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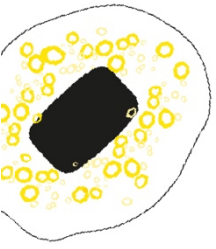
Fit Dynamics in Recruitment: Recruiter Perspectives on Person-Job, Person-Organization, and Person-Recruiter Fit
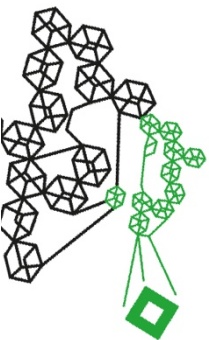
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Abstract

Objectives – This study aims to expand the examination of Person-Recruiter (P-R) fit alongside Person-Organization (P-O) and Person-Job (P-J) fit, exploring their significance and the interplay navigated by recruiters. Doing so enhances our knowledge of P-R fit while critiquing the predominant focus on P-J and P-O fit. By unravelling these dynamics, the study aims to uncover recruiters' perspectives in evaluating candidates and to provide a nuanced understanding of their considerations, thereby highlighting their valuable insights into recruitment studies.

Method – This exploratory study employed qualitative methods to investigate recruiters' perspectives on P-J, P-O, and P-R fit during the selection phase. Participants selected through purposive sampling were interviewed until theoretical saturation, resulting in 19 interviews. These respondents, with varied backgrounds and an average of 5.5 years of experience, were from medium to large enterprises in the Netherlands. The chosen semi-structured interview approach facilitated in-depth insights covering demographic information and open-ended questions on fit concepts.

Findings – The findings from this study revealed the nuanced considerations and interactions of P-J, P-O, and P-R fit. Some recruiters perceive P-J fit as a simplified checklist, leading to swift rejections based on perceived stringent criteria. The rapid evaluation in the initial phase suggests that P-J fit may not be intricately linked to a candidate's potential success in the workplace, indicating a tension between P-J fit and its current evaluation. Furthermore, the staff shortage and substantial number of unfilled vacancies in the Netherlands is leading to reconsideration of selection criteria to align with the changing challenges of the job market. Additionally, influenced by applicants' attitudes, expectations, and the current candidate-driven job market, this research underlines shifting power dynamics between candidates and recruiters, resulting in enhanced popularity of traineeships for junior candidates, emphasizing coachability and learnability.

Conclusion - The research underscored that recruiters initially focus on aligning candidates' skills with job requirements, but during interviews, attention shifts towards P-O fit. Coachability and adaptability are gaining significance, particularly in traineeships, while also signaling a shift in power dynamics between the recruiter and applicant within the recruitment process. The study advocates for continued exploration of P-R fit dynamics and the evolving criteria for recruitment in today's candidate-driven job market.

Keywords: *Person-Job fit, Person-Organization fit, Person-Recruiter fit, Recruiter Perspectives, Power Dynamics, labor market*

Introduction

Understanding fit dynamics has become critical in unravelling the nuanced interactions between candidates, organizations, and recruiters in the ever-evolving talent acquisition landscape. The Netherlands faces an unprecedented staff shortage and unfilled vacancies (Bogosavac, 2023), creating a significant demand for personnel across various sectors (UWV, 2022). This scarcity, persisting since 2021, has transformed the labor market into a candidate-driven environment. Within this tight labor market, there is a demand surplus and few job seekers for the large amount of available work (Centraal Bureau voor de Statistiek, 2023). Wilthagen (2023) states that this phenomenon evolved from a mere labor market concern into a broader societal challenge. The impact extends beyond recruitment practices, reaching sectors like education (Behrenz, 2001), healthcare (Ministerie van Volksgezondheid, Welzijn en Sport, 2023), daycare, and public transport (Wilthagen, 2023). Given that a fundamental objective of employment is to attract and select desirable people (Huang, 2021), the difficulty of finding suitable candidates has escalated to the point of being referred to as the "war for talent" (Chowdhury et al., 2021; Collins & Kanar, 2014).

Research on hiring decisions has identified critical types of fit relevant to organizational selection practices (Dimopoulos et al., 2021; Huang, 2021; Barrick & Parks-Leduc, 2019; Kristof-Brown, 2000). Firstly, *Person-Job (P-J) fit* involves the compatibility between a candidate and a specific job, considering abilities, interests, and personality (O'Reilly et al., 1991). Secondly, the *Person-Organization (P-O) fit* indicates the alignment between an individual and the organization regarding goals and values (Piasentin & Chapman, 2006). Finally, *Person-Recruiter (P-R) fit* refers to the degree of shared attitudes or values between applicants and recruiters (Kristof-Brown et al., 2002; Graves & Powell, 1988). This fit may involve applicants employing impression management tactics to bridge any gaps with recruiters (Kristof-Brown et al., 2002).

The predominant focus of scholarly research is examining P-J and P-O fit and their interrelationships (Dimopoulos et al., 2021; Huang, 2021; Kristof-Brown et al., 2005; Chuang & Sackett, 2005; Cable & DeRue, 2002). Previous research shows that P-J and P-O fit positively affect job satisfaction, organizational commitment (Berisha & Lajci, 2020) and significantly influence a candidate's future organizational performance throughout recruitment. For instance, Jin et al.'s (2016) study found a negative relationship between P-O fit and employees' turnover intention, a crucial indicator of subsequent job departure (Lata et al., 2021). However, Barrick

and Parks-LeDuc (2019) indicate that regarding P-O fit in recruitment and selection, a great deal remains unknown.

