Recruitment and Selection Process at Workplace: A Qualitative, Quantitative and Experimental Perspective of Physical Attractiveness and Social Desirability

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ABSTRACT

The purpose of this study was to find the significance of physical appearance in the recruitment process. It has used qualitative and quantitative research methods. The first study has been conducted on 3 Multinational FMCG firms in which nine recruiters were selected and were asked unstructured questions through interview regarding the factors about candidates which affect the recruitment process. The second study has been conducted using survey method on 194 recruiters from different small and medium enterprises (Retailers) across Karachi, Pakistan. The third study was conducted on 394 respondents from private banks of Karachi, Pakistan. It was an experiment and two groups; Group A and Group B were created and respondent were divided into 198 and 196. Two resumes of Applicant A and Applicant B were given to be evaluated respectively. All the three studies gave insight about physical/facial attractiveness and its effect on recruitment and selection process. It concluded that the recruiter focuses more on the confidence, qualification, relevant work knowledge, communication skills of a candidate, dressing sense and clarity of resume rather than physical attractiveness. Physical/ Facial Attraction does not influence in decision making and their chance of being selected. From both managerial and theoretical point of view, the findings help to understand the role of recruiters when employment decisions are taken. It will guide practitioners to develop the recruitment policies and highlight the importance of confidence, communication skills, dressing sense and various skill set to candidates in carrying out their individual style when applying for various jobs. This study gives useful insight into the recruitment processes of firms in the developing countries, also it gives an insight of how the recruiter thinks for potential future candidates and graduates.

1. INTRODUCTION

There is an old saying of never judge a book by its cover but in today's lifestyle people tend to do that, while some jobs do require a certain personality and physical appearance, nowadays it's a trend to give physical appearance an importance over skill set just to create a culture in the workplace (Connick, 2017). The selection and recruitment process in workplace is becoming a crucial part of the business and it's getting tougher for candidates. The recruitment criteria now a day not only is based on the skill set and capabilities of a candidate but also on appearance, the professionalism, dressing, gender, as well as the fluency in English language. All these factor adds in biasness to the recruitment and selection process (Smith, 2017). Recruiters have to quickly decide based on the information such as gender, physical appearance

and the like before hiring (Marshall, Stamps, & Moore, 1998). As we explore the significance of the appearance, the research article on the topic, "What is Beautiful is Good" (Shahani-Denning, 2003) explains a great amount of insight on the significance of the physical appearance and beauty, it indicates that physical features, positive energy and age of a candidate give them an edge over other candidates, it also says that it puts the organization in danger of considering unethical candidates and can cost the organization if they choose appearance over skills required for a particular job (Dion, Berscheid and Walster , 1972). Even religion (Islam) prohibits comparing on the basis of physical attributes and color and taking pride in it, which leads to lower self- esteem and depression among individuals (Jalees & De Run, 2014).

The change in workplace globally is not new for anyone, the recruitment is also getting effected, the skills are not enough for the employers as there are many different factors that affect the recruiters decision making process, what you wear matters, how you carry yourself adds up to your skill set and this gives you an edge over the rest of the candidates (Melody Chi, 2015). The physical attractiveness is an influencing factor for getting selected for a job, beauty being an influencing factor has been seen in most of the cultures as a universal phenomenon. Hiring on the bases of physical appearance is an unethical practice, even though it is a common practice it should be avoided (Shahani, 2003).

From multitude of applicants, recruiters tend to choose only those candidates which give them value. Value refers to both social desirability (affective) and social utility (economic) dimensions captured by the recruiter when hiring a candidate (Dubois & Beauvois, 2001). Social desirability refers to whether a person can be approached or not in order to satisfy or avoid motivations. While, social utility refers to as the chance of a person to be successful or unsuccessful depending on fit within his/her society (Dubois, 2005). A person's value, is judged based on his/her gender and attractiveness, thus the recruitment and selection as well. An applicant's attractiveness is linked with his/her social desirability while his/her competence is associated with social utility.

The purpose of this study is that we investigate the influencing factors that cause biasness in the process of selection and recruiting, and we will analyze that how physical appearance, dressing of a person, gender, the communication in English language and the facial features influence the recruitment process. This study will explore the awareness of the recruiter of their own biasness and analyses how recruiter and candidates feel towards biasness in the selection process.

This study explored and analyzed why recruiter think that physical appearance is related to the recruitment process as well as give us insight of the causes of the unethical hiring and workplace discrimination.

