what a group learns over a period of time as that group solves its problems of survival in an external environment and its problems of internal integration. Hofstede et al. (2011) describe that the culture in an organization is constituted by the values and is a part of how people define themselves and what group they perceive themselves to belong to. The values in an organizational are created by the people within, often by the founder or an important leader (Hofstede et al., 2011; Hultman, 2005). According to Schein (1990), the leader’s beliefs, values and assumptions become a model for the rest of the group by showing what is accepted and what is not.

There are three levels of culture; (1) observable artifacts that include all physical layouts such as clothes and manner, (2) values and (3) basic underlying assumptions (Schein, 1990).
The underlying assumptions of which values are built on, explain how the members within a group or an organization position themselves to various questions. Schein (1990) shows seven dimensions of the organizational culture in which these assumptions are included. These are (Schein, 1990, p114):

1. *The organization’s relationship to the environment* (how the organization perceive itself)
2. *The nature of human activity* (the “correct” way to behave)
3. *The nature of reality and truth* (how to define what is true or not)
4. *The nature of time* (how to orient in terms of past, presence and future)
5. *The nature of human nature* (are humans evil, neutral or good?)
6. *The nature of human relationships* (the “correct” way how to relate to each other)
7. *Homogeneity vs. diversity* (is the group best off by diversity or homogeneity?)

Over time, the initial assumptions have spread and have become the whole group’s assumptions and values (Schein, 1990). Because people have different personalities, it can cause conflicts in the organization and too much of it can disrupt the tasks within the group, but Moghaddam et al. (2013) suggest that too little conflicts can decrease the performance. Once the group has learned and adapted to the agreed assumptions, they all share the same thinking and feelings and behave in accordance to the agreement (Schein, 1990).

All organizations are value based since every decision is made by guidance of the values (Hultman, 2005). Henry (2011) describes the values in an organization as the foundation of a core ideology and the main reason of why individuals are attracted to certain organizations. The values also show how the organization’s vision will be accomplished (Mirvis, Googins & Kinnicutt, 2010).

*Values are the fundamental aspects of personality in working life and shape our current behavior and mood and treatment in the future and have severe impact on one's professional choices and behaviors.*

(Moghaddam et al., 2013, p.450)

The vision of a firm is a statement of what the firm wants to achieve. It shows how the people within the organization are expected to act in order to reach the vision (Henry, 2011; Hofstede et al., 2011). Mirvis, et al. (2010) explain the vision as strategic direction of how the organization wishes to develop from present reality to a prospective one and it is supposed to function as a motivator for the employees. A vision does not, according to Henry (2011), change over time, which makes it essential for the employees to feel that their personal values and goals match what the organization stands for. It is also important that employees can stand for what the organization wish to communicate to the rest of the world and the purpose of its existence (Da Silva, Hutcheson & Wahl, 2010; Henry, 2011; Mirvis et al., 2010).

The values are not only about the words that describe the organization, but what the organization actually doing to follow the values (Hofstede et al., 2011; Hultman, 2005). Further on, Henry (2011) mentions the importance of managers being trustworthy when they
mediate the vision of the organization. If they do not, it sends signals that can be confusing to the employees, and the risk to make the employees to reject the vision increases. Hultman (2005) describes that many times, when discussing values, honesty and fairness are mentioned. Honesty is rather essential for many employees and a criterion if the manager will succeed in getting the vision to be achieved (Ibid.).

When job applicants face several options of vacancies, their choice of prospective employers will often fall on the one whose values and strategies fit the candidate’s own criterions (Da Silva et al., 2010). Thus, employees that can identify themselves with the values of the firm are more likely to engage more in their job and they are more likely to stay within the firm (Da Silva et al., 2010; El’fred & Koh, 2004; Hultman, 2005). However, to determine values of an individual is difficult, and Hofstede et al. (2011) mention that even by doing a survey where people can answer questions regarding values, the acting is not always the same as those indicated in the form. There is a distinction between what is desirable and what is preferred, where the desirable values derive from the general perception of what is right and wrong (Ibid.).

2.3 Ethics

Ethics are based on values and are many times referred to moral or as a component of the culture within an organization. It has its base in how individuals socialize and undertake particular sets of values (Barlett, 2003). Ethics is something that we learn, as well as we respect others (Mauro et al., 1999). It also concerns moral obligations, responsibility and social justice and the differences between what is wrong and what is right (Mauro et al., 1999; Van Ness et al., 2010). Clegg, Kornberger and Rhodes (2007) explain that ethics from a subjective perspective is how people define and defend themselves. Continuously, ethics evolves when people use socially derived value judgment to define a situation and determine its goodness. Therefore, what is morally right according to one individual is not necessarily right for another, which Mauro et al. (1999) explain is a common discussion among researchers.

*The concept of ethics as practice cannot offer a clear black and white grid that divides the world into good and bad; things are more complicated.*

(Clegg et al., 2007, p.119)

Ethics not only reflects the individual’s character, but the composition of these in the organization. The ethics within the organization reflects what is good and bad and how the organization is determined to act (Moghaddam et al. 2013). For example, it can be about fair competition, social responsibilities and aesthetics of advertising (Mauro et al., 1999). Organizational ethics are created by implementation of code of conduct and by stating what values that characterize the organization (Clegg et al., 2007). Once the values in the organization have been established, it provides stability and guidance for decisions (Moghaddam et al., 2013). The ethics of an organization can therefore be summarized as how the members together categorize how they define their presence (Clegg et al., 2007).
Ethics among the employees focus on the situation where understanding of how to act towards right/wrong questions for a certain employment (Mauro et al., 1999). It is a combination of their individual values and the formal and informal policies that are established in the organization (Moghaddam et al., 2013). Mauro et al. (1999) state that it is not possible to be unethical every day away from work and be ethical at work. Hence, it does not change for different occasions, but it can change over time depending on for example environmental changes (Ibid.).

When implementing ethics in an organization, it must be understood that ethics is not a goal, but an ongoing process (Mauro et al., 1999). Van Ness et al. (2010) suggest that employers shall work proactively to find a mode where both employer and employee are satisfied and where the values of the employees are understood. This enhances the positive attitudes of the employees, which has large influence on the business. In the aim of creating values to the customers and to be committed to work, managers can specify certain ethical codes of behavior (Mauro et al., 1999). Especially important is to get an understanding among the employees, particularly new employees what meaning their ethical behavior have for the firm because it has a greater meaning in the corporation, where it is the everyday guidance for all employees (Ibid.).

2.4 The recruitment process

An organization’s recruitment process can be divided into different stages: Preparation, search process and introduction. In the preparation stage, the need for recruiting within the organization is identified (Lindelöv Danielsson, 2003). The second stage, the search process, contains several different phases, from where the advertisement is published, through all the selections among candidates (the persons who has expressed an interest in a certain vacancy and that is available for the employer to recruit), until it is time to decide who will be recruited. Selection can be made by screening out unqualified candidates by looking at their résumés and cover letter, for example depending on their education, or by letting them do different tests (Gellner, 2003; Lindelöv Danielsson, 2003). The last stage is the introduction stage, which is the last step in the recruitment process. It is now the organization has decided whom to recruit and the candidate becomes an employee of the organization (Lindelöv Danielsson, 2003).

2.4.1 Preparation

When there is a need and it is time to recruit, the first step is to compile what requirements a job applicant must fulfill (Gellner, 2003; Lindelöv Danielsson, 2003). A job advertisement, according to Capotondi (2007), is supposed to attract suitable candidates for the announced vacancy and it is necessary to put some time effort into it. The advertisement should compile to be selling and identify the target group and catch job applicants’ attention with an interesting message. The job advertisement will reflect the job description and job specification that first was made for the vacancy (Ibid.).
The job description describes the announced vacancy, what responsibilities and working range it contains, and the job specification describes the requirements the applicant needs to fulfill in order to manage the vacancy (Lindelöv Danielsson, 2003). It is important to put down the job specification in very specific terms (Cooper, Robertson & Tinline, 2003). A broad job specification can lead to more work for the employer because there will be more job applicants replying for the vacancy, but at the same time, a narrow job specification might make some applicants not find it worthwhile to apply for (Gellner, 2003; Lindelöv Danielsson, 2003). It is not cost effective with too many applicants because of the time wasted, but around ten applicants with right qualifications and experiences are moderate for the vacancy (Cooper et al., 2003).

Another way is if the recruiter might have some thoughts of a suitable applicant, who already is an employee within the organization (Cooper et al., 2003; Gellner, 2003; Lindelöv Danielsson, 2003). Organization should focus on the present employees for the internal recruitment (Bagul, 2014). This can be a way of secure that the employee has the ethics that is appropriate for the organization’s environment (Lindelöv Danielsson, 2003).

Each job advertisement must be designed to match the advertised vacancy and its tasks (Cooper et al., 2003; Gellner, 2003). The employer can feel free to create the advertisement as he or she wants to, except for the Swedish law of discrimination (Gellner, 2003). Capotondi (2007) highlights the four areas within that law, which are gender, ethnicity, sexual orientation and disabilities. To be sure to be that the organization follows the law, it is not recommended to ask questions about marital status, sexual orientation, ethnicity, creed, age, or if the applicant have or have thoughts of having children (ibid.).

2.4.2 Search process

The next stage in the process is when the job advertisement is published (Lindelöv Danielsson, 2003). The traditional way of announce vacancies has been through printed papers, such as newspapers, but the last years the announcements on internet has increased (Capotondi, 2007; Cooper et al., 2003). As soon as the job advertisement has reached the market the applications begin to arrive to the organization. Now a comprehensive work starts, with several steps, in order to sort out suitable candidates. At first the candidates with the qualifications mentioned in the job description and job specification is sorted out (Gellner, 2003; Lindelöv Danielsson, 2003).

When it is time for interviews, the candidates have been sorted out and only a few is left (Gellner, 2003). These interviews are often fronted by the recruiting manager, perhaps together with a representative from the HR department (Lindelöv Danielsson, 2003). The job description shall follow like a thread through the entire process and therefore the interview will be characterized by it (Capotondi, 2007). When interviewing, it can be preferable to give the candidate a personality form to see if the candidates can express themselves when writing and not only go for the first impression (Lindelöv Danielsson, 2003). The candidates need to have the possibility to discuss the employment without losing the chance of being recruited, as well as the organization needs to make sure that the candidate are aware of the
short term and long term ethical attitudes that are desired. Personal interviews cannot be replaced with any written form because a meeting face to face will lead to more impressions and knowledge towards the employer as well as the candidate (Gellner, 2003). It is important that the interview is constructed with questions customized to reach the answers needed to receive information regarding how well suited the candidate is for the vacancy (Cooper et al., 2003).

