The best recruitment practices in self-managing teams: an explorative study at the Dutch curative care organization

Cindy Wiese
University of Twente
P.O. Box 217, 7500AE Enschede
The Netherlands

ABSTRACT

Purpose - Self-managing teams are becoming more and more popular in organizations. To assemble a successful team it is crucial to recognize the professional skills and other characteristics of the members. Those skills and characteristics differ from regular work teams, , that hast to be taken into account during recruitment and selection procedures. Therefore this paper investigates the best recruitment practices in self-managing teams.

Methodology - The data for this study is obtained through six interviews with employees of a healthcare organization and analyzed through open and closed coding.

Result & Conclusion- Important for this selection is not only the education and experience of the future employee, but also managing skills. Furthermore, the applicant should have character traits like independence and flexibility, as well as crisis thinking. However, the candidate is not the only one to be assessed, but it should also be verified that the other members of the self-managing team fit to the new employee and vice versa.

Additionally, the recruitment and selection processes should be well structured and thought through with an adequate and meaningful job design and recruitment channel to attract the best suitable candidates. Furthermore the evaluation of the application should be discussed with all team members to achieve the best outcome, as well as a close to reality assessment of the candidates' skills. Lastly the decision in selecting a new team-member should be forgathered with the entire team.

Practical implications- This study provides a conceptual model, which serves as a guideline for suitable recruitment and selection practices in self-managing teams. Whereas the focus in the recruitment and selection practices are: Job design, recruitment channel and selection of an employee, the three main findings in the self-managing teams focus on: transition in self-managing teams, characteristics of self-managing teams and lastly the skills in self-managing teams. The applying of this model can then lead to a competitive advantage for an organization.

Graduation Committee members:
Prof. dr. Tanya Bondarouk
Dr. Anna Bos-Nehles
Maarten Renkema, MSc

Keywords

recruitment practices, selection, self-managing teams, healthcare sector, , interviews, explorative study

Permission to make digital or hard copies of all or part of this work for personal or classroom use is granted without fee provided that copies are not made or distributed for profit or commercial advantage and that copies bear this notice and the full citation on the first page. To copy otherwise, or republish, to post on servers or to redistribute to lists, requires prior specific permission and/or a fee.

9th IBA Bachelor Thesis Conference, July 5th, 2017, Enschede, The Netherlands.
Copyright 2017 by Cindy Wiese

1. INTRODUCTION

Research has shown that recruitment practices influence employees and their behavior in an organization and can have different effects on the employee performance and therefore also on the performance and success of an organization.

According to Kilibarda and Fonda (1997) a good recruitment practice can minimize the risks of failing to achieve the business strategy. Furthermore a study by Jiang et al. (2012) states that to retain talented employees and realize operational and financial objectives, organizations need to use Human Resource practices, especially recruitment and selection, to enhance both employee skills and motivation at work. Additionally a research by Begum et al. (2014), which was conducted with 57 employees from 6 commercial banks in China found that the courtesy of employees is most significantly related to recruitment and selection. Another study shows that there is a significant positive relationship between recruitment sources and employee performance in the cooperative sector in Kenya. This research was conducted by Mokaya et al. (2013) with 89 employees of the Kenya Union of Savings and Credit Co-Operatives. This is supported by a research conducted among SMEs in Japan, where the recruitment and selection intensity index shows positive and statistically significant correlation with financial performance, as well as highly and positively correlated with product quality (Gamage, 2014).

It has been also found that recruitment and selection, once well designed, promote job satisfaction of employees in an organization. Thus a study among bank employees in Bangladesh shows a fair recruitment and selection transmits a vibe of fairness to employees, and this in turn results in an increased level satisfaction at the job (Uddin Ahmed, 2005). Whereby another study by Pasaoglu and Tonus (2014) shows, that recruitment and personnel selection as well as training and development positively affect job satisfaction. This study was conducted with 264 nurses, doctors and employees who work in 5 private hospitals within the borders of Eskisehir province.

The recruitment practices, through formal and informal channels, are shown to be directly involved with the success of the recruitment and selection of new employees.
A study at Harvard University mentions that while in 1996 only 0.15% of the workers were hired through online recruiting, by 2002 15.93% of the worker were hired through online recruiting (Hadass, 2003).

It is logically to assume that all employees, which were newly hired could be part of a regular work team, but also a self-managing team. Indeed, by 1990 already 47% of Fortune 1000 companies reported the usage of the managing practice self-managing teams and 60% planned to increase the use of those teams (Cohen et al., 1996) and therefore the switch from normal work teams to self-managing teams.

Self-managing teams are responsible for providing services autonomously and therefore directly representing the organization, who they work for. A study on the recruitment advertisements itself, among 71 undergraduate students in Finland, results indicate that humour in online job ads negatively affected job seekers' attitudes towards the job ad, their attitudes towards the company, and their attitudes towards the job (Oikarinen & Söderlund, 2016).

Boselie (2010) has shown that employee involvement in the recruitment and selection of new colleagues and employee involvement in decision making on departmental issues are potentially powerful HR interventions for creating a high performance work climate among employees. The research was conducted with 157 participants in a hospital in the Netherlands, with the focus on non-medical staff and healthcare personnel.

Research has shown, that employees who experience positive HRM practices, like recruitment and selection may thus be "paying back" their organization by being more positive, courteous and helpful toward customers (Tsaur & Lin, 2004), this is important for employees that work in self-managing teams with daily client and customer interaction.

Additionally firms who are deploying more recruitment and selection practices are said to be able to generate more new products or innovations (Gamage, 2014), however it is to assume that those practices also need to be valuable to the organization. So not only the number of practices is important, but also their success as well. This is a great alignment with self-managing teams, as research shows that they are akin to organic structures which are suggested to be effective in facilitating innovation (Muthusamy et al., 2005)

A research on the Dutch labour market observed that employers prefer to start searching by placing an advertisement instead of using informal contacts if the following characteristics are met, special work experience is required, the applicant should belong to a certain age group, an administrative job has to be filled and lastly it concerns a permanent or full-time position (Gorter et al., 1996). These characteristics are all fitting for an employee of a self-managing team.
The formal recruitment channel is also supported in a research by Manoharan et al. (2014), who interviewed 27 general managers in the hotel industry in Australia and the results indicated that the study hotels' recruitment and selection process generally included formal practices such as job advertisements posted internally and externally.
As an example acts the shortage of suitably qualified nurses, which is a worldwide problem (Heilmann, 2010). This is especially important in the case of the self-managing teams, who operate in the healthcare industry and are in need of nurses and other healthcare professionals. Therefore, employers who consider the speed of the recruitment channel in providing a pool of applicants as important, tend to have a higher probability of choosing advertisement or the labour office relative to informal contacts or "others" as first recruitment channel (Russo et al., 1997).

Additionally research introduces one study, which used detailed information on 19,806 dutch firms from phone interviews for the year 1991-1994, showed that the use of informal recruitment channels generates a smaller number of applicants than formal recruitment channels (Russo et al, 2000).

As we see from the examples above, research has shown recruitment practices are directly influencing employee behavior in an organization. It is necessary to be able to select suitable employees for every position and cover the key characteristics, this is also the case in a self-managing team and its associated organization.

