



Karlstad Business School

Handelshögskolan vid Karlstads universitet

Abayomi Rasheed Akintola

Hiring Discrimination in Racially Diverse Labour Markets:
A Cross Country Study

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Supervisor: Prof. Berndt Andersson

Karlstad Business School
Karlstad University SE-651 88 Karlstad Sweden
Phone: +46 54 700 10 00 Fax: +46 54 700 14 97
E-mail: handles@kau.se www.hkk.kau.se

Abstract

The goal of this thesis is to determine if hiring managers are sensitive to racial background of applicants during hiring process. The author determined hiring discrimination using two perspectives, first what did the hiring managers know about hiring discrimination? Second, correspondence testing was conducted to quantitatively determine if employers discriminate against certain types of names during resume screening. A cross country study was done between Sweden and Canada. The results showed that hiring managers in both countries are well aware of negative impact of hiring discrimination on a firm or an organisation and all the respondents believe their organisations do not discriminate. However, correspondence testing showed that hiring discriminations occur in both countries. 1009 jobs were applied in Sweden while 1326 jobs were applied in Canada. The aggregate results for Sweden shows that applicants with foreign names receive a call back rate of 66.3% while applicants with Swedish names receive a call back rate of 77.2%. The results for Canada show that applicants with foreign names received a call back rate of 73.5% while applicants with English names receive a call back rate of 74.6%. Probit estimation was used to estimate the probability of applicants being invited for interview. The results indicate that hiring discrimination against foreign names is more pronounced in Sweden compared to Canada.

Key words: call back rates, correspondence testing, hiring discrimination, Human Resource and probit estimation.

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- Abayomi

“Nothing good comes easy” ---- A Yoruba proverb.

Table of Contents

1.0	INTRODUCTION.....	1
1.1	Problem Discussion	2
1.2	Research question.....	3
1.3	Purpose of the research.....	3
1.4	Target Group	4
1.5	Thesis disposition.....	4
2.0	METHOD	5
2.1	Research structure	5
2.3	Selection of countries.....	7
2.5	Research approach.....	7
2.6	Experimental Approach: Correspondence Test.....	10
2.7	Quantitative Approach.....	11
2.7.1	Experimental design.....	11
2.7.2	Data Analysis Technique	14
2.7.3	Statistical test	16
2.8.1	Sampling	19
2.8.2	Interviews.....	22
2.9.1	Reliability.....	24
2.9.2	Validity	25
2.9.3	Generalisability	26
2.9.4	Method critique.....	26
3.0	THEORETICAL FRAMEWORK.....	31
3.1	What is discrimination?	31
3.1	Types of Discrimination.....	32
3.2	Stereotype	34
3.3	Causes of discrimination	36

3.4	Implicit social cognition, Unconscious Bias and Unintentional Racism	38
3.5	Effect of hiring discriminations on an organisation.....	40
3.6	Evidence of hiring discrimination	41
3.7	Minimizing hiring discrimination.....	43
3.8	Conceptual Framework.....	46
4.0	FINDINGS.....	47
4.1	Qualitative findings	47
4.2.1	Probability of being invited for interview	61
5.0	ANALYSIS	63
5.1	Effect of hiring discrimination on firm/organisation	67
5.2	How organisations and firms can avoid discrimination	68
5.3	Evidence of discrimination	70
5.4	Difference between interviews and correspondence testing.....	71
6.0	CONCLUSIONS AND RECOMMENDATIONS.....	73
6.1	CONCLUSIONS.....	73
6.2	RECOMMENDATIONS.....	75
7.0	REFERENCES.....	77
	Appendix.....	81

List of figures

Figure 1: Research structure	5
Figure 2: Combination of quantitative and qualitative research methods.....	10
Figure 3: Similarities among different types of discrimination.....	33
Figure 4: Person/Job match model.....	45
Figure 5: The conceptual framework	46

List of tables

Table 1: Result of job applications in Sweden	57
Table 2: Result of job applications in Canada.....	57
Table 3: Correspondence testing result for Sweden.....	59
Table 4: Correspondence testing result for Canada	59
Table 5: Probit estimation (Marginal effects) for Sweden.....	60
Table 6: Probit estimation (Marginal effects) for Canada.....	61

1.0 INTRODUCTION

This chapter introduces the main subject, provides the background information, introduces the problem statement and describe the main issues addressed by this thesis.

Many employers claim to be equal opportunity employers. Some firms have an equal employer logo on their organisation's homepage, while some quote equal employment as part of their corporate goals. Diversity at the workplace is obviously good for every organisation. This implies having various employees from different backgrounds could be one of the determinants of a firm's human capital wealth. In order to achieve work place diversity, employers should avoid discrimination during hiring process. Employment discrimination can start from the first time an applicant applies for a job. The recruiter can screen out applicants based on many factors, for example, religious affiliations (Heneman et al. 2010, p.77). Some researchers cited that employers can discriminate based on gender, religion, age, race, and even accent. Discrimination can be costly to the firm because favouritism could lead to hiring incompetent employees, high shirking, and lower productivity.

From the ethical perspective, Demuijnck (2009) posits that non-discriminatory policies and attitude in a workplace should be an ethical issue. It was argued further that ethical managers should prioritise non-discriminatory rules in their firms and such rules should be observed during recruitment, hiring, internal and promotion. Kamenou and Fearfull (2006) posit that organisations should adhere strictly to the organisation's equity policies and managers should be able to enforce and see such enforcement being practiced when discriminatory allegations occur. Alder and Gilbert (2006) argue from another perspective that ethical issues are beyond the stipulated rules in human resources management. The other aspects of human resource: promotion, fair layoffs, access to further trainings and employee development become relevant once hired. The duo state that fair hiring is important and it is crucial that all applicants and employees are treated fairly. Fair hiring means that applicants are hired based on merits.

The underlying ethical principles of fair hiring can be extended to other aspects of equal treatment of employees. Alder and Gilbert (2006) distinguish three ethical perspectives from which fair hiring can be approached: the consequentialist, the deontological, and the procedural.

The first means hiring the best employee according to principles that fit the organisation's interests. The second perspective means respecting applicant's moral rights, this implies that hiring managers should exercise their moral duties responsibly, while a candidate possesses the moral right not to be rejected on non work-related characteristics. The third perspective implies that applicants either selected or rejected should perceive the hiring procedure being fair. The last perspective is crucial to the firms that claim to be equal employer, as the perception of the applicants will judge this claim. This is one of the goals of this paper.

The study of hiring discrimination is becoming more popular among researchers. Much research has been conducted to determine if hiring managers discriminate against certain names during hiring process (Bertrand & Mullainathan 2004; Bursell 2007; Manger & Kass 2010). The goal of this thesis is to investigate and determine employment discrimination in racially diversified labour markets. The frame of this research is limited to hiring discriminations that occur the first time an applicant applies for a job. A cross country analysis between Sweden and Canada was carried out.

1.1 Problem Discussion

Sweden is one of the most racially diverse countries in the world. In 2004, almost 12 percent of Sweden's population was foreign born. About 7 percent of them are non-Europeans, mostly non-white. In Malmö, Sweden third largest city, 40 percent of the residents are foreign born. The immigrants are Serbs, Iran, Iraq, and from sub-Saharan Africa who are mostly economic immigrants. In recent years, anti immigration sentiments has been increasing. For instance, the far right political party associated with anti mass-immigration campaign was elected to Swedish parliament (Macro History and World Report 2010; Soeren 2010). Canada is quite similar to Sweden. Around six million foreign born people live in Canada, this amounts to 19 percent of the total population. That is, one out of five Canadians is foreign born (Statistics Canada 2009).

Bengtsson et al. (2005) opined that foreign born or immigrants are less successful than the natives in the Swedish labour market. There is no consensus on what factor led to this disparity but discrimination can be one of the factors (Bengtsson et al. 2005). The lack of consensus on whether hiring discrimination occurs in Sweden calls for more research to be done in this regard. The two countries are racially diverse, which is useful for the purpose of this research. Sweden

and Canada are countries that promote equality in all spheres of human life, so it is worthwhile to determine if racial discrimination occurs in the Swedish and Canadian labour market. It will be interesting to see if employers discriminate during hiring process base on the applicants' names.

Strategic themes within human resource management argue that human resource is one of the key assets an organisation can use to acquire competitive advantage. So organisations are expected to be committed towards deploying efforts to recruitments based on applicants' qualifications (Kamenou & Fearfull 2006). Storey (1995) posits that organisation can gain competitive advantage if it deploys highly committed and capable workforce through strategic recruitment, selection and training in a flexible systems which focus on quality. This implies that organisations that fail to recruit based on competence will face hurdles in achieving a committed and capable workforce. In addition, investigating some of the impacts of hiring discrimination on an organisation is also important.

1.2 Research question

Main research question: *Do employers discriminate against certain names during hiring process?*

Subsidiary research question: *why do hiring managers discriminate during selection process?*

1.3 Purpose of the research

The aim of this research is to determine if employers in Sweden and Canada discriminate against foreign names during hiring process. The research also investigates if hiring managers are fully aware of hiring discrimination. A cross country analysis was carried out by comparing results gathered in Canada and Sweden. This paper also highlights some of the impacts of hiring discrimination on organisations.

1.4 Target Group

This thesis will be useful for the following:

- 1) Human resource departments in both private and government organisations
- 2) Human resource managers
- 3) Human Resource consultants and practitioners
- 4) Researchers in the field of human resource
- 5) Human Resource Management students
- 6) Members of the public who perceive hiring discrimination
- 7) Policy makers on labour market issues

1.5 Thesis disposition

The next chapter describes the research methods. Chapter three presents the theoretical framework and literature reviews chapter 4 presents the findings from interviews and correspondence testing, chapter 5 presents the analysis. Chapter 6 includes the conclusions and recommendations.

2.0 METHOD

This chapter explains the research methods used in writing this thesis. It describes the research structure, research techniques, data collection methods, and method critique.

The research method is based on identifying the research problem and after knowing this, the next step is selecting a suitable research method. It is very important that the information provided during the research process satisfies the research purpose, describes the problem statement and should be reliable for the target audience. The fulfilment of all the aforementioned criteria relies on the method of data collection. The data collected should be adequate for the research purpose otherwise it would be difficult to analyze the research. The two research methods: qualitative and quantitative research methods were used for this thesis.

2.1 Research structure

Figure 1 below depicts the sequence of the research. After choosing the topic, the author searched for literature and preliminary information. Then proceeded to information gathering, quantitative data was collected through the correspondence testing while qualitative data was collected through interviews. The data collected through both methods are primary data. Secondary data was also collected from secondary sources. After collection of data then the author made analysis with respect to the findings and the literature. Finally, conclusions and recommendations were made.



Figure 1: Research structure (Own diagram)

2.2 Selection of research topic

The research topic started with an interest in studying the under-representation of visible minorities and immigrants in the Swedish middle and upper employment positions. This topic is interesting as there have been various personal judgements and individual opinions about the subject matter especially among the affected people. Such explanations and personal judgements could be said to be unfounded truth but at the same time cannot be dismissed with a wave of the hand. Finding out if Swedish firms discriminate racially will either complement or question the equity principles of the country. If the findings show no hiring discrimination, this will have two effects of the presumed opinions. First, the Swedish employment system of fairness, equal rights and human dignity will be justified. Second, the myth of racial discriminations will be cleared and other factors can be used in explaining why visible minorities and immigrants are less likely to hold senior corporate positions in Swedish firms.

Canada has some peculiarities with Sweden, though Canada immigration policy focuses on skilled immigrants. Both countries have high representation of immigrants or foreign born. The interest of cross country analysis stems from previous educational experience in Canada. Canada is racially diversified and there are several hiring equity programmes implemented in the country. It will be interesting to see if racial discrimination exists in the two countries that are similar in racial diversity. The connection of the research topic to business management cannot be undermined. Human resource management is one of the core backbones of a successful business. Workplace diversity enriches the human capital base of the organisation. There are also several indirect costs for organisations that discriminate during hiring process. This goes back to ethical issues in corporate organisations and what the firm benefits if it promotes equal and fair

hiring as one of its core values. Much has been written on this topic and the choice of this topic is to broaden the author's knowledge as well as contributing to the existing scientific knowledge.

2.3 Selection of countries

The two countries were chosen based on similarities in racial and cultural diversity. Sweden is a culturally and racially diverse country which suits the purpose of the research. The empirical findings will be limited to the main urban centres with high population of immigrants and visible minorities. The author selected Stockholm, Gotenborg, Västerås and Mälmo. Canada is a relatively big country, so it seems over ambitious to span this study over the whole country. The author limited the study to two provinces: Alberta and Saskatchewan. These provinces were chosen based on accessibility and prior knowledge of the author.

2.4 Literature search

The author accessed both printed and soft copies of literatures. Some academic articles were retrieved from Emerald, JSTOR, Wiley Online, Science Direct, ABI/INFORM.

2.5 Research approach

There are two approaches that can be used in conducting a research, these methods are quantitative and qualitative methods (Bryman 2004, p.18-20). Creswell (1998, p.15) described qualitative approach as the study conducted in a natural setting and also as an inquiry process of understanding using different methodological traditions that explore a social and human problem. Quantitative research usually involves collection of empirical data through case study, personal experience, interviews, surveys and observations.

Bryman (2004, p.18-20) explained the use of quantitative method as a deductive approach which focuses on quantification in the gathering and analysis of data and leading to a judgment being made between theory and the research. On the other hand, qualitative research allows the author to focus on seeking, viewing and conducting analysis from the perspective of the people and the context being investigated. The two methods: qualitative and quantitative methods are appropriate for this research.

2.5.1 Data Collection

The sources of collecting data for this research were primary and secondary sources. Primary data was collected from the correspondence testing which is quantitative approach and through interviewing carefully selected respondents which is a qualitative approach. Primary data are data that was specifically collected for a research. According to Saunders et al. (2003, p. 188), primary data is a form of data that has not been documented before. Secondary data was collected from internet sources, published articles, and reports.

The authors searched for articles and research publications from literature database such as Emerald, IngentaConnect, JSTOR, SAGE Journals Online, Scopus, ScienceDirect, SpringerLink, and Wiley Online. The key words used in searching for articles and publications include: hiring discrimination, discrimination, stereotype, correspondence testing, research methods, probit estimation and employment discrimination among others.