This matching between employer, employee and workplace is, according to Capotondi (2007), the most important part in the recruitment process. The general questions that must be answered are about the candidate’s character, personality and driving forces (Ibid.). There are several factors that determine the behavior at work among the new recruit, for example work design, organization structure, socio-economic climate and colleagues (Cooper et al., 2003). Lindelöv Danielsson (2003) points out that it can be necessary to gather further information about the candidate in order to secure that it is the best candidate for the vacancy. This can be done though a new deeper interview or by letting the candidate to meet a specialist in assessment of people. This is an important step to ensure that the organization will receive the competence and personality suitable for the workplace. If the candidate passes these tests, he or she will go on to the last step, the introduction. The introduction is the part where the candidate becomes an employee of the organization (Ibid.)

2.5 Analysis model

This analysis model shows how the theoretical data will be used towards the empirical findings in order to find out how job applicants’ ethics and values are captured in e-recruitment. The theoretical chapter covers the main interests of recruitment and the importance of recruiting employees that fit into the organization. This can be seen in the model under CAUTIONS, where the need for recruiting new employees is showed. There can be different causes to a recruitment need and the model shows a few of them (Bagul, 2014). The HAPPENING is the recruitment stage, in this case with help of e-recruitment, which functions like a tool for recruiters to sort among job applicants (Holm, 2014).

After the need for recruiting is identified, the recruiter specifies what requirements a new employee should have through different ACTIONS (Gellner, 2003; Lindelöv Danielsson, 2003). The requirements in the specification should be clear and balanced and include what kind of values and ethics that are desired (Gellner, 2003). There are different ways to deal with a recruitment. The job applicants can undergo tests and interviews to give the recruiter an overview of the applicants (Lindelöv Danielsson, 2003). Depending on how the preparation of the recruitment looks like, the outcomes can differ.

If the requirements have been clear and the recruiter knows what the organization is searching for, will increase the chances that the recruitment ends in harmony and fulfills the vacancy where the NEED is met (Lindelöv Danielsson, 2003). If the recruitment process on the other hand is not performed properly, it can get CONSEQUENCES by both short terms and long terms. The short term is when the recruitment only functions like a stopgap where the vacancy is filled without having put much effort in finding and matching the announced
service (Dyhre & Parment, 2013). The consequences of the long term outcomes can reveal a miss recruiting and inefficiency for the organization. In worst case it can require a need for re-recruitments (Llorens, 2011).

The empirical data will be constructed after three overall areas, which are two of the three recruitment stages preparation and search process as well as e-recruitment. The introduction stage will not be included since the interest for this study focuses in the actions before a new employee will be hired. With help of the analysis, an extended model of e-recruitment is presented where work ethic and values are included.

![Figure 2 Analysis Model](image-url)
3. Method

The following chapter will give an explanation of our choices of method and research process. We have chosen to do a qualitative, exploratory study in order to reach new insights to our problem. An abductive approach made it possible for us to go back and forward to collect and change our data when needed to get more information. Our data was collected by secondary data in form of articles and books, and our primary data through interviews with people within organizations with necessary position.

3.1 Research design

This study is of a qualitative nature where we investigate our research area in more detail. A qualitative research design focuses more about words rather than numbers, like in a quantitative research design, and is therefore preferable in a study where the details are important (Bryman & Bell, 2011; Saunders, Lewis & Thornhill, 2007). The qualitative study is appropriate when the researcher wants to get an understanding of people’s behavior or beliefs and when a more nuanced view of a phenomena is desired (Jacobsen, 2002; Saunders et al., 2007).

Our research design can be referred as a multiple case study, where we investigate and compare several cases, to search for differences and similarities (Bryman & Bell, 2011; Jacobsen, 2002). By doing this allows us to view the world through the eyes of the people that participate in our study, which is necessary, since we want to know how employers reason when they are about to hire new employees when using e-recruitment. The advantages with this method are that the focus is on the person/s that possesses the best knowledge of the specific area, which increases the chance of right information is obtained (Alvesson & Sköldberg, 2008; Kvale & Brinkmann, 2014). According to Yin (2014), by using more than two cases makes the study more robust, than with only one or two cases. However, there is a possibility that the chosen respondents in our study are biased and give answers that they believe is correct and what they think the interviewer is looking for (Jacobsen, 2002). This can therefore affect the reliability of this study, because our respondents might have given us answers that they thought that we wanted to hear and not how it really is.

The phenomenon that this study is about is an unknown area for us, and the intention is to understand it clearly. Partly through existing literature, but also by interviewing people with knowledge about the specific area. We used the secondary data in order to get more understanding around the subject we focus on and we used the interviews to obtain new knowledge to the existing framework. Saunders et al. (2007) mention that an exploratory study is the best choice when you want to seek new insight of an existing phenomena, which means that the researcher does not stay satisfied with its existence, and therefore goes further to clarify the phenomena. Kvale and Brinkmann (2014) mean that the intention is not about categorize a phenomenon, but to achieve descriptions of the diversity that qualitative studies focus on. Yin (2014) explains that research questions in these kinds of studies usually start with how or why, as well they also use case studies. We want to find out how ethics and personal values are captured in e-recruitment, which strengthens our choice of an
exploratory study. The acceptance that it exists does not give us any answers; we needed to get insight from other angles. On our way to get the answer of the research question we also asked ourselves how or why managers are acting in a certain way. These how and why questions helps to strive for external validity and the seeking of generalization can be helped with them (Yin, 2014).

3.2 Research approach

There are different ways of collecting data; deductive and inductive approaches (Saunders et al., 2007). To do a deductive research, the researcher has to have some knowledge about the studied area, since the theory is collected before the empirical data is collected, but this method fits better when doing a quantitative research when the studied phenomena is clear (Bryman & Bell, 2011 Jacobsen, 2002). In an inductive research the researcher collects data in order to develop theories from them, who will be related to the literature (Saunders et al., 2007).

The way of collecting data has in this research been inspired by with an abductive approach, which has elements from both inductive and deductive approaches. Using an abductive approach gave us the advantage to add or change the theory in a later stage of the study, if the findings showed that the collected theory had become irrelevant. The possibility of adding relevant theory to the research in a later stage can make the study more comprehensive (Bryman & Bell, 2011; Kvale & Brinkmann, 2014; Shaw, 2006). Since we did not have much knowledge about our research area, a deductive or inductive approach was not suitable for us. Thus, we are aware that by not doing an inductive approach, we might lose some of our objectiveness whereas the interview guide is grounded from the theory, hence, it steers the respondents into talking about an already decided themes. This approach helps the person being interviewed to give his or her own personal opinion of the situation, but still with a focus on the right themes (Jacobsen, 2002). On the other hand, it was necessary for us to already have collected theory to be able to ask questions that could help us in our study. Therefore a deductive approach was not possible. Bryman and Bell (2011) state that an abductive approach can facilitate the way of analyzing the empirical material if it turns out that the theoretical material is not enough. This allows the researcher to collect further theory in order to analyze the data. That is what we did, but at the same time, when adding new theory to the study enhances the risk of our own interpretation to affect the result since the new theory is chosen by how we have valued the collected data. Therefore, another interpretation might have indicated another type of needed theory.

3.3 Literature study

The secondary data in this study is obtained by literature, consisting of books and peer reviewed scientific articles. The use of secondary data has the advantages of the data already has been collected by other researchers (Bryman & Bell, 2011; Jacobsen, 2002), hence it gave us the knowledge needed in order to conduct our theoretical framework. What ought to be remembered though, is that the collected secondary data is chosen by our own perception.
of its relevance for our study, which is the risk that Bryman and Bell (2011) and Jacobsen (2002) talk about when using secondary data. They mean that the data has been collected for another purpose than the actual study and therefore the reliability can vary when the initial purpose of the material is another than the one in our study (Ibid.). Therefore, the chosen secondary data is based on our own interpretation of its applicability to the study. We have though considered the age and locations of the secondary data and by whom it is conducted, to ensure that the information is as applicable as possible for our purpose.

The scientific articles were found from the function Summon 2.0 and from the database ABI Inform which we got access to through the library of Halmstad University. All articles were delimited to scholarly and peer-review and full text. The words that were used in search of relevant material were: recruitment, recruitment process, values, organizational values, ethics, vision and work ethics. After struggling for finding relevant theory, we noticed that an increasing interest for e-recruitment existed, but there was not much knowledge about it and we learned that it may need more research. Therefore we decided to include e-recruitment into our study and added e-recruitment to our keywords while previous keywords were kept.

Since we are using an abductive approach, which allows us to adjust our collected theory, we could add more relevant theory after the interviews were collected and when we were about to analyze them. After having recognized where the main focus should be and after advice of our supervisor, the added theory contained a classic like Schein (1990) and more articles about values and ethics.

3.4 Empirical study

The empirical data is collected through face-to-face interview, i.e. from sources that are especially chosen for this study. Primary data is explained by Jacobsen (2002) to be preferable so that the data specifically will suit the actual study and research question. Jacobsen (2002) and Kvale and Brinkmann (2014) state that face-to-face interviews are time consuming, but acknowledge that it is easier to read the respondents body language and through that, see if the respondent is open for further questions.

3.4.1 Operationalization

In order to find out what variables that employers find important, we first wanted to know how the respondents do when they recruit. We already knew that they used an e-recruitment system, since that was a precondition for us being able to do this study. To minimize the risk of reveal exactly what information we desired to get, the respondents were asked to speak openly about the recruitment process from the point where they have identified a need until the stage where a vacancy was filled. During the interviews, some areas were essential for us, which were the concepts in the theoretical framework (see Appendix 2 for an overview of the interview guide). The sub questions in the interview guide were only a help for us when asking the main questions. That means that they were functioning as a reminder of what we wished to get out of the questions and therefore the specific questions regarding
values, ethics and cost savings were not directly asked during the interviews. For example, when asking the question regarding what the respondents are searching for when they recruit, we wished to receive answers that covered qualifications, ethics and values.

When building the interview guide we discussed what themes we wanted to collect answers around. The respondents were allowed to speak free within the themes. But we also had several questions and guidelines for us to be sure that we received the answers needed to relate the answers to our research question. This resulted in us being prepared to different answers and thanks to our discussions surrounding the possible answers we could ask follow-up questions without asking directly about the topic.

We built our interviews after what Bryman and Bell (2011) calls semi-structured interviews. These kinds of interviews are constructed from an interview schedule where some general questions, based on the theory, are presented to the respondents. This implies that each respondent is exposed for the same context during the questioning, but they are allowed to speak freely about the presented topic (Bryman & Bell, 2011). By doing this, we could ask further questions, if the respondents said something interesting that we had not thought about before and that was not included in our interview guide, as described by Kvale and Brinkmann (2014) and Bryman and Bell (2011). The questions regarding e-recruitment sought for receiving opinions of advantages and disadvantages in order to compare to the literature. Maybe there were other aspects that were not mentioned before that we could find out. To get a comprehension of how the recruitment process looked like before, and to make the comparison to web based recruitment, the respondents were asked to talk about their perception of now and then.