However although recruitment has a directly positive influence on employee behavior and the success of an organization, after scanning the related literature it is noticeable that there is a shortfall on research about the relationship of recruitment and selection practices and self-managing teams. It is not yet known how different recruitment and selection practices might influence the combination of members in self-managing teams or the operational success of the teams itself, whether this might also impact the employee behavior, as well as their performance within the organization.

Therefore this research was guided by the following research question:

„What are the best recruitment practices in self-managing teams?“

This paper is continuously structured to answer the main question of this research. First associate literature on this topic is outlined within the theoretical framework and a conceptual model and its variables are introduced. Furthermore an operationalization of the variables is presented. Thereafter the methodology section will discuss the collection of data, as well as the coding of the data and the reliability and validity of said data. This paper continues with the introduction of the findings and results and close with a discussion and conclusion, as well as limitations of this research and suggestions for further justified research on this topic.

2. THEORETICAL FRAMEWORK

2.1 Recruitment and Selection practices

Recruitment and Selection is a key strategic practice in Human Resource Management (Wilkinson, 2013). Both practices, recruitment and selection, are combined as one HRM practice. Despite the close relationship of those two processes, each individual process needs a different set of skills and knowledge (Foot & Hook, 2005). First of all the identification and creation of a suitable recruitment strategy and secondly the introduction of an equally suitable selection process (Wilkinson, 2013).

2.1.1 Recruitment

In this paper we borrow the definition of Bratton and Gold (2007), who view recruitment as the process of generating a pool of capable people to apply for employment to an organization. To guarantee that of this pool of capable people, the suitable people are chosen, it is necessary to have appropriate recruitment practices.

A systematic recruitment process involves the following measures. First of all it is necessary to identify the needed vacancies, do a job analysis and the needed requirements to customize a matching job description (Myers & Dreachslin, 2007; Holm, 2012). Especially during the last decade the research in job design has highly increased (Fried & Ferris, 1987) and the design of a job position is normally created by the operating department together with the HRM department (Bizer et al., 2015). A personal specification and identification of suitable candidates are required, as well as their characteristics and their benefits for the organization. Lastly activities to attract potential suitable candidates are designed, for example advertising or recruitment events (Myers & Dreachslin, 2007; Holm, 2012), because many candidates are not only looking for the right fit job, but also the best fit organization (Rynes & Cable, 2003).

The recruitment practices can vary from formal channels including going to fairs, using advertisements and insertion of job postings on the Internet, using external recruitment firms and furthermore using professional associates, which means professional conferences or publications. In contrast, informal recruitment channels operate through social networks, employee referrals, and the organization's reputation or image (Myers & Dreachslin, 2007).
Recruitment can concentrate on external candidates or internal candidates, which are already employed in the company, but will change positions accordingly (Holm, 2012).

The chosen recruitment channel needs to target an acceptable number of the most suitable candidates, without attracting an overwhelming number of not suitable candidates (Rees & French, 2016). Nowadays, due to the tough situation in the labour market, organizations often receive a large number of applications for any job listing, whether they are suitable or not (Bizer et al., 2015).

Companies and organizations additionally have to adapt to the trend of online recruitment (Wilkinson, 2013). Possible candidates for a position are more and more awaiting to find suitable job positions through the internet rather than other channels (Bartram, 2000), because the internet is becoming one of the most important mediums for recruitment practices (Bizer et al., 2015). It can be assumed, that social media and especially social networks are playing a big role in online recruitment.

2.1.2 Selection

A systematic selection process involves the recruiting process, which includes the receiving of applications, gathering information about qualified applicants through a screening of the candidate, evaluating the qualification of each applicant and lastly making decisions about employment (Gamage, 2014; Holm, 2012).

Over the last years the selection of employees has changed drastically, mainly due to an increasing usage of online information and the administration and usage of educational tests (Chapman and Webster, 2003). This influenced not only the methods of assessments, but also the evaluation of the candidates and their applications. This can be due to the availability of new information, especially online, and through new testing methods of applicants.
But not only the growth of technology changed the selection process, also globalization is a factor. Organizations are not limited to national searches and selection of employees, but also international applicants can be chosen (Wilkinson, 2013). Therefore it is necessary for organizations and companies to create selection processes, which are valid for either situation and can be used nationally, as well as internationally (Wilkinson, 2013).

Selection methods, which are regularly used like interviews, scanning CVs or reference letters are often not reliable in predicting the future performance of a candidate (Rees & French, 2016), whereas selection methods with a higher validity like biodata or the testing of cognitive ability are not as highly used (Anderson, 1990). Therefore it is necessary to make the outcome of the selection process as realistic as possible and continuously analyzing and evaluating the current selection process (Rees & French, 2016). Over time a large number of predictors and measurements of those predictors were developed to analyze a candidate (Schmitt et al., 2013).
Rees & French (2016) warn of some mistakes in the selection of employees, which should be avoided to enhance the success of the process. These mistakes are linked to the personal perception of a candidate through the decision maker, like selective perception, stereotyping or bias. All employees, who recruit candidates for an open position should be accordingly trained and should maintain a respectful behavior toward every candidate and make sure that every candidate understands the selection process for the open position (Schmitt et al., 2013).

As mentioned beforehand the usage of technology at this time, mostly the internet, in the selection process is a fundamental aspect for organizations to be a competitor. First of all the usage is more efficient, as it saves time and money. Due to the possibility of for example internet calls, neither the job candidate or employer have to be at the same place (Wilkinson, 2013).

Other selection processes could be digitalized as well, like reference checks or assessment centre (Bartram, 2000). But also the check of the candidates' social media accounts can be a step of the screening and evaluating of the candidate. However social media accounts are often not reliable, as they do not offer a two-way communication between the candidate and the organization and do not offer a set of prepared measurements and lastly they often do not show any relationship toward the open job position and therefore no relevance for a potential performance in the job (Roth et al., 2016).

The literature shows, that the recruitment and selection of an employee not only consists of two individual practice phases, which are recruitment and the selection. But also that each practice is then divided into different steps, where the recruitment practice concentrates on finding suitable candidates. The selection concentrates on selecting the perfect fit from those suitable candidates.

2.2 Self-managing teams

These special working teams are known under different terms like self-managing teams (Cummings & Griggs, 1977), self-leadership teams (Hauschild & Konrad, 2012). Different terms in our view, explain similar management practices.

Self-managing teams are groups of individual employees, who can control their behavior on nearly all professional work tasks themselves (Cummings & Griggs, 1977). They differ from normal work teams, due to the authority of individual employees and therefore allow team-members to make decisions and the permission to handle team- and working processes internally in the self-managing team (Pasmore et al., 1981).

They are directly involved in the recruitment and selection process of new employees within their particular teams (Goodman & Haran, 2009) and they have the autonomy to make decisions that are traditionally the responsibilities of supervisors and managers (Alper et al., 1998).
Self-managing teams are not expected to be coordinated by a superior employee; they rather manage their team individually to integrate their work behavior, the coordination of the work to lastly achieve the individual goals of every member within the team (Stephens & Lyddy, 2016). However the execution and management of the work is structured and appointed by others. It means that the level of formality and authority is an indicator if it is truly a self-managing team or rather just a normal work team (Wageman, 2001).