2.5.2 Integrating Qualitative and Quantitative Research Approach

Using the two research methods strengthened the findings of this research. The data collected through quantitative methods can be said to be above objectivism as the data represent what is

going on during hiring process. Using an experiment is a reliable means of acquiring relevant data. On the other hand, qualitative method was used to collect primary data from hiring managers and persons that work with hiring process. To be able to move this research above major biases, it is worthwhile to acquire practical information on hiring process. This is what the author called *seeing through the box*. Qualitative method is appropriate for this research as it enabled the collection of primary data by interviewing hiring managers. The data collected made it possible to analyse from the employer's perspective. It is possible to determine the focus of the employers during hiring processes. Paluk (2010) argues that qualitative data can strengthen, modify or change how quantitative data are interpreted and qualitative data can describe important contemporaneous conditions of such changes.

Integrating both qualitative and quantitative methods suit the purpose of this research. Correspondence testing is a field experimental research which measures the outcome of behaviour. However, correspondence testing cannot be used to determine what leads to the behaviour. Qualitative method is a potent tool that can be used to interpret the dynamics and mechanism that leads to the results from correspondence testing. Qualitative method can also be used in explaining the causality between different variables that lead to hiring discrimination.

Combining the two methods will reduce research bias, subjectivity and objectivity. It will minimise research errors that can arise from the author's own objectiveness or subjectivity. In figure 2 below, quantitative and qualitative method will balance these errors, because it was easier to compare the findings from Human Resource personnel with the results from the correspondence testing experiments. Integration of both methods also made it possible to explain major gaps in the research hypothesis.

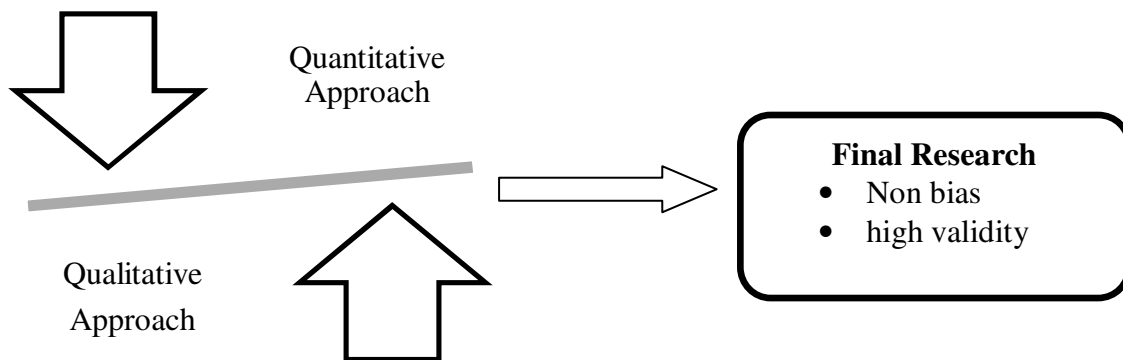


Figure 2: Combination of quantitative and qualitative research methods (Own diagram)

2.6 Experimental Approach: Correspondence Test

Correspondence testing provides a unique opportunity to conduct tests because it highlights the circumstances under which unequal treatments occur and provides a powerful means of isolating causal mechanisms. This involves sending of carefully matched pairs of job applications in response to the same job advertisement. Correspondence testing is suitable in testing for discrimination in hiring at the initial stage of selection for interview. Correspondence testing is a form of social experiment in a real life situation which can provide the researcher with statistical data on discriminatory decisions of hiring managers. At least two individuals are matched in terms of skills, expertise, work experience and jobs' requirements, the differing characteristics are those that are expected to lead to discrimination for example the applicants' names (Drydakis 2009; Riach & Rich 1991).

The pseudo job applicants are typically matched on attributes such as age, education, work experience, skills and marital status. The goal is to produce pairs of identical resumes which are identical in all relevant characteristics so that any systematic difference in treatment within each

pair can be attributed only to the name of the applicant. Reactions from employers are then measured by written responses known as call backs. The fundamental aspect of correspondence testing is that the researcher must be able to identify which characteristics are relevant to employers and when such characteristics are sufficiently enough to make the pseudo job applicants indistinguishable. That means that applicants must be matched on each of the relevant characteristics except different names which serve as an indicator of the applicants' racial background or cultural affiliations (Bertrand & Mullainathan 2004; Drydakis 2009).

2.7 Quantitative Approach

2.7.1 Experimental design

An experimental method was employed for collection of data for quantitative method. The experiment was a modified experimental steps used by Bertrand and Mullainathan (2004). In this study, the experimental technique involved creating fictitious resumes and applying to job advertisement. The call back rates were counted and analysis of the data collected was made. The identity of the companies will not be disclosed in this paper, as privacy might be an equally valid concern.

A Creating a bank of resumes

The first step is creating a resume template. Identical resumes with same quality were created. The resumes contained same educational achievements, work related trainings, work experience and professional certifications for skilled job categories. To cover up suspicions of hiring managers, there were slight differences in names of universities used on the resumes. The resumes created include the following:

Work experience: the author read the job advertisement before amending the work experience in the resume to suit the job. So for each job application made, it was ensured that the pseudo applicants had the relevant work experience posted on the job advertisement. This serves two purposes. First, the employer will not use lack of relevant work experience as the reason for not selecting the applicant. Second, this saves the research time and increased the sample size.

Educational qualification: The educational requirements of different jobs and the resumes were amended to suit what the employers are looking for. It was ensured that the right educational qualifications were used for each job applicant. The minimum educational qualification is high school in Canada, corresponding to gymnasiet (in Sweden) while the highest qualification is PhD.

B Fictitious applicants

The next step explained how pseudo identities were generated for the applicants. Pseudo names, telephone numbers, postal addresses, valid post codes and email were made. The choice of name is important to this research so care was taken when generating the applicants' names. Anglo-Saxon names were chosen for Canada while corresponding Middle Eastern names were used. For Sweden, traditional Swedish names were chosen while corresponding names were Middle Eastern and African names. This makes it easier for the employer to differentiate between the applicants using their names. These names were carefully selected in order to fulfil the purpose of this research. The author did not have access to the national registry as done in the method of Bertrand and Mullainathan (2004). The names were selected based on author's experience, newspaper sample analyses, acquaintances, and public figures.

C Means of contacting applicants

Valid email addresses were registered for all applicants. The email addresses were made with format: firstname. lastname @ email.com, for example john.moorhead@yahoo.ca. Common and free email service providers were used; the author used gmail, hotmail, yahoomail, ymail among others. There was country localisation of the email for each country area. For example, yahoo.se hotmail.se was used for applicants in Sweden. Emails such as yahoo.ca, hotmail.com were used for applicants in Canada. Care was taken when making email addresses for the applicants, if yahoo.se is used for one applicant, hotmail.se is used for the corresponding applicant.

D Responding to job advertisements

The author surveyed job advertisements in newspapers such as Dagens Nyheter, Svenska Dagbladet (SVD) and jobs advertisement were accessed on various recruiting websites such as www.adecco.se, www.monster.se, www.platsbanken.arbetsformedlingen.se among others. The same applied to Canada, most jobs advertisements were selected on job advertising websites and newspapers. The job websites include www.saskjobs.ca, www.monster.ca, www.jobscan.gc.ca, www.jobscanada.com, www.allstarjobs.ca and newspapers such as leadership post. The jobs advertisements were carefully selected based on compatibility with the resumes. Two resumes with same quality and different names were sent to same job advertisements. All job applications were done online.

E Measurement and evaluation

The numbers of interview appointments per resume was recorded. Three measurement methods can be used to measure the call back rates, these methods include: email, phone and mailing address. The author used only email for measuring call back rates. Many firms use online job

application procedure. Communicating through email is the easiest and inexpensive means of contacting applicants. The author used email because it offers precision and reliability in measuring the call backs. It is easy to count how many firms invite the applicant for interview. The emails from employers can be saved by creating different folders for different job categories within the email accounts. Phone can also be used to measure the call back rates, but its disadvantages outweigh the advantages. For the purpose of this research, measuring call back rates with telephone method is not realistic because of the deception involved. There is need to have two different persons to answer calls, and more so if we choose to use voice messages, it may be difficult to count the call back rates. Another disadvantage is that a voice message inbox could be full so employers will not have the opportunity to leave messages, this will hinder the much needed precision in this research. Due to the time constraints, jobs advertisements that require postal address as a means of contacting applicants were not chosen. It takes a couple of days to receive letters posted through email and it is an axiom that employers will seldom use air mail in contacting job applicants.

2.7.2 Data Analysis Technique

Statistical methods were used in analysing the data collected. The objective is to compare the samples and check the significance of the data. The statistical test used in this research is chi-square. Probit analysis technique was used to determine the probability of being called for interview.

2.7.2.1 Types of Variables

Samples are made up of individuals, all members of a sample share common attributes or characteristics. Individual samples differ based on the characteristics. What makes samples to vary from one another is known as a variable. There are two types of variables: category and

quantity variables, category is further divided into nominal and ordinal variables. Category variable is used when variables can be grouped according to distinct features. A category variable that can be grouped according to names is nominal variable, for example, Immigrants, Foreigners, Arab, Asian, African, Latino, Black, White, Hispanic etc. The second type of category variable is when a variable can be grouped according to conditions. This is called an ordinal variable and includes skilled, semi-skilled or low skilled jobs. There are two types of quantity variables: discrete and the continuous variable. The former is a variable in which the possible values are clearly separated from one another while the latter is related to variable that have the possibility to change over time. Discrete variables imply counting while continuous variables require the researcher to have a measurement system. The following types of variables that will be used for this research are: nominal, ordinal and discrete variables.

Nominal variable was used to group the data into foreign names and native names. Ordinal variable was used to categorize the job into skilled, semi-skilled, low-skilled, natives, foreigners while the discrete variable was used to determine the number of call back rates.

2.7.2.2 Dummy variables

Some variables cannot be quantified but can be expressed in a quantitative manner. These variables can only be quantified when expressed with binary numbers. Variables such as race or ethnicity cannot be quantified but can be expressed with binary numbers. The binary numbers used to quantify qualitative characteristics of variables are called dummy variables (Studenmund 1992). Dummy variables provide a valuable tool for using regression to situations that involve categorical variables (Newbold et al. 2007).

The dummy variables for data collected in Sweden:

1 if applicant has a Swedish name

0 otherwise

The dummy variable for data collected in Canada

1 if applicant has an English name

0 otherwise

2.7.3 Statistical test

The statistical test allowed the author to test for significant differences. This is used to determine if there is a real difference between the variables. To test for significant difference there is need to form a *null hypothesis*. If there is a big difference between the data mean, then the null hypothesis is rejected. If the null hypothesis is rejected then it will be replaced by an alternative hypothesis. The *null hypothesis* is known as the H_0 while the *alternative hypothesis* is known as the H_1 .

The Neyman-Pearson theory of hypothesis testing solves the problem of choosing between two statistical hypotheses, H_0 and H_1 . This involves selecting a set of potential observations that is the critical region before the data are observed. The alternative hypothesis is chosen if the actual observations fall outside the range of the critical region, while the null hypothesis is chosen if the observation falls within the range of the critical region (Royall 1986).

Testing for level of significance is a tool for measuring the strength of evidence against the null hypothesis. It can be concluded that the smaller the P value, the stronger the evidence. Burdette and Gehan interpretations can be used in analysing the observation. A statistically significant observation will fall between 1 percent and 5 percent while those less than 1 percent means highly statistically significant (Royall 1986).

2.7.3.1 Formulation of research hypotheses

The hypothesis for this research was formed around the research questions which aim is to determine if employers discriminate during hiring processes based on the applicant's name, or perceived racial background. The hypotheses for this research are outlined:

Null hypothesis (H_0) for this research

- Name does not influence hiring process.
- No racial discrimination in hiring process.

Alternative hypothesis (H_1) for this research

- Name influences hiring process
- There is racial discrimination in hiring process.

2.7.3.2 Chi-square

The test used to test the hypothesis is Chi-square. This test is a statistical technique that is used to determine if there is a significant difference between the observed frequencies and the expected frequencies. To perform a chi-square test, the data obtained from the study is known as the observed frequencies while the expected data is the expected frequencies. The actual difference

between observed and expected frequencies determines the level of significance (Fisher 2007, p. 218).

Chi-square is calculated by:

$$\chi^2 = \frac{(O-E)^2}{E}$$

O = observed frequency in each category

E = expected frequency in the corresponding category

χ^2 chi-square

The chi-square is computed with the formula above, the computed chi-square was compared with the critical chi-square. The critical chi-square is chosen based on the significance levels. The null hypothesis is rejected if the computed chi-square is greater than the critical chi-square. The null hypothesis is not rejected if the computed chi-square is less than then critical chi-square.

2.7.3.3 Probit model

This is one of the econometric techniques used to analyse qualitative data. Probit model is used to explain a dummy dependent variable (D_i). A dummy variable is either 1 or 0. The expected value of the dummy variable is the probability that D_i equals one. Probit models estimate marginal effects and this is interpreted in terms of probability of occurrence (Studenmund 1992).

This research estimated the probability of an applicant being invited for job interview as follows:

$$Z_i = \mu + \beta X_i + \varepsilon_i \dots \dots \dots (1)$$

$$Z_i = \mu + \beta Y_i + \varepsilon_i \dots \dots \dots (2)$$

Z is the regression that explains the probability of an applicant i being invited for a job interview.

X refers to racial status of applicant i . X is a dummy variable that refers to applicant with a native name.

Y refers to racial status of applicant i . This is a dummy variable that refers to applicant with a foreign name.

μ is a constant.

ε is the disturbance.

i is a subscript that denotes an individual.

2.8.0 Qualitative Approach

According to Fischer (2007, p.166) interview is one of the common methods of collecting primary data if qualitative method is used. Interview method was used for this paper. Four interviews were conducted. Two respondents in Canada and two respondents in Sweden were interviewed. All the respondents were asked the same questions.

2.8.1 Sampling

This refers to the types and choice of respondents, the numbers of respondents, and the motivation behind the choice of respondents. Sampling also includes the types of criteria used in selecting the respondents. The author employed purposeful sampling method in selecting the respondents. Fischer (2007, p. 191) described purposeful sampling as selecting respondents the researcher thinks may provide appropriate answers to the interview questions. Purposeful sampling is important for this thesis because the respondents chosen must be able to provide relevant answers to the interview questions. Identifying the right respondents enabled the author to collect data that can be used in answering the research questions.