Notably, P-R fit receives significantly less attention within the current academic literature, with a few exemptions (e.g., Chen & Lin, 2014; Chen et al., 2010; Rynes et al., 2000). However, the recruiter, often the initial point of contact for candidates, plays a pivotal role in the candidate's chances of securing a position (Chen & Lin, 2014). There is growing recognition in various domains that specific relationships hold more significant influence than any other factor. For instance, research by Fuller et al. (2018) indicates that the therapeutic alliance, referring to the connection between a therapist and their client, stands out as the foremost predictor of positive outcomes in treatment. Consequently, the alignment between applicants and recruiters becomes highly significant. Similarly, previous studies have often centered on the Person-Person (P-P) fit (Rynes et al., 2000; Van Vianen, 2000). This fit examines how applicants' life experiences or background information may strengthen "similar-to-me" effects, ultimately influencing intentions to hire the applicants. However, P-P fit does not necessarily involve the applicant and the recruiter; this could also refer to the fit between the applicant and their supervisor (Rynes et al., 2000; Van Vianen, 2000).

Furthermore, the P-R fit literature has focused on impression management tactics (Amaral et al., 2019; Chen et al., 2010; Barrick et al., 2009; Kristof-Brown et al., 2002). For instance, Chen et al. (2010) indicate that impression management tactics can positively influence recruiters' perceptions of fit between themselves and the applicant. These tactics are linked to perceptions of P-J and P-O fit, impacting hiring recommendations (Amaral et al., 2019; Chen & Lin, 2014). Recognizing the interplay among the three types of fit – P-J, P-O, and P-R – holds significant implications for the candidate selection process. However, the connection between the types of fit and their influence on the process is currently not well understood. Therefore, I aim to explore this matter through further investigation.

There is abundant research demonstrating the P-O and P-J fit from an applicant's point of view; however, there is less (qualitative) research on subjective measures of fit capturing the recruiter's perception of applicants fitting into the organization (Piasentin & Chapman, 2006). Addressing the interaction between these variables – P-J, P-O, and P-R fit – is crucial for comprehensively understanding recruiters' hiring decisions. Much of the existing research in this field is dated, with the majority being ten years or older. Given the shift in market dynamics from an employer-driven to a candidate-driven market in the last three years (Centraal Bureau voor de Statistiek, 2023), it is imperative to update the research to reflect the current circumstances. Considering that this transition may impact the criteria used in candidate

selection and the power dynamics between the two parties – recruiter and applicant, a reassessment of recruiters' perspectives is warranted. Therefore, the following research question is proposed:

"How do recruiters integrate considerations of Person-Organization (P-O), Person-Job (P-J), and Person-Recruiter (P-R) fit into their overall assessment of candidates, and how do they navigate these considerations in the dynamic context of candidate selection?"

Moreover, it is hardly known how recruiters come to the correct assessment of the right fit in the process and which contributing factors will lead to the final hiring decision (Sekiguchi & Huber, 2011). Therefore, this research aims to contribute as follows: Firstly, it aims to broaden the focus by incorporating P-R fit into the examination alongside P-O and P-J fit. This involves exploring the relationships among these three dimensions, understanding their significance, and investigating how recruiters navigate the interplay between them. By unravelling these dynamics, the study aims to provide a nuanced understanding of how recruiters navigate these considerations within the context of the recruitment process. Secondly, the study seeks to deepen our understanding of P-R fit, delving into why it holds importance and the insights it can provide. In pursuing this objective, the aim is to fill a notable gap in the existing body of research, which primarily focuses on the P-O and P-J fit from the applicant's perspective. Lastly, the research attempts to approach P-R fit from the recruiters' perspective, seeking to uncover the nuanced criteria and considerations that recruiters employ when evaluating candidates in the recruitment process. This approach emphasizes the significance of the recruiters' viewpoint and underscores the valuable insights it can contribute to the field.

Theoretical Background

The recruitment process encompasses sourcing, screening, selecting, hiring, onboarding, and preparing (Rajesh et al., 2018). The process aims to identify a suitable pool of candidates efficiently, legally, and cost-effectively (Dockalikova & Kashi, 2013). This study focuses on the first three phases: sourcing, screening, and selecting. However, it is crucial to emphasize that the recruiter's role varies depending on the size and operational structure of the organization (Tarallo, 2021).

To elaborate, sourcing entails establishing hiring requirements, employing internal and external strategies (Sinha & Tahly, 2013), and making channel choices (Campos et al., 2017). Subsequently, screening evaluates candidates' skills, personality, motivation, and fit (Chapman & Webster, 2003; Brown & Champion, 1994) through various criteria, including application letters/forms, CVs, references, skill tests, and (telephone) interviews. The methods

vary based on the available position (Mutri, 2018). Lastly, selection is choosing the best candidate for a specific organizational position (Mondy & Noe, 2008). It involves making decisions based on predefined requirements, organizational policies (Dockalikova & Kashi, 2013), and the candidate's resume (Harris, 2021). In this process, various types of fit come into play. Typically, research concentrates on P-J and P-O fit, as previously mentioned. However, the recruiter also plays a significant role in this process, as they are the primary point of interaction for the applicant throughout the recruitment journey.