2. LITERATURE REVIEW

Physical appearance and the visual attractiveness play an important role in the people's personal life as well but also influence a person's occupational life. The evolution of workplace shows some great indication that appearance do effect the decision making while hiring a candidate. Studies also shows that the facial features and physical attributes leads people to think that they are better at their job and have more skills. It has been observed that people choose their leader and idealist on the bases of how attractive they appear. Masculinity and intrapersonal skill of a leader outweighs their other characteristics (Roberts, 2012).

Physical appearance is the most easily accessible information about a person with whom you are interacting, and it is sometimes the information you have and people tend to judge you with the information available. People believe that physically attractive people have more positive attitude and behavior, this stereotype also influence the recruiters and better looking people tends to get hired first (Mahoney, 1978).

A research report states that attractive people tend to earn more, specifically in relationship marketing jobs, e.g. sales. There is a huge gender bias in the job industry, as men get more rewards than women. Previous studies have shown that attractive men are hired for all types of jobs (Heilman & Saruwatari, 1979). While attractive women are considered for female-typed jobs or a nonmanagerial jobs (Heilman & Stopeck, 1985).

Discrimination because of physical attractiveness is becoming a normal part of the job market. There have been suggestions to impose regulations to minimize the gender and physical discrimination. If a company does not take this into account not only their image and culture will be effected, but their productivity will also suffer if they choose attractiveness over skills (Sierminska, 2015).

A paper on the impact of beauty, says that good looking people earn more than average people but it further discusses how the discrimination in workplace has become a common practice. Especially women become the victim as they have lower chance of getting a job over man, the statistics shows that people prefer to hire attractive women over simple looking women. This practice breaks the ethical code and threatens the employee satisfaction level, which effects the company in the big picture (S, Hamermesh, & Biddle., 1994).

It is found in an article about recruitment and selection process, that the gender, appearance, race discrimination is making the hiring process bias. Finding a job in this economy was already difficult, with this many discriminations it has become more difficult for people finding a job. Being attracted to something beautiful is an instinctive reaction. Interview shouldn't let that instinct distract them from the most important things such as skills (Subhani., 2012).
A research paper found a positive relationship between beauty and hiring probability. The study says that physical attractiveness for both men and women plays a beneficial role in personal life as well as professional life (Stefanie, Johnson, Podratz, & Dipboye, 2010).

The standard of beauty has been so bounded in the culture that now it has become a natural phenomenon. Color, facial features and gender difference can decide your superiority over others. People with physically attractive body may not naturally hold confidence but the culture they we grow in empowers them to grow confidence as they get approval and appreciation for physical attractiveness within which they are born. This general phenomenon also plays a great role in the recruiting criteria, not only employer choose the most attractive and well-dressed candidates but they also tend to promote them (Mahajan, 2007).Most employers don't consciously realize that they being biased, they are just culturally coded to believe that the good-looking people possess more capabilities than simple looking people (LoSardo, 2014).Gender and attractiveness bias is a broadly known phenomenon and human resource has been influenced by this from the beginning.

Experiment was done to see how gender and appearance bias benefit good looking people even if they possess less skills and lack experience than a simple looking person (Randy, Chiu, & Babcock., 2002). An experiment was done with 20 participants, each were given resumes with

pictures of the candidates and were asked to examine who fits best for the given job. The attractiveness of the candidate was pre judged by a pole. The resumes were then categorized in to average and good looking candidates with the help of votes, results showed that the appearance of the candidates didn't significantly affect the decision making process (Jennifer, Estrada, Chau, Hanna, & Dishaw., 2010).

Figure 1. Word Cloud

Figure-2 shows Word Tree Map which represents all the linkages of a word "Appearance" in the interview. Word Tree Map identifies themes of the word "Appearance" in relation with other themes found in the transcript.
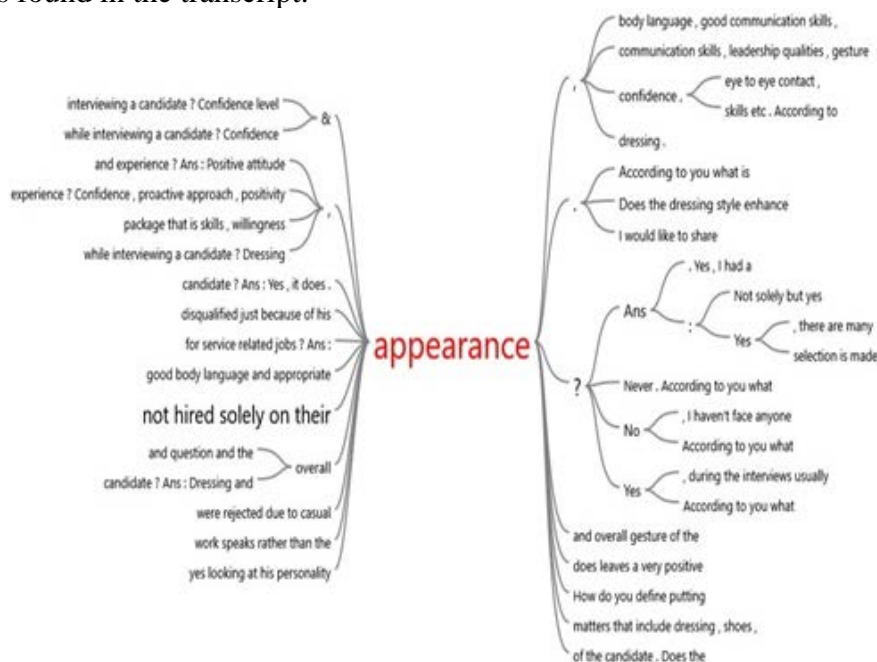