2.8.1.1 Respondent A

Respondent A is the Administrator-Selection and Staffing of a major crown corporation in Canada. Few years ago, the organisation was named one of Canada's top 100 Employers. It is one of the major employers in the province. The organisation employs over 5000 employees that work in the technical, on field, and managerial positions. The role of respondent A in Human Resource has transformed from an Administrator in Selection and Staffing to a Staffing Manager (or HR Manager – Staffing). As an Administrator, respondent A is responsible for programmes such as summer student employment, Co-op Education employment, organizing and attending career events/fairs, supporting the staffing managers in telephone pre-screening, administering online tests, reference checks, and any other assistance needed. Respondent A is currently working as a Staffing Manager. Respondent A has taken on a client portfolio where Respondent A monitors internal competitions and hire for external job postings.

2.8.1.2 Respondent B

Respondent B works for a provincial government in Canada. The main role of Respondent B is full time permanent staffing and also provides back-up for all permanent fulltime staffing for three government departments. Respondent B is a Staffing Consultant. Respondent B is responsible for determining competencies on a job by job basis, creating and posting job advertisements, screening resumes, preparing interview guides, conducting interviews and other skill assessments, working closely with various managers in the three ministries. Respondent B have recently taken on classification work where respondent B aided in writing job descriptions and classifying positions into occupational codes and salary ranges.

Respondent B assists with various projects as they come up. For example, facilitating staffing training to managers in the three ministries as needed, aiding the Staffing and Support Services Branch with central public service commission of Canada in researching interview guide and other assessment online creators, partaking in various committees like the Privacy Committee. Respondent B consults with managers and other employees within the three ministry's Human Resources team. Respondent B also facilitates Step 1 and Step 2 staffing grievance meetings, and represents the employer when staffing grievances are taken to arbitration.

2.8.1.3 Respondent C

Respondent C works for a recruitment organisation in Sweden. This organisation hire for clients. The major clients of the organisations are firms that outsource their staffing processes. Respondent C develops the job requirements and process of advertisement for various jobs. Respondent C supervises recruitment and selection process. The roles of respondent C in recruitment include job description, advertisement, selection and final interview with the applicants.

2.8.1.4 Respondent D

Respondent D works with recruitment in an industrial service organisation. The organisation major business areas include industrial cleaning services, catering and household relocation. Due to the nature of the organisation's business areas, hiring is frequent so Respondent D always has tasks to be performed. Respondent D tasks include selection of job applicants, staffing, contract issues, recruitment and release of employees, active management of corporate culture, employee welfare, creating a unique reward system for the organisation, performance management and measurement of employees.

2. .8.2 Interviews

Interviews can be conducted in three forms: structured, semi structured and unstructured (Fisher 2007, p.158). Semi-structure interview method was employed for the collection of primary data. Semi-structured interview was used because the author wants the interview to be purposeful while also giving the authors an opportunity to explore the subject under study. According to Fisher (2007, p.158-160) semi structured interview can be categorised into open interview and pre-coded interviews. One of the attributes of semi-structured interview is that it is not a controlled interview and does not involve informal conversation (Fisher 2007, p 158-159). Semi-structure interview is suitable for this paper. The entire respondents were given the freedom to express their thoughts, experience and even cite examples been told by their colleagues.

Respondent A and B were contacted through a Professor of Human Resource. The Professor gave the author the contact details of respondent A and B and they were contacted. The author sent them an email outlining important information about the thesis, the aims, purpose and the research objectives. A brief thesis outline was also written and attached to the email. After both respondents replied to the email, the author sent the interview questions and carefully highlights confidentiality as an equal concern. An argument in support of email interview is that it allows the respondents more freedom to express themselves. There is also less pressure as the respondents would have enough time to think and answer the questions. It also breaks the barrier of geographical constraints because respondents can be reached anywhere around the world. However the demerit of this method is that the interviewer is likely to lose out on vital information since the respondents would have the tendency of focusing only on the given questions.

Respondent C was interviewed using face to face technique. The interview was conducted in the respondent's office. Fischer (2007, p. 169) argued that conducting interview in the respondents' office makes them feel more comfortable as respondents have the feeling that they are in their own space. Fischer (2007, p. 169) argued further that the researcher may also have the opportunity of picking interesting cues by observing the respondents' work place. Opdenakker (2006) highlighted other advantages of face to face interviews. First, there is opportunity to take note of social cues such as intonation, body languages and facial expressions. Second, there is no delay between questions and answers setting up a synchronous communication between the interviewer and the respondent, and it is also possible to create good interview ambiance. On the other hand, major disadvantages of face to face interview include high costs and time wasting. It takes some time to book a date for an interview and selection of the interview location can be a major challenge.

The author contacted respondent D but due to a tight schedule, a telephone interview was conducted. The questions were sent through email so respondent D can be fully aware of the interview questions and a telephone interview was arranged with respondent D. Telephone interviews have some merits and demerits. Some of the merits of telephone interview include extended access to respondents who have tight schedule. Telephone interview is also suitable for respondents that can not be reached because of geographical constraints, respondents can be reached anywhere around the world. Telephone interview can also solve the problem of time constraints, respondents can choose anytime suitable for them and this enables the author to acquire important information (Opdenakker 2006). Due to the sensitive nature of the research topic, many of the respondents contacted are not willing to participate in the interviews. Telephone interview enables a researcher to interview respondents who are hard to reach and it

gives respondent the opportunity to discuss sensitive or crucial questions which the respondents may not discuss if face to face interview technique is used. Opdenakker (2006) highlights some of the disadvantages of telephone interview which include: inability of the interviewer to take note of the social cues or body languages. During a telephone interview, it might be difficult to create an interview ambience because the interviewer has less knowledge of the respondents' environment. Technical difficulty is also a major concern. The interview can be disrupted if there is loss of telephone signal.

2.9.1 Reliability

The degree of accuracy of collected data or information is known as reliability of a research. Miles and Huberman (1994, p. 278) posit that reliability of a research is connected to its consistency and long term stability. Reliability shows the degree in which the result of the research may be achieved if the same steps are followed. The result from correspondence testing is reliable because similar steps from earlier studies were followed, but modified to suit the purpose of this thesis. Same result is not guaranteed but the reliability of this research lies in the method used for data collection. For example the use of correspondence testing was used in past studies of Bertrand and Mullainathan (2004), Drydakis (2009), Manger and Kass (2010), and Riach and Rich (1991), all these studies followed used correspondence testing in different countries.

The data collected through the interview is also reliable, all the respondents were asked similar questions and all the respondents were interviewed by means of email, telephone, face to face interview method. The author interviewed four respondents. Two respondents are from Canada and two respondents are from Sweden. This gave the author the opportunity to compare the responses. The respondents span across the labour market, respondent A works with a major

crown corporation, respondent B works with government, respondent D is a business owner who works with industrial cleaning and services while respondent C works with a recruitment agency. The data collected from the respondents are reliable.

The interviewed respondents have relevant information related to hiring practices and human resources. Respondent A works with staffing, respondent B works with recruitment and staffing, respondent C hires employee for the organisation while respondent D works with selection of applicants. All the respondents have practical knowledge and seasoned experience related to human resource issues. All the aforementioned ensured that the data collected for this research is reliable.

2.9.2 Validity

According to Ghauri and Gronhaug (2002, p. 67) validity is the measurement of the extent a research findings measure what it is suppose to measure. The method employed in this research measures the right parameters. The parameter in this research is to determine if employers discriminate against certain names during hiring process. The purpose of correspondence technique is to measure hiring discrimination and it is the most suitable because it involves an experiment. Validity of a research also relies on the author. There is need to conduct proper review of models, scrutinize the method and ensures that the sources of the information are reliable. The author carried out a thorough literature review and proper check of the methods. The methods used in collecting data were chosen because it had been used before though little amendment was made but that does not invalidate the findings.

2.9.3 Generalisability

Generalisability determines if a research can be generalised to different context and if such findings can be applicable to other researches in the same situation (Saunders et al. 2003). The gathered results cannot be generalised to all contexts, but the same method can be followed for further research. This implies that the findings of this research cannot be generalised but the research method used for this research can be generalised. Correspondence testing has been used in different countries to determine hiring discrimination among employers. However, there is no evidence of such study in Canadian labour market. The integration of qualitative and quantitative methods to determine hiring discrimination has not been documented. The author is not aware of any past study of hiring discrimination that used both qualitative and quantitative.

2.9.4 Method critique

Correspondence testing has received some criticisms. The current study focused on the resume selection stage of hiring processes. Potential discrimination that may arise during further hiring stages such as interviews are not taken into consideration. Correspondence testing can only be effective in identifying discrimination at the initial stage of a hiring process as well as in measuring the results of the selection process. This limits its overall potential of determining hiring discrimination that may occur during interview stage or at the point of job offer (Bertrand & Mullainathan 2004). Despite this criticism, the relevance of this method cannot be undermined. The result from the first selection process might be enough to establish the existence of discrimination in hiring process. Fair selection process shows the employer's commitment to equal opportunities and if an applicant is called for an interview, there is a possibility of the applicants getting the job. Fair selection should start from the first time an

applicant applies for a job. The choice of correspondence test is therefore suitable and relevant for this research.

Quantitative method is appropriate for the purpose of this research because it enables the author to be non subjective. Fry et al. (1981) argue that quantitative research studies are superficial and lacking validity. The fact that quantitative analysis involves precise statistical inferences is analogous to the fact that the researcher is likely to adopt a deductive interpretive grid (Howe 1988). The combination of qualitative approach with quantitative method enabled this research to overcome the issue of objectivity and subjectivity. Quantitative research relies on data collected through surveys, tests, and observations. These methods of data collection capture representations of a phenomenon at a discrete point in time, but the phenomenon itself is not discrete. For example, opinions collected in a survey at a fixed point in time will vary according to time and contexts.

Although qualitative research is said to be context based and is the inclusion of the researcher's perspective enhance the quality of the research. However, quantitative research is objective and its judgments are expected to be replicable by other researchers. The approach of viewing the researchers' perception varies between the two methods. Ercikan and Roth (2006) argue that both quantitative and qualitative methods have some rudiments of subjective judgments. In quantitative research, once the data are constructed, statistical methods constrain and define the types of inferences that can be derived from the types of data employed for the research. Moreover, the data collection technique employed by the researcher may be prone to subjective judgements (Ercikan & Roth 2006).

The researcher may collect only data that will support a predetermined inference. This is a proof of being subjective. Ercikan and Roth (2006) argue further that most common forms of data collection methods used in quantitative research are tests, measures, or surveys. There is a possibility that the method of data collection can be modified in such a way that the data collected will attempt participants' knowledge, opinions, feelings, etc. All of these are constructs that are not directly observable. They provide the means of gathering material evidence used for the construction of data. The data collected are entities used in support of research claims, and findings.

Fry et al. (1981) posit that qualitative method is unrepresentative, impressionistic, unreliable, and subjective. This implies it is only quantitative methods that can reduce the subjectivism. Due to the sensitivity of this research, zero tolerance to subjectivity is required to arrive at a meaningful conclusion. It is only quantitative method that can prevent the thesis findings from the author's feelings, opinions, or perceptions. The use of proper quantitative techniques improves the quality of the research data collected. It strengthens the tests of theories, on the other hand if faulty techniques are used this can lead to bias analysis and recommendation (Vijverberg 1997). A well defined quantitative method will provide a reliable result. Against this background, the author used both quantitative and qualitative methods.

In this research, email is used as the main means of communication between the employers and applicants. Other forms of communication are telephone or air mail. This can influence the quantitative result because traditionally some job application process requires the applicants to apply either in person or through air mail. Other source of influence is if potential employers prefer other forms telephone or air mail rather than email. Despite all this, the author found email has the most suitable for this research because many employers minimise hiring costs by using

email and online recruitment, and also potential job seekers rely extensively on online job advertisements and application process. The use of email as a means of communication between job seekers and employer ensures precision. This is enough to justify the use of online recruitment method.

The data collection method can also be criticised, first, the respondent sampling cannot be used to represent all sectors of the labour markets. A major industry such as the construction industry is missing. Though the qualitative method overlooked this sector, but the quantitative method was used to fill this gap. The job application was done over all major industries. Another point to note is the interview method, though some of the respondents were interviewed through telephone and email, therefore, it was not possible to observe the body language of the respondents. In addition, the interview questions may be too structured. This can limit the respondents when answering the questions. Maybe the respondents would have given different answers or more answers if face to face interview was conducted.

The author was aware of the limiting factors that can influence the response of the respondents. The use of email interview and telephone interview serves a number of purposes. It allows the author to reach the target respondents. The interview methods such as email and telephone methods removed the geographical constraints posed by face to face interview. Another point is the time constraints. Since Sweden and Canada are on different time zones, email interview remains the suitable option. It is easier to reach the respondents through email. The use of email interview can also be justified based on research topic. The topic understudy is sensitive and many professionals seldom agree to be interviewed on such topics. Face to face interview may discourage the respondents from participating in the research. The use of email and telephone interviews also gave the respondents some sense of control as they feel they are in their own

world. Semi-structured questions were used for this paper. This method saves time. It puts the interview in focus at the same time giving the respondents the opportunity to express themselves. The semi- structured interview suits this research because it allows flexibility on how the questions can be answered by the respondents.

3.0 THEORETICAL FRAMEWORK

In this chapter, different types of discriminations were explained, theories related to discrimination and hiring issues were explored and the conceptual framework was developed.

3.1 What is discrimination?

Discrimination is the practice of treating somebody or a particular group in a society less fairly than others (Horby 2001). This reflects the literary definition of discrimination as any form of treatment or consideration of, or making a distinction in favour of or against, a person based on the group, class, or category to which that person belongs rather than on individual merit. Discrimination also implies setting apart or singling out, to differentiate one from the other. In human rights law, adverse differential treatment that is treating an individual or group differently, unfairly and usually to their detriment based on certain protected characteristics is both discriminatory and unlawful. According to the International Labour Organisation ILO Convention (C111 1958) “*discrimination includes — (a) any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation*”.