Fit Fundamentals: A Detailed Look at Person-Job and Person-Organization Fit

Person-job fit refers to the alignment between a job applicant's characteristics and the attributes of a specific job (Kristof-Brown, 2000). Specifically, P-J fit examines how well a job seeker's knowledge, skills, and abilities (KSAs) correspond to the job's requirements and offerings. Perceived fit occurs when applicants assess their KSAs concerning a job and when the job fulfills their needs. A higher perceived fit enhances the likelihood that an applicant will be drawn to and choose a job that aligns with their skills (Lee et al., 2020). Besides, aligning applicants with tasks that match their abilities optimizes their potential (Farooqui & Nagendra, 2014).

Congruence or fit between a person and an organization's characteristics can occur based on a person's values, goals, and personality. This is referred to as a person-organization fit (Chowdhury & Kang, 2022; Rahman et al., 2022) and can be described in various ways. In literature, the four most used are supplementary fit, complementary fit (Chen & Tang, 2022), needs-supplies fit, and demands-abilities fit (Piasentin & Chapman, 2006). First, supplementary fit occurs when an organization's and individual's goals and values are congruent (Chen & Tang, 2022). The fit refers to the subjective evaluation of the degree of agreement between an individual's and an organization's goals and values (Kakar et al., 2023). Second, complementary fit occurs when a person fills a void or provides a missing piece to an organization (Chen & Tang, 2022). This fit refers to the objective assessment of the similarities and differences between the two (Kakar et al., 2023). Third, a needs-supplies fit occurs when an organization fulfills an individual's needs. Finally, a demand-abilities fit occurs when a person's skills meet an organization's needs (Piasentin & Chapman, 2006). However, as indicated by Piasentin and Chapman (2006), both the needs-supplies and demands-abilities fit constructs conceptually overlap in some respects with the complementary model of fit that was first introduced by Muchinsky and Monahan (1987). Nevertheless, Kristof-Brown et al. (2023) proposed the following overarching definition: "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they

share similar fundamental characteristics, or (c) both." However, according to Kakar et al. (2023), the conceptualization and measurement of person-organization fit have been difficult to agree on among scholars despite researchers' interest.

Shifts in Organizational Values: Impact on P-O Relevance

Applicants serious about their job are likely to consider the right organization and job when choosing a company to work for (Rynes & Cable, 2003). When viewed from an organizational perspective, traditionally, selection processes focused on identifying the knowledge, skills, and abilities (KSA) required for in-role behavior. However, researchers have recently extended beyond conventional selection processes to identify extra-role behavior. Hence, the importance is increasingly shifting from hiring for "jobs" primarily based on KSA's toward hiring for organizational compatibility manifested through a fit between an individual's personality, beliefs, and values and the organization's culture, norms, and values (Morley, 2007; Rynes & Cable, 2003).

P-O fit, first established during recruitment, significantly influences individual outcomes, including turnover intentions (Jin et al., 2016), job satisfaction (Farooqui & Nagendra, 2014), organizational commitment (Verquer et al., 2003), and job performance (Hoffman & Woehr, 2006; Kristof-Brown et al., 2005). Additionally, P-O fit moderates the connection between daily autonomy variations and corresponding job performance (Sørlie et al., 2022). A negative correlation exists between P-O fit and employee turnover intention, emphasizing that the initial assessment of P-O fit during recruitment is critical in influencing both the organization and applicants' careers (Kakar et al., 2019; Jin et al., 2016).

Person-Recruiter Fit: A Two-Way Interaction

P-R fit, described as the extent of shared attitudes or values between applicants and recruiters (Kristof-Brown et al., 2002; Graves & Powell, 1988), may involve applicants strategically employing impression management tactics to bridge any disparities with recruiters (Kristof-Brown et al., 2002). This attempt to control the images projected in social interactions can be conscious or unconscious (Bye et al., 2011; Schlenker, 1980, p. 6). However, these tactics represent a crucial element in applicants' efforts to shape positive impressions on recruiters during the recruitment process. Barrick et al. (2009) highlight that candidates' use of self-presentation tactics significantly influences interviewer ratings, with a more significant impact in unstructured interviews than in structured ones. In real-world scenarios, one interviewer often conducts interviews, making the interviewer's reactions to self-presentation tactics a key indicator of their influence on subsequent candidate performance assessments. This observation underscores the subjective nature of candidate perceptions.

Various factors within the recruiter-applicant relationship shape fit perceptions. Garcia et al. (2008) highlight the impact of perceived similarity, liking of the applicant, and expectations of applicant performance on influencing fit perceptions. HR interviewers, for instance, tend to perceive applicants as more similar to themselves, influencing fit perceptions, performance expectations, and liking during recruitment. The enduring impact of pre-interview impressions on post-interview impressions emphasizes the lasting influence of initial perceptions within the recruiter-applicant relationship (Macan & Dipboye, 1990). Furthermore, the findings of Swider et al. (2015) emphasize that the dynamic nature of fit perceptions actively influences the recruitment process, ultimately affecting job choices.

Similarly, across other fields, there is an increasing acknowledgement that certain relationships have more significant influence than any other variable. Fuller et al.'s (2018) research highlights the therapeutic alliance — the bond between a therapist and their client — as the primary predictor of positive treatment outcomes. Hence, the alignment between applicants and recruiters takes on heightened significance. This accentuates the complex interplay between applicants and recruiters, showcasing its significance in developing fit perceptions.