The companies and organizations, who are using self-managing teams, are trying to achieve higher creativity and higher initiative as characteristics for their employees by encouraging self-management (Banner, Kulisch, & Peery, 1992). It is also assumed that changes are implemented more quickly and the adaption and respondence to new situations is more fluent, when using self-managing teams in comparison to normal work teams, who are not managed independently without supervision (Banner, Kulisch, & Peery, 1992). Just now self-managing teams are used in the health-care industry due to the changing environment in this line of work and the quicker adaption of change in self-managing teams (Smets, 2014).

Already forty years ago Donvan (1976) argued that during the implementation of self-managing teams and the changing of the corporate structure, employees and therefor the new members of those self-managing teams were experiencing the transition as troublesome, because they were used to have a superior who gave directions, whereas this authority was gone. However after employees were accustomed to these new structures, they experienced their new found power as pleasant.
Researchers recognize that the members of self-managing work teams have a variety of skills needed to perform the task, and the team receives performance feedback (Wall et al., 1986). An integral part of the advantage of self-managing teams is increased flexibility in adapting their structures to a variety of tasks, situations, and conditions (Langfred, 2007). The key skills of a self-managing team, besides the core job competences, are the responsibility of providing a service and making decisions about task assignments, the execution practices of the work, as well as the scheduling process of activities.
Another skill pallet is the face to face interaction with clients (Goodman et al., 1988). Additionally a collectively active involvement with service quality in self-managing team results in higher customer ratings, as a research by Jong et al. (2005) showed. This is important, because as research shows the sensitivity toward high quality and customer satisfaction is becoming more and more important, especially considering that the workforce directly dealing with a service or clients is rising steadily (Schmitt et al., 2013).

3. TOWARDS A CONCEPTUAL MODEL

With an analysis of the theoretical framework it is possible to construct a conceptual model about the recruitment and selection process in a self-managing team. Different phases and steps in the practice were identified within the theoretical framework. This model highlights the individual phases and steps of the practices and the relation between recruitment and selection, as well as self-managing teams.

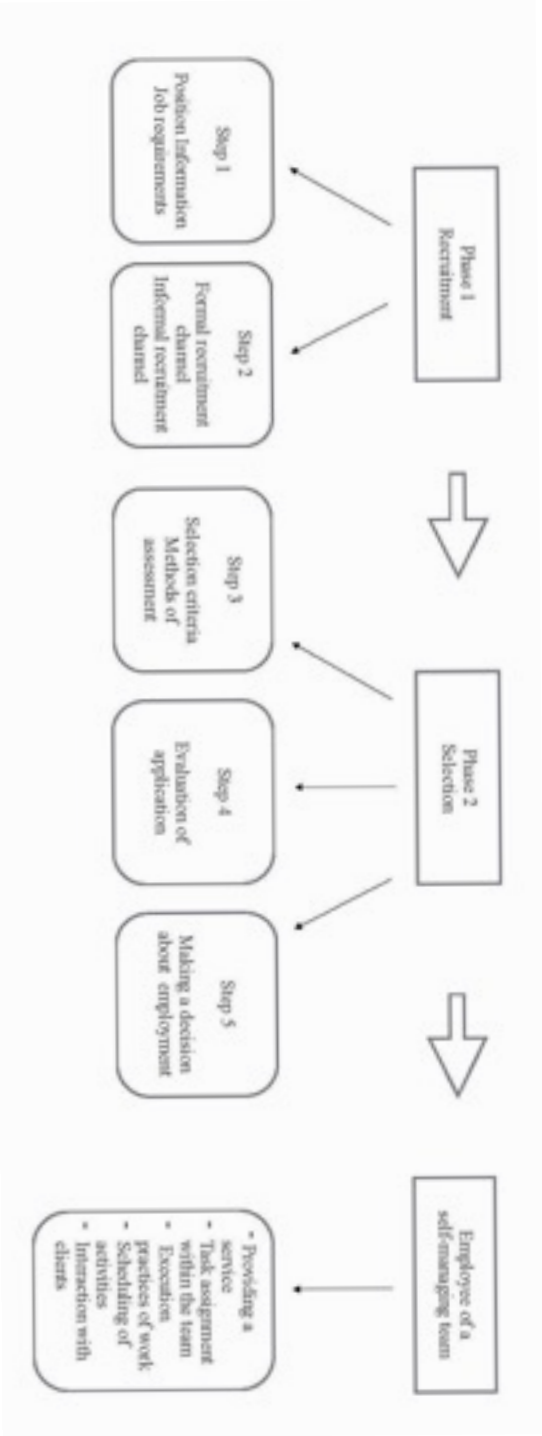

Figure 1: Conceptual Framework

3.1 Variables

The three main concepts in this conceptual framework are recruitment, selection and employees of a self-managing team. All variables are used continuously in a step-by-step system. These different steps contain different variables. Starting with the concept of **recruitment** the variables are a) *position information*, b) *job requirements*, and c) *formal-and informal recruitment channel*. The concept of the **selection process** consists of the variables a) *selection criteria*, b) *methods of assessment*, c) *evaluation of the application* and the d) *decision making about employment*. The last concept in the conceptual framework are **the self- managing teams**, which includes the variables a) *providing a service*, b) *task assignment within the team*, c) *execution practices of work*, d) *scheduling of activities* and lastly the e) *interaction with clients*.

4. METHODOLOGY

The study is following an explorative approach, because social phenomena are studied in a native environment (Yin, 2012), in this case to analyze the best recruitment practices in self-managing teams. As the study concentrates on recruitment and selection practices of one organization.

4.1 Collection of data

For the collection of primary data interviews are set up with employees from Livio in Enschede in the Netherlands.
By interviewing people who work in the health care sector as part of self-managing teams, data were gathered from their current and their past experiences regarding the increased autonomy and power they have within the company.
The structure of the interview is adapted from the conceptual framework, which is presented in Appendix 1. Therefore the main objectives the interviews concentrates on are the two phases of the recruitment and selection process and its individual steps and the variables of self-managing teams. It is important to not only analyze the future goals, but also the current situation and procedures in recruitment and selection. The skills currently represented in the individual self-managing teams, as well as the characteristics that are needed for a successful self-managing team and how those recruitment practices and procedures are linked to the needed skills in a self-managing team.

Table 1. Interviews conducted at Livio

	Gender	Position	City
1	Female	Specialized Homecare	Enschede
2	Female	Retirement Home	Haaksbergen
3	Female	Retirement Home	Haaksbergen
4	Female	Regular Homecare	Enschede
5	Female	Regular Homecare	Enschede
6	Female	Regular Homecare	Haaksbergen

The interviews were conducted over a three-week period, with all interviews lasting on average one hour. All interviewees have a nursing education and are members of self-managing teams at the company. All interviews are completed and applicable for this research.

4.1.2 Company description

Livio is a health care organization in the field of living, nursing and caring, which operates in Enschede, Netherlands. The organization has around 2500 employees, from which are around 60-80 self-managing teams.
The motto of Livio's self-managing team is "Professioneel Organiseren", which is also their term for the self-managing teams. Every team has around 15 members and each team has knowledge in ICT, Human Resources, general business, finance, quality and communications (Livio, 2016). Furthermore every team works independently without the guidance of a supervisor.