The U.S. Equal Employment Opportunity Commission (EEOC) defined discrimination as “*failure or refusal by an employer to engage a person as an employee*”. The EEOC definition of hiring does not include hiring-related discrimination issue which is based on the requirements of the job. This indirect discriminations include medical inquiry, training, negative references, qualification standards, exclusive or segregated union, failure to refer by union, testing, posting notices, apprenticeship, advertising, or reasonable accommodation (McMahon et al. 2008).

Discrimination is unfair or unequal treatment towards an individual or group, without reasonable justification. Discrimination is unfair because instead of using an individual's merit, judgement is based on a individual's membership, or membership to a particular group. Guided by the law, discrimination is unethical and it is not accommodated by any employment law. Many democratic labour laws covers the following protected rights: religion, creed, marital status, family status, sex, sexual orientation, disability (mental, physical), age, colour, religion, ancestry, nationality, place of origin, race or perceived race, and receiving of public assistance (University of Regina Human Resource Webpage n.d.).

Anti-discrimination employments laws have been able to minimise obvious discriminations but have been unable to minimise contemporary forms of invisible discrimination which are not obvious. This makes this form of discrimination more resistant to legal and moral constraints (Chao & Willaby, 2007). This is because it takes much effort to prove invisible discrimination.

3.1 Types of Discrimination

There are three types of discrimination. These include direct, indirect and systemic discrimination. All the three forms of discrimination have common basic features. They refer to a situation in which the system, rules, regulations, policies, rules and standards lead to selective treatments and favouritism.

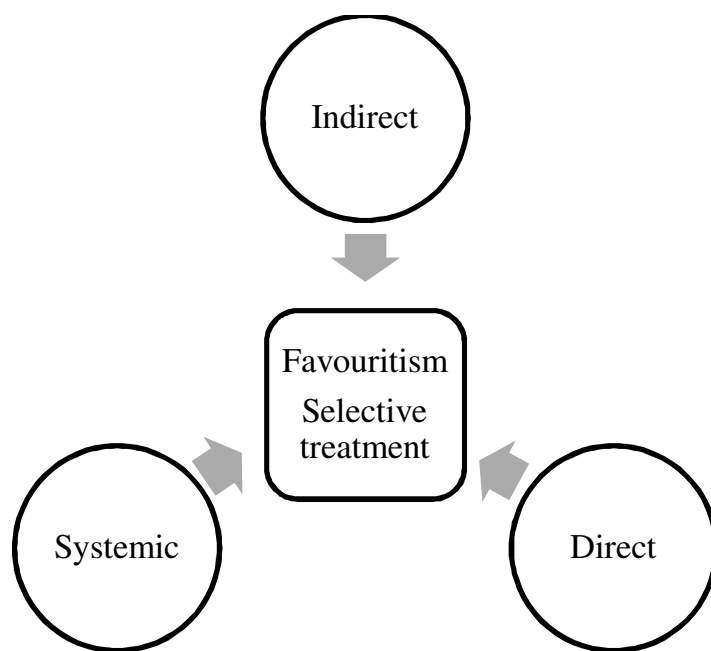


Figure 3: Similarities among different types of discrimination (Own diagram)

Figure 3 above shows the similarities among the three forms of discrimination. Direct discrimination occurs when employers discriminate on prohibited ground and it is illegal. Direct discrimination leads to exclusion of certain groups of people (Heneman at al. 2010, p.77). Example of direct discrimination: “*we do not hire lesbians*”. Heneman at al. (2010, p.77) argue that this form of direct discrimination is not common nowadays but it can occur undetected, for example during resume screening.

Discrimination is said to be indirect when a rule, practice or policy appears to be neutral. It has a genuine purpose, and not targeted at anyone but have discriminatory effect on protected groups. Indirect discrimination can also occur when preference is given to certain groups without the intention to discriminate directly but excludes protected groups of people or females (Heneman at al. 2010, p.77-81). Systemic discrimination describes situations where there is an established practice or procedure which may appear neutral and apply to everyone but actually leads to

exclusion of some persons from certain jobs or prevent some persons from other opportunities. Old rules or regulations when not updated can deny some persons job opportunities. An example of systemic discrimination is ageism, this occur when employers set age limits in job advertisements (Heneman at al. 2010, p.81-82). According to the Saskatchewan Human Rights Commission Report (2009) *“Systemic discrimination occurs when structural barriers or widespread stereotypes and assumptions bar members of certain groups from full participation in activities for which human rights protection is afforded under the Code”*.

3.1.2 Prohibited grounds of discrimination

Protected grounds of discrimination include the following religion, creed, marital status, family status, sex, sexual orientation, disability, age, colour, ancestry, place of origin, race or perceived race, nationality, and receipt of public assistance (Saskatchewan Human Rights Code Chapter S-24.1).

According to the Saskatchewan Human Rights Code 16 (1) (Chapter S-24.1) *“No employer shall refuse to employ or continue to employ or otherwise discriminate against any person or class of persons with respect to employment, or any term of employment, on the basis of a prohibited ground.”*

3.2 Stereotype

A stereotype is a distorted truth about a person or group of persons based on a prejudgment of habits, traits, race, abilities, or expectations. A stereotype is a positive or negative generalization. Stereotype may be based on incorrect, inaccurate or obsolete information, selective filtering of information or absolute ignorance. A stereotype is a generalization that categorizes people and assumes members of such category share certain behavioural attributes. Most stereotyping is often negative or objectionable attributes. Stereotype is assigning certain words either negative

or positive characteristic and using such words to describe all members of a certain group even if individuals in that group do not actually possess these characteristics (University of Regina Human Resource Webpage n.d.).

Stereotyping extend beyond gender and ethnicity it also include cultural and religious discrimination. In the opinion of Rana et al. (1998) cultural and religious background of Asian women is often used to stereotype them as being submissive and as lacking career ambition. This in turn has negative effects on their career opportunities. There is a relationship between gender and ethnicity, the cultural and religious stereotyping is then attached with ethnicity. Asian women with some certain religious beliefs will be expected to have low zeal in building careers. Some studies have reported that Muslims also face religious stereotyping in Western countries. The term Islamophobia was first used in the late 1980s and it refers to “*unfounded hostility towards Islam*’ and therefore ‘*to fear or dislike of all or most Muslims*” (Runnymede Trust 1997, p. 4). According to Kamenou and Fearfull (2006) discriminations faced by Muslims can be caused by a number of interrelated factors: religious, cultural, racial, ethnic and country of origin. Stereotyping constitutes a significant constraint on ethnic minority’s positions and opportunities in an organisation.

3.2.1 Stereotype, prejudice and discrimination

Prejudice can result from stereotyping. This ranges from unexpressed opinions to open hostility. Prejudice is a negative attitude toward a group as a whole or toward an individual because he or she is a member of a certain group (University of Regina Human Resource Webpage n.d.). Discrimination occurs when people speak or act based on their prejudice ignorance or stereotypical notions of others. Discrimination can be institutional when an organisation sets

policies, practices, standards and rules that can impact negative burdens on an individual or group by reason of their membership in a protected category.

3.3 Causes of discrimination

Identifying the various factors that cause hiring discrimination will enable determining what makes hiring managers to discriminate. This will make it possible to suggest preventive measures that can be used to ensure that hiring processes are fair and unbiased.

According to contemporary theories, ambiguity and subjectivity of the judgment-making situation can facilitate discrimination (Uhlmann & Cohen 2007). The ambiguity and subjective contexts exist when there are incomplete or conflicting information about a particular group. In contrast, objective contexts refer to situations in which considerable and non-conflicting information is available. Stereotypes and prejudice exists in the ambiguous contexts, which can account for likely colour judgments and guide actions (Uhlmann & Cohen 2007). An example of this is when people are avoiding sitting beside an Aboriginal person on the bus or a White person avoiding sitting beside a Black person in a public place.

Decision makers' sense of personal objectivity may lead to hiring discrimination. When people have the belief that they are objective, they are liable to act on biases. Discrimination does not increase only with the ambiguity of the situation but also with decision makers' sense of their own personal objectivity and invulnerability to bias. A sense of personal objectivity gives rise to mindset used to justify individual actions. In such situations people assume that their thoughts and beliefs are right and valid so it can be used as the framework for decision making (Uhlmann & Cohen 2007). This mindset can develop into a situation in which individuals keep stereotypic thoughts and beliefs. This can account for hiring discrimination (Uhlmann & Cohen 2007).

Naive realism can also be used to explain hiring discrimination. Naive realism or bias blind spot is an illusion of objectivity. This theory explains that, people tend to see themselves as relatively objective and unbiased. In this context, individuals believe they have an objective perception of the world, and hold such beliefs as valid, perceiving others who hold different views as poorly informed or biased (Uhlmann & Cohen 2007). The ability of individuals to accept contrasting information to his or her belief also influences how such individual relates to people in an out group. Uhlmann and Cohen (2007) argue that individuals feel assured of their personal objectivity, they dismiss other evidence that can contrast the beliefs they hold while accepting other evidence that conforms to their beliefs without much scrutiny. Pronin and Kugler (2007) posit that people see themselves as above average when evaluating their susceptibility to common judgmental biases and illusions. This implies that individuals believe they are immune to bias decision making while others have the tendency to be bias.

In the opinion of Uhlmann and Cohen (2007), they argue that self-perceptions of objectivity increase people's faith in the validity of their beliefs and thoughts, and also reflect in the validity of their feelings and intuitions. Implying that a sense of objectivity may increase an individual's confidence in the validity of stereotypic beliefs, thoughts, and intuitions they have, at the same time increasing the possibility of acting on such beliefs and thoughts. Researches on attitude formation and change conclude that individuals are more likely to act on an attitude or thought when such attitude and thought are held with confidence or certainty. This can give some explanations to the relationship between objectivity and biases. Uhlmann and Cohen (2007) reiterate that objectivity increases the likelihood that an individual will act on his or her stereotypic beliefs and thoughts. Pronin et al. (2004) argue in support that individuals confident in their own objectivity may overestimate their invulnerability to bias leading to failure in

correcting the influence of stereotypic biases that is avoidable if careful steps are taken. The sense of personal objectivity can moderate the extent to which individuals act on their stereotypic thoughts and beliefs in an employment setting. So when individuals feel objective, their hiring judgments are relatively more influenced by stereotypic beliefs and thoughts.

Self-perceived objectivity can be used to curtail discrimination, as many organizational contexts seem to encourage a sense of personal objectivity. This is because many organisations use impersonal titles like Manager, Coordinator, Director and etc. which assumes that the individual in question is impartial. It is worthy to note that simply advancing in the organizational hierarchy gives individuals the opportunity to acquire increasing faith in their good judgment, freedom from bias and delusion, and objectivity in general (Uhlmann & Cohen 2007).

3.4 Implicit social cognition, Unconscious Bias and Unintentional Racism

Some researchers have assumed that stereotypes in a lower extent operate in a conscious mode, while others have argued that prejudice and discrimination were naturally occurring consequences of fundamental properties of human cognition (Greenwald & Banaji 1995; Chao & Willaby 2007).

Implicit social cognition is based on implicit learning theory which describes the degree in which a person' knowledge can be acquired and shaped outside of awareness and without intention. Implicit learning is defined by Cleeremans (2003, p. 491) *"the process through which we become sensitive to certain regularities in the environment (1) in the absence of intention to learn about those regularities, (2) in the absence of awareness that one is learning, and (3) in such a way that the resulting knowledge is difficult to express"*. The definition of implicit learning by Cleeremans (2003) posits basic cognitive processes that may lead to unfair employment discrimination.

Prejudiced responses are largely unconscious, in which the person being prejudiced is unaware of the result of normal cognitive processing and stereotypical associations. This is a type of racism which occurs unconsciously. Such unconscious biases can lead to unintentional racism. This type of racism is usually invisible even to those that perpetuate such racism. Despite this, most people do not want to be considered racist or capable of perpetuating racist acts because the societal norm is that good people should not discriminate or in any way participate in racism (Gaertner & Dovidio 2005). Unconscious prejudices and negative stereotypes without intention can develop from prior exposure of harmful images of specific groups. This is possible even if there are no remediated reasons to damage the image of the specific group.

Kang (2005) reports that crime reports by local news notably show ethnic minorities in negative situation and these images can increase implicit biases. Kang (2005) went further that implementing a corrective measure can be challenging. This is because it would be difficult to correct something when the person is unaware of it. Chao and Willaby (2007) argue that an individual is usually not capable of consciously retrieving or articulating this knowledge and is unaware that it would influence his or her behavior.

Unconscious bias is assumed when an individual takes a longer time in sorting stereotypically inconsistent words together while taking lesser time with sorting stereotypically consistent words. For example, a white individual with implicit prejudices against blacks would have slower sorting time at sorting together words like “black” and “smart” while taking lesser sorting time if he or she is to sort words like “white” and “smart” (Chao & Willaby 2007). This can also be the same for stereotypically consistent words, for example, a white individual with implicit prejudices will take lesser time in sorting words such as “black” and “crime” while taking longer sorting time in sorting words like “white” and “black”.

Dovidio and Gaertner (2001) reported that white individuals were classified into three groups based on results from implicit and explicit (self-report) measures of racism. Individuals with low scores both measures were non prejudiced, individuals with high scores on both measures were prejudiced, and individuals with high scores on implicit racism but low scores on self-report racism were termed *Aversive Racists*. Gaertner & Dovidio (2005) defines aversive racism “*as a subtle, modern form of racial prejudice when an individual consciously believes in egalitarian values but unconsciously manifests negative attitudes and stereotypes against a specific racial group*”. Furthermore, Gaertner & Dovidio (2005) describe the inability to connect stated personal egalitarian beliefs and unconscious bias as aversive racism, “*the inherent contradiction that exists when the denial of personal prejudice co-exists with underlying unconscious negative feelings and beliefs*” (Gaertner & Dovidio 2005).

Aversive racists may be unaware of their unconscious negative attitudes and only discriminate when they can justify their behavior on the basis of some other factors apart from race. This implies that aversive racist will usually deny any intentional wrong doing when confronted with evidence of their biases. This is an example of unintentional discrimination and can exist during hiring discrimination (Gaertner & Dovidio 2005).