Recruitment Dynamics: Interplay Between P-J, P-O, and P-R Fit

The existing literature investigates the interplay between P-J and P-O fit; however, the equally crucial dimension of P-R fit tends to be overlooked despite its substantial impact on recruitment.

Setting Hiring Requirements and Integrating Fit Concepts

Typically, in the initial stages of a recruitment process, hiring requirements are established to determine current and future staffing needs and specific job requirements (Tholen, 2022; Brewster et al., 2015) alongside the person specification, which outlines KSAs (Cantrell et al., 2023; Armstrong & Taylor, 2014). This specification must align with the organization's broader values, needs, and culture (Tholen, 2022). Hence, the concepts of P-J and P-O fit are incorporated within this initial phase.

However, Tholen (2022) suggests that the criteria and requirements for hiring do not evolve exclusively at the start of the process. In contrast to what is assumed in mainstream literature, there seems to be a genuine struggle to identify the appropriate job profiles and specifications as opposed to a deliberate choice by employers to hire without criteria and requirements. This matters as these cases may lead to labor market outcomes based less on informed decisions and rational optimization and more on interpretive processes where criteria

and requirements arise over time. As a result, it may create outcomes that are unpredictable and are not fair.

Navigating Person-Job and Person-Organization Fit During Interviews

The distribution of importance between the first two fits lacks conclusive consensus. Cable and Judge (1996) indicate that P-O fit holds greater significance during interviews than P-J fit. However, Chuang and Sackett (2005) conducted a study to examine the perceived importance of P-J and P-O fit across three interview stages: initial, final, and single stage. In sequential selection processes, recruiters prioritize P-O fit over P-J fit during the initial interview. As candidates progress to final interviews, the emphasis on P-O fit increases, while the weight given to P-J fit decreases due to time constraints. Nevertheless, this inclination does not lead them to overemphasize P-O fit in final interviews to the point where it becomes more important than P-J fit.

When faced with a single interview before selection decisions, recruiters prioritize P-O fit over P-J fit, possibly aiming to capture both characteristics. However, even in the context of a single interview, the P-O fit does not replace the importance of the P-J fit (Chuang & Sackett, 2005). The study conducted by Sekiguchi and Huber (2011) adds a layer of insight, indicating that recruiters are inclined to find candidates with minimal disparity between P-O and P-J fit more appealing, regardless of similar average fit levels. Nevertheless, the study does not provide conclusive evidence regarding the subsequent success of such candidates after being hired, leaving a gap in our knowledge. Furthermore, P-O fit assumes greater importance in permanent positions than P-J fit. In contrast, P-J fit is more significant in the recruitment decision-making process for fixed-term or knowledge-intensive jobs.

Misalignment of Person-Job and Person-Organization Fit

Job performance and workplace stress are prevalent issues in today's corporate landscape. Many individuals decide to change jobs due to the excessive stress they endure, which can significantly impact their overall well-being. The underlying cause of this stress often stems from the mismatch between an employee's skills and job requirements. Such a misalignment can intensify feelings of stress both at work and in their personal lives. Although employees are expected to adapt to changes in their roles over time, a poor fit between the job and the employee can lead to heightened stress levels and decreased organizational efficiency. By considering the compatibility between individuals and the organization (P-O fit) during the interview or assessment phase, organizations can select employees who possess adaptability and can work efficiently. This approach helps mitigate the adverse consequences of elevated stress caused by a misalignment between the person and the job (Deniz et al., 2015).

The Relevance of Person-Recruiter Fit: Specific Recruiter Preferences

Bretz et al. (1993) observed that when recruiters make candidate selections, they prioritize job-specific fit and general fit, which encompasses universally desired characteristics, over P-O fit. This emphasis is evident in their specific preferences, with 89% of recruiters focusing on job-related work experience and 76% emphasizing job-specific characteristics. In the realm of universally desired traits, 94% highlighted articulateness, 68% considered appearance, and 61% considered general communication skills. Additionally, the congruence of work values between the applicant and the recruiter, as opposed to between the applicant and the organization, influenced judgments related to general employability and P-O fit (Adkins et al., 1994).

In the context of recruiter judgments, a study by Chen and Lin (2014) offers insights into applicants' strategic use of impression management tactics. Their exploration spans P-O, P-J, and P-R fit. Their finding demonstrated that applicants who applied impression management tactics significantly influenced hiring recommendations by shaping recruiters' perceptions of their P-O and P-J fit, revealing applicants' strategic role in influencing recruiters' assessments. The study also underlines the impact of interviewers' positive mood on fit perceptions, suggesting the potential use of nonverbal impression management tactics, such as smiling, to enhance recruiters' moods and positively impact fit perceptions. Rounding out the narrative, insights from Adkins et al. (1994) accentuate the relevance of P-R fit. The Comparative Emphasis Scale (Ravlin & Meglino, 1987) illustrates that interviewers favor candidates whose values align with theirs, particularly in P-O fit. This nuanced observation suggests that, in some instances, P-R fit may exercise more influence than P-O fit in shaping recruitment decisions.

