Attracting and Acquiring Talents: An analytical study of recruiting and selection practices in the State of Qatar

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Abstract

The primary aim of this paper is to explore the convergence and diversity in national HRM practices and approaches in Qatar. The study sample comprised thirty-one human resources managers from Qatari companies of various sizes. The findings revealed that half of these companies have developed detailed recruitment plans for the next five years, based on valid criteria. Additionally, most companies prioritize "buying" employees (external recruitment) over "making" employees (internal development). The study also found that companies equally utilize both internal and external recruitment methods. Furthermore, HR managers indicated a focus on recruiting native men and women. Correlation analyses showed strong relationships between several recruitment-related variables. Other significant results related to recruitment policies are also discussed.

Keywords: attracting, selection recruitment, Qatar

استقطاب وجذب المواهب: دراسة تحليلية لممارسات الاستقطاب والتوظيف
في عينة من الشركات بدولة قطر

الملخص

الهدف الرئيسي من هذا البحث هو استكشاف التنوع في ممارسات أساليب الاستقطاب والتوظيف المعتمدة من أدارات الموارد البشرية في عينة من الشركات بدولة قطر. شملت عينة الدراسة واحد وثلاثين مديرًا للموارد البشرية من شركات قطرية مختلفة الأحجام. اتضح من خلال تحليل النتائج، أن نصف هذه الشركات قد طورت خطط جذب وتوظيف مفصلة للسنوات الخمس القادمة، بناءً على معايير معتمدة. بالإضافة إلى ذلك أتضح أن معظم الشركات تفضل مصدر (التوظيف الخارجي) لعاملين جاهزين بالمقارنة مع الاعتماد على المصدر الداخلي (التطوير الداخلي للعاملين). كما وجدت الدراسة أن الشركات في اغلب الأحيان تعتمد اساليب التوظيف الداخلية والخارجية بشكل متوازن. علاوة على ذلك، أشار اغلب مدراء الموارد البشرية إلى ان شركاتهم تستهدف في عملية التوظيف بشكل أساس القطريين بالمقارنة مع غير القطريين. كذلك أظهر تحليل النتائج وجود علاقات ارتباط قوية بين عدة متغيرات متعلقة بالاستقطاب والتوظيف. كما تمت مناقشة نتائج مهمة أخرى تتعلق بسياسات الاستقطاب والتوظيف في الشركات القطرية.

الكلمات المفتاحية: الاستقطاب، الاختيار، التوظيف، قطر

1. Introduction

There is a longstanding debate in the comparative human resource management (HRM) literature regarding national HRM practices. On one hand, some authors argue that the main template for human resource strategies and practices currently in use in organizations, especially those operating at international and global levels, is generally Western (Harrison and Kessels 2004). On the other hand, another argument that is also well supported in the literature is differences between national employment systems and practices still exist due to a number of factors (Williams et al. 2009). Among the studies that focused on the convergence and diversity approaches, Katz and Darbishire (2000) examined the telecommunications and motor industries in the US, the UK, Australia, Germany, Japan, Sweden and Italy. Another significant contribution was a European-based study undertaken by Marginson and Sisson (2004) examining the variations and commonalities across European countries on the level of different sectors.

It can be argued, however, that most of the studies in this field have been conducted in advanced economies or so-called developed countries. Therefore, investigating the convergence and diversity issues in other contexts, especially where the state has great influence over HRM policies and practices, could provide new insights into the subject (Scott 2000). In this paper, a type of regime that has received less attention is investigated. A regime where the state exercises significant influence on the employment practices through direct intervention in the economy and the labour market can be described as a 'developmental state' (Ashton et al. 1999; Ashton et al. 2000; Ashton 2004).

As a valid case study of the developmental state model, Qatar, where the state owns most of the productive and important sectors of the country and the government plays a dominant role in creating employment (Al-Horr 2010), was selected, since there is very little about this region in the HRM literature. The other reason for selecting this country is that despite the collapse in oil price, the financial crises and threats of economic downturn worldwide, many businesses in Qatar is currently hiring. Recent survey from the international recruitment firm, Antal, concluded that recruitment in the professional and managerial levels in Qatar is witnessing a strong resurgence with 77 per cent of firms currently hiring and 69 per cent is likely to hire during the coming quarter giving Qatar the highest rate of employment in the Middle East region (Antal 2011). This analytical examination of the recruitment and selection practices in Qatar is part of an on-going project investigating the convergence and diversity in national HRM practices and approaches.