3.5 Effect of hiring discriminations on an organisation

Egalitarianism is an important value in many contemporary cultures, this is a societal belief that everyone should be equal and have equal opportunities. Stereotypes provoke these societal beliefs. Sears et al. (2000) posit that many Americans are broadly committed to the ideal that individuals should be judged based on their merits, not based on the social groups they belong. Organisations perceived by the public as discriminatory will have negative social reputation. Organisational reputation is vital for its long run survival (Rose & Steen 2004).

Hiring discrimination can also affect organisation human capital. Cravens and Oliver (2006) argue that an organisation's reputation also affects its relationships with potential employees. Employee and corporate identity are two important resources that generate positive financial performance for the organisation. This can translate to competitive advantages which is crucial to the long run sustainability of an organisation. Rose and Steen (2004) analysed the implications of employee identification with the corporate identity. A good organisation reputation may attract well educated employees with higher productivity, since it provides employees with private benefits. Hiring discrimination shields suitably qualified employees from the organisation denying the organisation access to human capital which is crucial to its long term sustainability. Some employers derive disutility from hiring ethnic minority workers, while others derive high marginal utility. In this case, ethnic minority workers may choose to work for employers who have no or little prejudice against them (Dustmann et al. 2009).

A discriminatory prevention system in an organisation is also costly to implement. Corporations, which recognize the importance of equality to the maximization of human capital, will commit huge resources per year to efforts that can reduce workplace discrimination (Uhlmann & Cohen 2007).

3.6 Evidence of hiring discrimination

Dovidio and Gaertner (2001) examined aversive racism in the hiring context. The duo carried out an experiment to determine implicit discrimination among pseudo Human Resource personnel. White individuals were asked to evaluate profiles of black and white job applicants with strong, moderate, and weak qualifications (pre-tested as acceptable about 85 percent, 50 percent, and 15 percent of the time, respectively). Although no significant difference in race was noted in acceptance rates for applicants with strong qualifications (above 80 percent accepted) or for

weak qualifications (below 15 percent accepted), but it is interesting to note that there were significant differences in race when evaluations of moderately qualified applicants were made. The white individuals accepted 76 percent of applications from white applicants compared to only 45 percent of equally qualified black applicants. The associated features of implicit social cognition are believed to be universal to all cultures (Chao & Willaby 2007). And this can explain the prevalence of hiring discrimination. Mason and Darity (1998) posit that employment discrimination in the labour industry accounts for the high racial and gender disparity in the American economy. The duo noted that despite anti-discrimination legislations, hiring discriminations practices continued in more covert and subtle forms.

Hiring discrimination has also been reported in the German labour market. Manger and Kass (2010) found significant results between German and Turkish applicants. The call back rate between applicants with German names and applicants with Turkish name is significant. Applications with German name have a call back rate of 41.8 percent while applications with Turkish name have 32.5 percent. Thorat et al. (2009) used correspondence testing technique to determine hiring discrimination in India. The experiment was conducted to determine hiring discrimination among applications with high-caste Hindi names, low- caste Hindi names (Dalit) and Muslim names. An applicant with a Dalit or Muslim name is significantly less likely to be invited for interview when paired with an applicant with high caste Hindu name. Applicants with a Dalit name received two-third call back rates of the total call back received by applicants with high-caste Hindu names while applicants with Muslim names received one-third call back rates of the total call back received by applicants with high-caste Hindu names.

Riach and Rich (1991) used correspondence testing technique to determine if hiring discrimination based on race disparity occurs in Britain. They found out that applicants with

Afro-Caribbean, Indian, or Pakistani received negative responses from employers. Most of the applicants received information that the positions have been filled up, while more of Anglo-Saxon applicants received responses inviting them for interviews. Correspondence testing in Australia also reported results similar to research carried out in Britain. Applicants with Vietnamese or Greek names were used to determine hiring discrimination in Australia labour market. It was discovered that Vietnamese or Greek names often received responses that the position had been filled up while applicants with Anglo-Saxon names were mostly invited for interviews.

3.7 Minimizing hiring discrimination

There are some human resource strategies that can be used to minimise conscious and unconscious discriminations. Greenwald and Banaji (1995) state three strategies that can be used in reducing discrimination at the work place:

- Blinding
- Consciousness raising
- Affirmative action

In blinding, the decision makers are unaware of, or blind to the characteristics of the applicants that decisions maker be use to discriminate against such applicants. Blinding technique may include exclusion of certain information that can help the decision makers in discriminating against an applicant. An example of blinding was used during audition of orchestra. Before blinding was introduced, both male and female musicians stand in front of judges, it was discovered that many male musicians used to pass the audition more than females. Behind the scene was introduced, that is musicians stand where their identity are not known by the judges.

Gladwell (2005) reported that the percentage of female musicians in professional orchestras significantly increased when applicants auditioned behind screens in order to conceal the applicant's gender from selection committees. The technique of behind the scene audition was successfully used to reduce discrimination in many orchestra auditioning. One of the shortcomings of the behind the scene audition is that the selection committee's decisions are made with full knowledge of an individual's background. So it is impossible to achieve total blinding of decision makers (Chao & Willaby 2007). This is one of the major set-back of blinding, it is impossible to achieve total blinding during hiring process. Applicants' name will be revealed and especially if the applicant is invited for interview. How can we blind the face of hiring managers during job interviews? This remains a big dilemma.

Consciousness raising highlights the impact of discrimination to the decision maker (Chao & Willaby 2007). Raising the awareness of the source and features of judgment bias can reduce the effects of unconscious discrimination. Lastly, affirmative action plans are instituted to favor members of disadvantaged groups in order to rectify past explicit discrimination practices as well as avoiding likely future implicit discrimination. Chao and Willaby (2007) argue that affirmative action is a controversial human resource strategy because it may lead to "*reverse discrimination*" and this raises questions whether affirmative action can lead to hiring on merit. Reverse discrimination is biases against members of a majority group in an organization, because it considers other factors other than merits. In human resource, consciousness raising and affirmative action programmes are usually used than blind selection.

Hiring on merit requires the hiring manager to follow the basic staffing model of KSAO. This stands for knowledge, skills, abilities and other characteristics (Heneman et al. 2010, p.9). This staffing model posits that when there is need to select an applicant for a new vacancy. The

applicant is matched with the vacancy using only the KSAO frame. The KSAO model can be outlined as follows. Jobs are characterised by the job requirements, for example, commission sales plan, challenge and autonomy.

Applicants are characterised by their level of qualification, for example, interpersonal skills, software skills, payroll experience etc. The degree of fit between the job requirement and the applicant's characteristics should be the decision base of selection during hiring process. Hiring process that follows this procedure will lead to desirable human resource outcomes such as attracting qualified employees, increased employee performance, retention of employees, low turnover, avoiding shirking, and employee satisfaction (Heneman et al. 2010, p.9-12).

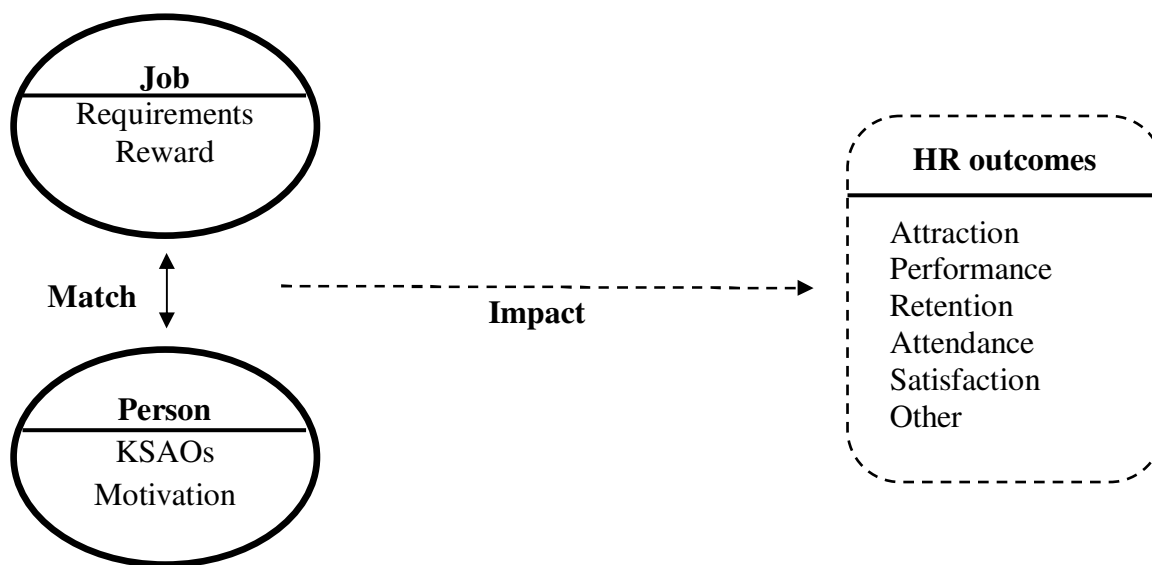


Figure 4: Person/Job match model

Source: (Heneman et al. 2010, p.9)

Figure 4 above shows the model of how jobs are matched with job candidates. The selection process is expected to be based on KSAO. This will lead to desirable human resource outcome, both for the organisation and the applicants. If other qualifications rather KSAO are used, this will lead to undesirable human resource outcome.

3.8 Conceptual Framework

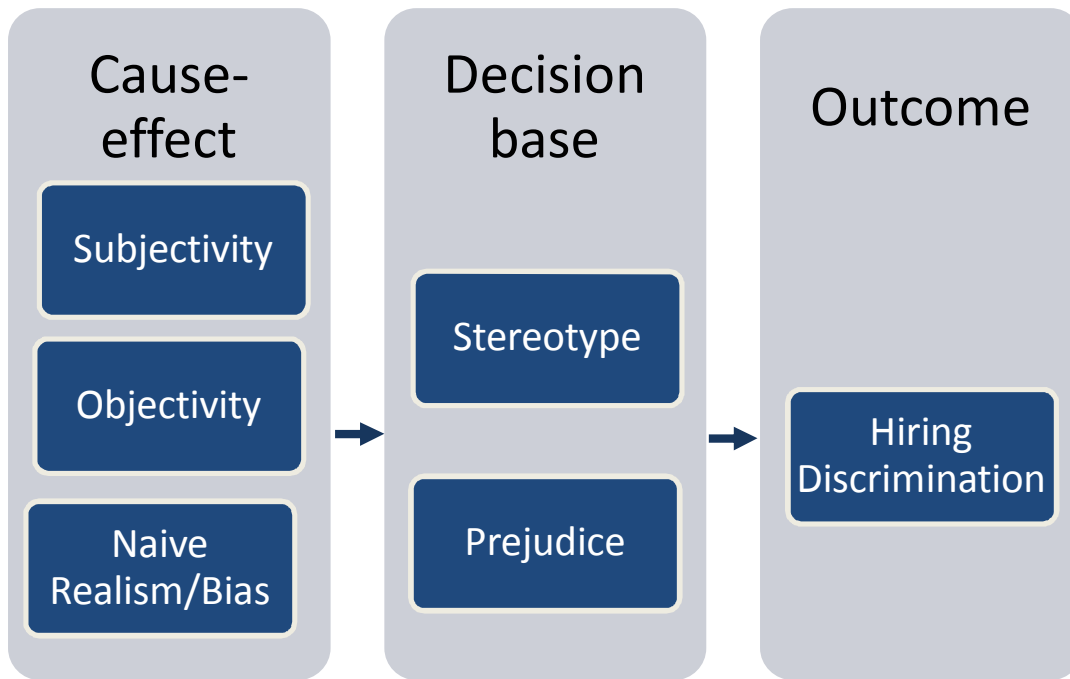


Figure 5: The conceptual framework (Own diagram)

Figure 5 above showed the conceptual framework. The cause effect is used to explain the factors that cause stereotypes and prejudice while the decision base accounts for the drivers of hiring discrimination. The cause-effect consists of the factors that explain how individuals perceive others, justify their decisions, and their perception about the *ideal world*. The cause effect is based on the individual's beliefs and norms which shape how intuitions are developed about different context. These beliefs, thoughts and intuitions lead to mindsets which develops stereotypes and prejudice. The decision base comprise of stereotypes and prejudice. Uhlmann and Cohen (2007) posit that stereotypic thoughts and beliefs often lead to hiring discrimination. The argument is that stereotype and prejudice is rooted in biases. Being biased towards a applicant could make such an applicant a victim of hiring discrimination.

4.0 FINDINGS

This chapter presents the findings from interviews (qualitative) followed by results from the correspondence testing experiment (quantitative). The experiments results were also interpreted.

4.1 Qualitative findings

Four respondents were interviewed. Respondents A and B are from Canada while respondents C and D are from Sweden.

Respondent A

When asked about the important features of a CV/resume?

Respondent A answered that the primary things the selection unit look for in a resume and cover letter sent by external applicants are education obtained and related work experience. Since the organisation is a unionized organization, educational qualifications are very important when considering applicants for a vacant position. If a candidate does not meet the educational qualification, such an applicant cannot be considered for the position applied for. If a candidate meets the educational requirements, then subsequent qualifications will be considered. The organisation uses online databases that collects resumes and ask applicants questions when they submit a resume and cover letter. These questions are directly linked to the qualifications. The answers supplied are then compared to the qualifications and justified based on the applicants' resume.

When asked if an applicant's race or ethnicity is important during background checking?

Respondent A answered that when applicants apply on the organisation career website, there is a questions regarding employment equity where the applicant is asked about his or her ethnic

background, for example, person with Aboriginal decent, person with a disability, person of visible minority, or none. Questions are not asked regarding women in non-traditional roles because that is determined after the fact. Regarding the question if ethnicity is a major concern, though the questions sounds has a negative connotations. Therefore the applicant's race and ethnicity is considered during selection this is necessary to give equal representation to the applicant. Hiring managers do not discriminate against candidates based on their employment equity.

When asked if the respondent A has been accused personally or witnessed hiring discrimination. Respondent A has not experienced or acknowledged an individual alleging hiring discrimination but respondent A has been indirectly accused by an applicant that the organisation's summer employment programme has a barrier for visible minorities to receive a position. When this incident happened, respondent A assured the individual that it is the exact opposite actually and that the organisation hires summer students that accurately represent the province's demography.