In this context, the recruiter's professionalism in assessing fit becomes the pivotal factor influencing hiring decisions. Given the heightened staff shortage, it becomes imperative to address securing enough staff members rather than solely focusing on the best candidates. In this scenario, the role of personal affinity may gain increased significance. With not only rigid criteria at play, relational criteria assume a more prominent role. Suppose the determination of quality no longer solely guides the selection process. In that case, recruiters may increasingly rely on their (subconscious) perceptions of candidates to decide who gets selected for the position.

The existing literature provides insights into the individual significance of P-J fit, P-O fit, and P-R fit. However, there is a noticeable gap in understanding their interplay during the recruitment process. The dynamics and relationships among these three fits remain

understudied, with limited exploration into how they collectively influence recruiters' decision-making. As recruitment practices involve multiple stages and interactions, investigating how P-J, P-O, and P-R fit interact and influence each other is crucial for better comprehending the candidate selection process.

Methodology

Research Design

Exploratory research was utilized to map out the perceptions of the recruiter on P-J, P-O, and P-R fit during the selection phase of the recruitment process. Given the limited awareness of P-R fit, exploratory research was considered appropriate. A qualitative research approach in semi-structured interviews has been chosen to investigate individual metrics. For this, an interview guide is created based on previous studies. This method was chosen because the participants work in the field, understand the topic throughout, and can provide detailed, in-depth information. Semi-structured interviews can provide insight into the process, interpret participants' perspectives, and preserve the chronological sequence by noting which events triggered what outcomes (Tracy, 2019). Furthermore, probing questions can be easily applied during a semi-structured interview, and attention can be paid to a participant's body language (Boeije, 2010). Acknowledging the exploratory and qualitative nature of the study, the researcher carefully balanced pros such as gaining knowledge, encouraging interaction, and securing access with cons like bias. This approach aimed to minimize ethical implications and potential bias, enhancing the collected data's overall credibility, as Greene (2014) suggested.

Research Sample

In this research, 19 participants (8 men and 11 women) were recruited through purposive sampling, a method aimed at mitigating potential biases (Boeije, 2010). The recruitment of participants was facilitated through two primary channels: initially, connections within a secondment organization generated eight participants, and the remaining eleven participants were sourced from the researcher's professional network. Specific criteria for participant selection were set to maintain the quality of the qualitative data to be collected. Firstly, the participants had to work in organizations categorized as medium to large enterprises in the Netherlands. Furthermore, they needed at least 6 months of experience as recruiters. All 19 selected participants successfully met these criteria.

To initiate the interview process, participants were informed by email, outlining the research's subject and objectives, which primarily aimed to gain a deeper understanding of the

decision-making process recruiters go through when selecting candidates during the recruitment process. The interviews continued until we reached theoretical saturation, ultimately leading to a final sample of 19 participants from in-house (n=4), secondment agencies (n=11), and selection agencies (n=4). Furthermore, the triangulation from in-house and secondment agencies endorsed credibility. Diversity was evident within this group of participants, with 57% representing the female (n=11) and 42% males (n=8). On average, these recruiters had 5.5 years of work experience in their roles, with experience levels ranging from 6 months to 15 years. Of the participants, nine were recruiting for junior positions only, two for junior/mid-level positions and eight for mid-level/senior positions. It is important to note that participants were not provided with any form of compensation for their involvement in this study. An overview of the interviewee's demographics is shown in Table 1.

Table 1

Descriptive Statistics

	Recruitment Type	Work Experience (year)	J/M/S	Gender
1	Secondment Agency	3	J/M	F
2	In-house	5,5	J/M	M
3	Secondment Agency	2,5	J	F
4	Secondment Agency	6	M/S	F
5	Secondment Agency	4	J	F
6	Secondment Agency	5	J	M
7	Secondment Agency	6	J	F
8	Selection Agency	4	M/S	M
9	Secondment Agency	1,5	J	F
10	Selection Agency	15	M/S	F
11	In-house	3	M/S	M
12	Secondment Agency	5,5	M/S	F
13	Selection Agency	0,5	J	F
14	In-house	7,5	M/S	M
15	Secondment Agency	12	J	F
16	In-house	1,5	J	F
17	Secondment Agency	3,5	J	M
18	Selection Agency	8	M/S	M
19	Selection Agency	12	M/S	M

Note. J/M/S = recruiter involved in J/M/S recruitment; J = Junior; M = Mid-Level; S = Senior.

Interview Guide

All the 19 interviews took place online via Microsoft Teams video calls. Additionally, all interviews (but one, due to technical difficulties) were audiotaped after permission and typically lasted 45 minutes.

The commencement of data collection for this study is subject to approval by the BMS ethics committee of the University of Twente. Before participation, the participants were requested to provide their consent and allow the recording of interviews. In addition, they were informed about the data storage process and assured that their data would be treated as anonymous and kept confidential. A semi-structured interview guide (Appendix 1) was employed to ensure consistency across all interviews and provide structure. The interviews comprised open-ended questions that encouraged participants to share their experiences, with specific questions formulated based on Cable & Judge's (1996) framework. The interview guide underwent slight modifications during the study to facilitate conversational flow between the researcher and the interviewees, allowing for a deeper exploration of pertinent responses. Notably, the core initial questions remained unaltered to enhance data objectivity. Before the data collection phase, a pilot study was undertaken with participants (n=2) from the research population, assessing the appropriateness, the accuracy to minimize ambiguity, and the potential participant discomfort concerning the interview questions.