Figure 2. Tree Map

3. METHODOLOGY

Both qualitative and quantitative research methods were used in this study. It has used mixed methods for data collection. Exploratory and explanatory, both have been incorporated in this research. This research will use primary data. This study is exploring the significance of physical attractiveness on selection and recruitment process at workplace thus first-hand information will be collected which is primary data. Qualitative data is gathered by open ended questionnaire (Alshenqeeti, 2014) and quantitative data has been gathered using closed ended questionnaire.

3.1 STUDY 1

Primary data was be 9 respondents. Employers that are part of recruiting process. The participants for data collection method were specific, especially those who have a corporate exposure and have been a part of an organization and keenly observing the recruitment and selection processes and directly or indirectly involved in the recruitment processes. With relevance to this research the participants were interviewed and asked to fill the open ended questionnaire. The sampling technique of this research study is non-random, non-probabilistic techniques, and purposive. The technique is used because the participant of this study has to be a part of the process of recruiting and selection at workplace. Data collection method was open ended questionnaire in order to compute a better understanding of the research study. Keeping in consideration the accessibility of the officials open ended questionnaires were used in the data collection. NVivo 10 was used for analyzing qualitative data. It includes transcription, thematic analysis, coding, cluster analysis and word frequency analysis as part of the qualitative data analysis techniques. NVivo Text Analysis has helped identify the frequency of words and patterns of data collected through open ended interviews in this study. Figure-1 shows the Word Tag Cloud which shows different themes in varying sizes according to their repetition.

Following is the demographics showing profiles of the respondents that have participated in the study. It comprises of sample size, gender and designation of the participant.

Table 1. Demographics

		Number	Percentage
Number of respondent		9	100%
Male		6	67%
Female		3	33%
Professional background			
HR heads		2	22%
HR exuctive		7	78%

After collecting data and analyzing it, it was found that not much difference lies among HR recruiting professionals regarding most of these questions but variability in responses does occur.

If all the factors on physical attractiveness considered are to be grouped on similarity, we would find four of these groups existing in this study; they would be appearance of the candidates, their skills, gender and, those attributes and factors which influence recruiting professionals for selecting a candidate.

Figure-3 shows Word Tree Map which is used to show the extent of the different factors which influence recruiting professionals for selecting a candidate.
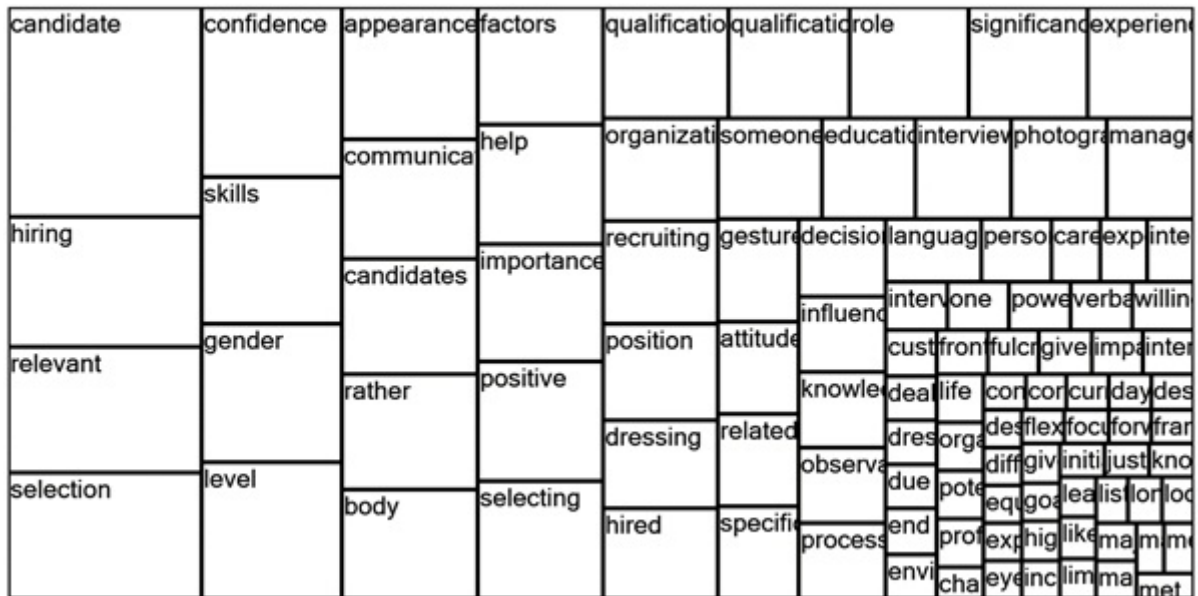