4.2 Coding of the interview

All interviews were recorded and transcribed. We applied the open coding technique to make an overview of all emerged topics. To reduce the list of codes it was necessary to have a constant comparison of the codes and find similar codes. Afterwards the codes were bundled in matching categories, also known as closed coding. These categories were adapted to the conceptual model and its variables. The three main categories are Recruitment (Phase 1), Selection (Phase 2) and Employee of self-managing teams. Those contain in total 4 sub-categories for each recruitment and selection, as well as 6 sub-categories for self-managing teams, with the sub-categories being the individual steps for every phase, for example job requirements (Step 1), methods of assessment (Step 3) and Interaction with clients (Self-managing team). Every sub-category had on average five codes. This is crucial to reflect the purpose and the topics of the research, as well as look for relationships in the different categories and discover similarities and differences between theory and practice. This approach was repeated for every transcript and lastly the codes and categories were compared, summarized and analyzed for relationships within the categories and coding schemes to gain the best possible analysis outcome. Example coding schemes for every category are provided below.

4.2.1 Example coding scheme recruitment (Phase 1)

Main Category	Sub Category	Code
Recruitment (Phase 1)	Job requirements (Step 1)	Education

4.2.2 Example coding scheme selection (Phase 2)

Main Category	Sub Category	Code
Selection (Phase 2)	Methods of assessment (Step 3)	Interview

4.2.3 Example coding scheme self-managing team

Main Category	Sub Category	Code
Self-managing team	Interaction with clients	Homecare

4.3 Operationalization

4.3.1 Operationalization of recruitment- and selection practices

Concept	Variables
Recruitment The process of generating a pool of capable people to apply for employment to an organization (Bratton & Gold, 2007)	Position information
	Job requirements
	Formal recruitment channel
	Informal recruitment channel
Selection process The selection process gathers information about qualified applicants, evaluating the qualification of each applicant and making decisions about employment (Gamage, 2014)	Selection criteria
	Methods of assessment
	Evaluation of the application
	Making a decision about employment

4.3.2 Operationalization of self-managing teams

Concept	Variables
Self-managing teams Groups of interdependent individuals that can self-regulate their behavior on relatively whole tasks (Cummings & Griggs, 1977)	Providing a service
	Task assignment within the team
	Execution practices of work
	Scheduling of activities
	Interaction with clients

5. RESULTS

5.1 Recruitment

Finding new employees in the homecare sector is a difficult task, as a low number of applications for open job position show. This applies especially for open positions where a higher education is necessary.
First of all, because „*most want to work in a hospital, because they think it is a little bit too easy to work in homecare*" (Interview 5), but it is also not a very attractive job "*because it is a job, that is not very good paid and people know it. You have to work hard and long hours, weekends and evenings and nights*" (Interview 5) and „*especially younger people who graduate have no idea about home care and prefer to work in the hospital*" (Interview 6). Additionally Livio is only offering temporary contracts of one year, which is „*not a big*

contract“ (Interview 6) and therefore employees are leaving afterwards. However Livio is also adjusting and „*nowadays, they want to offer the HBO students a degree so that they can stay here*“(Interview 6). This is difficult for the members of the team, because it is difficult to substitute for missing team-members, as the other team-members have to work longer hours and take over the clients of the leaving member. Therefore it is necessary to find a solution for loosing employees to hospitals and other organizations.

„*... If we know beforehand, we will prepare a vacancy.*“(Interview 6), this preparation often consists of a discussion within the team about what position needs to be occupied and what the requirements of this position consists of. After the discussion within the team, „ *...we go to HRM and together with them we write down a job profile and requirements…*“ (Interview 4). The job requirements include many different things, but one of the most important factors is a good education, which complements the homecare sector. Furthermore experience is important, especially for the specialized teams, but also experience from former internships at Livio is welcomed. Next to the professional aspects of the requirements, it is important that the new employees have independent thinking, „*... when you're only in a customer situation and in crisis, you have to independently think about what you're going to do at the time…*“ (Interview 4) and also flexibility and the most important requirement, that is not of professional nature is that the new employee fits well into the team, „*that is very important. So we have our own values, so we always support each other.*“, „*so it is very important, that your team spirit is ok, because otherwise you are going down.*“ (Interview 5).

5.1.1 Recruitment Channel

The self-managing teams at Livio are adapting a mixed strategy for the recruitment channel. They are not only using formal or informal recruitment channels, but they are using a mix of both. First of all the team will prepare an advertisement, often together with the HR department of Livio and this advertisement will then be published not only in newspapers and on the company website, but Livio is also using social media platforms, like Facebook, to advertise their vacancies. As one self-managing team member notes:“ *Social media will be a growing part I think. People don't read newspaper like they did before. They gather information from different sources now.*“ (Interview 1) and furthermore „*social media, especially for the younger nurses.*“ (Interview 4). Besides the external recruitment, they are also recruiting internally in the organization and are also taking referrals from other health professionals. One member explains the different methods as follows: „*We first have to do the internal recruitment here for people in Livio, but that doesn't bring any new people of course. So then we put an ad in the newspaper, also ask people who work in psychiatric health care and we more and more want to use social media*“ (Interview 1).

5.2 Selection

5.2.1 Selection Criteria and Methods of Assessment

As soon as applications are gathered the self-managing team will come together to discuss the applications. The applications are either first collected by HR and then forwarded to the team or the applications are directly send to the responsible self-managing team. Additionally open vacancies are always presented on the companies website and initiative applications can be send to HR. Those applications can also be reviewed by self-managing teams in search of a new employee.

Normally the applications contain a letter of motivation and a CV. Therefore the applicant is firstly revised by the self-managing team on theoretical information. Both are important, a CV, because „*it's important what job they had and their education*“ (Interview 4), but also the letter of motivation, to see the motivation for this new position. The selection of suitable applicants is closely based on the job requirements, which were discussed beforehand. As mentioned most important here are a good education and experience in the required job field.

If the applicants are assessed as a good fit for the team in the theoretical background they are invited to a personal interview. Most teams are using one interview, but it is also possible to have multiple rounds of interviews to find the best new employee, as one self-managing team member states: „*And if we feel good about it, we invite them to a second conversation and then they will be accepted.*“ (Interview 6). The interviews are conducted with members of the team and also sometimes with the support of the coach manager or someone from the HR department. For the interview at least two team members are present, „*it's a positive thing to have two completely different kinds of characters, that makes the recruitment better so to say.*“ (Interview 1). Furthermore the different team members can take on different roles in the interview where „*one asks the question and one observes and then switch the roles*.“ (Interview 4). In the opinion of the teams the interview is a good method to assess the applicant for the open position and whether they fit into the designated self-managing team, with one member stating that, „*when someone gets in, gives you the hand, sit down and looks you in the eye. It was more of a feeling. It feels good or it does not feel good*.“ (Interview 4).