When asked about the negative impact of hiring discrimination and how a firm or organisation can avoid hiring discrimination?

Respondent A answered that when it comes to Crown Corporations, hiring discrimination is not as prominent as it could be in a private organization. The respondent said the organisation implements a Representative Workforce Strategy (RWF) which enables recruitment of individuals of all backgrounds. Respondent A said: "as a Staffing office we try to break down any prejudices that managers may have when it comes to hiring; and for the most part managers have positively embraced diversity in the work place".

When asked how a firm or organisation can achieve being an equal opportunity employer?

Respondent A answered that Crown corporations have a Representative Workforce Strategy (RWS) where it tries and target individuals of diverse backgrounds to work at corporations. Also, within the workforce we try to break down the “old boys club” by promoting women into management. Respondent A said *“in the Staffing office it is not just our responsibility to recruit and hire individuals with equity backgrounds, but also try to promote individuals at a young age, with these backgrounds, to take certain high school courses as well as continue their education in post-secondary.”* “In the end, by encouraging these students to take post-secondary (and when they do) they may not be working at the corporation upon receiving this education, but they find a career in the workforce – which ultimately enriches their lives that they may have not received without school”, Respondent A added.

According to respondent A, the corporation is a government organization. A RWS was put in place when the corporation started. With a private organization, big or small, it is imperative to have a diverse workforce. Small companies probably will not have a RWS or a Corporate Social Responsibility department, but the diversity in the work place brings in so many different perspectives of how work is to be done, how to obtain targeted goals, and different perspectives of life that indirectly influence an organization. An organization like this can take some cues from the Crown Corporation as well as attend many different career events in promoting their organisation and engaging in today’s youth promoting different education. Respondent A added that the corporation hires around 80 summer students per year and offer numerous scholarships. This promotes loyalty among post-secondary students and they recognize the corporation as an employer of choice. Respondent A gave a personal example that after working as a summer intern, respondent A developed interest in the corporation and applied for human resource jobs.

When asked about the firm/organisation's strategy in avoiding hiring discrimination?

Respondent A answered that the corporation relies on its Representative Workforce Strategy RWS and try to obtain as many qualified equity candidates as we can. Respondent A added that *"we try to foster that employer of choice attitude through summer employment, Co-op employment, scholarships, high-school mentorship, and many other programmes put in place. Conversely, it may seem as there is a reverse discrimination in that it is harder for people of non-equity background to obtain employment"*. The corporation do try to hire individuals of equity background, but if there are not so many, the corporation then goes for individuals who are *"non-declared"*. The corporation has an extremely high number of applications throughout the year, so regardless of equity or non-equity background it can be hard to obtain a job at corporation (approximately 17,000+ applications in 2009). *"We try to be as fair as we possibly can and are very confident we do so"* respondent A concluded.

Respondent B

When asked about the important features of a CV/resume?

Respondent B answered that for every job competition, the hiring manager determines the top 3-5 key screening criteria that is specific for the job for example this may be project management experience, a masters degree in public policy, policy writing experience, etc. Respondent B answered that: *"I then scan the cover letters and resumes for these key criteria, keeping in mind how other types of education/experience may be relevant"*.

When asked if an applicant's race or ethnicity is important during background checking?

Respondent B answered that the organisation takes an applicant's race or ethnicity into concern if the job competition as a "diversity posting". The organisation would then give all candidates the option of declaring if they are 1) Aboriginal, 2) A visible minority, 3) have a disability, 4) or declaring as a woman, for example declaring as a woman is only relevant if the position posted has less than 40 percent woman working in the level and occupational code. If these candidates declare as one or more of the diversity groups the organisation is looking for, preference will be given to these candidates.

When asked if the respondent B have been accused personally or witnessed hiring? Respondent B never experienced a scenario in which allegations of hiring discrimination is levelled by an applicant.

When asked about the negative impact of hiring discrimination and how a firm or organisation can avoid hiring discrimination?

According to respondent B one of the impacts of hiring discrimination is that the government employees are not representative of the clients they serve. And as an organisation that works in Government and thus serve the people of the province, it should be noted that the organisation's clients (residents of the province) are very diverse. In addition, respondent B continued that the service provided by the organisation will suffer if the organisation does not have all types of employees who can relate in various ways to its clients. Respondent B added that: *"We also strive to be an employer of choice and if we are not hiring diversely, we are therefore discriminating against a large part of our population and this could have a negative affect on Government"*.

According to respondent B an organisation can avoid hiring discrimination by setting diversity targets based on the amount of people currently working for the organisation in the identified four diversity groups. Each branch in each Ministry should have a goal or strategy on diversity hiring and should post its positions in order to meet this goal. Diversity training and awareness can also aid firms in avoiding hiring discrimination. Respondent B stated: *“for example, I have constantly run into managers who do not want to hire a candidate who may claim to have a disability because they automatically think they are in a wheelchair, etc, when in fact the disability may be a slight hearing impairment”*.

When asked how a firm or organisation can achieve being an equal opportunity employer?

Respondent B believes a firm can achieve being an equal employer through diversity training/promoting awareness of diversity and through setting realistic targets. Firms can also partner with diverse organizations that may target specific diversity groups.

When asked about the firm/organisation’s strategy in avoiding hiring discrimination?

Respondent B answers that public agencies and government avoid hiring discrimination by the following steps:

- Many ministries set diversity targets and guide all hiring managers to meet this targets when positing open positions
- There is currently a diversity committee in place at the provincial government.
- Having human resources consultants guide managers on issues of diversity on a daily, more low key basis. (For example, correcting the manager who had a misguided POV on people with disabilities).

Respondent C

When asked about the important features of a CV/resume?

Respondent C answered that when scanning through a CV and cover letter the most important features are the educational qualification, the skills, related work experience, and some specific requirements as stated in the job advert. An example was given that, a job advertisement for an IT project leader should include a Bachelor degree in IT related field and relevant work experience as a former project leader. Respondent C added that cover letters and resumes should state categorically what the applicant skills are.

When asked if an applicant's race or ethnicity is important during background checking?

Respondent C answered that unless where stated, race and ethnicity are not part of most job requirements so during background checking there is no need to be concerned. As part of organisation policy, race or ethnicity is not part of recruitment policy. During recruitment the organisation is more concerned about reference comments. Respondent C stated that: “*we check with the applicant's referees, we contact the referees ask them questions about how they know the applicants and applicants background*”.

When asked if the respondent C have been accused personally or witnessed hiring discrimination?

Respondent C said no but gave an example of a colleague in another firm that was confronted by an applicant.

When asked about the negative impact of hiring discrimination and how a firm or organisation can avoid hiring discrimination?

Respondent C said human capital is one of the key success factors of every firm, and to attain enough human capital a firm must not discriminate. Respondent C went further to state that any firm or organisation that discriminates will have low human capital, lack diversity of ideas, and will not be able to respond to changes. Respondent C stated that any firm that is seen by public as a discriminating firm may have less revenue and may not be able to compete because discrimination is a sensitive issue in the Swedish society. Many Swedish people dissociate themselves from discrimination. On the issue of how to avoid hiring discrimination, respondent C said selection of job applicants should be based on merit. More so, all employees of the human resource department should always receive trainings and re-trainings. Respondent C also said that the firm must always communicate cultural diversity as part of the corporate goals.

When asked how a firm or organisation can achieve being an equal opportunity employer?

Respondent C answered that being an equal employer comes from best practices in a hiring process. According to respondent C *“if the human resource department is following and implementing the right procedure in hiring process, using just the basic job requirements, the firm will attain an equal employer status”*. Respondent C answered that some of the clients’ vision is to maintain diversity in their workforce by being an equal employer.

When asked about the firm/organisation’s strategy in avoiding hiring discrimination?

According to respondent C the firm avoids hiring discrimination by ensuring that selection is based on merit. Respondent C also stated that the firm’s core service is recruiting top talents for

its clients so the issue of hiring discrimination is given significant attention because it may affect the quality of service rendered to clients. The selection unit just blind the resumes and look for only the job requirements.

Respondent D

When asked about the important features of a CV/resume?

Respondent D stated that the following are the most important during CV evaluation and selection of applicants for a new position:

- Educational background – qualifications
- Experiences – work experience, social life experience, etc.
- Cultural background
- Expectations – projects done, leadership qualities
- Previous companies worked for and positions held.

When asked if an applicant's race or ethnicity is important during background checking?

Respondent D asserted that sometimes race or ethnicity comes into play during hiring process.

Respondent D stated: “*depending on the type of role he or she is going to play in the organisation. For example if he or she is going to be a leader or supervise the cultural mix of the group should be weighed against his background. For example some Muslims have difficulties in accepting women as leaders*”.

Respondent D also said that sometimes race or ethnicity is not a major concern if the position is not related to team leadership or a position that is “*insignificant*” in the organisation. When asked further about “*insignificant positions*”, respondent D stated that these are positions that cannot lead to cultural conflicts among members of staff.

When asked if the respondent D has been accused personally or witnessed hiring? Respondent D gave an example of an applicant that alleged one of the staffing officers of dumping a CV in the trash bin. Respondent D explained: “an applicant came to apply for a job and submitted his CV but on his way home remembered that he had another document to add to his CV so went back to the lady who is in charge of staffing only to see his CV in the waste paper basket.”

When asked about the negative impact of hiring discrimination and how a firm or organisation can avoid hiring discrimination?

Respondent D gave a list of the negative impacts of hiring discrimination on an organisation. These include lost of good quality workers, reduces morale at the workplace, limited diversity in employee knowledge and skills, lack of cultural diversity. On the question related to how to avoid hiring discrimination, respondent D stated that ensuring hiring on merit is one of the means an organisation can avoid hiring discrimination.

When asked how a firm or organisation can achieve being an equal opportunity employer?

Respondent D answered that some of the ways a firm or organisation can achieve equal employer status is by not to discriminating against any employee or job applicant because of race, colour, religion, national origin, sex, physical or mental disability, or age.

When asked about the firm/organisation’s strategy in avoiding hiring discrimination?

Respondent D answered that the organisation has been able to avoid hiring discrimination by hiring on merit without prejudice or being judgmental about applicants, giving all applicants equal opportunities and using the same standard during selection process.

4.2 Quantitative findings

A total of 1009 jobs were applied in Sweden while a total of 1326 jobs were applied in Canada. The results of correspondence testing were presented in tables below.

Table 1: Result of job applications in Sweden

Job categories	Jobs applied	Both invited	Only foreign names invited for interview	Only native names invited for interview
Skilled jobs	365	221	6	51
Semi-skilled jobs	210	117	2	75
Low skilled jobs	434	302	21	13
Total	1009	640	29	139

Table 2: Result of job applications in Canada

Job categories	Jobs applied	Both invited	Only foreign names invited for interview	Only native names invited for interview
Skilled jobs	405	318	2	8
Semi-skilled jobs	620	421	14	15
Low skilled jobs	301	182	37	45
Total	1326	921	53	68

Please note that: Native names in table 1 = Swedish names
 Native names in table 2 = English names

The author categorized the jobs according to the skill requirements. The following jobs were categorized as skilled jobs, semi-skilled jobs and low-skilled jobs.

Skilled jobs: this job category requires at least a bachelor degree, though some of the jobs require a PhD degree. The jobs in the skilled job category includes: IT specialist, engineering professions, high school teachers or University teachers, business professionals, auditors, accountants, health professions (Nursing, doctor, laboratory scientist), Community Administrator (public service administrative jobs) among others.

Semi-skilled jobs: this job category requires some secondary school education (gymnasium) in Sweden and high school in Canada or some vocational training. This job category includes sales person, restaurants manager, cash accountants, care givers, and customer service personals.

Low-skilled jobs: these are jobs that require some education, training and do not require certain high skill trainings. These are jobs that can be carried out by any person without special skills related to carrying out the job. Jobs in this category include: newspaper deliveries, addressed advertisement delivery, restaurants jobs such as cleaning, dish washing, cleaning jobs, snow clearing, and garden jobs.

Table 3: Correspondence testing result for Sweden

Jobs	Neither invited (A)	At least one invited (B)	Equal treatment (C)	Discrimination against foreign names (D)	Discrimination against native names (E)	Net discrimination (F)	Call back foreign names (G)	Call back native names (H)	χ^2
Skilled	87	278	221	51	6	20.4%	62.2%	123.1%	18.6*
Semi-skilled	17	193	117	75	1	63.2%	56.7%	136%	35.6*
Low skilled	98	336	302	13	21	-2.7%	74.4%	72.6%	1.88

*significant at 5% significance level

Table 4: Correspondence testing result for Canada

Jobs	Neither invited (A)	At least one invited (B)	Equal treatment (C)	Discrimination against foreign names (D)	Discrimination against native names (E)	Net discrimination (F)	Call back foreign names (G)	Call back native names (H)	χ^{2*}
Skilled	77	328	318	8	2	1.9%	79.0%	80.5%	3.6
Semi-skilled	170	450	421	15	14	0.2%	70.2%	70.3%	0.04
Low skilled	37	264	182	45	37	4.4%	72.8%	75.4%	0.78

Computed χ^{2*} = chi-square

$$\text{Net discrimination} = \frac{D-E}{C}$$

$$\text{Call back rate for foreign names} = \frac{C+E}{A+B}$$

$$\text{Call back rate for native names} = \frac{C+D}{A+B}$$

Analysis of the chi-square (χ^2)

The null hypothesis is that the applicants are treated unfavourably equally often. This implies that results in column D = E.

Alternative hypothesis the applicants are not treated favourably equally often, that results in column D \neq E.

The critical value of the χ^2 at 5% is 3.84 and 6.63 at 1%.

Decision rule:

We reject the null hypothesis if the computed chi-square is greater than the critical chi-square.

We do not reject the null hypothesis if the computed chi-square is less than then critical chi-square.

Estimates for Sweden

The computed chi-square for skilled is 18.6 semi skilled is 35.56 both are greater than the critical chi-square at 5% and 1%, so we reject the null hypothesis that both applicants are treated unfavourably equally often. The estimate for low skilled is 1.88 which is lower than the critical chi-square at both 5% and 1%, so we do not reject the null hypothesis that the applicants are treated unfavourably equally often.