Figure 3. Tree Map- Extent of Relationship

3.1.1 Appearance
For attire of the candidate, data suggests that it does impact on making an impression, formal clothing represent a relatively serious work attitude which is of a fundamental requirement for recruiters. Photographs on the resume are important for jobs where by front-desk work is required, other than that it has no actual significance, hiring solely on appearance of a candidate does occur for positions where the demand lies for such characteristics, recruiters do give appearance an importance but skill sets weigh more, in most of the cases it is just the balance of these both which recruiters look for.

3.1.2 Attributes influencing Recruiters
Confidence of the candidate stands unanimously among all respondents as the first thing they examine while selecting, after this, the work-experience and relevant knowledge and skills come into play, as per the data gathered these two observations of the study have the least variations from respondents. Qualification on the job is considered to be the basic criteria for selection, however data collected does seems to have some variations, two out of six of the respondents did place weight on qualifications but they are inclined towards ability and experience of a candidate to perform the job. Apart from qualification and experience, motivation of a candidate and their ability to mold as per the organization's norms and candidate's personality, play a vital role in selection process and in this, one major point which stands out is many recruiters also want to know the reason for leaving previous organization(s).

3.1.3 Skill Set
Communication skills play a major role in making any candidate stand out among others, data suggests that when we put communication skills as in comparison with relevant qualifications, recruiters relied more on relevant qualification. For non-verbal gestures, they are considered to be an additional, assisting factor in a candidate, something which recruiters do not particularly look for but positive gestures are an additional feature.

3.1.4 Gender

Gender specifications is considered to be a thing of past by most of the respondents however; in the industry there does lie a difference where a specific gender does get preference, all depending on the nature of work.

3.2 STUDY 2

The second study has been conducted using survey method from 200 recruiters from different small and medium enterprises (Retailers) across Karachi, Pakistan. Convenience based non probability based sampling technique was applied and data was collected from various shop owners such as; Agha Super market (1 branch), Spar (2 branches), Naheed Store (1 branch), Chase Store (5 branches), Imtiaz Store (5 branches), Shazz Store (1 branch), Hypermarket (1 branch). The respondents ranged from junior level HR officers to senior level HR officers. The data was collected from these people specifically because they usually hire sales staff in their outlets and it is assumed by the author here that they might emphasize physical attraction as an important aspect for hiring staff. The demographic characteristics of these individuals is highlighted in table 2;

Table 2: Demographics

Demographic Variable	Frequency	Percent
GENDER		
MALE	101	52.1
FEMALE	93	47.9
AGE		
21-30	24	12.4
31- 40	169	87.1
Above 40	1	0.5
EDUCATION		
Undergraduate	73	37.6
Graduate	117	60.3
Post Graduate	4	2.1

N=194

Three variables were used in this study are physical attraction, recruitment and selection and social desirability where physical attraction and social desirability are both independent variables and recruitment and selection is a dependent variable. Table 3 shows the descriptive statistics of all the three variables used in this quantitative study. Two hypotheses were created which are as follows;

H1: Physical attraction has a significant effect on recruitment and selection
H2: Social desirability has a significant effect on recruitment and selection

Recruitment and selection was measured using a 7 items scale developed by Hanan (2017) while social desirability scale was used from Crowne, and Marlowe, (1960), a short version of 13 items. When exploratory factor analysis was run to check an underlying structure of both these variables, it was found that recruitment and selection has one item whose coefficient or extraction was less than 0.5 therefore, RS4, was removed and 6 items RS1, RS2, RS3, RS5, RS6 and RS7 were retained. Also, social desirability had component extractions or coefficients less than 0.5, therefore few items were removed from 13 items; namely, SD1, SD2, SD3, SD4,

SD5, SD7, SD8, SD9 and SD13. Only items SD6, SD10, SD11, and SD12 were retained in the study and they explained 47.49% variance. Next all these retained variables were taken to AMOS 19 to apply confirmatory factor analysis and structural equation modelling.