5.2.2 Evaluation of Application

The self-managing teams at Livio are using different methods for the evaluation of the application. The HR department does the first screening, when receiving the applications. However no background check is applied in any team, with one member saying, that „*it is always a gamble*“ (Interview 5). Furthermore the former employer are not contacted or approached to get a reference, one of the reasons is explained by an employees as: „*We never did background checks, but we know the places they worked, so when someone has a very specific description where they worked and has a good explanation why she wants a new, she is seeking a new kind of work and in most cases it's they want to have other work times and more freedom in the work. Things like that, then it is not something we check.*“ (Interview 1), but at the same time she states, that „*maybe that is something we should do more.*“ (Interview 1).
Nevertheless some teams are evaluating the applicants with a hands-on approach, such as a trial period of one month „ … *when we take someone with us to our clients and want to see how someone works and if it fits*.“ (Interview 1), but also the visitation of the clients for the applicants „*so they can see whether they like it.*“ (Interview 5), which is also a protection for the teams, that the new employees are not directly leaving the organization again, because they realize, that homecare is not the right fit for them.

5.2.3 Decision making

The decision about selecting a new employee and therefore a new member of a self-managing team lies within the team itself. Whereas most teams decide with the help of the whole team, some teams decided that only the participants of the interviews, who got acquainted with the applicants, will make the decision. The organization Livio is mostly not involved in the selection of the new person, but more in the organizational aspects like „*...for how many hours someone can come and things like that.*“ (Interview 1).

5.3 Self-managing teams

The transition to self-managing teams in the organization Livio was not always smooth with one self-managing team member stating, that „*it wasn't easy, because we were always having managers, so we didn't have to think about, what happens when there is no nurse tomorrow.*“ (Interview 5) and also another employee notes, that „*yes, it's quite difficult, because it's a bit of scanning of who wants to do something.*“ (Interview 2). However it is also stated, that „*I think there is no way back, we can't go back working with managers.*“ (Interview 5).
The coach managers are not always a support for the teams, like it is supposed to be, either. With one calling the support of the coach manager „*little*“ (Interview 5), but also that „i*t is growing in the last years*“ (Interview 1). One of the reasons might be the many teams, that they have to supervise and guide.
Nevertheless the self-managing teams agree, that the coach manager is the primary contact to the organization and higher management of Livio, „*...like a linking pin*“ (Interview 1).

5.3.1 Providing a service

The self-managing teams at Livio „*have to do like 85% behind the doors by clients.*“ (Interview 1). Therefore the main task of the team is providing a service to clients, which are in need of homecare or care inside a facility. For example one employee explains:“ *I am at home counseling, so I come with people at home to guide them in the home situation.*“ (Interview 4) and furthermore „*... we look at the client where the problems lie and talk about what they can do and respond to that.*“ (Interview 4). Additionally the self-managing teams are supposed „*... to improve the quality of care for the clients...*“ (Interview 3). However in that case it is necessary, that enough staff is accounted for, with one team member noting, „*I think that sometimes there is a shortage*.“ (Interview 3), „*then you just notice that you have less time for the clients and then they get care of. The quality really goes backwards*.“ (Interview 3).

Moreover the members of self-managing teams often have to substitute for missing team members, whether it is short term or long term. „*We work harder and harder and more and more. Its not positive. Its very difficult.*“ (Interview 5) and it is doable „*only temporary and not for a long time.*“ (Interview 4). One team is additionally working with an app, as one employee of this team explains: „*I work for my colleague today because her son had fallen from the trampoline. Then the app asks: Who can work for me and so on.*“ (Interview 2), but she also admits, that „ *sometimes it's quite difficult. Especially on weekends and public holidays.*“ (Interview 2).

5.3.2 Tasks within the teams

As the teams are self-governing the team has to cover not only professional, but also organizing and managing functions. Some of those team managing tasks include recruitment and selection of new employees, quality management, budgeting and finance, scheduling and planning and lastly PR. Nevertheless every employee of a self-managing team is still visiting clients and doing his or her profession as health professional. The tasks are divided „ *a little bit equally, there are some people who like to do some extra things*“ (Interview 1) and „ *yes, everybody has a number of tasks.*“ (Interview 2).
But „*sometimes it's the time schedule in your agenda what makes that person want to do it or that person doesn't want it. Sometimes it's, because of a continuity, because last year this one did also, like our new folder or things like that and this person already knows a lot about it, so it's more easy to choose the same person.*“ (Interview 1). „*If you are interested, you can do it*“ (Interview 5), „*but if I say I do not like it anymore, I'm looking for someone else who I think is suitable for it. It's not that I'm stuck on it for a lifetime*.“ (Interview 3).

5.3.3 Execution of practices

As the teams are self-governing, it is evident, that the teams may have their own procedures for executing things and also experience this execution differently. As employees note: “*So that made it from the start, we did our own thing, in our own planning, our own management...*“ (Interview 1) and furthermore they „*...arrange everything ourselves...*“ (Interview 5), „*...ourselves solve things...*“ (Interview 2) and additionally „ *you are more involved with the whole thing.*“ (Interview 2). But this self-managing does not only have positive aspect with one noting, that „*it is all about the automatic pilot and not saying that you have a conversation with the client.*“ (Interview 3) and that „*... you have less time for the clients ...*“ (Interview 3). Furthermore it is mentioned, that „*less leadership needs are needed*.“ (Interview 2).

Additionally it was noticeable, that the self-managing teams in the homecare sector are more independent in their execution of practices, whereas the teams in the facilities rely more on the help of their coach-manager. One example is the recruitment of new employees. In the homecare teams those practices are all done within the team, but in the teams within the facilities those practices are conducted by the coach- manager.

5.3.4 Scheduling of activities

The scheduling and planning of activities is a task within the self-managing team and it is usually occupied by one or two members of the team. Therefore every team creates „*... our own schedule.*“ (Interview 4), „s*o everyone gets the hours that are distributed.*“ (Interview 4). Moreover the self-managing teams can use an App for scheduling activities, client meetings and also substitutions. The app scheduling contains of four rounds, where in the first round every member can add their desired work- and off days. In the second round the desired off days and working days of each member are compared and shortages are analyzed. The next round contains the complete planning and lastly a message is send to all members, that the new schedule is online. Furthermore the App can be used for finding substitutes, with one employee explaining: „*Then the app asks: Who can work for me and so on.*“ (Interview 2) and whoever wants to substitute can send a message back.

5.3.5 Interaction with clients

As mentioned beforehand, the interaction of clients is one of the main tasks within a self-managing team, because the team members „*are the tool toward the client.*“ (Interview 1). This has a positive aspect toward the client, because „*...we are also familiar with customers and they also see less different faces and no intermediaries.*“ (Interview 6) and „*so we go to the client and we may look what kind of help they want and we can arrange that ourselves.*“ (Interview 5). In the facility care it is also common, that the different team members have different tasks concerning the well-being of the clients. For example one person is familiar with ergo therapy, another member is checking the different drugs and antibiotics and another member might be responsible for the incontinence system.