Estimates for Canada

The computed chi-square for skilled is 3.6 semi-skilled is 0.04, and low skilled is 0.78 all are lower than the critical chi-square at 5% and 1%. We do not reject the null hypothesis that the applicants are treated unfavourably equally often.

Table 5: Probit estimation (Marginal effects) for Sweden

Job categories	Model 1: foreign name	Model 2: Swedish name
Skilled jobs	-0.551 (0.060)	0.490 (0.060)
Semi-skilled jobs	-0.412 (0.055)	0.622 (0.052)
Low skilled jobs	0.15 (0.072)	0.09 (0.065)

Table 6: Probit estimation (Marginal effects) for Canada

Job categories	Model 1: foreign name	Model 2: native name
Skilled jobs	-0.010 (0.016)	0.020 (0.021)
Semi-skilled jobs	0.010 (0.031)	0.021 (0.030)
Low skilled jobs	-0.030 (0.072)	0.050 (0.020)

4.2.1 Probability of being invited for interview

Racial differences regarding the probability of being invited for interview are determined using the probit model. Two models were estimated to control for race or ethnicity and the marginal effect from the probit regressions are reported. In table 5 and 6 above, column 1 shows the result of marginal effects for applications with foreign names. Column 2 shows the result of marginal effects for applications with native names. The standard errors are reported in bracket. The data include 1009 observations for Sweden and 1326 for Canada. The call back dummy was regressed on the ethnic indicator variables.

In table 5, application for skilled jobs showed that applications with foreign names have a 55 percentage point lower probability of being invited for interview. In contrast, applications with Swedish names have 49 percentage point probability of being invited for interview. In row two, applications with foreign names have 41 percentage point lower probability of being invited for interview while Swedish names have 62 percentage point probability of being invited for interview. In table 5, row 3, applications with foreign names has 15 percentage point probability of being invited for interview, while applications with Swedish names have 12 percentage point probability of being invited for interview.

In table 6, under the application for skilled jobs category, applications with foreign names have 1 percentage point lower probability of being invited for interview. However, applications with English names have 2 percentage point probability of being invited for interview. Application for semi-skilled jobs did not show different result, applications with foreign names have a 1 percentage probability of being invited for interview, while applications with English names have 2 percentage point probability of being invited for interview. In row 3, applications with foreign names have 3 percentage point lower probability of being invited for interview for low skilled jobs, while applications with English names have 5 percentage point probability of being invited for interview.

5.0 ANALYSIS

This chapter presents the analysis based on the research findings and the theoretical framework.

Discrimination is any form of unequal treatment either in favour of or against, an individual based on the individual's affiliation to any group, class, or category other than on the individual's merit. The response from the respondents indicated they are all aware of discrimination and have an idea that it is an unequal treatment towards an individual. Respondents in Canada showed more awareness about racial issues especially those pertaining to discrimination. Heneman et al. (2010, p.81) argued that systemic discrimination is an institutionalised procedure which may appear to be neutral but actually excludes some individuals from particular jobs or other opportunities. According to the respondents there is no evidence of systemic discrimination in Canada and Sweden.

Duty to accommodate implies that employers have the duty to ensure equity during hiring process. This is in order to ensure that protected persons or certain group of people are treated equally. Duty to accommodate is prominent in Canada. Respondent A gave an example of Workforce Strategy (RWS) used by crown corporations. According to respondent A the use of equal representative workforce is also prominent in private companies across the province. Respondent B gave an example of diversity target in public departments as a means of ensuring equal treatment to all ethnic groups. The Swedish case did not prove otherwise either, respondent C reiterate the commitment of some of their clients to equal employment. All the respondents proved that duty to accommodate exists in both countries. Duty to accommodate will ensure that protected persons under the law are treated equally, and are not excluded from job opportunities.

This should translate to a society of equal employment opportunities irrespective of an individual's race, disability or ethnic.

According to Uhlmann & Cohen (2007) a sense of personal objectivity develops mindset used by individuals to justify their actions. There are some evidences of objectivity in Respondent A, B and C. Respondent C shows less objectivity. Respondent A showed that the corporation relies on the Representative Workforce Strategy as means of avoiding discrimination. The RWF strategy used by the organisation might not be able to avoid hiring discrimination but to ensure that evidence of hiring discrimination is not visible across the corporation. There is a clear difference between avoidance and evidence. Avoiding hiring discrimination will mean that equity programmes are effective. Though this might lead to reverse discrimination, the issue of reverse discrimination is also noted by Respondent A. The evidence of hiring discrimination can be seen from two perspectives, if equity programmes are well functioning and effective, we will expect all diversity groups in the society to be present in all hierarchy of the organisation. The question is if all the employees who are employed based on equity programmes are the most qualified applicants? The main point of hiring discrimination is that suitable applicants are denied access to the jobs they are qualified for. An equity programme means that a less qualified applicant from a protected group will be employed at the expense of a more qualified applicant who is from a non-protected group. Respondents A and B demonstrated that equity employment programmes are more obvious in Canada than in Sweden.

On the issue of naive realism, respondents A and B believe their organisations is unbiased, give equal employment opportunities to all applicants, give equal opportunities to protected groups, while respondent C and D also believe their organisations is unbiased and do not tolerate hiring discrimination. There could be reasons for this disparity between both countries. Respondent A

and B work for government and a crown corporation. Public corporations are publicly owned so they have the incentive to enforce systems that can prevent hiring discrimination. Respondent D showed less objectiveness because the organisation is small sized firm, who might not necessarily be concerned about diversity in the work place. However, respondent D did not state that the organisation is less concerned about work place diversity but there is no obvious strategy put in place to ensure equal employment representation that can reflect the racial diversity of the labour market. Respondent D showed some objectivity when asked about how an organisation can achieve an equal employer status, it was mentioned that this can be achieved by not discriminating against any employee or job applicant because of race, colour, religion, national origin, sex, physical or mental disability, or age and by hiring on merit.

Hiring depends on how the hiring managers perceive the applicant and how the hiring managers see themselves. Kenworthy and Miller (2002) posited that if individuals see themselves as relatively objective and unbiased, they might perceive others who hold differing views as poorly informed or biased. This could lead to being biased in decision making and may lead to hiring discrimination. The response of respondent C concurs with respondent D, hiring on merit has been a common statement among all the respondents.

A question is if all hiring managers actually hire on merit? Pronin et al. (2004) posited that self confidence on objectivity can make individuals to over estimate been susceptible to bias and this might lead to failure in correcting the influence of stereotypic bias. If an individual has high objectivity this can moderate the extent to which such individual will act on their stereotypic thoughts and beliefs in an employment setting. This implies that individuals, who feel objective, will have their hiring judgments more influenced by stereotypic beliefs and thoughts.

According to Heneman et al. (2007, p.9-10) matching an individual with a job requires aligning the characteristics of the individual and the job requirements and rewards in a way that will yield desired human resource outcome. All the respondents interviewed support this opinion. Respondent A stated that the basic determinants of the job and person match are the education obtained and related work experience. Respondent B responded that the hiring manager set the screening criteria and the resumes are screened to determine which applicant meets the required criteria. The Swedish case is not different, according to respondent D, educational qualification, the skills, and related work experience are the main features during the process of matching a person to the job. Respondent D differs from other respondents with experience and expectations. The experience refers to the applicant's work and social life experience while expectations refer to projects done and leadership skills. The differing opinion might be due to the nature of the organisation where respondent D works. The organisation is a small sized firm. This may account for why the organisation considers the applicants social life experience. The leadership skills might be needed in the organisation since it involves working within a team. This does not mean that other respondents undermined leadership skills but it may not be well pronounced at the resume screening stage of the hiring process. Determining leadership skills might be a huge task while screening resumes. Personal attributes can be accessed easily during interviews, and this is beyond the purpose of this thesis.

In assessing an applicant for a job, the job should be associated with some requirements and rewards. The person being accessed should also have some qualifications. This is referred to as KSAO which means knowledge, skills, abilities, and other characteristics (Heneman et al. 2007, p.9). The importance of KSAO attributes was confirmed by all the respondents. Respondent D mentioned all the spheres of KSAO including other characteristics such as social life experience.

Respondent C mentioned knowledge, ability and skills. Respondent A and B emphasized on knowledge and skills. All the respondents are not expected to have the same opinion as regards KSAO. First, respondent A and B organisations are from Canada while respondents C and D are from Sweden. The difference in the country specific characteristics can account for the similarities between respondents A and B, and respondents C and D. The nature of business operations can be used to explain the differences between respondent C and D. Respondent C works for recruiting agencies with many applications, while respondent D works for a small size firm with few applications and more time to screen resumes. This may increase the types of other attributes respondent D will be looking for during resume screening.

5.1 Effect of hiring discrimination on firm/organisation

Rose and Steen (2004) analysed the implications of employee identification with the corporate identity. Organisations that have good reputation may attract well educated employees who have high productivity. Respondent A supported this view that an organisation's identity can influence whether potential applicants will apply or not. According to respondents A the organisation attends career fairs in Universities, provides summer jobs and award scholarships. This makes the organisation their employer of choice upon graduation from the University. The view of respondent B concur with that of Dustmann et al. (2009) according to respondent B the quality of service offered to citizens will be less if there is no strong diversity in the public departments. Respondent B also stated that if a public department is not hiring based on diversity, such a department is discriminating against the citizens of the province which will have a negative effect on the government.

Dustmann et al. (2009) argued that if an organisation is perceived to discriminate, ethnic minorities will be willing to work for an organisation owned by an ethnic minority. This will deny the organisation access to important human capital. Respondent C and D stated that firms or organisations that discriminate will have low human capital and will lack diversified ideas which are crucial to long term sustainability. It is believed that workplace diversity will bring different opinions, suggestions, and ideas into the organisation.

The role of public image is significant for the long term sustainability of an organisation or firm. Respondent C stated that firms that are perceived to discriminate may be less competitive in the society because discrimination is a void word in the Swedish society. According to respondent C, Sweden is seen as an egalitarian society. Organisations that discriminate will not be able to compete with organisations that enforce egalitarian social norms. An egalitarian society believes that people should be treated equally, if the members of public perceive an organisation as one that discriminates, this might affect the demand for services or goods from such an organisation leading to low revenue. More so, goodwill and good public image are some of the key factors that determine an organisation's competitiveness, an organisation with bad reputation or discrimination will not be able to acquire the goodwill and will develop bad public image.

5.2 How organisations and firms can avoid discrimination

Greenwald and Banaji (1995) stated three strategies that can be used to avoid hiring discrimination, this includes: blinding of resumes and cover letters, consciousness raising and affirmative action. Blinding of resumes and cover letters refers to a situation when information that is not required for the job is excluded from the resumes. Blinding of resume may include blinding the names, gender, and age of applicant, as long as such information is not required for

the job. Consciousness raising refers to training employees on discrimination, reiterating corporate goals on diversity. Affirmative action refers to favouring members of disadvantaged groups in order to correct past explicit discrimination practices towards such groups and also to avoid likely future implicit discrimination. Respondent A highlighted affirmative action plans showed by the representative workforce strategy implemented by the corporation. Respondent B highlighted both consciousness raising and affirmative action showed through diversity training/promoting awareness of diversity and through setting realistic targets. The use of human resource consultants also raises the consciousness of hiring managers and other employees on issues of diversity. The affirmative action plans were implemented through diversity targets and establishing a diversity group.

On the issue of best practices, the use of KSAO and basic job requirement were highlighted by respondent C as means of avoiding hiring discrimination. Hiring on merit was seen as an important way of avoiding hiring discrimination. Respondent D also mentioned hiring on merit as a means of avoiding hiring discrimination. Hiring on merit means that hiring managers should hire the most qualified applicant using only the job requirement. Best practices mean hiring discrimination should be avoided by all hiring managers. Chao and Willaby (2007) argued that affirmative action is controversial in human resource because it may lead to “*reverse discrimination*”. This was supported by respondent A who stated that the use of equity strategy leads to discrimination against people of non-equity group. This is reverse discrimination.

Surprisingly none of the respondents mentioned blinding of resume and cover letter. Complete blinding of resume is not realistic. This is one of the limitations of this method. It may be possible to avoid age, gender etc. Most often it is not possible to blind the name of the applicants. Chao & Willaby (2007) argued that blinding of resume might not be achievable

because total blinding of resume is not possible. Blinding of resume might be useful only in an application system where computer matching is used.

5.3 Evidence of discrimination

Response from the interviews did not show any result that can be used to prove evidence of hiring discrimination in both Canada and Sweden. This shows that hiring managers in both countries believe it may not exist. However, correspondence testing showed that there is an observed significant difference between applicants with foreign names and Swedish names in Sweden. Applications for skilled-jobs showed that applicants with Swedish names have a call back rate of 123 percent while applicants with foreign names have a call back rate of 62.2 percent. This result concur with that of Bursell (2007) who discovered that there is a significant difference between the call back rates of applicants with foreign names and applicants with Swedish names. Bursell (2007) estimated that applicants with foreign names have a call back rate of 4.3 percent while applicants with Swedish names have a call back rate of 20.8 percent. Reasons for the high call back rates for applicants for Swedish names shows there is hiring discrimination against foreign names. The thesis findings showed that hiring discrimination was obvious in applications for skilled jobs and semi skilled jobs but no hiring discrimination with applications for low skilled jobs. In the low skilled jobs category, applicants with foreign names have a 2.2 percent call back rate higher than applicants with Swedish names. The skill disparity might be used to explain this scenario. The difference between the call back rates decline from skilled jobs to semi skilled and from semi skilled jobs to low skilled jobs. This implies that hiring managers discriminate less against applicants with foreign names who have less skill.

The results from correspondence testing showed that there is no significant difference between applicants with foreign names and applicants with English names in Canada. In applications for skilled jobs, applicants with foreign names have a call back rates of 79 percent while applicants with English names have call back rate of 80.5 percent. The applications for semi-skilled jobs is not significant but application for low skilled jobs showed that call back rates for applicants with English names is 3.4 percent higher than the call back rates for applicants with foreign names. The aggregate results showed that hiring discrimination in Canada is not significant.