Table 3: Descriptive Statistics

	VARIABLE	MEAN	SD	CR	1	2	3
1	Physical attraction	2.8358	0.94295	0.856	-	-	-
2	Recruitment and selection	3.8078	0.58441	0.745	-0.016	-	-
3	Social desirability	3.2962	0.49341	0.638	$-.236^{**}$	0.061	-

N= 194, p<0.05*, p<0.01**

The scale for "physical attraction" was developed as there is no prior development of importance of physically attractive candidates has been developed. 3 items were created to measure the chance hireability of physically attractive candidates on a likert scale of 1 to 5 where 1 refers to "Do not agree", 2 refers to "Agree a little", 3 refers to "Agree moderately", 4 refers to "Agree Very Much", and 5 refers to "Totally Agree". Total variance explained of these three items is 70.414. KMO is 0.694, Bartlett's test of Sphericity is 0.00 and chi square is 172.299.

Table 4: Principal Component Analysis

ITEMS "Hireability of Physically Attractive Candidates"	Component Extraction
A physically attractive candidate is most suited for a managerial job.	.813
A physically attractive candidate is most likely to be hired for a job.	.871
Physically attractive candidates have better chance of getting a job	.833

Table 5: Anti image matrices

		PA2	PA3	PA4
Anti-image Covariance	PA2	.642	-.231	-.138
	PA3	-.231	.535	-.258
	PA4	-.138	-.258	.602
Anti-image Correlation	PA2	$.735^{a}$	-.394	-.221
	PA3	-.394	$.656^{a}$	-.456
	PA4	-.221	-.456	$.703^{a}$

a. Measures of Sampling Adequacy (MSA)

After confirmatory factor analysis, items PA1, PA2, PA3, SD6, SD11, SD12, RS2, RS3, RS5 and RS6 were retained in the model. Construct Reliability of both Recruitment and selection and social desirability scale is less than 0.7 while Convergent validity of both is also less than 0.5 which is a big concern even though they are already established scales. These scales had reliability above 0.7 when all the items were used for each variable i.e. 7 items for R&S and 13 for SD, however as the items were removed due to less than 0.5 standardized coefficient regressions, their reliability also decreased.
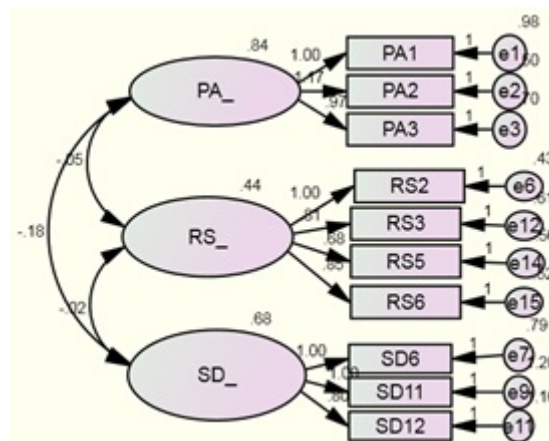
Figure 4: Confirmatory Factor Analysis

Table 6: Convergent and discriminant validities

	CR	AVE	MSV	ASV	PA_	RS_	SD_
PA_	0.793	0.562	0.057	0.031	0.750		
RS_	0.699	0.370	0.006	0.003	-0.076	0.608	
SD_	0.630	0.365	0.057	0.029	-0.239	-0.032	0.604

It was found that there is no relationship between physical attraction and recruitment and selection of candidates with p>0.05 (i.e. 0.429) while it should be noted that the relationship was negative with coefficient -0.06. Also, the relationship between social desirability and recruitment and selection was also found to be insignificant with p>0.05(i.e. 0.867) with negative coefficient -0.02. Thus, both hypotheses are rejected. The results are consistent with the first study that physical attraction does not have relationship with recruitment and selection of candidates.
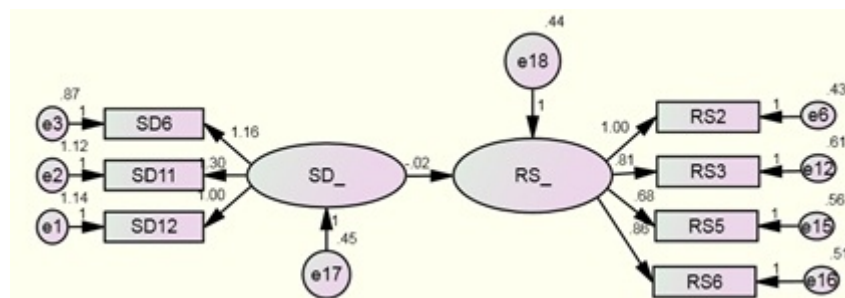