2. Literature review

The literature suggests two approaches to global HRM practices: the 'universal approach', which holds that a specific sets of employment practices are applicable across all organizations, all sectors, and all geographical locations, and a competing view which rejects the notions of convergence around some form of global 'best practice' (Yi-Ying Chang, Adam Smale, Seng-Su Tsang, 2013, Williams et al. 2009). The best practice argument can be linked back to the work of Pfeffer (1998), who listed seven dimensions that enable systems to perform well. The list includes:

> Employment security; selective hiring of new personnel; self-managed teams and decentralization of decision making as the basic principles of organizational design; comparatively high compensation contingent on organizational performance; extensive training; reduced status distinctions and barriers, including dress, language, office arrangements, and wage differences across levels, [and] extensive sharing of financial and performance information throughout the organization (Pfeffer 1998: 64-65).

Pfeffer is not the only supporter for this argument: other researchers have come up with their own lists regarding what constitutes a high performance HR strategy (Becker and Gerhart 1996). There are, however, certain similarities running across most of these lists (Gilmore 2009), such as extensive training, decentralized team-working, sophisticated recruitment and selection practices, extensive communication with employees and relatively high pay-for-performance (Williams et al. 2009).

Despite being influential, the universal approach has been criticized for neglecting external factors, such as legislations, culture and employment relations structures, that affect the nature of HRM practices (Gilmore 2009). Opponents to this approach argue that national HRM models are shaped by institutional and cultural settings and it is unrealistic to assume that HRM practices that enhance the performance of US-based organizations will necessarily improve the performance of any other organization in any other part of the world (Lemanski 2014;Paauwe and Boselie 2007; Brewster 2004). The explanations for the diversity in national HRM practices can be summarized into two streams.

The first explanation is the 'institutionalist' approach, which argues that the most efficient HRM model cannot be replicated outside its institutional context because distinctive institutional frameworks, such as political, legal, educational and business systems, in different countries need to be considered when designing and implementing employment systems and HRM practices (Williams et al. 2009).

Another explanation for the diversity in national HRM practices is the relationship between managerial practices and cultural dimensions. One of the most influential studies in this field is Hofstede's framework, which identified five value dimensions that vary across borders

and influence the organization of work in these countries (Hofstede 2001). The 'culturalist' approach argues that cultural differences are likely to affect the success or failure of the techniques described in the best practice model (Pramila Rao, 2013, Williams et al. 2009).

Having briefly illustrated the arguments regarding the variation in national HRM practices, it is critical to highlight how HR is managed in Qatar and the development of HRM systems in the country under investigation. Since oil was first commercially produced in Qatar in 1949, oil revenues have encouraged the government to abandon the traditional economic activities of fishing and diving for pearls. The development of the Qatari economy is led by the dominant broad public sector - that is, government departments, government enterprises, and semi-government firms - while the private sector, which consists mainly of small and medium family-owned commercial business, is still underdeveloped despite the support and the extensive protection it receives from the government (Abdalla and Al-Homoud 2001; Abdalla 2006). Abdalla and Al-Homoud (2001) add that since most of the private firms are family-owned, there is a lack of separation between ownership and management control. Schlumberger (2000) and Abdalla (2006) argue that the private sector in Qatar is dependent on the benevolence of state institutions in the form of government contracts to operate successfully, as the size of the domestic market is too small to support business with a local focus.

Having established the situation in the previous paragraph, it should be noted that the management of human resources in these different types of organizations varies considerably. Since the establishment in the 1960s of the government sector, that is, ministries and departments, human resource management has been centralized. In 1962, the Personnel Department was established in the Ministry of Finance and Petroleum and was responsible for manpower planning for the government sector, and for recruitment and reviewing and monitoring the budget allocated to government posts (Abdul-Hadi 1970). Two decades later, the size and the duties of the department had expanded. In addition to manpower planning, recruitment and budget revision, the department became responsible for promotions, job classification, performance evaluation, retirement, service termination and training (Annual Report 1980). Due to the increasing size of the government sector, the Personnel Department was transformed into a new ministry called the Ministry of Civil Service Affairs and Housing (MCSAH). Until it was replaced by the Ministry of Labour and Social Affairs (MLSA) at the end of 2007, the MCSAH was responsible for everything related to personnel management in the government sector, including the aforementioned duties of the Personnel Department; however, when the MLSA was established, most of those activities were decentralized.