5.4 Difference between interviews and correspondence testing

The interview responses showed there is no hiring discrimination in Sweden and Canada but the result from correspondence testing indicated evidence of hiring discrimination in Sweden. Disparity between the results from both methods could be explained by unconscious bias. According to Gaertner & Dovidio (2005) prejudice responses are largely unconscious and this is a form of racism that occurs unconsciously and unconscious biases can lead to unintentional racism. Respondent C and D may not recognise they are involved in hiring discrimination because they are unaware they do unconsciously. More so, because the Swedish society is egalitarian and the concept of equality has become a societal norm. Respondent C and D may not want to be considered as racist. Many people do not want to be associated with racism or being thought of capable of perpetuating racist acts because the societal norm stipulates that good people do not participate in racist acts.

The differences between interviews and correspondence testing showed that despite the fact that respondent C and D are objective they may still be subjective to participate in hiring discrimination even if it is unintentional. Hiring managers' sense of personal objectivity can

influence hiring discrimination because they become vulnerable to biases. Personal objectivity develops the mindset used to justify individual actions. Individuals with such mindset assume their thoughts and beliefs are right and valid so it can be used as the yardstick for decision making, leading to a discriminating outcome (Uhlmann & Cohen 2007).

6.0 CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, theoretical framework and analysis, conclusions and recommendations of the thesis are presented in this chapter.

6.1 CONCLUSIONS

The purpose of this thesis has been achieved. The author has been able to determine if hiring discrimination occurs in Swedish and Canadian labour markets. This was possible by integrating qualitative and quantitative methods. The research question of whether hiring managers discriminate against foreign names have been answered in earlier chapters.

On the issue of hiring discrimination, all the respondents from Canada demonstrated a high degree of understanding as regards hiring discrimination and how such menace can be combated. This is also similar to respondents from Sweden that showed their understanding regarding hiring discrimination and one of them gave a third party experience on hiring discrimination. The response showed that hiring managers have enough training, knowledge and experience about discrimination.

All respondents have similar response when asked about resume screening. The relevant features highlighted by all the respondents are educational qualification, skills and ability. Other factors such as race or ethnicity are not expected to influence hiring decisions. The conceptual framework described in this thesis shows that hiring discriminations may be engineered by the following objectivism, naive realism and subjectivity. The respondents from Sweden indicated that their organisations do not discriminate but the correspondence testing from the experiments showed that hiring discrimination occurs in Sweden. This could be explained as follows, because the respondents are objective, they may not realise their organisations discriminate even if hiring

discrimination occurs in their organisations. When hiring managers are objective, this could lead to unintentional discrimination. Being objective is one of the major challenges of minimising hiring discrimination in an organisation.

The result from the correspondence testing showed that there is no significant difference between applicants with foreign names and applicants with English names in Canada. It can be concluded that hiring discrimination in Canadian labour market is not significant. However a slight difference was noticed in the low-skilled job category. This indicates there is a low hiring discrimination in the low skilled job category. The estimates from Swedish experiments indicated a significant difference between applicants with foreign names and applicants with Swedish names. There is a noticeable decline in the call back rate between the different categories of job in Sweden. The highest difference was noticed in the skilled job category and the lowest difference was noticed in the low-skilled job category. This indicates that the skill requirement of jobs play a role during hiring discrimination in Sweden.

There is no gap between what the respondents in Canada said and the correspondence testing results, though a slight gap was noticed in the low skilled job category. It could be concluded that hiring discrimination in Canada is avoided by efficient hiring systems that can serve as a buffer against discrimination. These buffer systems are hiring policies such as Representative Work Force used in government organisations. However, a big gap was found between the response of respondents in Sweden and the correspondence testing results. One of the reasons for the gap might be the objectivity of the hiring managers which can lead to unconscious biases. Another reason might be the type of respondents, for instance respondents from Sweden work in private organisations while respondents in Canada work in government organisations.

Hiring discrimination has a huge impact on the long term sustainability of a firm. A firm perceived to discriminate during its hiring process will attract few qualified candidates especially those from the minority group. This effect can translate to a low human capital base for the firm and as human resource management frame posits that human capital is the best resources an organisation can be proud of. This implies that organisations that discriminate will have low human capital wealth and will lack sustainable competitive advantages.

Finally, the responses from the respondents showed there is no hiring discrimination in Sweden and Canada however the correspondence testing results indicated that hiring discrimination exists in Swedish labour markets. It is worthy to note that the result from this thesis cannot be generalised to all industries in the Swedish and Canadian labour market. The results from similar studies might indicate different result in the magnitude of the hiring discrimination. This may be due to the fact that other factors may cause hiring discrimination apart from those described in this thesis.

6.2 RECOMMENDATIONS

Hiring discrimination is not good for the society as a whole. It should be avoided wherever possible. Government equity programmes should be encouraged in Sweden and enforced in a way that will show desired human resources outcomes. Human resource departments in Swedish firms and organisation should follow only the job requirements when screening resumes and cover letters. It has been argued that complete resume blinding is not achievable so avoiding hiring discrimination relies on individuals working within the human resource departments. Firms who intend to achieve an equal employer status are advised to use conscious raising technique to reduce hiring discrimination in the work place.

Reverse discrimination may occur in the Canadian labour market. This is as result of equity programmes. The employment equity programmes in Canada can also be improved in a way that it will not encourage reverse discrimination.

This thesis has determined hiring discrimination only at the resume selection stage where as hiring discrimination can also occur at the interview stage and further recruitment stages, further research in this direction is encouraged.

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APPENDICES

Appendix 1: interview questions

Thank you for taking your time in answering these questions.

Confidentiality

This interview is strictly confidential. Your name or name of your organisation/firm will neither be published in the report nor disclosed for public.

P.S Feel free to express your thoughts and you can cite an example you either experienced or were told.

Interview Questions

- 1) What are your roles in human resource?
- 2) Selection of applicants by using CV is one of the steps in hiring process, what are the main things you look for while evaluating CVs?
- 3) During background checking, is an applicant's race or ethnicity a concern? If YES why and if NO why?
- 4) Have you experienced or acknowledged a scenario where an applicant alleges hiring discrimination? If yes, can you give a brief account?
- 5) It is widely believed that hiring discrimination has negative impacts on an organisation, what are the impacts? And how can organisations or firms avoid hiring discrimination?
- 6) Being an equal employer is one of the good qualities an organisation or firm can be proud of, how can a firm/organisation achieve this goal?
- 7) What has your organisation/firm done or doing to avoid hiring discrimination?

Appendix 2: Sample of resume

Mustafa Mohammed

7138, Wascana Ridge
Regina S4V 3G1
306-206-8209
mustafamohammed@yahoo.ca

Educational achievements Qualifications and Dates

Master in Business Administration **2008**
University of Regina

Bachelor of Science in Computer Science **2005**
University of Saskatchewan

Professional trainings and certifications

- Java certified
- Oracle certified
- Microsoft certified
- Proficient in web server, java programming, HTML, Oracle

Personal Skills

- A team player
- Possess excellent communication and interpersonal relationship
- Can work with minimum supervision

Work Experience

Systems Engineer/Analyst
CIBC Bank, Regina

May 2005- till date

Hobbies

- Playing Table Tennis, Soccer and Pool
- Recreational and cultural activities

References

Ralph Richardson
Head IT Department
CIBC Bank, Regina Head Office
ralhrichardson@cibc.ca

Lorena Jackson
Head of Human Resource
CIBC Bank, Regina Head Office
lorenajackson@cibc.ca

Appendix 3: Sample of resume

Richard Moorhead

64 Munroe Place
Regina S4S 3W1
306-201-6225
richard_moorhead@yahoo.ca

Education *(Qualifications, Name of Institutions and dates attended)*

Master in Business Administration MBA **2009**
University of Regina

Bachelor of Science in Computer Science **2005**
University of Saskatchewan

Professional trainings and certifications

Oracle certified
Microsoft certified

Transferable Skills

- Excellent team player
- Communication skills
- Work well under minimal supervision
- Effective time management and organizational skills

Work Experience

Systems Engineer **May 2005- till date**
Bank of Montreal, Regina Main Branch

Hobbies

- Playing Table Tennis, Soccer and Pool
- Recreational and cultural activities

References

Diane Macphill
Human Resource Head
Bank of Montreal
Regina Main Branch
dmacphill@bmo.ca

Prof. Richard Adams
Department of Computer Science
University of Saskatchewan
sean.anderson@usask.ca

Appendix 4: Sample of cover letters (Canada)

April 12, 2010
64 Munroe Place
Regina, Saskatchewan S4S 3W1

Dear Sir/Madam:

Enclosed is my resume in the application for the position of Information Coordinator advertised on your website. My interest to work for your organisation stems from my experience in development of IT infrastructure.

As indicated in my resume, I have completed Masters Business Administration from University of Regina and Bachelor of Science in Computer Science from University of Saskatchewan.

My work experience includes four years as a system analyst and IT infrastructure developer. I played a significant role in system infrastructure analysis, security control, development and maintenance. I have led three IT infrastructure teams and we developed security control for the organisation's IT network.

Given my qualification and experience, I am confident that I can successfully fulfil this position. Please find attached a copy of resume that gives an outline about my education and work experience. I look forward to an interview to further discuss my suitability for this position.

Sincerely,

Richard Moorhead

Appendix 5: Sample of cover letters (Canada)

April 15, 2010

Dear Sir/Madam:

Application for Information Technology Coordinator

I wish to apply for the position of Information Technology Coordinator

I have completed Masters in Business Administration from University of Regina and Bachelor of Science in Computer Science from University of Saskatchewan.

I have been working as a system analyst/programmer for CIBC, this is the position I have been holding for four and half years. I have also worked within IT infrastructure project teams. Last year, I developed the internet security baseline for the whole systems in the organisation

I possess an excellent interpersonal and communication skill. I fulfill my duties with all sense of responsibility and I am a team player and can work with minimum supervision. The details of my education and work history are outlined in the enclosed resume. I hope we can schedule a meeting at your earliest convenience where I can get the chance to tell you more about myself

I am available to start immediately.

Yours sincerely,
Mustafa Mohammed

Appendix 6: Sample of resume (Sweden)

Hassan Mohammed

Sankt Eriksplan 6, Stockholm 11320

076 245 1786

hassanmohammed@hotmail.se

Utbildning (*kvalifikationer, institutioner och datum*)

Master i företagsekonomi MBA 2009

Lunds universitet

Kandidatexamen i datavetenskap 2005

Göteborgs universitet

Certifikat

Oracle certifierad

Microsoft certifierad

Färdigheter

- Utmärkt lagspelare
- Har mycket god kommunikationsförmåga
- Jobbar väl under minimal tillsyn
- Effektiv på tidsplanering och organisering

Arbetslivserfarenhet

Systems Engineer

Maj 2005 – nuvarande

Nordea Bank *Stockholm Huvudkontor*

Fritidsintressen

- Spela Bordtennis, Fotboll och Pool
- Fritids-och kulturella aktiviteter

Referenser

Finns tillgängliga

Appendix 7: Sample of resume (Sweden)

Nicholas Karlsson

Skeppargatan 73, Stockholm 11459
073 58 11 297
nicholaskarlsson@gmail.com

1. Utbildning

Master i företagsekonomi MBA 2009
Lunds universitet

Kandidatexamen i datavetenskap 2005
Göteborgs universitet

2. Certifikat

- Java certifierad
- Oracle certifierad
- Microsoft certifierad
- Kunskap om webbserver, Java-programmering, HTML, Oracle

Personliga färdigheter

- En lagspelare
- Har utmärkta kommunikationsförmåga gällande relationer
- Kan arbeta utan handledning

Arbetslivserfarenhet

System Development/ analytiker Maj 2005 - Pågående
Swedbank

Fritidsintressen

- Spela Bordtennis, Fotboll och Pool
- Fritids-och kulturella aktiviteter

Referenser

Skickas på begäran

Appendix 8: Sample of resumes (Sweden)

Mary Kwatongo
Östervägen 5
196 30 Kungsängen
Tel: 0735 549652
E-post: marykwatongo@hotmail.se

Hej san!

Jag heter Mary Kwatongo, jag är en ambitiös och utåtriktad tjej som är 23 år gammal. Jag är en positiv, framåtriktad och stresstålig person som gillar att arbeta med andra, jag vill alltid förbättra mig och lära mig nya saker. Jag är en typisk "lagmänniska" som gärna ser till att saker blir gjorda och att de i min omgivning har kul medan vi gör det. Jag är även väldigt självständig och målmedveten som person. Jag har tidigare erfarenheter från bland annat restaurangbranschen, försäljning, inom service och tjänster och även jobbat som ekonomiassistent.

Meritlista

Arbetsgivare/tjänst	Tjänstebeskrivning	Period
ICA Administration	Ekonomiassistent	juni 2007 - pågående
COOP FORUM	Ekonomiassistent	aug 2006 – mars 2007

Utbildning:

Upplands-Brogymnasium Samhällsvetenskapliga programmet	aug 2004 – jun 2007
Grundskola	aug 2000 – jun 2004

Övrigt:

Datorkunskapskurs	aug – dec 2001
Jag har B - körkort och även tillgång till bil.	

Jag pratar både svenska, engelska och Swahili

Slutligen vill jag tacka för att ni tagit er tiden att granska min ansökan och jag hoppas på att ni hör av er snart.

Med vänliga hälsningar

Mary Kwatongo

Appendix 9: Sample of resumes (Sweden)

Anna Svensson
Byälsvägen 81, 2TR
12847 Stockholm
Tfn:0704-260364.
Email: annasvensson48@hotmail.se

Hej!

Mitt namn är Anna Svensson. Jag är 24 år gammal som älskar att arbeta med människor.
Jag skriver till er i jakt av ett jobb som ekonomiassistent, butiksbiträde eller kassörska, för att få bättre och bra kunskap inom marknad.
Jag talar dessutom två språk : Svenska och Engelska.

Meritlista

Arbetsgivare/Tjänst	Tjänstbeskrivning	Period
Hemköp	Ekonomiassistent	jul 06- pågående

Utbildning.

Carlforska gymnasiet	Ekonomi	aug 2004 – jun 2006
Grundskola		aug 1999 – jun 2003

Övrigt:

Datorkunskapskurs		aug – dec 2001
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Jag har B - körkort

Jag är en aktiv medlem i Röda Korset Västerås och FN Västerås
Slutligen vill jag tacka för att ni har tagit er tiden och granska min ansökan och jag hoppas att ni hör av er snart .
Med Vänliga Hälsningar.
Anna Svensson