Figure 5: Structural Equation Modelling of Physical Attraction and Recruitment and Selection
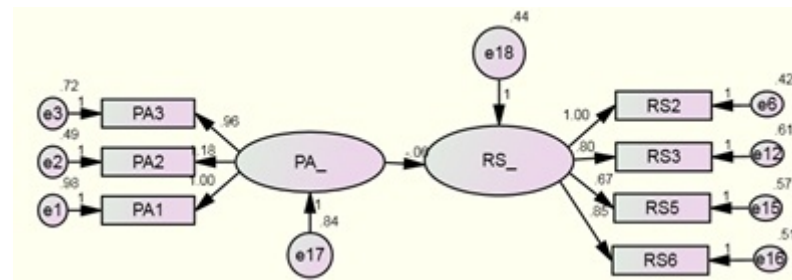
Figure 6: Structural Equation Modelling of Social Desirability and Recruitment and Selection

3.3 STUDY 3

The third study used an experimentation method, whereby respondents from banking sector were chosen. The banks included the local private banks of Pakistan residing in Karachi; Bank Al Habib, Faysal Bank, Habib Bank Ltd, Askari Bank, NIB Bank, Soneri Bank, Summit Bank, Allied Bank, MCB Bank, and United Bank Limited (List of banks in Pakistan, 2018). Non-probability based convenience based sampling was used for sampling. There were three resumes "Applicant A" (having a facially attractive picture of a girl); Applicant B" (having a facially unattractive picture of a girl); and "Applicant B*" (having a facially attractive picture of a girl). Data from total of 400 respondents was collected but only 394 turned out to be usable responses, out of which 198 gave responses on a comparison between Applicant A and Applicant B while 196 respondents gave responses on a comparison between Applicant A and Applicant B*. Thus there were two groups; Group A; in which the respondents were given different resumes with one attractive and one unattractive picture of the candidate and Group B was given the same resume content as Group A for both Applicants with same picture of Applicant A but with a different picture of the Applicant B*. All the resumes were printed in black and white instead of color to control for any complexion discrimination and distributed to these individuals personally (Cotter, 2011). Once they finished analyzing the resumes and reading them, then they were given a short questionnaire having 10 questions on Hireability of Candidate, Clarity of Resume, Information provided on Resume, Readability of Resume, Physical/Facial Attraction of Candidate (Cotter, 2011). The resume, pictures of attractive and unattractive candidates and the ten items were all taken from Cotter (2011).

Table 7: Mean and Standard Deviations of Group A*

	Type	Mean	Std. Deviation
Hireability of Candidate	Applicant A	3.4646	.97220
	Applicant B	3.4444	.96068
Clarity of Resume	Applicant A	3.7071	.89503
	Applicant B	3.5657	.90533
Information provided on Resume	Applicant A	3.5152	.91878
	Applicant B	3.6465	.99297
Readability of Resume	Applicant A	3.5354	.96164
	Applicant B	3.4545	.89526
Physical/Facial Attraction of Candidate	Applicant A	4.1717	1.05017
	Applicant B	3.0606	.89006

* Group A (Different Resumes with one attractive and one unattractive picture of candidate); N=198

Table 8: Mean and Standard Deviations of Group B*

	Type	Mean	Std. Deviation
Hireability of Candidate	Applicant A	3.4184	.97308
	Applicant B	3.5714	1.03545
Clarity of Resume	Applicant A	3.6224	.87950
	Applicant B	3.8980	.83097
Information provided on Resume	Applicant A	3.5408	.92132
	Applicant B	3.6735	.87078
Readability of Resume	Applicant A	3.5714	.98441
	Applicant B	3.6429	.97653
Physical/Facial Attraction of Candidate	Applicant A	4.2449	.96390
	Applicant B	3.3776	.79321

*Group B (Different Resumes with both attractive pictures of candidate); N=196

Tables 7 and 8 show the mean and standard deviations of Group A and Group B respectively. According to the means, the most prominent differences are across the physical/facial attractiveness of the candidate in both Group A and B. Both groups prefer resume A instead of resume B and resume B* even though resume B is more clear and appropriate while also, resume B* is clear appropriate and also has an attractive picture of the candidate on it.