3.4.2 Respondent selection

Due to our research area, where e-recruitment is the essential part, we chose what Saunders et al., (2007) call a purposive sampling. This means that we, out of our own judgment chose respondents that we consider can fulfill the purpose. Jacobsen (2002) explains that one way to approach the purpose is to search for the typical, which means that the researcher chooses respondents that are similar to one another. This should however be done with caution since there is a risk that the selection becomes too positive or too negative and critical (Ibid.). The way of searching for the typical shall not either be considered as definitive, but only a way to show how one particular group can see a phenomenon (Saunders et al., 2007). The respondents in this study are therefore homogeneous which means that they belong to the same subgroup. The fact that they have similar experiences makes them suitable for our purpose, since they all are highly involved in the recruitment process in each organization. The decision of choosing persons with recruitment responsibility was made with backup from Hofstede et al (2005) and Bagul (2014), who explain that recruiting new employees has importance for the organization’s prospective performance and economy. Therefore people with knowledge of the firm and its needs were required. The criterion was also to find organizations that use e-recruitment, since that is the modern way of recruit today (Aparanji, 2014; Holm, 2014) and we wanted to see how it can be used. To broaden the view of e-recruitment, we also aimed for a heterogeneous variation in our research, which according to
Jacobsen (2992) can be preferable even when examining a homogeneous group. This can according to Saunders et al. (2007) strengthen the study when different angles can be discovered and it can add interesting material to the study.

Jacobsen (2002) explain that when doing the selection, the researcher has to consider how many respondents that are enough and when there is a need for adding or eliminate some sources. The interest in receiving as many different inputs as possible made us strive for choosing four different firms and industries and hopefully different recruitment systems. By studying different industries allowed us to see e-recruitment from different angles, which increases the validity (Yin, 2014). However, the opportunity of interviewing a fifth organization (Company E) came in pretty late in the research process, after we had conducted the other four interviews. It also turned out that Company E unfortunately operated in the same industry as Company D, but when we got the opportunity to get an interview with that specific organization, we could not resist.

As turned out later, after the interviews where finished, three of the companies used the same recruitment tool. Nevertheless, since they all operate on different markets and industries, it was their perceptions of ethics and values that were important for the study. Therefore they might use the system differently and look for different things when they recruit. Thus, in regard of Bryman & Bell (2011), the possibility of generalizing a study should be regarded with caution. Therefore the validity of our study can be questioned. Our sample of industries varies and we have chosen not to compare two similar industries. Therefore it is not possible to say that our findings are applicable at other companies in the same industry. We also found out that Company E does not use e-recruitment in the same way as the other four companies. These companies use e-recruitment as a tool to sort and select among candidates. In Company E, the job applicants have to apply though their web site, but they only have to attach their résumé and cover letter. Thus, the different industries and the way Company E recruits added value to the study. They could all be compared whether they differ in their perception of the use of the tool, how they handle possible problems and what variables they considered as important of the job applicants. Especially interesting was if they consider personal values and ethics of the job applicants and how they do it. Kvale and Brinkmann (2014) suggest that the amount of respondents is decided by how many that is needed to receive an adequate answer to the research question. For us, after having interviewed five persons, we were content about our collected material, because we received similar answers and some divergent ones, which gave a foundation to work on.

Jacobsen (2002) and Kvale and Brinkmann (2014) explain that qualitative studies also have weaknesses. Finding respondents that really are representative for the study can be difficult and the researcher can risk losing its objectivity by coming too close to the studied object. The researcher can also lose focus and instead concentrate on the respondent itself and risk missing important facts (Kvale & Brinkmann, 2014). The process of finding representative respondents started with us deciding which organizations we wanted to study. We contacted the organizations and asked specifically after the persons who were responsible for the recruitment process in each organization. We believe that these persons have knowledge in what kind of qualifications that are suitable for their organization. Also Lindelöv Danielsson’s (2003) arguments regarding who is inserted in what kind of applicants the
organization needs, helped us in the choices of what responsibility the respondents ought to have. Because of the small sample of respondents, we cannot claim that five interviews are enough to generalize for this context. The external validity, which Bryman and Bell (2011) explain as in which extension a study can be generalized, this study should be regarded with caution.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Industry</th>
<th>Respondent name</th>
<th>Title of respondent</th>
<th>Date of interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company A</td>
<td>Chemicals</td>
<td>Respondent A</td>
<td>Personnel manager</td>
<td>April 9th 2015</td>
</tr>
<tr>
<td>Company B</td>
<td>Logistics</td>
<td>Respondent B</td>
<td>HR coordinator</td>
<td>April 9th 2015</td>
</tr>
<tr>
<td>Company C</td>
<td>Security</td>
<td>Respondent C</td>
<td>Group leader with qualified recruiting responsibility</td>
<td>April 10th 2015</td>
</tr>
<tr>
<td>Company D</td>
<td>Retail</td>
<td>Respondent D</td>
<td>Store manager</td>
<td>April 13th 2015</td>
</tr>
<tr>
<td>Company E</td>
<td>Retail</td>
<td>Respondent E</td>
<td>HR assistant</td>
<td>April 20th 2015</td>
</tr>
</tbody>
</table>

Figure 3 Table of respondents

The table on previous page gives an overview of the respondents and their respectively company, their title and the date of interviews. Out of respect for the respondents, all companies are anonymous and will therefore be entitled with a letter A-E. They are named after in which order the interviews were conducted.

3.4.3 Data collection

To collect our data we first collected secondary data, in form of theory, in order to receive necessary information to develop our interview guide. After our primary data were collected through the interviews, we went back and collected more theory that was needed. This means that we presupposed some theories that we later compared to the findings of our study (Saunders et al., 2007). The choice of data collection is determined by our own interpretation of what kind of data that was needed. There is therefore a possibility that we have turned away data that could have been useful for the purpose, which might affect the reliability.

We decided to do semi-structured interviews, which some researchers mean reminds more of a conversation rather than a situation where one party asks and the other part answers (Bryman & Bell, 2011; Alvesson & Sköldberg, 2008). To obtain a qualitative interview, we took advantage of the time during the interviews and both of us asked the questions and took notes. In this way, we could ensure that the respondents had our full attention and that they felt that we were genuinely interested in their answers. This allowed us to receive notes where we later could compare if we had perceived the answers differently or maybe if one of us had noticed anything special that the other one could have missed. While the respondents...
were talking, we tried to capture words that might be of importance, as if they mentioned that some qualifications were especially important. If they mentioned for example values or difficulties, we held on to that word and asked more about the specific topic. To ensure that every spoken word could be checked up, we also recorded each interview, with permission from the respondents. Kvale and Brinkmann (2014) suggest that this can help to keep the dynamic in the interview and to ensure that every spoken word is registered. It also helped us to make the transcription easier. Thus, even a recorded interview has its weaknesses, since the transcription depends on the researcher’s interpretation of the recorded material, which can affect the reliability (Kvale & Brinkmann, 2014).

Four of the interviews were conducted at the respondents’ workplaces, all to make the respondents as comfortable as possible; something that Jacobsen (2002) suggests is preferable so the respondents do not get affected by the context. Each of these interviews was approximately 90 minutes, which follows Jacobsen’s (2002) recommendations of how long an interview should be. The last interview however, was conducted by telephone, because the lack of time in doing a face-to-face interview. That interview was shorter than the others, it was about an hour. The advantage of the last interview was that it added more value to the study since we got another view of how the recruitment process might look like. As Jacobsen (2002) mentions, doing a telephone interview has a disadvantage since the interviewer cannot see the face and body language of the respondent and therefore miss out information by paying attention to the behavior while they answer the questions.

Before the interviews started, the respondents got informed by the general purpose of the study, i.e. that we were interested in knowing how their recruitment process looks like when they use e-recruitment. Then we explained how their given information will be treated, which was to use it as a basis for the thesis. To explain this, is in accordance to Kvale and Brinkmann’s (2014) recommendations concerning ethical aspects when doing interviews. Several of the respondents explicitly mentioned the concerns of giving out sensitive information. Especially from the telephone interview, we got the feeling that the respondent was very restrictive of disclose information and tried to avoid some answers. We were aware of the possible outcome from this interview, that some answers might be modified or that all information where not revealed.

We transcribed the interviews by dividing them between us and write down the material into fluid text out from the notes that were taken during the interviews. The transcriptions were done the same day as the interviews took place. That gave us the possibility of remember what had been said and in what way. Each transcription took approximately between three and five hours to complete, depending on the length of the interviews and the information given during each occasion. After this, we switched material with each other and let the other one read it through and fill in any gaps if needed. If the other one noticed anything that did not look correct, we discussed the material and compared our notes from the specific interview. We also used the recorded material and listened to the interviews again if necessary. In this way we could strengthen that the material were correctly interpreted. To ensure that we had not misunderstood any given information, after the transcriptions were conducted, we sent it back to each respondent so they got the chance to read it through and point out any potential errors that we should change. This way of inviting the respondent
into the collected data is called respondent validation (Bryman & Bell, 2011). Even if the researcher can receive correspondence between the findings and the perspectives from respondents, the approach can be questionable, since it according to Bryman and Bell (2011) is no guarantee that the respondents can validate the data. It can end in unnecessary interference because the researcher still has to provide theories in order to be able to analyze the data.

One of the respondents sent back the material and asked us to correct a formulation regarding the selection among their candidates, which we did. Additionally, Respondent E changed the text in the material we sent back. This implies that our interpretations of the interview were not in accordance to what the respondent was allowed to give out. Some words that we had perceived as important for the study disappeared and therefore the validity from this interview decreased significantly. Hence the quality of the collected material might be affected as we possibly missed out valuable information. Nevertheless, we had to respect the respondent and the company and only use the information that was admitted by the respondent. The remains of the raw material were not enough to contribute to our study. Therefore we chose to eliminate it from the empirical data and the whole study.

Looking back, it might have been better to send the transcriptions back to the respondents without our own interpretations instead of what was meant to be used as empirical data. In that way we could have had the possibility to interpret the transcriptions and chose for ourselves what information we wanted to use. For the last interview, we would have been forced to work with incomplete data when some of our interpretation was taken away by the respondent. This scenario maybe would not have occurred if we had done a face-to-face interview instead, where we had the chance to see the respondent and how the person interacted with us. The consequences of leaving Company E are that we lost the view of recruiting only by the web site and not using the e-recruitment tool as the other companies do. It would have been an interesting aspect to see how and why Company E recruits the way they do. However, they do not use their e-recruitment in the same extension as the other organizations, which in fact was the main criterion. The reason why we did not chose to contact Respondent E once again in order to receive other answers than before was that we already from the beginning sensed that Respondent E was unwilling to share information. We tried to find a new respondent within a new company that could take part in our study, but due to the time limit, it was not possible. We did not manage to find a respondent that could participate with such short notice.