Since October 2007, each ministry and government department has had its own personnel department rather than there being one centralized department for the entire government sector (MLSA 2008). Since the public sector in Qatar is rich and extensive, it has a more modern HRM function in comparison to that of the private sector (Abdalla and

Al-Homoud 2001). Facing tough competition, the mostly small to medium sized private sector organizations tend to compromise their HRM functions for economic considerations (Abdalla 2006). In the case of joint ventures, where the government invited multinational enterprises to establish businesses in Qatar, it wanted these foreign investors to bring not just capital but also "management know-how and technology" (Mellahi 2003: 92). However, Tayeb (1988; 2000) argues that it is more likely that the HRM function in a company will be culture-specific and similar to the common practices in the host country than for the business to implement the same HR practices that are used in the home country.

That said, it is argued that the management practices in Qatar are affected by the political ideology, the economic conditions and the socio-cultural characteristics of employees and managers (Abdalla 2006; Tayeb 1996; Mellahi 2003). For example, the managerial consequences of the state being the most powerful economic actor mean that the relationship with government bodies and officials has a strong influence on the success of the business (Mellahi 2003; Budhwar and Mellahi 2006). Another aspect of the political practice is the paternal type of superior-subordinate relationships (Tayeb 2000). Al-Horr (2008), Abdalla (2006) and Weir (2000) argue that Qatari society draws its structure and authority from the tribal structure whereby the head of the country is the head of the tribe that is the head of other tribes. Children are taught to refer to the Emir in the same way they refer to their fathers, that is, "papa Hamad", while questioning the decisions of the head of the state is seen as jeopardizing the national interests by compromising his position (Al-Horr 2008: 159). The implication of this structure is that nationals show less resistance to decisions made by the political leaders, since their loyalty to the Emir or the head of the state is expected to override loyalty to organizational strategies (Mellahi and Budhwar 2006). This type of attitude is supported by the hiring process, which is often compromised in favour of the social habits and values of the decision-maker, where the preference is usually for appointing "people of trust and loyalty" rather than "people of competence" (Abdalla 2006: 135).

The situation described above does not mean that HRM functions are absent in the Qatari context. Rather, it emphasizes the importance of examining HR practices and policies in a local context.

As to the common recruitment and selection practices, the literature states that they start with workforce planning, which includes reviewing the need for labour and conducting a job analysis to develop clear job and person specifications (Lockyer and Scholarios 2004; Ballantyne 2009). A thorough human resource need analysis is highly recommended in the literature, especially for forecasting the labour demand and supply to determine labour surplus or shortage (Noe et. al. 2008). As to the recruitment sources and methods, a recent survey by CIPD concluded that traditional methods such as advertising in printed media have lost their place to more efficient methods such as the organization's own corporate

website and more effective methods such as recruitment agencies. However, there is a tendency to reduce reliance on recruitment agencies and to expand the use of new media and technology to recruit compared with past years (CIPD 2010). Interestingly, the survey highlighted that more organizations are currently focusing on developing talent in-house and retaining rather than recruiting talent compared with the past. Moving to the selection process, the survey stated that competency-based interviews, interviews following contents of CV/application form, and structured interviews were the most common methods used to select applicants. The reliance on general ability tests has fallen, although the use of tests for specific skills, literacy and/or numeracy remains constant (ibid. 2010).

Having established the situation in the previous paragraphs, the current research is investigating recruitment and selection practices in Qatar as a contribution to the comparative HRM literature.

3. Research methodology

The date was collected through a questionnaire distributed to human resource managers working in different Qatari companies. To be eligible to participate, respondents should be HR managers who are involved in handling the responsibility of processing the HR functions. A total of eight pilot tests were conducted with HR managers who met the selection criteria. Pre-testing was also carried out with two leading academic members of staff at a leading local university. The purpose of the pilot tests and the pre-testing was to refine the questionnaire and to assess the validity and applicability of measures; corresponding amendments were made to the questionnaire after the pilot tests.

To increase the response rate, researchers administered the questionnaires in the form of face-to-face personal interviews. The procedures resulted in thirty-one completed questionnaires with a response rate of 82%. Out of the thirty-one usable questionnaires, all of the respondents identified themselves as Qatari nationals and HR managers with between three and eight years of service in the same position. The respondents' ages ranged from 20 to 42, with over 59% of them holding a college or university degree.