Independent sample t. test have been applied on both groups separately (Table 9 and Table 10). Each variable had 2 items on which resumes were evaluated (Cotter, 2011). Group A statistics show that only physical/facial attractiveness is different across both Applicants and is found to be very significant (p<0.05; p=0.027 (sig one tail) and p=0.00 (sig two tail)) other than that none of the variables such as hireability, clarity, information provided on resume or readability has found to be significant all with greater than p=0.05. Results for Group B shows that there are significant differences between the applicant A and B's clarity of resume as well as their physical/facial attractiveness with p value less than 0.05 (clarity p=0.052 (sig one tail) and p=0.025 (sig two tail); and physical/facial attractiveness p=0.016 (sig one tail) and p=0.000(sig two tail)). Therefore it must be identified that physical/facial attractiveness does matter but not in line with hireability or recruitment and selection of a candidate. Also, recruiters look at the clarity in the resume as well when short listing a candidate for a job.

Table 9: Independent Sample t test of Group A*

		Levene's Test		t-test for Equality of Means					95% CI Diff	
		F	Sig.	t	df	Sig (2 tail)	Mean Diff	Std. Error Diff	LB	UB
Hireability of Candidate	Equal variances assumed	.172	.679	.147	196	.883	.02020	.13737	-.25070	.29111
Clarity of Resume	Equal variances assumed	.017	.896	1.105	196	.270	.14141	.12795	-.11092	.39375
Information provided on Resume	Equal variances assumed	.133	.715	-.966	196	.335	-.13131	.13596	-.39945	.13683

Readability of Resume	Equal variances assumed	1.203	.274	.612	196	.541	.08081	.13205	-.17961	.34123
Physical/Facial Attraction of Candidate	Equal variances assumed	4.950	.027	8.031	196	.000	1.11111	.13836	.83826	1.38397

Table 10: Independent Sample t test of Group B*

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% CI Diff	
		F	Sig.	t	df	Sig (2 tail)	Mean Diff	Std. Error Diff	LB	UB
Hireability of Candidate	Equal variances assumed	1.227	.269	-1.066	194	.288	-.15306	.14354	-.43615	.13003
Clarity of Resume	Equal variances assumed	3.809	.052	-2.254	194	.025	-.27551	.12223	-.51657	-.03445
Information provided on Resume	Equal variances assumed	.992	.320	-1.036	194	.302	-.13265	.12806	-.38522	.11991
Readability of Resume	Equal variances assumed	.023	.879	-.510	194	.611	-.07143	.14007	-.34768	.20482
Physical/Facial Attraction of Candidate	Equal variances assumed	5.903	.016	6.878	194	.000	.86735	.12610	.61865	1.11605

4. DISCUSSION

Effective recruitment and selection effects organizations performance as well as its' financial and market sustainability. Recruitment particularly has an effect on the Market-based sustainability outcomes while correct selection of candidates has an effect on financial based outcomes (Raziq, & Wiesner, 2016). Thus recruitment and selection process is crucial for any organization and understanding the underlying factors for it is absolutely necessary so that they do not violate the rights of potential candidates based on physical attraction, gender etc.

The idea of physical appearance impacting your social and professional life has been around for centuries. Three studies were carried out in this research which helped in identifying the factors that play a significant role in the recruitment and selection process. Keeping in view all the three studies and data analyzed, it is concluded that physical attractiveness does not play a part in selection and recruitment process individually. Results of Study 1 (qualitative study) suggests that formal clothing represent a serious work attitude among candidates. Photographs on the resume are important for jobs where by front-desk work is required, other than that it has no actual significance. Hiring solely on appearance of a candidate does occur for positions where the demand lies for such characteristics, but skill sets weigh more. Confidence of the candidate, communication skills, qualification, work-experience and relevant knowledge are

important for hireability of a candidate. Apart from qualification and experience, a candidate's personality and motivation to mold himself/herself as per the organization's norms play a vital role in the selection process. Gender specification is no longer a determining factor but, as in some case, it has significance due to the nature of the job to be performed.

Study 2 conducted a quantitative study of physical attractiveness, social desirability and recruitment and selection and it was found that there is no link among them. Study 3 conducted an experiment whereby specific resumes were shown to two groups of respondents; Group A with one attractive and one unattractive pictures of candidates and Group B with attractive pictures of both candidates. It was found that physical/ facial attractiveness does matter but not for hiring of the candidate, also clarity of resume was identified to be significant in Group B when the pictures of both candidates were attractive (thus attractiveness was controlled). This study provided an insight about how and what factors of physical attractiveness recruiters place importance on these days, which will further help HR managers in developing organizational policies which are just and unbiased to hire the right professionals for the right job. This study will help further light on theories about the factors influencing the recruitment process. The finding of this study will help guide all the future studies of how appearance, confidence, communication skills, resume clarity play an important role in the recruitment process rather than physical or facial attractiveness.