Each interview was divided into two segments: the first section centered on demographic information, while the second section delved into open-ended inquiries addressing the diverse fit concepts. Table 2 presents the key themes and includes illustrative queries to grasp the questions asked during the interview.

Table 2

Semi-Structured Interview Key Themes

Key Themes	Illustrative Question
General	How do you select the right candidate? What are important selection moments for you and what factors play a role in this?
P-J Fit	How do you know if someone is suitable for a particular job?
P-O Fit	How do you know if someone fits the organization?
P-R Fit	How does similar-to-me-bias play a role during the process?

The interviews started with the researcher prompting each participant to outline their role, describe how the recruitment process operates within their organization, and explain their specific contributions. After this part of the interview, participants were asked open-ended questions to elaborate on their perspectives on P-J, P-O, and P-R fit concepts. Specifically, they

were asked to share insights on how they evaluate various types of fit in candidates, express their conceptualization of each fit, and verbalize their assessment methods. The choice of using explicit 'similar to me' bias questions for assessing P-R fit was prompted by a desire to directly probe perceptions and potential biases in recruiter decision-making. This approach allows for a more straightforward exploration of subjective elements that might influence the evaluation of fit. Moreover, efforts were made to create a research environment that encouraged honesty and transparency. In recognition of the current trend of a candidate-driven labor market marked by a surge in unfilled vacancies, participants were further probed regarding their responses to this phenomenon. Additionally, participants were asked to articulate their perspectives on the competencies, encompassing both hard and soft skills, that they deemed significant. The interviews were concluded by inviting participants to share any additional information they considered relevant.

Data Analysis

The interviews provided the researcher with a substantial amount of rich, unstructured data, starting with Tracy et al.'s (2017) inductive approach to qualitative analysis. Data analysis focused on the research topic's worthiness, delving into recruiters' perceptions of P-J, P-O, and P-R fit in candidate selection.

The researcher transcribed all interviews verbatim to ensure data security and conducted subsequent analyses. Anonymization of transcripts was achieved through name substitution. Open inductive coding was initially applied to the data, creating a list of codes based on the transcribed information. Additionally, deductive coding was employed to identify relevant comments on key concepts (P-J, P-O, and P-R fit). Codes that emerged included, for example, '(gut) feeling influences the choice of the candidate', 'click with the candidate', and 'Power balance P-R during the procedure.' Given the research question, I directed additional attention towards these aspects. Subsequently, the data underwent a cleanup, and categories were established during the axial coding process. Finally, selective coding was utilized to explore relationships between categories and (recruitment) phases, connecting them to the research. The creation of a coding scheme began after the first interview, evolving and refining throughout the data collection process. Constant comparison and iterative refinement of themes were integral to enriching the depth of the analysis. The analysis authentically reflected participants' voices and experiences, facilitated by open-ended questions and sincere thematic coding capturing nuances and diversity. The analysis aimed to resonate with recruiters' experiences in the modern job market, ensuring applicability to professionals in the field.

The study opted not to use intercoder reliability given the qualitative nature of the research and the focus on exploring subjective perceptions and biases in recruiter decision-making; the emphasis was placed on understanding the richness and depth of individual interpretations rather than achieving a standardized agreement between coders. The study aimed to capture the complexity and nuance of recruiter responses, which may not align across different coders.

Findings

Among the recruiting professionals, there was a pronounced consensus regarding the significance of assessing person-job fit and person-organization fit as pivotal criteria within the selection process of the organizations with which they are affiliated. There was a difference of opinion on which fit is more important, some indicating that these two types of fit continuously alternate in importance during the recruitment process. However, the third type of fit, namely P-R fit, was not explicitly referred to as such; nevertheless, the significance and influence of this fit were frequently mentioned.

Based on the insights of the interviewed recruitment professionals, the procedure that facilitates selection within organizational contexts can be delineated in distinct mechanisms and occurs at different stages during the recruitment process. These stages are (1) defining selection criteria, (2) candidate search and (3) candidate selection. Consistent with the earlier stages outlined by Rajesh et al. (2018), sourcing refers to defining selection criteria, screening involves searching candidates, and selecting involves the final candidate selection. As revealed in the interviews, the recruiter has limited influence during the initial stage. Consequently, this phase will not be further expanded upon.

Candidate Search

Assessing Competencies and Qualifications

Recruiters employ hiring criteria to identify candidates with the requisite qualifications. While searching for suitable candidates, the primary focus centers on evaluating candidates' competencies or, in other words, assessing the alignment between the candidate's qualifications and the job vacancy. Recruitment professionals describe their practice of reviewing candidate profiles and verifying them to criteria corresponding to the hiring prerequisites as 'checking boxes'. Some recruiters express their viewpoints prominently and believe this way of reviewing candidates is immature or childish. However, this straightforward process is very influential on the success of candidates, as a significant number of candidates are unable to make it through

this selection phase, demonstrating that the criteria set within the first phase accounts for a significant portion of candidate exclusions. Additionally, Deniz et al. (2015) argue that the root cause of stress in the workplace often lies in the mismatch between an employee's skills and job requirements, thereby highlighting the importance of this process.