The questionnaire was originally drafted in English, and then translated into Arabic with help of two bilingual experts who were fluent in both English and Arabic. Consequently, the questionnaire was first translated into Arabic and then back-translated into English to ensure translation equivalence (Soriano and Foxall, 2002).

The questionnaire covered the main areas of recruitment and selection, such as recruitment plans, recruitment policies, interviews and selection processes. The questionnaire included nine questions (each question comprises several items) and several scales (such as very important, important, unimportant; high, medium, low; and yes, no) to measure a wide range of recruitment and selection functions.

Human resources managers were asked about indicators used in estimating their companies' human resources needs. They were also asked about the focus of the current recruitment effort and the recruitment polices. This was followed by other questions about the recruitment sources used by their organizations. Finally, a number of questions covered the selection processes performed to select the right employees.

Both descriptive and analytical statistical techniques were used in analysing the results. Pearson's correlation test was performed to investigate the relationship between some variables.

4. Findings

It is generally believed that one of the most important roles of human resources management is to assess and predict future human resources needs. The main findings of this research have shown that nearly half of the HR managers stated that their companies had produced detailed plans outlining their companies' human resources needs over the next five years. Most of the remaining managers indicated that their future planning was not very formal and was only approximate in nature. However, perhaps the most striking results are the negative ones. Remarkably, the remaining participants admitted that their companies do not have any written plans to document their specific human-power needs. In order to produce adequate plans, HRM departments use a number of indicators, such as current HR inventory, productivity level, turnover rates and absenteeism ratio. The importance of these indicators was ranked differently by the respondents. Productivity level and current HR inventory were ranked the most important indicators overall, followed by absenteeism ratio and turnover rates.

Turning to recruitment, most of the companies (over 87%) confirmed that they specifically target prospective employees who require little or no training. HR managers believe that this is more economically viable. Therefore, it comes as no surprise that over 90% of the workforce is made up of expatriates and temporary workers who are hired on fixed contract bases. Depending on those results, it is generally believed that the return of training temporary workers is not economically viable.

The way in which each company recruits depends on the policies concerning internal and external recruitment that have been adopted by managers. Over half of those surveyed indicated that they rely equally on both internal and external recruitment. Another third depend heavily on external job seekers, while the rest generally fill vacancies internally.

One of the recruitment practices that must be implemented by every organization in Qatar and which is prioritized by the council of ministers is the national policy called "Qatarisation" which basically means that companies need to make sure that Qataris are given priority when they apply for vacancies. The government believes that it is their duty to help their natives in this way. Over 60% of the organizations readily admit that

they specifically target and give priority to Qataris during the recruitment process. If they cannot find suitably qualified Qataris, they would then search for foreign specialists and experts from the developed world. Arab expatriates and non-Arab expatriates come third and fourth respectively after those from the developed world.

Concerning the methodology for applying for vacancies, the participants indicated that Qataris would directly contact the company or the organization, whereas expatriates would generally respond to job advertisements found in newspapers or on the internet. The Qataris also use these media; however, they prefer direct contact.

Another difference between Qataris and expatriates is the use of employment agencies. Participants stated that almost half of the expatriates use private employment agencies, while less than 10% of the Qataris utilize such services. There was general agreement on the issue of using labour unions in searching for work. Thirty out of the thirty-one participants believed that such unions do not really help in finding work, which is not a surprise, since there is no labour union in Qatar. With regard to other methods of finding work, such as asking a friend or relative, nepotism, government agencies and school placement schemes, there was not much difference between Qataris and non-Qataris in terms of their usefulness.

Turning back to the HR managers' responses to our questionnaire, it is found that 90% of them regard interviews as the most important tool or technique in the hiring process. In fact, this is true throughout the world, with Qatar being no exception to this general belief.

Application form, ability tests and medical examinations all come second (after the interview) for 50% of the managers. Regarding reference checking and psychological tests, only 42% and 23% of the participants respectively thought that these were valued means of testing someone's suitability to fill a vacancy.

In addition, over 87% of the HR managers would assess the job seeker's specific skills; 77% would look into their basic attitudes towards work, while 60% would focus on the flexibility and adaptability of the job seeker being interviewed. Lastly, only 38% of the managers used their interviews with prospective employees to discuss their future ambitions and aspirations.