3.4.4 Data analysis

The analysis process usually starts already during the data collection (Kvale & Brinkmann, 2014). When conducted our interviews, the answers we got from the respondents were interpreted while the respondents were speaking. Since we had open interviews, we could summarize the answers and ask the respondents again if a statement was correctly perceived, and they got the chance to agree or to formulate themselves in another way, which is in accordance to Kvale and Brinkmann (2014), who mean that by sending the information back and forth enhances the chances of getting correct information collected.
The way of analyzing our empirical material is in accordance to Kvale and Brinkmann’s (2014) explanation of sentence interpretation. This is built on the hermeneutical view where the researcher’s interpretation of the collected material will determine how each sentence will be understood. That means that the perspective, which the researcher uses for its study, will also be the perspective from where the data will be analyzed. It is therefore a chance that the collected material could have been interpreted in a different way depending on what focus that is in mind. The reliability of our specific approach can therefore be discussed because an independent reader may put attention to other statements than we have.

To facilitate the process of sorting our collected data we used coding as a tool to find similarities among the respondents’ answers. In this way, we could break down the answers into smaller parts and create themes which were used to categorize the answers to get an overlook over the data. When viewing the transcriptions and when listening to the recorded interviews, we marked words that seemed important or that caught our interest, for example competence. After we had divided the answers into categories, we summarized them into main themes which were preparation, search process and e-recruitment. The intention was to analyze the four companies separately and with each other through the whole analysis chapter. After having categorized the large main themes, we searched for where values and ethics could be identified. The interest of identifying specific kinds and examples of values and ethics was not our intention. The goal was rather to discover where in the recruitment process the organizations start to look for and how they manage to distinguish values and ethics of the job applicants. Bryman and Bell (2011), along with Shaw (2006) mean that by doing like this, helps the researcher to find important fact which makes it easier to know what theory is needed to analyze the data. The researcher must though be aware of not losing the context when the data is disassembled, which is one of the critiques towards this kind of analyze process (Bryman & Bell, 2011).

3.5 Ethics

We acted after Kvale and Brinkmann’s (2014) recommendations of defining the situation for the respondents before the interviews by explaining who we were, the overall purpose of the study and how the interviews were planned to precede. The information of what will happen to the collected material and who will get access to it was also explained. Each respondent were asked if we were allowed to record the interviews and all accepted. This allowed us to proceed as planned. By defining the situation gave the respondents an opportunity to reflect on their participation and the consequences of it, which Bryman and Bell (2011) state is in accordance to the code of ethical conduct. However, we did not reveal the specific purpose, which is how values and ethic is captured in the e-recruitment process. This was because we did not want to make the respondents talk about something that in reality is not important for them, in this case, ethics and values of job applicants. Therefore, we presented the study as we wanted to learn about their recruitment process and especially e-recruitment. Kvale and Brinkmann (2014) explain that by keeping detailed information from the respondents is sensitive but it can be necessary to be able to receive spontaneous answers. To spare the respondents from feeling deceived afterwards, the researcher should explain after the
interview what the exact purpose was. When each interview was conducted, the respondents got to know our specific interest. The reactions after revealing the main interest did not affect the study, because none of the respondents reacted significantly, they rather took a moment to reflect over the specific topic. We did not receive any new information by mentioning values and ethics, more than we got confirmation of the answers and our interpretations that we had made during the interviews. Therefore, the decision of initially keeping some information did not result in any offended reactions.

Two of the respondents asked to be anonymous; hence all companies and respondents are treated confidentially, with respect of their participation and their respectively company. Instead, all respondents have pseudonyms and very little information about the companies is revealed, as Bryman and Bell (2011) suggest being an option when dealing with anonymous objects. Since the interest for this study is to investigate where in the recruitment process values and ethics are captured in different industries, the knowledge of the specific company is not important and do not affect the result of this study.
4. Empirical Data

In the empirical data the interviews are written down in running text. The respondents are separated in order to get a more clear view over who told what. Each section starts with a short presentation of the company and the respondent. The structure that follows is divided into three parts where the preparation and search process are presented and each section ends with the respondents’ view of e-recruitment. Because we are not interested in the stage in the process where the applicant becomes an employee, the introduction stage will not be analyzed.

The model below is a summary of the different steps in the recruitment process in the studied companies. This is summarized from the following empirical data and is further explained there. The companies’ recruitment processes start with their identification of a need for recruiting and are followed by the advertisement, which will represent the preparation stage. The search process is the largest stage where the companies use different methods to sort among their applicants. What is common is that they all use an e-recruitment tool, even if they do it differently. This model can be found in a larger version in Appendix 3 in order to be seen more clearly.

![Diagram of respondents' recruitment processes](image-url)

**Figure 4 Respondents' recruitment processes**
4.1 Company A

Company A is a global chemical company that serves industrial and municipal customers with expertise of how to improve the use of water treatment, energy and raw material. The environmental and sustainability thinking characterize the whole organization and is the main reason of their existence. Some words of their values are caring, innovation and fellowship. The respondent in this company, which we will entitle Respondent A, has worked as personnel manager at the company for 3 years. Before that, Respondent A has worked with HR for 25 years.

4.1.1 Preparation

In Company A, first a mapping is done where the company’s future is screened in order to see how it will look like forward on. Variables that are evaluated are age, expected retirements, personnel budget and more, because some services take time to add and require double budget. There is a policy saying that every vacancy shall be advertised, some are advertised internally and some are shown at the employment agency. Respondent A describes that the company has a high head hierarchy which means that the CEO must approve all recruitments. All vacancies are advertised at the intranet at the company.

Company A has an agenda with the lead words sustainability and competence. Competence is defined by Respondent A as people having ability to utilize different skills in order to perform a certain work task. It can partly contain of experience, but it is a living concept, which means that the competence needs to develop and has to be added. The company has values, such as caring, innovative and fellowship, which explain how an employee shall be. If a candidate shares the same values as the company is evaluated in the last phase where only a few candidates are left. Respondent A explains the risk of sorting out good candidates by using the sorting function in the system, but there must be a balance of how to find employees that suit the organization. The environmental thinking characterizes the whole company. Respondent A admits that ethics is important and defines it as a compass of how you act in different situations. It interacts with everything in the organization, it is a complex situation, and otherwise it does not work at all. Respondent A says that what people think outside their work cannot be controlled, one has to separate between private and professional, but what happens at work is important, here sustainability is essential.

4.1.2 Search process

To do the selection among the applicants Company A first do a coarse selection by the e-recruitment tool, for example if the candidate need to have a driving license, and after that the applications are read manually and about 5 candidates are sorted out. In the next phase several tests are performed, like a test package, which includes a large personality test. All questions are job related, because what motivates a person at work may not be that same at the spare time. The type of questions can be “If you are in a situation like this…” The tests are supposed to capture personal attributes like if a person is extrovert, introvert and so on.
Other performed tests are ability tests that are numerical which make it easier to measure since the job applicants are given scores at these tests. A person with lower score is not automatically sorted out. If a person seems interesting by other aspects, he or she can get the chance in a later stage in the process to explain why they did not perform perfectly at a certain test.

Candidates that are not interesting and obviously do not correspond to the company’s requirements however, is sorted out and do not move on to the next step of the recruitment process. All candidates that apply for a job will receive feedback in one way or another, at the first selection it might just be an e-mail with a message that they did not move on. Respondent A means that you as a recruiter have to show respect for those who have shown interest for the company and also to preserve the image of being a fair company. Those candidates who are interesting in the aspects that they match the desired profile are called for an interview. The choice between two candidates, where one possesses many qualities like experience etcetera but lack of values and the other one has a high match in values but have less experience, the choice will be on the one with right values, because this person can certainly learn the work and get the experience.

First, there are some presorting questions where the job applicants are asked to answer yes or no. These questions are used in cases where there are clear requirements for a certain service, as for example fork lift license. Further on, Respondent A explains that as a recruiter you have to ask for adequate things. The variables that are asked for when using the e-recruitment system are basic skills, experience through other adequate jobs and a personality that allows the candidate to use these skills and experiences. For example, a manager that has been successful at one place might not be as good at another place. The culture can be a reason of this mismatch.

4.1.4 E-recruitment

Using e-recruitment gives administrative advantages and Respondent A explains that this is the way of recruit today. The smart connection between modules and the structure that it creates makes it easy to work. You can rank and move the candidates and use it as a support in the recruitment process. The work load has been postponed to the job applicants, which saves a lot of time for the recruiter, gives transparency and it is easy to measure the results. What is important though, is that the system is only a help in sorting and finding candidates, it cannot make decisions for you. Another advantage is that the system allows that every recruitment process is performed at the same way, all over the world.

Respondent A explains that through e-recruitment they have reached a larger audience but sometimes the advertisement has not given what they were hoping for. A difficulty can be that the category is hard to catch, there might not have been any candidates applying for the job or the advertisement was strange. Other problems can be that job applicants, that are not really interested in or do not at all have qualifications for working at the company, are searching because of pressure from the employment agency. This overwhelms the company.
with applications that take time from the ones who are genuine interested in the specific company.

We must not deviate from our processes.
(Respondent A, personal communication, 15.04.09)

Respondent A emphasizes the importance of not deviate from their processes, because that does not give any validity of the recruitment which shall be a qualified guess where you view all aspects from different directions. By going for intuition can in worst case result in a miss hiring and end in long rehabilitation cases caused by for example burnout if the hired person did not realize what stress or workload the service implied or that some qualities of a person can have other consequences like instable personality.

4.2 Company B

Company B is an international logistics company that contains all the logistic and transport divisions within their group of which they belong to. They are striving towards a common area within these divisions. They shall all share the same culture, the same values and the same goal. Their values are their guiding star. These values are openness, respect, collaboration, honesty and courage. The Respondent in this company, which we will entitle Respondent B, is HR coordinator and has recruitment responsibility and has worked at the company for 2 years.

4.2.1 Preparation

The recruitment process of Company B starts with the HR service center that announces the need for recruiting. A need analysis is done so they will know why they are recruiting, Respondent B says. An order with requirements specification is then provided through the grandfather’s principle which means that the boss’s boss needs to approve the costs of the recruitment, before it is transmitted to an administrator and then get published. All the job advertisement is published through the e-recruitment tool internally and on their own website which is linked together with social media and other sites. Only some of the job advertisement is published externally.

During the whole recruiting process the company's values are the base and they return more thoroughly in both of the interviews. They are striving towards equality and diversity and are not rejecting anyone to apply for a vacancy, which they try to lift in every advertisement, Respondent B explains. Ethics for Respondent B is helping to what is right and wrong. This is something you will learn within an organization and that culture. It is about following the guidelines and tell if something is happening, tell a colleague if there is something wrong and do not discriminate and show respect to everyone. The ethic is a base and is not really something Respondent B thinks about. They have a main agenda comprising three areas; Health, Environment and Security.
4.2.2 Search process

The goal with the advertisement is to "attract more" and as soon as it is published, the search time begins and that is different depending on the job and how soon they need to fulfill the vacancy. By using the e-recruitment tool, Respondent B says they can look for keywords in an easy way. Their e-recruitment tool, though, does not let them do the selection by clicking in some fields, only some general requirement that a certain job requires, like driving license or special language skill. All other applications are read and sorted manually.