> How do you start searching? Well, imagine the client wants someone from South Holland with a college education, preferably within communications, preferably with five years of work experience. Then you just make a checklist; it is super childish, right? However, then you just see if you can find that in someone.

> First, you actually look at the job title, although that is kind of old-fashioned, that is the recruitment industry though.

When a secondment recruiter chooses an individual as a potential candidate, as mentioned before, the requirement of possessing at least a bachelor's degree is rigorously upheld. Subsequently, the recruiter submits these candidate profiles to the external client, who determines whether a candidate is eligible for an interview. The external client frequently engages multiple staffing agencies for the same assignment, necessitating that the submitted profiles conform to the prescribed minimum selection criteria to remain competitive in the selection process.

> We do hire you, but with a view to secondment, so we are not the ones who will come to work with you, and so you have another interview. You must pass the selection there as well. The moment that person has a table with 20 resumes, and they are all WO or HBO graduates, you are, by definition, already eliminated because they do not look beyond the resume. They have not spoken to you, they do not know you, and they just make a selection. You are eliminated based on qualifications you do not have.

> At the end of the day, they [external clients] work not just with us; they also work with other parties, unfortunately. So, in the end, they choose the best CV, so there is no point in pushing candidates or hiring many candidates who cannot get placed. A) because maybe their motivation is not good, or it will not show during the interview or B) maybe they just do not have the qualification, and others do. Therefore, they automatically get ahead of you because of that.

An intriguing observation pertains to certain recruiters who assert their ability to swiftly assess and make selections from a pool of 200 candidates' profiles within seconds. In this rapid evaluation, the primary focus centers on the candidates' prior work experience, with specific attention directed towards the function title and the organization where the candidate has been employed or is currently working. These factors serve as pivotal criteria in the expedited selection process, illustrating the significance placed on a candidate's professional history, role, and reputation of their past or present employers in this initial screening phase.

> I think, on average, I look at a resume for about 30 seconds. For example, if someone has many gaps on their resume or has worked at companies where I know the quality is not very high, then yes, you can be rejected within 30 seconds. I see that pretty quickly. So, resume screening is pretty hard on applicants. I think that out of 200 applicants, I reject 195 within seconds.

Continuing the practice of creating checklists in the first phase, recruiters employ similar methodologies during subsequent phases. Here, recruiters compile checklists that facilitate the evaluation of candidates. Profiles of potential candidates are organized into lists and presented to the external hiring manager, often numbered in a hierarchical order, with candidates ranked from 1 to 4. The numerical order signifies the recruiter's assessment of candidate suitability, where the candidate labelled as '1' is deemed the most qualified, and the one marked as '4' is considered the least favorable. This approach significantly impacts the outcomes for applicants, as the subjective assessments and potential biases of the recruiter are conveyed to the hiring manager. Ultimately, in this case, the hiring manager holds the authority to decide whether the applicant is invited for an interview.

> What I often do, which may be brutal in some way, is rank my candidates by saying hey, these are four candidates, and they are ranked. This is my number 1, and this is my number 4.

Evaluating Candidates' Profiles Over the Phone

Recruiters initiate telephone contact with candidates who have submitted their applications or have first interacted with the recruiter online (primarily through social platforms for professionals, such as LinkedIn). This preliminary interaction is integral to the candidate selection process. Recruiters place specific emphasis on the candidate's articulation during this conversation and pose inquiring questions primarily designed to verify and assess the alignment of the candidate's profile with the job requirements. This assessment over the phone also considers the attitude exhibited by an individual while responding to questions. As an illustration, a recruiter emphasizes the significance of observing whether a candidate displays curiosity and proactively seeks to pose inquiries during the interview. Furthermore, the recruiter underscores the importance of estimating whether a candidate appears genuinely motivated for the role or if they exhibit a behavior, suggesting a requirement for additional persuasion or engagement efforts from the recruiter to involve the candidate in the conversation effectively.

> How does someone come across over the phone? What kind of sentences does someone use? Are they using complete sentences, or are they using short sentences? Does someone use technical jargon, elaborate words, or complex words? Is the person well-spoken? Is the person reliable? Does the person call back at the time I agree with the person? Does the person do something extra? Has that person studied well, or is that person a little lazy ass? Do I have to go all out and pamper that person and persuade them, or is it someone who is eager and says, I have some questions about this, and how can we take this further together?

> Stable people do not pick up the phone. Mindful people, for example, say; I am busy with something else right now; I will call back. Positive people answer with: good afternoon, this is [name], and (…) then I think: Hey, well, nice energy. So, there is a kind of energetic selection criteria, but I do give someone a second chance. (…). Some offer apologies like; gosh, sorry, I answered the phone a bit blunt. (…), I am not going to close right away, but I do make sure that maybe I still share the job opening

with that person, but then the selection criteria for that person I am going to double down on. What I mean by that is if that person does not score on even 1 of the 5 points, I will catch that person just on that. Nevertheless, the real reason is that it just does not match in terms of culture. However, with that person, the selection criteria will be more demanding because that person already started less handy compared to a nice, energetic person.