5.3.6 Characteristics within a self-managing team

Some characteristics include flexibility, independence and openness. Additionally good communication skills are needed and a sense for responsibility. The teams should contain „*different kinds of types, it should be a good mix.*“ (Interview 1) and it is important that new members fit into the team. Especially in self-managing teams without a management supervision „*you*

always have people who do nothing, the followers, and you have people who are bosses and sometimes it clashes. Everybody should be the same otherwise it will not work.“ (Interview 5) and „*... it is very important, that you see what the ambitions of all the members are*.“ (Interview 1)

6. DISCUSSION AND CONCLUSION

Job design

During the analysis of the empirical data it became clear, that the self-managing teams at Livio are closely performing the job design and defining the requirements as suggested in the literature suggests it, with the identification of vacancies and doing a job and requirement analysis. (Myers & Dreachslin, 2007; Holm, 2012). The teams are using the help of the Human Resource department to prepare the best job position and have very clear ideas about the requirements and characteristics a new employee should fulfill, for example the education and experience of a applicant. According to those requirements they prepare a suitable job posting, which they later advertise. As mentioned by Rynes & Cable (2003) it became evident while evaluating the data of Livio, that it is important that not only the position is a fit, but also the organization as well.

Recruitment channel

The self-managing teams at Livio are using a variety of recruitment channels. Not just formal- or informal channels, but a mix of both to find the best new employee. Myers & Dreachslin (2007) describe a variety of recruitment channels, with Livio using advertisements and insertion of job postings on their website, but also informal recruiting with the usage of social networks and employee referrals from other professionals in the health sector. Furthermore internal recruitment is used as well and therefore the employees will change the positions accordingly within the organization (Holm, 2012). The data shows that it is important for the self-managing teams, that the most suitable candidates are targeted (Rees & French, 2016). This is for example implemented by using social media to target younger nurses or using referrals from other health professionals and not just any referrals.

Selection of a new employee

Assessment methods like interviews or CVs are often not reliable for a prediction of a future work performance of an applicant, but they are regularly used (Rees &French, 2016). The two preferred evaluation criteria of the applicants at Livio are a CV and an interview together with a letter of motivation from the applicant as well. The CV shows the theoretical background for an evaluation, like education and previous positions and other experiences, whereas the interview is supposed to show the personality of the applicant. Rees & French (2016) note that it is important to avoid certain mistakes in the selection of a new employee, for example the personal perception of a candidate. The self-managing teams at Livio are trying to accommodate those mistakes by not only one person accompanying the job interview, but multiple team members with mostly different characteristics and roles within the team. If necessary they also use multiple interview rounds to find the perfect new member for the self-managing team. Although the self-managing teams are not evaluating the applications with background checks or contacting of previous employers, as the analyzed data shows, they try to make the outcome of the selection as realistic as possible with and continuous analysis and evaluation throughout every step of the process, as it is recommended by Rees & French (2016) as well. To make it most realistic the members of the self-managing teams are using a hands-on approach, which means that the candidate has to accompany team members to real clients and experience the job position first hands. This is a good encounter not only to evaluate the performance of the candidate, but also for the candidate itself to see, whether this job position is a fit. Furthermore Schmitt et al. (2013) notes, that every employee, who is responsible for the recruitment, should be accordingly trained. In self-managing teams this is often not the case, as they do not have the proper managing qualifications, however the empirical data showed that due to continuously doing the same task the understanding and execution of the recruitment process is improving over time.

It is also important, that the self-managing team is making the decision of selecting a certain applicant together, as it is within the self-managing teams at Livio, and not one individual teammember, this way personal perception of an individual can be avoided, because different opinions and views of a person are taken into consideration.

Transition to self-managing teams

Donovan (1976) notes that the transition to self-managing teams is not easy and some employees experience it even as troublesome. As the empirical data shows this is also the case in the organization Livio and their transition to self-managing teams. Their transition was not smooth, as the employees were not used to doing everything themselves without any supervision. Although they have a coach-manager they are not using the manager in day-to-day activities, but rather for emergency situations. Yet the analysis of the data shows, that the teams do not want to go back to the old structures, one of the reasons is the new independence and flexibility within the team., but also as Donovan (1976) argues, the newfound power is perceived as pleasant.

Characteristics of self-managing teams

Wageman (2001) notes that the level of formality and authority within a team, as well as the execution and management of the work and whether it is structured and appointed by others shows whether it is a self-managing team or rather a normal working team. The collected data shows, that at Livio different departments have different structures. Whereas the homecare teams are true self-managing teams with low formality and authority within the team and furthermore no appointed tasks by higher management and not a set structure for the team to follow, the teams within the facilities, in this case retirement homes, are not a complete self-managing team with appointed tasks by higher management and also tasks completely outsourced to the coach-manager, like for example the recruitment process, where the coach manager is then also making the decision for the team instead of the decision lying directly by the team. As Goodman & Haran (2009) notes, the self-managing teams itself are directly involved in the recruitment and selection process of new employees and furthermore they have the autonomy to make decisions which are normally made by a supervisor or management figure (Alper et al., 1998).

Skills in self-managing teams

Members of self-managing teams should have a variety of skills to perform different tasks (Wall et al., 1986). This also applies to the self-managing teams at Livio. All members have other managing functions in addition to their core job competencies, such as providing a service and making decisions about task assignments, the execution practices of the work, as well as the

scheduling process of activities. Another necessary skill is the face to face interaction with clients (Goodman et al., 1988). Especially the face to face interaction is important for the self-managing teams at the organization Livio, as they are interacting with clients on a daily basis. An active involvement with service quality, as it is the case in the self-managing teams, can result in higher customer ratings, as stated by Jong et al. (2005). As high quality and customer satisfaction is becoming more and more important, an active involvement with service quality is crucial (Schmitt et al., 2013). This is also known within the teams at Livio. Thus more staff should be adapted to enable spending more quality time with a client, as indicated by the empirical data collected. It also serves to avoid using substitutes for client visits and consequently making the client more comfortable around one self-managing team

6.1 Practical Implications

The results of this research are particularly interesting for companies and organizations, who operate self-managing teams as management practice of choice. But also for organizations, who are thinking about adapting to this practice. Moreover this study is important for employees, who have the task of recruiting and recruiters likewise, too. As recruitment and self-managing teams are both topics, that are gaining more and more attention, this study can help to find a suitable recruitment and selection process for companies and therefore a higher employment of suitable candidates. This can then lead to a competitive advantage.

Especially with the growing use of self-managing teams in organizations it is important to have the necessary know-how to recruit and select the best candidates to fit into a self-managing team. Important for this selection is not only the education and experience of the future employee, but also managing skills like scheduling or knowledge in finance. The applicant should further have character traits like independence and flexibility, as well as crisis thinking. However, the candidate is not the only one to be assessed, it should also be verified that the other members of the self-managing team fit to the new employee and vice versa.

Additionally, the recruitment and selection process should be well structured and thought through with an adequate and meaningful job design and recruitment channel to attract the best suitable candidates.

The evaluation of the application should be discussed with all team members to achieve the best outcome, as well as a close to reality assessment of the candidates' skills. Lastly the decision in selecting a new team-member should be forgathered with the entire team.

Furthermore the organization needs to guarantee a smooth transition, when switching to self-managing teams with a sufficient guidance of every employee and adequate support. Finally, it needs to be verified, that the members have the necessary skills and characteristics to ensure a effortless and successful team work.

6.2 Reflection on Conceptual Model

One can say, that the conceptual model is a good guideline for recruitment and selection practices in self-managing teams. It serves as a good indicator of what steps to take and consider in such a process. However it is also noticeable, that for example in the recruitment channel often not one variable is applicable, but multiple solutions are possible. The variables within the self-managing teams should furthermore focus on three main findings: transition in self-managing teams, characteristics of self-managing teams and lastly the skills in self-managing teams. And not at all costs on the six variables in the conceptual model, which are providing a service, task assignment within the team, execution practices of work, scheduling of activities and lastly the interaction with clients.