Respondent B says when it comes to the selection stage this can be done in three different ways. Some bosses do the selection by themselves, some bosses leave their choices to the HR for a second opinion and some bosses leave over the first selection to the HR. The applicants are graded in 1, 2 and 3. The ones under grade 1 fulfill all the requirements and have something that the administrator finds attractive. Under grade 2 will the ones with basic requirements and only misses an unessential part of merits. Those who scores 3 do not move on to the next selection. Respondent B says that all of the applicants that apply for a vacancy will receive feedback in one way or another. In the first step it might only be a short one that they do not fulfill the requirements and in the later stage with extended feedback what and why they were rejected.

If the selection is tough they can send out a link to a video tool that contains additional question and is used as a complement to the résumé. The applicants have a week to answer these questions. It is around 5-6 candidates that will move on to the next step in the process, a first interview and can be done by a phone interview, video interview or a personal interview. Respondent B reveals that this stage can be used in a strategic way, by doing the interview or questions in a special language if that is a required skill. After the first interview there will be an evaluation to check so they fulfill the requirement specification or if there is something that has to be changed. The second interview goes more into the deep with the candidates so they can match it with the vacancy. The selection is not dependent on whether the applicants are 25 or 50 years old, but the age might change your work related behavior.

It is not only we that shall choose the candidates, they shall also choose us.  
(Respondent B, personal communication, 15.04.09)

Between the evaluation after the first and the second interview they send out a personality analysis. Respondent B points out that there is nothing right or wrong with a person’s personality, instead this analysis is used to check work related criteria. The purpose of the analysis is to measure the driving forces, motivation and to predict work related behavior. In the second interview there are often three candidates who they meet once again. There are some basic variables with competences that are needed for the vacancy but these are different depending on the target group for the vacancy. For example economic knowledge working for the economic department, or if it is a job that comprises decision making the candidate need to have made decisions before. The Personality analysis mentioned before can be good to evaluate whether the candidates have a personality that is appropriate with the environment in the company. In this stage, both the candidates and the company shall show the other what they can offer one another. Therefore it is important that everyone is
motivated, Respondent B says. Again they are looking through and compare the requirements specification with the final applicants and looking for inner motivation during the interview. After the last interview they chose the one that will be offered the job.

4.2.4 E-recruitment

The e-recruitment tool is very positive because no one falls through the cracks and because it is on the web more people can see it. The external job advertisement sites publish the ads as well or the company buy place on these sites. In relation to what it gives this way is cheaper than traditional advertising in the papers. Respondent B states that there is always a concern whether the choice of employee is right or if they rejected a star. Someone who might not have the competence needed and therefore where sorted out, but this applicant had a hell of a drive. Such a person can always learn a lot of the competence needed, but the driving force and motivation is something you must have in you. The recruiting costs a lot and it is important to match the right candidate with the vacancy. It happened that a less suitable candidate was hired and did not fit into the group, but this happened because of the time pressure, Respondent B explains. The recruitment can therefore be internal because you already know that the employee functions with the values in the organization and is ready to go to the next level. This way opens up a new vacancy in the place where the redeployed were and that place might need some new angles from outside.

4.3 Company C

Company C is a security company in Sweden. Their three values are helpfulness, honesty and watchfulness. The recruiting was before made in each city, but now the selection is made over a wider area with four cities. Working at a security company is varying and differs whether working as a public security guard as or an anonymous shop controller The Respondent in this company will be entitled Respondent C, and has worked as a group leader with qualified recruiting responsibility for 7 years but in the company for 13 years.

4.3.1 Preparation

Company C always has a need for recruiting in April, to have employees through the summertime. All the vacancies are only published at their website and the link redirect to their e-recruitment tool. In this way the applicants are especially interested in working as a security guard and a lot of applicants searching because they have to, will not find these jobs. Respondent C says that this gives a better personality feeling that the applicants actively have searched the vacancy at the security company. Because the recruiting covers vacancies in 4 cities the need of personalities and experiences changes a lot. For example, working at the night round or at a warehouse requires different personalities and interests.

The values within Company C are not only rules; they are among the most important part in the company that shall influence everyone working there. Respondent C takes up honesty as
an example. The employee must proceed as a role model. This part is very hard to catch because that is not something the applicants like to talk about, so it is evaluated through the tests during the recruitment process. It can be questions whether you are afraid of the dark or might not enjoying life itself. It is very important that the applicant do not lie here. Even god's best child makes mistakes, but showing human side you will be forgiven, Respondent C says. Everyone has an equal chance regardless if you have finished the security training programs or have work experiences, according to Respondent C.

Even God's best child makes mistakes, but by showing human side you will be forgiven.
(Respondent C, personal communication, 15.04.10)

Respondent C tries to find a mixed group of both younger and older people with different traits in order to get a more stable group. Otherwise, age and competence are not so important to Respondent C who says that perhaps some work experience can be good, but that is not necessary. Up to 95% of the recruiting is based on a personality and if the candidate really has an interest for security.

4.3.2 Search process

A huge part of the selection is based on the cover letter and is used as a ground for the selection as soon as the application arrives through their e-recruitment tool. The e-recruitment tool can sort out some major part that been chosen in forehand. It can be such variables as if the applicant has a driving license, if the applicant has a criminal background or if the applicant does not accept the company to run a credit check. It is also usable when you want to see if the applicant has applied for many other vacancies, that is often something bad because then they have not done an active choice to work on Company C. But directly after this coarse selection and when the e-recruitment tool has been sorted out irrelevant applicants, it is the cover letter that is important for Respondent C. It says so much more than a résumé. In the résumé you can see all educations and former workplaces but nothing about how the applicant personality looks like, Respondent C explains.

The first that Respondent C looks for when the applications arrives is what they have done before and the age. Around 50 of the applicants will be called to a general introduction where Respondent C together with the head of department tell about the company and all the jobs at the security company for the applicants. At this introduction they are very open and personal about their own reflections in life. Respondent C says that it is very positive with a personal meeting and it is only good response from the applicants of it. Something that they think they are unique in is that during these introductions they have people working undercover who mingles around to create a personal opinion on behaviors and personal thoughts of the applicants. This allows them to notice whether someone is truly interested or not.

After the introduction the applicants can fill in a new form where they are able to change which vacancy they are interested in. Maybe they feel that a certain task in another job within the company fit them better when they heard about it, Respondent C says.
Respondent C explains that they do not reply to candidates to inform them if they have not proceeded in the process. The reason is that candidates that are really interested in the company might call and ask about the process, which can give Respondent C another view of the candidate. A candidate that has been off the process can again be on. In order to be sure they reach out to so many as possible, Respondent C says that they take in around 25 for personal interview so they can meet them and talk to them.

Respondent C says that ethic is when no requirements are put up that hinders anyone to apply for the vacancy. All are equal and it does not matter if you are foreign, have different ethnicity or are homosexual, as long as you are open with it and do not try to hide it. It is very important with openness towards everyone. This part is very difficult to see and some parts you never know until you are working with them. You can receive hints during the interviews, but Respondent C prefers if they are open and tell it. Your personality influences the applicant both in private and in a professional way. Respondent C does not think they can be separated.

The next stage in the process contains of different tests where around 15-20 applicants have moved on. There are 5 tests containing one Swedish test, one understanding instruction test, one test about logical thinking, one technical and mechanical test and a personality test with 600 assertions. In order to work as a security guard the applicants should pass these tests, but depending on the vacancy there can be some misses, Respondent C explains. The personality test is most important because you need to function to work in a group. They have an external consultant that corrects the tests and send over the answers to Respondent C. Of all applicants that have done the tests there are not often more than five that pass them. These five are the ones that will be offered jobs.

The tool makes it possible to rank the applicants between 1 and 3, where the grade 3 is those without basic requirements. Unfortunately Respondent C is not able to give all the applicants feedback whether they went on in the process or not, but at the introduction they make it clear that they will only contact the applicants who have moved on to the next step in the process. Respondent C says that the applicant is more than welcome to call if there is a big interest working as a security guard. Also, it can be good if the candidate do so because he or she might be one of the candidates that are attractive. Of course it has happened that they have hired a person that has been on security training, but that person did not fit the group. Respondent C says that this miss was the reason of why they started with their early introductions.

4.3.4 E-recruitment

Respondent C thinks the tool can save time when recruiting because the ability to sort out candidates that misses a certain competence directly, for example driving license or if they have a payment default or are known by the police. Because of the security within the company, the applicants need to be approved through the provincial government and SÄPO (Police of Security). Respondent C feels that the e-recruitment is only a very small part of all the process, because it is the personality that is important in the end and that is not
measurable with competencies. With the e-recruitment tool they might sort out candidates with good personality as well and

4.4 Company D

Company D is a company within the retail industry with stores all over Sweden. The company is part of a chain that is divided into different areas. The way of working and how the company shall be driven is the same for every store in the country. Their lead words are caring, inspiring and knowledgeable. Respondent D has worked at the company for two years and has responsibility for the personnel at one of the three stores in the city. The respondent has earlier experience of working with development issues in the retail industry.

4.4.1. Preparation

Before any recruitment is performed, the store manager calculates how many personnel that will be needed forwards. Respondent D says that one period that is intense is the one before the summer when regular staff will go on their summer vacation. The need becomes identified by checking the job schedule and the budget. When this is established, there has to be decided what kind of competence that is needed, like cash register knowledge, special knowledge of certain department or how many percent a service shall have. The profile is sent to the HR department of how the advertisement shall look like and the vacancy will later be published at the company’s web site. In some cases, the advertisement is shown at the employment agency or daily newspaper, as to the summer recruitment, they had an ad in the daily newspaper besides the one at the web site.

It is not uncommon that the recruitment happens internally. Respondent D tells that the company encourages their staff to switch between stores in order to develop and/or get a change. The advantages of recruiting internally are that these employees already know the work practically and economically. If they have worked somewhere else, in another store for example is that you can receive other good examples of how the work can be performed. Prior the summer staffing it is not common to recruit internally, even though doing that, feels safer. The advantage with recruiting externally is the reception of new perspectives.

To be able to work at Company D requires that the employees are service minded. Respondent D says that it is number one, to like people and to thrive with contact of other people. If you have that, other competences are not so important. Secondly, you need to be aware of that this is a tough work place with many heavy lifts, so good physics is preferable. When recruiting new employees, Respondent D explains that they try to find a mix of persons, but argues that it is the personality of the candidates that is the most important.
4.4.2. Search process

The first step for a job applicant is to fill in pre-questions in the e-recruitment tool about age, gender and their backgrounds, as well they can also upload their résumé. Respondent D does not believe that filling in the application is time consuming, instead points out that the candidate will offer that time that is necessary for it if he or she really want to work at the company. The questions that job applicants are asked to answer are constructed by the company themselves and are for example about what forces that drives the person into action, if the person prefers to work alone or if he or she is social. The company has their values and ethics that are the foundation of their selling rules which are really important for the company. Therefore, in order to work at Company D you must share the values and be a representative employee.