Although frequencies analysis was performed, it is worthwhile looking at the correlation coefficients between some variables to investigate their relationships and how they are related to each other.

Pearson's correlation test reveals a strong correlation between detailed HR plans and preferences for using specific indicators in assessing HR needs (Table 1). The results show that the correlation coefficient between utilizing detailed plans and using the current

HR inventory as indicator is r =0.811, which indicates a strong positive relationship (p< 0.000). The same conclusion can be drawn with respect to the other two indicators, productivity level and absenteeism ratio (r=0.629, p<0.000 and r =0.634, p< 0.000, respectively). Although the relationship with labour turnover rate shows a weak positive relationship with r =0.326, this relationship is still statistically significant (p = 0.046).

In addition, the research examines the relationship between the recruitment areas that organizations focus on and the recruitment policies being used by organization. As Table (2) shows, there are at least five mean zones available for the Qatari organizations to fill their vacant positions. The table presents the relationship between these recruitment zones and recruitment policies. The correlation coefficient for the relationship between focusing on native men and women and the recruitment policy chosen by the organization is r=-0.508, which indicates a strong negative relationship (p=0.004). In other words, if a Qatari organization focuses on the native men and women in recruiting efforts, that organization prefers a "make your own employees" policy rather than "Buy your own employees". Moreover, it is interesting that the results in the same table indicate a positive relationship between the focus on non-Arab expatriates and the recruitment policy (r=0.388, p = 0.031). One can conclude that, as Qatari organizations recruit more non-Arab expatriates, the "buy your own employees" policy is the preferred recruitment trend. However, the other three recruitments areas - native women more than native men, foreign specialists from advanced countries, and Arab expatriates - show non-significant statistical relationships with recruitment policies (r=-0.065, p=0 .727; r =0.124, p =0.505 and r =0.124, p =0.505, respectively).

Along with the previous descriptive results, and in order to identify the differences between natives and expatriates in terms of use of and preference for the various job search methods, a paired sample t-test was used. The results are very interesting, reflecting to some extent the real picture in the Qatari labour market. Table (3) illustrates the strong and significant differences between the two groups in experiencing methods like applying directly to organizations, answering advertisement, using a private agency, asking friend or relatives and recommendations from present employees. The test statistics are listed in the table with their respective significance levels. However, the other methods failed to reveal any significant differences between the two groups. In other words, the natives and expatriates have similar attitudes towards the other job search tools, such as nepotism, public employment agencies, school placement offices and labour unions. These findings make sense, as these job search methods either do not exists in the Qatari labour market or the job seekers in this market are not familiar with such methods.

Correlation analysis also shows that a strong relationship exists between some of the selection processes and the interview's focus. The correlation matrix in Table (4) reveals that selection processes such as application forms, medical examinations, ability tests, psychological tests and employment interviews have significant relationships with some

basic attitudes, specific skills, ambitions and flexibility. These results have confirmed that consistency between the selection processes and the job requirements need to be available in job applicants. This will facilitate achieving the necessary match between the applicants' qualifications and the job requirements. One interesting result from the table is that the reference checking has significant relationships only with basic attitudes and ambitions (r=0.426, p=0 .017 and r=0.355, p=0.05, respectively).

5. Conclusion

The objective of this study was to investigate recruitment and selection practices in Qatar. The research is part of an on-going project investigating the convergence and diversity in national HRM practices. Specifically, the study examines human resources managers' opinions and views on the recruitment and selection practices being used in their companies.

The findings reveal that almost half of the surveyed companies are involved in formulating detailed recruitment plans. This can be considered as a good indication that companies should pay significant attention to developing a beneficial and comprehensive recruitment plan. This can be positively reflected in improving the whole recruiting and selection process.

In formulating these plans, companies have used valid criteria. Productivity level and current human resources inventory came first. They are considered as very important indicators. However, other indicators were ranked as either important or unimportant. Prioritizing the productivity level in formulating recruitment plans means that these companies used the most efficient way of assessing their human resources needs. In support of the previous finding, the correlation coefficient results indicate a strong relationship between detailed HR plans and the use of specific indicators in assessing HR needs.