6.3 Limitations

Due to the limited time frame this research is based on a restricted number of interviews and respondents. More interviews and additional other methodology practices might have led to different and more reliable outcomes.

Furthermore, as this research is conducted with only one company, the results would probably be more specific by applying this research to other companies as well.

As interviews were used in this study, social desirability and bias may have occurred during the conducting of the interviews. However as only employees of the organization were interviewed the probability was increased that all of them are aquatinted with the research topics of recruitment and selection, as well as self-managing teams.

As this research was conducted in the Netherlands, with Dutch interviewees the application of the result is recommended for usage in the Netherlands.

6.4 Further Research

As this research concentrates on the recruitment and selection process in self-managing teams it is not representing the practices for all organizational types and management practices. Therefore, further research can be conducted with other organizational types and work teams, which takes their recruitment and selection practices into consideration. Additionally research can also be conducted in different work fields. This research is focusing on the health care industry in the Netherlands. It is therefore recommended to research this in more depth for other industries, as well as other countries.

6.5 Conclusion

This case study has shown that the recruitment and selection practices in self-managing teams is an important aspect to guarantee the successful implementation of recruitment and selection practices within self-managing teams and therefore the success of the operations within the organizations. It is not only necessary to achieve a successful recruitment and selection process to find a professional well trained employee, but in addition the composition of characters and skills within the self-managing team becomes truly important and a mandatory provision.

7. ACKNOWLEDGEMENTS

Herewith I would like to thank my supervisors Prof. dr. Tanya Bondarouk and Dr. Anna Bos-Nehles, as well as Maarten Renkema and the entire HRM department at the University of Twente. Furthermore I would like to thank the company Livio in Enschede, without their help and input this research would not have been possible. An additional thank you goes to my fellow students, who assisted me throughout this research. Lastly, I am very grateful to my family and friends for the continuously great support.

8. REFERENCES

Ahmed, R. U. (2015). A comparative research on job satisfaction and HRM practices: Empirical investigation of few commercial bank employees in Bangladesh. International Journal of Human Resource Studies, 5(2), 290. doi:10.5296/ijhrs.v5i2.7765

Alper, S., Tjosvold, D., & Law, K. S. (1998). Interdependence and Controversy in Group Decision Making: Antecedents to Effective Self-Managing Teams. Organizational Behavior and Human Decision Processes, 74(1), 33-52. doi:10.1006/obhd.1998.2748

Anderson, N. (1990). Repertory Grid Technique in Employee Selection. Personnel Review, 19(3), 9-15. doi: 10.1108/00483489010143032

Banner, D. K., Kulisch, W. A., & Peery, N. S. (1992). Self–managing Work Teams (SMWT) and the Human Resource function. Management Decision, 30(3). doi: 10.1108/00251749210013069

Bartram, D. (2000). Internet Recruitment and Selection: Kissing Frogs to find Princes. INTERNATIONAL JOURNAL OF SELECTION AND ASSESSMENT, 8(4), 261-274.

Begum, S., Zehou, S., & Zarker, M. (2014). Investigating the Relationship between Recruitment & Selection Practice and OCB Dimensions of Commercial Banks in China. International Journal of Academic Research in Management, 3(2), 146-154.

Bizer, C., Heese, R., Mochol, M., Oldakowski, R., Tolksdorf, R., & Eckstein, R. (2005). The Impact of Semantic Web Technologies on Job Recruitment Processes. Wirtschaftsinformatik 2005, 1367-1381. doi:10.1007/3-7908-1624-8_72

Boselie, P. (2010). High performance work practices in the health care sector: a Dutch case study. International Journal of Manpower, 31(1), 42-58. doi:10.1108/01437721011031685

Bratton, J., Gold, J. (2007) Human Resource Management: Theory and Practice, 4th Edition, Houndmills: Macmillan.

Chapman, D.S. and Webster, J. (2003). The use of technologies in the recruiting, screening, and selection processes for job candidates, Interna-tional Journal of Selection and Assessment, 11, 113–20.

Cohen, S. G., Ledford, G. E., & Spreitzer, G. M. (1996). A Predictive Model of Self-Managing Work Team Effectiveness. Human Relations, 49(5), 643-676. doi: 10.1177/001872679604900506

Cummings, T. G., W. H. Griggs. 1977. Workers' reactions to autonomous work groups: The impact of control. *Organization and Admin Sci.* **7** 87-100.

Donovan, H. M. (1976). MANAGING WITHOUT UNIONS. Nursing Management (Springhouse), 7(10), 87. doi: 10.1097/00006247-197610000-00028

Foot, M., & Hook, C. (2005). Introducing human resource management. Harlow: Financial Times Prentice Hall.

FRIED, Y., & FERRIS, G. R. (1987). THE VALIDITY OF THE JOB CHARACTERISTICS MODEL: A REVIEW AND META-ANALYSIS. Personnel Psychology, 40(2), 287-322. doi:10.1111/j.1744-6570.1987.tb00605.x

Gamage, A. S. (2014). Employee turnover in manufacturing SMEs in Japan: an analysis of the link with HRM practices. Sabaragamuwa University Journal, 13(1). doi:10.4038/suslj.v13i1.7668

Gorter, C., Nijkamp, P., & Rietveld, P. (1996). Employers' recruitment behaviour and vacancy duration: an empirical analysis for the Dutch labour market. Applied Economics, 28(11), 1463-1474. doi:10.1080/000368496327723

Goodmann, P. S., & Haral, U. (2009). Self-Managing Teams. Encyclopedia of Group Processes & Intergroup Relations. doi: 10.4135/9781412972017.n226

Hadass, Y. S. (2003). The Effect of Internet Recruiting on the Matching of Workers and Employers. SSRN Electronic Journal. doi:10.2139/ssrn.497262

Hauschildt, K., & Konradt, U. (2012). The effect of self-leadership on work role performance in teams. Leadership, 8(2), 145-168. doi:10.1177/1742715011429588

Heilmann, P. (2010). Review Article: To have and to hold: Personnel shortage in a Finnish healthcare organisation. Scandinavian Journal of Public Health, 38(5), 518-523. doi: 10.1177/1403494810370231

Holm, A. B. (2012). E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management. German Journal of Human Resource Management: Zeitschrift für Personalforschung, 26(3), 241-259. doi: 10.1177/239700221202600303

Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How Does Human Resource Management Influence Organizational Outcomes? A Meta-analytic Investigation of Mediating Mechanisms. Academy of Management Journal, 55(6), 1264-1294. doi: 10.5465/amj.2011.0088

Jong, A. D., Ruyter, K. D., & Lemmink, J. (2005). Service Climate in Self-Managing Teams: Mapping the Linkage of Team Member Perceptions and Service Performance Outcomes in a Business-to-Business Setting. Journal of Management Studies, 42(8), 1593-1620. doi:10.1111/j.1467-6486.2005.00558.x

Keim, Tobias and Weitzel, Tim, "Strategies for Hiring IT Professionals: An Empirical An alysis of Employer and Job Seeker Behavior on the IT Labor Market" (2006). AMCIS 2006 Proceedings.Paper 438. http://aisel.aisnet.org/amcis2006/438

Kilibarda, P., Fonda, N. (1997) *Random selection people management*, 3 (24), December.