It is pretty easy to separate those who want the job and those who have posted a random application. In the first assortment, the résumé and cover letter are read. In the cover letter, Respondent D explains that you can get a feeling if the letter has been sent to other employers too or if it is directly written for Company D. When Company D sorts among the applicants, all three store managers gather the applications and assess them together. This allows them to evaluate the candidates by more than one person and they can construct their own strong teams. Respondent D explains that a candidate that does not suit for one store can be perfect in another.

*If you really want to work at the company, you will take the time needed*
(Respondent D, personal Communication, 15.04.13)

Out of many applicants, the first sorting action is offensive. Those, around 30 candidates, that are left are invited to a “speed dating” at the company, where the candidates circulate between three stations where they get to answer questions regarding their view of service, the company’s affection on the society and their personality and how they work in a group. This gives the applicants a possibility to see if this is the job for them and also the managers get to meet the applicants and see their faces. In the second assortment, those, around 16 candidates that seem interesting are called for deeper interviews. In this stage, the manager search for attitude, customer orientation and competence, like knowledge about the products.

Respondent D speaks about giving feedback and says that it is important, but it is not possible to give feedback to all applicants. In a later stage of the recruitment process however, they call applicants that they have met to make it more personal. The way of recruiting in Company D is that they do not have to waste money on envelopes and stamps but also when they do not have to post advertisements in paper media.

4.4.4 E-recruitment

Respondent D explains that their e-recruitment system is valuable for them, because it helps them keep the applications easy to view. Without this, the whole recruitment process would have been heavy. The tool and the process work which implies that those who recruit do not
need to worry about losing applications. Respondent D is not sure that they reach a broader audience, but it is the modern way of recruiting. The prior reason for using the system is that all job applicants get the same questions, everyone are treated the same and the same selection is made everywhere. Respondent D says that the gut feeling is the last thing you should go on, it is better to judge the competences between the candidates. A picture is not to prefer since that can take the focus away from the person. At the same way, visiting the store and hand over your résumé is not preferable since all applicants shall get the same fair treatment. Besides, there are regulations that are being waived when you deviate from applying on the internet.

_The gut feeling is the last thing you should go on._  
_If you go on competence, then everybody is judged the same._  
(Respondent D, personal Communication, 15.04.13)

The fear of miss out candidates with high competence is there, but they have to trust their knowledge that they make the right choices. Respondent D admits that the more candidates you meet, the better, but this is not possible by practical reasons.

### 4.5 Summary of findings

Company A makes the "control" whether candidates correspond with the company's values in the final phase when there are only few candidates remain. Respondent A is concerned that they may have screened out candidates, but points out that there must be a balance. Respondent A points out, not particularly to the specifications need to be as clear, but the chief manager must approve the ad and specifications before they are published. We interpret that they are still very careful with the design and even the content of the ad, to ensure that they get into the candidates are suitable.

Respondent B would have been happy to have the personality analysis earlier in their recruitment process since it is there they are trying to catch applicant’s personality, attitude and ethical way of thinking, but that the analysis requires further feedback conversations. That demonstrates that they really want to add more time in finding suitable applicants with the right personality and ethical thinking rather than qualifications, but that they by the tool saves time and money, but then you might miss important candidates. For Respondent B, it seems to be important however, that the specifications are updated and that they match, which may be evident by the attempt to match qualifications to match the applying candidates. This can be interpreted that since they cannot sort their candidates by personal meetings, they try to be as accurate as possible to their requirements specification is correct.

Respondent C notes that the cover letter is important throughout the whole process as it is where the candidates have the opportunity to show their true colors. When Respondent C neither sends a rejection of the respondents’ applications that have not moved on and even read every cover letter shows that they do as much as they can to get out the candidates' personality right from the start. That they, just like Company D choose to meet a wider
selection of respondents at the first meeting shows that they are very keen on how the candidates' personalities are captured.

Respondent D says that their values are their basis and that it is important that employees are one with them, but they do not have the opportunity to meet all applicants even though they had the will, but as mentioned before, it has nevertheless a wider sample of candidates when they meet for the first time, which we believe demonstrates that they are aware and trying to get into the appropriate personnel.

The table below is a summary of the focus areas that each of the respondents talked a lot about and how we sensed they think it is important. The first column is a guideline of what each company values, while the middle column shows what the recruiters are searching for. The third column gives an overview of how they proceed to find what they are searching for among all job applicants.

![Figure 5 Guidelines in the recruitment processes](image-url)
5. Analysis

In the analysis the empirical findings will be discussed with help of the theoretical framework. The analysis is based on the model that was presented in the end of the theoretical chapter. Here, like in the empirical chapter, the recruitment process’ two studied stages will be analyzed first, followed by e-recruitment. The ethics and values are analyzed during the analysis because these parts are in the background during the whole process.

5.1 Preparation

The first step in the process of adding a new vacancy at all companies is in accordance to what Gellner (2003) and Lindelöv Danielsson (2003) explain about a prescreening, where the desired profile is checked. When there is a need for new recruiting, Company A and B do an analysis of the coming future where the budget is overlooked and other variables like age and upcoming retirements are checked. This helps the companies to be prepared when the recruitment will start, as Bagul (2014) and Mills (2002) mention of being an important part in the whole process. Company C and D point out that the identification of future needs, shows what competencies a new employee is desired to have. Lindelöv Danielsson (2003) mentions that a future employee advantageously shall possess skills that match the needs and that the employee also fits within the organization’s culture. Respondent A, B and D agree about that, but Respondent C differs and says that the competence is not the most important part, but the personality is. This can be connected to Schein (1990) who explains that in order for a person to be a part of any group, the person has to adapt to the basic assumptions that explain how it is accepted to act within a group. Therefore, the prescreening that each company do, can be explained as them being careful already from the recruitment start, so they find candidates that are open to adapt to the company’s culture and values. But in order to recruit any person, it might be preferable to find candidates whose values already are similar to the company’s, since the values, as Hofstede et al. (2011) and Hultman (2005) describe, have been established for a long time and therefore can be difficult to change.

All values are connected together. To dare to be open, courage is needed and to be open you need to be honest... and to have good cooperation you need to show respect and to show respect you need to be honest.

(Respondent B, personal communication, 15.04.09)

The recruitment responsibility in the companies differs; Company A and B, have HR service centers that take care of the recruitment, while Company C and D recruit locally to their own departments. What can be noticed, is that Company A and B are international companies and they both recruit in a larger area than the other two companies. Also, these two companies are doing business to business, whereas Company C and D are more customer focused and they act on the national market. As Bagul (2014), Holm (2014) and Llorens (2011) write, the responsibility of recruiting new employees often lies on the HR department, and the reason why Company A and B do like this can be explained by their large sizes, which makes it necessary in order to manage the entire recruitment process. However, Company D must get their advertisement approved by the central HR department in order to get it published. This
might be explained because they want every store in the country to be the same. Just like Respondent D explains, the company’s values are important and every employee must share those values. Henry (2011) explains values as a core ideology of how individuals in an organization should act, which can be the explanation of the way that Company D treat their preparation stage.

One option that Clarke (2008) and Holm (2014) mention, for exploiting competence that already is in the company, is to recruit internally, which Respondent A, B and D say they do. The reasons why they do it, is that the employees already know the companies and are aware of what the company stands for and what is expected by them. This can be interpreted also as the respondents being keen to retain employees that already work in the company and follow the same values and ethics as the company. Lindelöv Danielsson (2003) and Bagul (2014) think that organizations shall focus more on internal recruiting if they want to maintain the ethics in the organization. One can only assume that the employees in each organization advocates their company’s values and perform in accordance to the values and the vision, like Da Silva et al. (2010) and Mirvis et al. (2010) emphasize as an important part. They mean that if the employees are going to be engaged in their work, they need to be willing to identify themselves with the company and its values. Another reason of recruiting internally is given by Respondent D, who says that in order to promote personal development, the company encourage the employees to apply for internal services, which shows that they care about their employees. At the same time both the employee and the organization have a possibility to grow. This can partly be confirmed by Hultman (2005) about the employer being honest to their employees, if they notice that an employee needs a change and tell the employee about it. Or it can be as Dyhre and Parment (2013) suggest that the employer wants to keep the knowledge within the company and through that save money when they do not need to spend any costs on new recruitment.

If the statement by Hofstede et al. (2011) is true about the difficulties of measuring people’s values, it can be safer to recruit internally. At the same time, the company might miss out people with additional skills that can be valuable for the company. That is why Respondent D sometimes recruits externally. Respondent C on the other hand, explains that they rather recruit externally than keep employees that do not fit the company. All respondents are emphasizing that regardless what service that is advertised, all applications must go through the recruitment system.

The values within all the respondents’ companies are the base through the whole recruitment process. Since Company A is restricted by their environmental thinking, their lead words are sustainability and competence, which can be connected to Hultman (2005) who argues that all organizations are guided by their values. The fact that Company A constantly works for the environment and that Respondent A is striving towards a mutual perception of the company can be explained by Mauro et al. (1999) of an ongoing process. Respondent A argues that their ethics are important because without these, they would not have been able to continue if they would not have worked like they do. Like Moghaddam et al. (2013) argue, the organizational ethics are the guide of how the organization and how they work. That means that the mutual policies that are formed by the company inspire everyone that works in the organization and that makes the ethical thinking alive. Respondent A does not
believe that you can control what people think outside their job but it is important that they perform accordingly the company’s values when they attend at work. That is a small deviation of Mauro et al. (1999) who argue that it is not possible for a person to separate their beliefs at work and their spare time. Whether it is true or not, Respondent A believes in that the persons that apply for a vacancy at Company A will have the intention of following the ethics that govern the organization.

*Our values are not only a rule, but it must be so.*
(Respondent C, personal communication, 15.04.10)

What distinguish Respondent C from this previous statement is that one cannot separate a person’s ethics and values from their work role. Since the employees at Company C represent their company even during their spare time, it is very important that they behave in a way that reflects decency and not damage the company’s reputation. Respondent C advocates openness and points out that candidates will not be judged by their religion or sexuality. Respondent C’s quest for diversity corresponds to Schein (1990) which evidentially is what is the most important for getting a functional group. This shows us that Company C also see everyone as equal, which Respondent C means as being a part of their ethics. Company B is, as well as the three other studied companies, not rejecting anyone to apply for a vacancy. For Company B, everyone is equal and Respondent B says that they are careful not to discriminate anyone, instead they want to show everyone respect, which goes in line with Schein’s (1990) assumptions of how to act towards other human beings. By showing respect and not discriminate anyone, the company shows how they position themselves to the surrounding (Schein, 1990). For Company B, this could mean that they advocate diversity, which also corresponds to Clegg et al. (2007) and Moghaddam et al. (2013) who argue that the ethics are an establishment of the organization’s values.