A further important conclusion can be noticed, namely the preference among most Qatari companies for the "buy your own employees" policy, rather than the "make your own employees" policy. The composition of the workforce in Qatar supports this result. There is a clear general trend in most of the Qatari companies surveyed in favour of recruiting skilled and qualified employees. It is believed that this approach can meet companies' immediate needs under the circumstances of the very rapid developmental process that Qatar is currently undergoing. The correlation coefficient results reveal a difference in the approach chosen by the Qatari companies in dealing with recruitment policies. From these results, it seems very clear that there is a strong negative relationship between focusing on native men and women in filling the vacant positions and recruitment polices, meaning Qatari companies prefer the "making your own employees" policy in this specific case. However, a positive relationship between the focus on non-Arab

expatriates and recruitment polices has emerged. In other words, as the Qatari companies are focusing on recruiting non-Arab expatriates, the "Buying your own employees" policy comes first. The most interesting results indicate that there is no significant statistical relationship between the recruitment polices and other recruitment zones (native women more than native men, foreign specialists from advanced countries, and Arab expatriates).

On the other hand, over half of the surveyed organizations rely equally on both internal and external recruitment. As a result of this, the recruitment practices in Qatar reflect its attitude towards diversity. However, locals are granted priority in filling vacant positions, especially in the public sector. This is due to a national policy called "Qatarisation". Based on this policy, over 60% of the surveyed organizations are focusing on native Qatari men and women.

Regarding the tools used by job seekers, there is sufficient evidence that most locals apply directly. However, expatriates prefer job advertisements. Along with this finding, a paired sample t-test has shown a strong and significant difference between native Qataris and expatriates in terms of their use of job research methods. In addition to this, human resources mangers have identified that the employment interview is the most common selection technique presently being used. Finally, according to the correlation analysis, a strong relationship exists between the selection processes and the interview's focus.

Table 1

Correlation Test: Type of HR Needs Plans with Indicators of Estimating HR Needs

Indicators of Estimating HR Needs	Type of HR Needs Plans	
	Correlation Coefficient (r)	Sig. (P)
Current HR inventory	.811**	.000
Productivity Level	.629**	.000
Turnover rates	.326*	.046
Absenteeism ratio	.634**	.000

** Significance level less than 0.01 according to the Pearson correlation test.
* Significance level less than 0.05 according to the Pearson correlation test.

Table 2

Correlation Test: Focus of recruitment with recruitment policies (make or buy your own employees)

Organization's recruitment focus	Make or buy your own employees policies	
	Correlation Coefficient (r)	Sig. (P)
Native men and women	-.508**	.004
Native women more than native men	-.065	.727
Foreign specialist from advanced countries	.124	.505
Arab expatriates	.124	.505
Non-Arab expatriates	.388*	.031

** Significance level less than 0.01 according to the Pearson correlation test.
* Significance level less than 0.05 according to the Pearson correlation test.

Table 3

Comparison Between Locals and Expatriates in Using Different Job Search Methods

Job search methods	Paired Sample T Test	
	T	Sig. (P)
Apply directly to organization	4.030**	0.000
Recommendations of present employees	-2.402*	0.025
Asked a friend or a relative	-2.747**	0.010
Nepotism	1.971	0.06
Answered advertisement	-5.906**	0.000
Private employment agency	-9.449**	0.000
Public employment agency	.902	.374
School placement office	1.438	.161
Labor union	1.000	.325

** Significance level less than 0.01 according to the Paired sample T test.
* Significance level less than 0.05 according to the Paired sample T test.

Table 4

Correlation Test: Selection Processes with Interview's Focus

Interview's Focus	Basic attitudes		Specific Skills		Ambitions		Flexibility and adaptability	
Selection Processes	Correlation Coefficient (r)	Sig. (P)	Correlation Coefficient (r)	Sig. (P)	Correlation Coefficient (r)	Sig. (P)	Correlation Coefficient (r)	Sig. (P)
Application forms	.751**	.000	.759**	.000	.882**	.000	.814**	.000
Medical examination	.751**	.000	.759**	.000	.882**	.000	.814**	.000
Ability tests	.740**	.000	.681**	.000	.848**	.000	.805**	.000
Psychological tests	.519**	.003	.398*	.027	.744**	.000	.822**	.000
References checking	.426*	.017	.327	.072	.355*	.05	.004	.982
Employment interviews	.692**	.000	.938**	.000	.677**	.000	.454*	.010

** Significance level less than 0.01 according to the Pearson correlation test.
* Significance level less than 0.05 according to the Pearson correlation test.

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