Langfred, C. W. (2007). THE DOWNSIDE OF SELF-MANAGEMENT: A LONGITUDINAL STUDY OF THE EFFECTS OF CONFLICT ON TRUST, AUTONOMY, AND TASK INTERDEPENDENCE IN SELF-MANAGING TEAMS. Academy of Management Journal, 50(4), 885-900. doi:10.5465/amj.2007.26279196

Manoharan, A., Gross, M. J., & Sardeshmukh, S. R. (2014). Identity-conscious vs identity-blind: Hotel managers' use of formal and informal diversity management practices. Interna-

tional Journal of Hospitality Management, 41, 1-9. doi:10.1016/j.ijhm.2014.04.007

Mokaya, S. O., Mukhweso, G. C., & Njuguna, B. W. (2015). Effects of Recruitment Practices on Employee Performance in the Cooperative Sector in Kenya; Case of Kenya Union of Savings and Credit
Co-Operatives. International Journal of Science and Research, 4(5).

Muthusamy, S. K., Wheeler, J. V., & Simmons, B. L. (2005). Self-Managing Work Teams: Enhancing Organizational Innovativeness. Organization Development Journal, 23(3), 53 - 66.

Myers, V. L., & Dreachslin, J. L. (2007). Recruitment and retention of a diverse workforce: challenges and opportunities. Journal of Healthcare Management, 52(5).

Myers, M.D. (1997, May 20). Qualitative research in information systems. MISQ

Ntiamoah, E. B. (2014). An Empirical Analysis of Recruitment and Selection Practices in the Public Sector. International Journal of Management Sciences and Business Research, 3(12).

Oikarinen, E., & Söderlund, M. (2016). The effects of humour in online recruitment advertising. Australasian Marketing Journal (AMJ), 24(3), 180-186. doi:10.1016/j.ausmj.2016.02.005

Paşaoğlu, D., & Tonus, H. Z. (2014). Strategic Importance of Human Resource Practices on Job Satisfaction in Private Hospitals. Procedia - Social and Behavioral Sciences, 150, 394-403. doi:10.1016/j.sbspro.2014.09.035

Pasmore, W. A., Hackman, J. R., & Oldham, G. R. (1981). Work Redesign. The Academy of Management Review, 6(4), 687. doi:10.2307/257655

Rees, G., & French, R. (2016). Leading, managing and developing people.

Roth, P. L., Bobko, P., Van Iddekinge, C. H., & Thatcher, J. B. (2016). Social Media in Employee-Selection-Related Decisions. Journal of Management, 42(1), 269-298. doi: 10.1177/0149206313503018

Russo, G., Gorter, C., Nijkamp, P., & Rietveld, P. (1997). Employers' Recruitment Behaviour: An Empirical Analysis of the Role of Personnel Management Attitudes. Labour, 11(3), 599-623. doi:10.1111/1467-9914.00052

Russo, G., Rietveld, P., Nijkamp, P., & Gorter, C. (2000). Recruitment channel use and applicant arrival: An empirical analysis. Empirical Economics, 25(4), 673-697. doi:10.1007/s001810000042

Rynes, S. L., & Cable, D. M. (2003). Recruitment Research in the Twenty-First Century. Handbook of Psychology. doi: 10.1002/0471264385.wei1204

Schmitt, N., Cortina, J. M., Ingerick, M. J., & Wiechmann, D. (2003). Personnel Selection and Employee Performance. Handbook of Psychology. doi:10.1002/0471264385.wei1205

Smets, P. H. (2014). The transition towards self-managing teams in the health- care sector (Master's thesis, Tilburg University, Tilburg, Netherlands). Retrieved from http://arno.uvt.nl/show.cgi?fid=136229

Stephens, J. P., & Lyddy, C. J. (2016). Operationalizing Heedful Interrelating: How Attending, Responding, and Feeling Comprise Coordinating and Predict Performance in Self-Managing Teams. Frontiers in Psychology, 7. doi:10.3389/fpsyg.2016.00362

Tsaur, S., & Lin, Y. (2004). Promoting service quality in tourist hotels: the role of HRM practices and service behavior. Tourism Management, 25(4), 471-481. doi:10.1016/s0261-5177(03)00117-1

Wageman, R. (2001). How Leaders Foster Self-Managing Team Effectiveness. Organization Science, 12(5), 559-577. doi: 10.1287/orsc.12.5.559.10097

Wall, T. D., N. J. Kemp, P. R. Jackson, C. W. Clegg. 1986. Outcomes of autonomous workgroups: A long-term field experiment. *Acad. Management J.* **29** 280-304.

Wilkinson, A., & SAGE. (2013). The SAGE handbook of human resource management. Los Angeles: SAGE.

Yin, R. K. (2012). Applications of case study research. London: SAGE.

9.APPENDIX

Interview Questions

General questions

- What is “professioneel organiseren”(SMTs) in your view?
    - Own view, Livio’s view
- Why were SMTs introduced?
    - In your view? In official communication? Reasons, vision/mission
- Experience in working in self-managing teams?
- How did you experience the introduction of SMTs
    - Positive, negative? Why? Examples
- Expectations about the role of the coach-manager
    - Division of tasks
- What is your own role within the team (responsibility)? Examples
    - Role of others, what do you think about it (importance, Responsibilities)?
    - How do you divide tasks among members of the team, why? Examples
- Advice or facilitation of teams
    - How does the support of HR department/ coach-manager look like?
    - Expectations and experiences
    - Areas of support needed
- What would you change if you were the manager for one day?
- Expectations for the future
    - What is needed? Conditions to succeed in SMTs?

Recruitment and Selection

Overall question:

Can you walk me through the process of recruitment and selection of a new employee in your team (professioneel organiseren)?

Follow up questions:

Recruitment Step 1

- How many team members left till you started? Please name an approx. number.
    - Why do you think this number is so high or low?
- How many job applications are you receiving per open position? approximate number.
    - Why do you think this number is so high or low?
- How long is your time-frame until your team needs to find a suitable new employee?
    - How do you deal with substitutions? Do you have an example?

Recruitment Step 2

- Does your company has formal procedures to recruit new employees?
    - If yes, what do those procedures look like?
    - Where you as a team involved in the creation of those procedures?
    - Who is responsible for recruitment and selection within your team? Why?
    - If no, what is your individual procedure as a self-managing team?
- What recruitment channels do you use? Formal (Advertisements, employment agencies, Internet listings, etc.) or Informal (social networks, employee referrals, etc.)?
    - Why those channels?

Recruitment Step 3

- How successful is your team's recruitment practice in your opinion and why?
    - Can you name an example?
- What information of suitable candidates do you request for their application?
    - Why especially those information?

Selection Step 4

- How do you evaluate the qualifications of the applicant? For example background check, reference check, personality tests etc.
    - Do you evaluate them individually or as a group? Examples?
    - Who conducts the recruitment interviews? Why?

Selection Step 5

- Do you have the final say in the hiring process or Livio?
    - Otherwise who makes the final decision?