Company D as well, has their values which are a guide throughout the whole recruitment process. The selling policy is very important, hence it is necessary that prospective employees truly have understood what importance the values have and that they follow the policy, since they are the face out for the company they will represent. Their own constructed questions, which are of a more personal character in their first step in the recruitment process provide a greater possibility to ask questions that are important for them. This is in accordance with Clarke (2008), who explains that these questions can give the employer an overview of qualities that the applicants possess. It can make it easier for the employer to evaluate whether the person has presumptions to develop within the company and see if they really suit the vacancy. The way of constructing their own questions is an example of the importance of the personality. Their values of caring and inspiring become here visible and it shows how they perceive themselves, which Schein (1990) refers to one of the basic assumptions. If the company wants to be seen as a fair company, this is one action towards fulfilling that image. However, in order to maintain the motivation of the candidates throughout the whole process and also in the future, the company and manager within, must follow the recommendations of Henry (2011) and Hofstede et al. (2011) by living after their own values and not let the employees down.
5.2 Search process

Continuously, neither of the respondents is asking questions that deviate from the vacancy. In other words, disadvantages of e-recruitment and the intimate questions like marital status or age, mentioned by García-Izquierdo et al. (2010), Suvankulov et al. (2012) and Tong (2009) cannot be connected to any of the companies. They all explain that they are only interested in how the candidates will perform depending on their skills and personality. Also, the Swedish law (Gellner, 2003) prevents companies to discriminate job applicants by doing their selection based on questions not linked to the vacancy. However, Respondent C and D prefer to have mixed ages in their groups because they complement each other, which can be explained by the basic assumption by Schein (1990) of how the group strives for diversity where the group is believed to be better off by this. Because Company C and D are working in groups and meet more with customers, can be the explanation why diversity is important. Different attributes can complete one another and they can also help the group in handling different types of customers.

The concern that all respondents feel about sorting out candidates when they use their e-recruitment tool, is what some researchers (Faliagka et al., 2012; García-Izquierdo et al., 2010; Suvankulov et al., 2012; Tong, 2009) mean is one major problem with e-recruitment. Still, they agree of that it is a necessity because they need to follow the process in order to manage to do the selection. The findings show that in order to minimize the risk of miss candidates that can fit each company, there are some differences between how and when the respondents sort among the candidates. Company C’s group introduction indicates that they are committed to show their personality to the candidates. Company C’s strategy of inviting a larger sample of candidates in an early stage of the process, allows them to come the candidates closer, which enhances their chances of deselect candidates that are clearly not interested in working at the company. The values of an open organization, as explained by Schein (1990), can be applicable at Company C when it shows the candidates of how people within the company act towards others. It also allows the candidates to evaluate whether they are going to fit into the company or not. This helps both candidates to reflect whether the company is right for them, as well as Respondent C and the colleges can evaluate if the candidates are what the company is looking for. The way of distribute the decisions to candidates can be connected to Baroukh and Kleiner’s (2002) statement of the two way process, which means that a recruitment nowadays shall be on both parties’ conditions. It also shows, as Hultman (2005) emphasizes, what the company stands for when they are honest with themselves and also ask the candidates to be the same towards the company. Here we can also see that the ethical aspect that Clegg et al. (2007) and Mauro et al. (1999) mention, is meant to function as a compass of what social responsibility a person has towards others. Respondent C’s statement regarding that it is okay to make mistakes can strongly be referred to Henry (2011) who argues that the organization’s values represents the core ideology that impregnated the whole company. The fact that Company C pushes on their values is therefore clear through their entire recruitment process. Company D uses a similar way of sorting among the candidates, by having speed-dating, but this part, when learning more about the candidates’ personalities, is provided in a later stage in the process than Company C.
It is important to remember that the tool only helps you sort among and find candidates, it cannot make decisions for you.
(Respondent A, personal communication, 15.04.09)

The tests in Company A, where the candidates’ personalities are measured are the company’s way of finding employees that can fit the company and their values. The importance of these tests can be explained by Hofstede et al. (2011) who mean that a person’s personality is connected to the person’s values. These values affect how the person thinks and acts, which also can be seen from Henry (2011) and Hultman (2005) who explain that the values of employees are important to match the organization, if the organization shall be competitive against their competitors. Company A’s use of a large personality test, can be a proof that despite the absence of personal encounters, they are careful with which candidates that are being sorted out. Since all questions are job related and the answers can clarify how the candidates might react at the company, can be the help needed in finding their future employees. However, even if the questions are job related, it is no guarantee that the answers are true. Hofstede et al. (2011) alert that people that are doing these kinds of tests might give answers that they think that the employer wants to read. This puts extra pressure on the company that they manage to capture any potential candidates whose intentions are not beneficial for the company. Otherwise they risk to lose money and time if it turns out that the person hired are not what the company was looking for (Dyhre & Parment, 2013).

...secure that you have done a needs analysis and thought over your job specification so you not just have taken a bunch of qualities that describes a super person that does not exist.
(Respondent B, personal communication, 15.04.09)

Company B on the other hand, is careful with their specification, since they, unlike Company C and D is doing a larger selection of candidates before they book a personal meeting with the last 5-6 candidates. All remaining candidates’ applications are read and sorted manually, which gives a more personal perception of the applicants. Company B’s choice of inviting candidates that are equal to a video presentation can be interpreted as an action to further secure that the company chooses a candidate that will fit the company by all aspects, like personality, values and knowledge. The video presentation is in line with Breslin (2012), who suggests that this can be used for a better match between employer and employee. Their selection strategy can be interpreted as them wanting to have updated information in order to minimize the risk of deselect candidates that correspond to the description, because the profile that they are looking for are different depending on the vacancy. That is why it is important that the specification is well updated, just like Capotondi (2007) points out. The way that Company B’s specification follows through all steps in the recruitment process can be their way of securing that the candidates that proceed throughout the process still match the specification. One explanation of their actions can be that they want to avoid losing their target group, which Capotondi (2007) argues is important in order to attract the desired group of job applicants. By regularly check the specification, the company can be certain that they stick to their desired profile. It can also be a reminder of the values, which Schein (1990) means is the guidance of how the company position
themselves. Lindelöv Danielsson (2003) points out the importance of the employees match the values within the organization, which can be seen that all the respondents thoroughly do.

Respondent B explained that it is important that both the employee wants to work in the organization, as well as the employer wants to have that employer there, which strengthens that it nowadays is more of a two way process. Company B is very careful about their specifications and they need approval from the boss before they publish any advertisement. This can be because they want to secure that the whole recruitment process will be executed the same and that it reflects what the company wants to mediate to their environment. The way the company is managed can be described by Henry (2011) who means that the values guide the organization. Company B’s values can therefore constitute what is accepted in the company and by getting the recruitment process approved by the boss, the ethics of the organization can easier be controlled and maintained. Company C and D met several more candidates to be sure about that the match is right for them. This is also strengthened when Clegg et al. (2007) and Moghaddam et al. (2013) talk about that satisfaction and understanding of the values are important and that the ethics come with the codes of behavior.

*The more candidates you can meet in person, the easier it gets to judge them, but we live in a reality too and in practice you cannot meet all of the 150 candidates.*
(Respondent D, personal Communication, 15.04.13)

What differs Respondent C from the other respondents is that the respondent does not send any feedback to applicants that have been sorted out. By not shutting candidates out is a strategy that allows candidates that have a genuine interest to contact Respondent C. The responsibility is partly postponed to the candidates and if they contact Respondent C, they can get another chance when Respondent C notices the effort that the candidates make. This shows how valuable the personal meeting is, which further demonstrates that by involve a large sample of candidates (first 50 at the introduction and secondly 25 in single interviews) further strengthens the importance of the personality and the values, which both Henry (2011) and Hultman (2005) describe. If the job applicant is attracted to the company and strongly identifies itself with it, enhances the likeliness of the person to engage more in the job if he or she gets the chance.

All respondents talk about the importance of having employees that suits into the company and that have the right intentions of working there. Just as Clarke (2008) mentions, a future employee must have skills that can be beneficial for the company and attributes like commitment to the prospective employer. Lindelöv Danielsson (2003) also talks about that a new employee has to fit into the culture of the company, which all respondents seems to agree about. Reading between the lines, it is clear that all respondents are looking for candidates that are more than persons with fancy education or clever skills. To be able to use the skills and experience is according to Respondent A an important factor and that is what is tried to be captured in the recruitment process. That is why Respondent A emphasizes the importance of not deviate from their processes even though the intuition is positive. Respondent A says it is in the last phase of the recruitment process, where the real personality and candidates’ values are captured and to give the employer an impression of
the candidate, as suggested by Gellner (2003). Since the values of the company impregnate the organization, it is a pre-request that the candidate’s perception matches the company (Henry, 2011 & Respondent A). Capotondi (2007) means that the candidate shall contribute to the organization with its character, personality and driving forces. For this reason Respondent A rather chose a candidate whose values correspond best to the company’s. That is the same thought that is suggested by Dyhre and Parment (2013) regarding finding the candidate who is most likely to engage in the company.

All respondents explain that it is essential that the person hired is aware of the implications of the work. The company must also be aware of the interests of the candidate. If everybody at the company shall be satisfied, the employer has to offer a service that can fulfill the candidate’s needs so he or she will stay and perform well. Respondent B explicitly states that the recruitment needs to be a mutual process where both parts have to be satisfied. Even if the company chooses the candidate, the company has to be chosen by the candidate as well. That strengthens Dyhre and Parment’s (2013) argument of being honest as an employer and to care about the employees. Schein’s (1990) basic assumptions of the mutual agreement of the accepted behavior in the group can therefore be the guiding values that show everybody the way. In this case, a value that can be distinguished in Company B is respect for one another and honesty. Van Ness et al. (2010) add that when the ethics of the company characterize the whole organization and when everyone can identify themselves with it, enhances the commitment and engagement to the work. Consequently, we can say that all four respondents put a lot of effort in finding employees that are willing to represent respectively company and engage in the companies. What needs to be considered is the difficulties of see people’s real intentions and determine if they say what they truly feel or if they just answer what they think the employer wants them to answer.

5.3 E-recruitment

The easiness of administering job applications when using e-recruitment which all four respondents express is also what many researchers (Aparanji, 2014; García-Izquierdo et al., 2010; Holm, 2014; Pahari & Pahari, 2012) suggest as an advantage when the process and interaction between employer and job applicants becomes more rapid. One of the reasons why the companies in the study use e-recruitment is to follow the development which also is an explanation that Holm (2014) mentions. Because of the expansion of Internet (Lee, 2005), they have adapted their processes in order to find their employees, which shows that they want to be competitive on the market by reaching employees that have the competencies that the organization is looking for.