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APPENDIX A:
QUESTIONNAIRE OF STUDY 1

Name:
Gender:
Organization:
Position:
Email:
Contact (Optional):

1. What are the most common observations that you make while interviewing a candidate?
2. Does the dressing style enhance the chances of selection of a candidate?
3. What are importance of photograph on resume for selecting criteria?
4. You have come across anyone who was not hired solely on their appearance?
5. According to you what is the importance of relevant qualification when recruiting?
6. What role does the candidate's communication skills play in the likelihood of being selected for further stages of the hiring process?
7. According to you what are the relevant factors when hiring someone for service related jobs?
8. How do you define putting gender specification when hiring a candidate for managerial level?

9. How do you define the significance of confidence level of the candidates help you in selection rather than their qualifications?
10. How do you define the significance of positive body gestures of the candidates help you in selection rather than their qualifications?
11. What are factors that influence your selecting decision other than relevant education and experience?

APPENDIX B:
TRANSCRIPTION OF STUDY 1 (Sample)

Respondent 1:
Name: Akbar Lakhani
Gender: Male
Organization: Jaffor Sons – Pearl Confectionery Pvt Ltd
Position: Head of HR
Email: Akbar_lakhani@hotmail.com
Contact (Optional): +92 346 3241532

1. The potentiality in the candidate to perform the given task with the specific time frame according to the work. Flexibility to mold in Organizational environment. Acceptance of Change and potential to learn new things with forwarding the standard market practice in every task.
2. Actually, the formal dressing is presenting the way of living. Its not impact high during the interview, however, the physical presentation could be evaluated as a mannered individual.
3. Well, it depends on the position. If the position is for Front Desk Job, then it is always matter however, if HR Representative is looking for competencies, they don't bother to see the Photographs
4. Yes, there are many cases where work speaks rather than the appearance. I would like to share you a small example of line in charge who hired at the salary of 28000 per month in the production line. He has an ability to manage production line with maximum productivity with limited men power to increase the Per Man Per Power rate and due to this expertise, currently, he is working as an Assistant Manager, Production with Matric education and lives in Orangi Town
5. The major importance to recruit relevant qualification candidate is just the basic theory concept. Well, that is the bitter truth, we are qualified from the Bookish Knowledge and the practical or field work is quite different, so Yes, relevant qualification is good while recruiting.
6. I know one thing which is very important, not only hiring but every part of life. If you can't commit with confidence, you never explore more, even you can't convey your thought to anyone. Any management always seek the individual who can made a team or work as a team member, so in any team, any individual must commute.
7. Must have a good communication power. Having a content knowledge regarding the field. Respect of his/her profession.
8. Frankly speaking, now a day, there are no gender biased recruitment but yes, where we need any field work force, we have to see the gender. Diversification is always necessary to grow.
9. Confidence with potential to learn more or other will impact high. If only confidence with no relevancy of things, organization might be on risk due to over confidence.
10. Positive body gesture is showing the level of confidence and professional attitude.

11. The potentiality in the candidate to perform the given task with the specific time frame according to the work. Flexibility to mold in Organizational environment. Acceptance of Change and potential to learn new things with forwarding the standard market practice in every task.

Respondent 2:
Name: Waqas Saleem
Gender: Male
Organization: Fulcrum Pvt Ltd
Position: HR Executive
Email: Waqas.saleem@live.com
Contact (Optional): +923000289445

1. Communication skills, Confidence, Postures and Body language
2. Probably, a well-dressed candidate always attracts much attention and interest rather than the one who don't dress well/suitable
3. There's no importance of photograph on resume, as a recruiter, our job is to hire someone having required skills, knowledge or experiences.
4. No, I haven't face anyone yet who was disqualified just because of his appearance.
5. As qualification is sometimes a part of Job-Description, it is important to consider it while recruiting however recruiters focuses more on candidate's experiences and knowledge.
6. Communication both verbal and non-verbal plays an important role for selecting or recruiting someone. A candidate with good communication and listening skills always pleased interviewer
7. How long he/she retain my organization, Required Skills fulfillment, Knowledge and relevant exposure, Level of interest, Feasibility, Psychological factors
8. For me, putting gender specification when hiring for managerial level is not sounds good, as currently more organizations focuses on equal opportunity provider for both genders. However, it's not limited for every organization, sometimes specific gender work better depends upon the environment and nature of organization.
9. Action speaks louder than words, same applies while interviewing candidate, a well confident candidate gains much interest rather than the one having less confidence.
10. Communication always play vital role when interviewing yourself, non-verbal (body gestures) show your confident level and your interest towards company and position for which you are interviewing.
11. By observing his/her:
- field of interest
- Career goals
- Motivational factors / level of motivation
- Loyalty towards organization/ job
- Expected service tenure
- Psychological Priorities (salary /career growth /designation etc.)