Despite the advantages that e-recruitment entails, it is stated by the respondents that sometimes the recruitment has failed. This can partly be because they failed in construct the advertisement as Capotondi (2007) mentions if the advertisement is not correctly directed; the company can miss out many qualified candidates. Since all respondents express concerns of capturing job applicants’ values and ethics, strengthens the importance of putting a lot of effort into constructing an advertisement and really describe what the vacancy will contain, like Cooper et al. (2003) emphasizes. This could be learnt by Respondent B, who
emphasizes that they are very careful with their specification from the beginning of the formulation of the advertisement to the very end of the recruitment.

5.4 Summary of analysis

Company A and B which are international and more industrialized similar companies are comparable in the way they work when recruiting. The international companies have a tendency of being less personal in their recruitment process. They are also more hierarchical in their decisions makings which imply that there are more persons involved before any recruitment is performed, for example they have a HR department. Company C and D are more alike. These are national and have more daily customer contact. When hiring at companies such as C and D, we have concluded that it is important to reflect the personality through and that it is consistent with the company's values because they are the face of each customer meeting. Another observation that can be made is that Respondent C and D are recruiting their own personnel and are therefore working more closely to their employees, which make the personal interaction more distinct.

Through the speed dating and introduction, we have seen that this gives the employer both candidates and themselves an opportunity to reflect on the work and the whole process. This implies that it will be more on the terms and conditions of both parts rather than only if the candidate suits the company. We interpret that the companies working like this are more ethical and value their candidates in front of duties. Since all respondents express their concerns throughout the whole recruitment process and due to their explanations of their work, this have shown that respect for each other is essential and every action within the companies and during the recruitment processes is characterized by the ethics, like Barlett (2003) states, even if they are not spoken loudly.
6. Conclusion

In the conclusion the research question will be answered and to have that clear this chapter will start with a discussion. An own developed model will help to show the outcomes of the study. The practical, empirical and theoretical contributions will also be presented. This chapter ends with suggestions of future research. Our research question is: How can employers capture values and ethics of job applicants when using e-recruitment?

The findings show that all the respondents in the study are searching for certain attributes to their respectively company, when they recruit. All companies make controls of the candidates’ personality, in order to see whether the candidate might fit into the organization or not. The international organizations sort out candidates in a more rough way before meeting fewer amounts of them. By using personality analyses and by judging a person from different point of views, these companies can capture many attributes, from competence to driving forces. The national companies that have a close every day encounter with customers meet a larger selection of candidates. Those companies seems to be the more keen of capturing the ethics and values of job applicants in an earlier stage in the recruitment process by organizing group meetings with the candidates. This allows them to sense the personality of the candidates instead of trusting a personality test, made online. Another explanation of the differences between the four companies can be the size of the organizations. Since company C and D are smaller in comparison to Company A and B, allows them to recruit like they do and they have the time needed to meet a larger sample of candidates.

Even if the findings show different ways of capturing values and ethics, it can be stated that the whole e-recruitment process is characterized by values and ethics, even if it is not explicitly mentioned. From the start, when a need is identified to the end where a person is hired, the respondents try to secure that they have found candidates that correspond to the desired profile.

6.1 Model of framework

The following model (Fig. 4) is own developed and is based on the empirical findings. The base for this model is our analysis model where the conclusion is applied. The model shows conclusions seen from two types of industries and how they have chosen to select and sort out among the candidates. This conclusion is seen as the best action from their angle and shows us how companies can chose to capture ethics and values. Customer oriented companies can beneficially focus on making their first selection on a larger amount of applicants who they meet personally, in order to already in this stage capture many desired personalities to chose from. When the companies sort their candidates first by cover letter and personality, they can then make the later sorting based on skills and knowledge. The international companies seem to be more keen in finding candidates with the skills and knowledge they need for the certain vacancy before they search for values and ethics. They do their first selection based on the résumé and cover letter and only a few candidates are left for personal contact such as interview. The customer related organizations put a personal
touch earlier in the process when they start directly to sort out the candidates based on their cover letter. The personality comes second in customer oriented organizations when they decided to meet a larger amount of candidates just to see how their personality is. The final tests will show which of the candidates’ résumé they need to go through.

Figure 6 Own developed Framework
6.2 Contributions

This framework is a contribution to prior research that lack of knowledge in how employers can use their e-recruitment tool to capture values and ethics of job applicants, which is stated to be important for the company’s success. Earlier research has only explained how the tool sort out candidates based on experience, education and age. Therefore, this framework is hoped to be helpful for recruiters that wish to capture job applicants’ values and ethics and not only focusing on basic skills. By using this framework and by capturing candidates whose values and ethics are favorable for the organization can lead to longer employments, satisfied colleagues and a functioning organization, when there is no need for re-recruiting employees because of a poorly executed recruitment. Since the framework is based on four different industries, with a division of national customer oriented companies and international companies, it can be applicable on other similar companies.

Since earlier research has not focused on this kind of study, our contribution of empirical findings can be used for future research where different industries show their way of recruiting. Additionally, what has been discovered through this study and that is worth noting and that is not mentioned in current research, is the personal interaction that two of the studies companies have. After searching for introduction and recruitment process, we have not found any articles that seem to mention this. This study therefore contributes on an empirical level where a new way of working in the recruitment process is showed.

The findings of this study can help to solve practical problems that have not been taken into consideration by recruiters before and can be useful for companies of different specializations, for recruiters to develop their recruitment processes or for companies that are heading to recruit.

6.3 Limitations and Further research

This study includes some limitations since only values and ethics have been focused. The selection of only four employers that recruit only shows the perspective from the recruiters’ side. Therefore it would be interesting to do a study where the perspective of job applicants is included. Future studies could also be conducted as an observation which goes deeper into the area, where the whole recruitment process is investigated, from the first selection to the last stage when the candidate becomes an employee. It could also be interesting to use a larger population to see how even more organizations are capturing different competencies. As well, it would be interesting to see from other aspects like culture or basic artifacts. Lastly, this framework is not yet tested which also indicates a limitation and therefore a future study with the framework as a base would be interesting.
References


Appendix 1
Interview Guide

How does the recruitment process look like today?

- When do you recruit?
- How do you recruit? Internally/externally (Is it different depending on what need you have?)
- What do you search for when recruiting?
  - Competence? –what is that?
  - Ethics (important? What is it for you?)
  - Values
- Who recruits?
- Are there any concerns?

Why have you chosen to use E-recruitment?

- Valuable for whom?
  - Cost savings?
  - Time saving?
  - Labour saving?
- Reach a wider crowd?
- Disadvantages?
- Measurable variables?
- How many steps in a questionnaire?
- Why these variables?

How did the recruitment process look like before (without e-recruitment)?

- Was it more personal? (Was there more interaction between job applicants and employers?)
- What do you try to capture?
  - Ethics
  - Values

Consummation

- Differences between now and then?
- Who has the power? Does only the employer decide or does the job applicant have any power at all?

Would you like to add something?
May we come back for more questions if we encounter any uncertainties?
## Appendix 2

### Operationalization schedule

<table>
<thead>
<tr>
<th>Questions</th>
<th>Author</th>
<th>Theory by which the questions are based on.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruitment process</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| When do you recruit?                           | Lee (2005); Holm (2014)         | – When there is a need for adding new services.  
– Competence is a reason for recruiting. |
| How do you recruit?                            | Clarke (2008); Holm (2014)      | – Maintain the specific firm knowledge  
– Transferring skills |
| Internally/externally                          |                                 |                                                                                                             |
| What do you search for when recruiting?       | Da Silva et al. (2010); Hultman (2005) | – The importance of finding a match between applicants and company |
| Who recruits?                                  | Bagul, (2014 ); Holm, (2014); Llorens (2011); Kim & O’Connor (2009); Pahari & Pahari (2012) | –HR department has responsibility and e-recruitment is used as an extension of HR |
– Difficulties matching the needs. |
| **Why e-recruitment?**                         |                                 |                                                                                                             |
| Valuable for whom?                             | Holm (2014)                      | – Follow the development |
| Savings?                                       | Lorens (2011); Holm (2014); Dyhre & Parment (2013); Suvankulov et al. (2012) Aparanji (2014); Kim & O’Connor (2009) | – Cost: companies can save a lot of money by using e-recruitment  
– Time: speed up the recruitment cycle |
| Reach a wider crowd?                           | Llorens (2011)                   | By e-recruitment employers can reach a |

Employers can reach a wider crowd through e-recruitment.
<table>
<thead>
<tr>
<th><strong>Disadvantages?</strong></th>
<th>Garcia-Izquierdo et al. (2010); Garcia-Izquierdo et al. (2010), Tong (2009)</th>
<th>Time consuming fill in questionnaire – Unfair, irrelevant variables, hidden talents disappear</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurable variables?</strong></td>
<td>Faliagka et al. (2012). Cooper et al. (2003)</td>
<td>Education, experience. – The questions are customized based on requirements</td>
</tr>
<tr>
<td><strong>How many steps in a questionnaire?</strong></td>
<td>García-Izquierdo et al. (2010)</td>
<td>The way of fill in the questionnaire is time consuming.</td>
</tr>
<tr>
<td><strong>Why these variables?</strong></td>
<td>Cooper et al. (2003)</td>
<td>The questions are customized based on requirements.</td>
</tr>
</tbody>
</table>

### Before e-recruitment

| **Was it more personal?** | Lee (2005) | E-recruitment lack of personal integration |

### Consummation

| **Differences between now and then?** | Baroukh & Kleiner (2002); Collins (2008) | One-way vs. two-way process |
| **Who has the power?** | Baroukh & Kleiner (2002) | Both parts want to attracts each other |
RESPONDENTS RECRUITMENT PROCESS - STEP BY STEP

A
- Own website
- Employment agency
- Coarse selection by the tool
- Manually selection
- Recruit 1 Candidate

B
- Own website
- External sites
- Coarse selection by the tool
- Manually selection
- Video tool - If needed
- Evaluation
- Personality Analysis
- Recruit 1 Candidate

C
- Own website
- Coarse selection by the tool
- Manually Selection By Cover letter
- Introduction 50 Candidates
- 1st Interview 25 Candidates
- Test Package 15 - 20 Candidates
- Large Personality Test
- Swedish Test
- Logical Thinking
- Understanding of Instructions
- Recruit 4 - 5 Candidates

D
- Own website
- Newspaper
- Coarse selection by the tool + some personal questions
- Manually Selection By application
- "Speeddating" 30 Candidates
- 2nd Interview 16 - 17 Candidates
- Personality and group work
- Serviceminded
- Company & Society
- Recruit 1 - 3 Candidates

Appendix 3

Preparation Stage

Search Process

Own model based on what the respondents said during the interviews