When the phone interview proceeds smoothly without notable concerns or deviations, it is a common practice to advance the candidate to the subsequent stage, which typically entails an in-person or online interview. When candidates do not conform to the recruiter's anticipated response patterns, influenced by the recruiter's intuitive judgments, they may face unfavorable judgments. Subsequently, the recruiter rationalizes these judgments within the context of cultural compatibility. An intriguing observation in this context pertains to the initial evaluation process, wherein recruiters primarily assess candidates based on a checklist of qualifications, which they regard as an objective measurement. Predicated on this objective assessment, recruiters initiate contact with candidates. However, a noteworthy transformation occurs when a candidate's responses during the interaction do not align with the recruiter's anticipated patterns, as influenced by the recruiter's intuitive judgements and or are perceived negatively. In such instances, the formerly objective measurements become subject to subjectivity. The candidate's responses seem to introduce an element of doubt regarding the extent to which they possess the requisite skills, thereby highlighting the nuanced interplay between objective and subjective evaluation criteria in the recruitment process. Addressing the interplay between types of fit, this occurrence also delves into the match between the applicant and recruiter. As the subjective interpretation of meaning within this context also shapes the power dynamics between the two parties. An example given by one of the interviewed recruiters on how energetic selection criteria can negatively influence the success of a candidate:

> I call the person, and they answer with: Yes, HALLO [loud voice]. Then I say, excuse me, am I interrupting? May I interrupt for a moment? They answer with: yes, who am I actually speaking to? (…) Well, then you have to 'massage' the person again. And then, I think, my god, what a jerk. (…) It is a dangerous disconnect, but I may not continue with you based on this tone of voice and how you just behaved on the phone.

The Implicit Presence of P-O Fit in the Search for Candidates

P-O fit remains predominantly implicit in recruitment practices, with minimal mention within job descriptions or initial phone interviews. When addressed, recruiters often consider competencies alongside alignment with the envisioned role, including factors such as appearance, social skills, and a comparison with current employees' personalities. However, these considerations vary widely and may not be explicitly articulated.

> This [PO fit] is not discussed in such a chat on the phone. It is really all about the candidate and his skills.

For instance, in the context of secondment, P-O fit is mainly concerned with the compatibility between the candidate and the secondment agency despite the candidate's professional duties occurring in external client organizations. These organizations are where candidates will dedicate their time, contribute to objectives, and execute tasks. Recruiters encounter difficulties articulating the significance of the compatibility between the secondment agency and the candidate beyond the inherent employer-employee relationship that the agency represents.

> We strive to hire people on our payroll, and we are, therefore, also their employer. So, even though we do not deal with that person on a daily basis, we are that person's employer. This also makes it different, so we want people who communicate well with us, who might like to come to our 'after work drinks events', and who also want to make that connection with [secondment company] and do not just go for the assignments.

> That [external PO fit] we cannot guarantee right away, and if they [candidates] are just flexible about that. In other words, the more flexible a candidate is, if he is willing to travel, the better. If the candidate says the first assignment does not matter to me, I understand that I need to get work experience. Then they are already very easily a suitable candidate to hire for us.

The last quote yields an intriguing observation, indicating that recruiters consider candidates who demonstrate adaptability, lack preferences regarding their external organization placement, and prioritize gaining work experience through the secondment agency as suitable candidates. This implies that candidates with fewer preferences are more inclined to increase their chances of securing employment through a secondment agency. In essence, a willingness to adapt to diverse work environments and prioritize acquiring general work experience rather than insisting on particular conditions is a favored approach that enhances the prospects of candidates in the recruitment process.

Nonetheless, it is crucial to acknowledge that the quote in question pertains explicitly to entry-level candidates. Recruiters responsible for recruiting mid-level professionals mention a greater willingness to consider the expressed preferences regarding their external organization placement. Nevertheless, the principle mentioned in the previous paragraph also applies to mid-level professionals. In other words, the lower the number of preferences articulated by the candidate, the more straightforward the hiring process becomes, making it easier for candidates to secure a position.

Candidate Selection

The final selection begins once several candidates have advanced to the interview round. During this phase, in-house recruiters and secondment recruiters take on distinct roles. In-house recruiters typically collaborate with hiring managers, offering their insights and expertise to

facilitate selection. In contrast, secondment recruiters can independently make the final hiring decision, without additional consultation, for their respective candidates. This dichotomy in the decision-making process underscores in-house and secondment recruiters' differing approaches and responsibilities within the candidate selection phase.

Assessing P-J Fit

When candidates require a specific skill for a vacancy, their work experience is frequently considered. Additionally, candidates are typically queried about their proficiency in this skill. Notably, recruiters often lack the requisite expertise to assess proficiency accurately, thereby necessitating an assumption of the candidate's veracity regarding their proficiency. Recruitment professionals acknowledge the significant challenges posed by evaluating skills outside their area of expertise. To address this challenge, recruiters often seek the involvement of an account manager, hiring manager, or subject matter expert to provide additional insights during in-person or online interviews. In some cases, candidates may be required to undergo skills assessments. However, it is important to highlight that the match between a candidate and the skills needed for the vacancy is only briefly discussed during the interview phase.

Nuanced Factors in P-O Fit Evaluation

In this phase of the recruitment process, P-O fit gains increased attention, albeit with varying interpretations. Recruiters approach P-O fit from diverse perspectives, as mentioned previously. This includes considerations encompassing appearance, the willingness to travel, (nonverbal) communication, and even impressions of the applicant's scent.

> Someone walks into the office. How does that person shake hands? What does someone smell like? Yes, there are so many factors ... these are all aspects you consider when selecting a candidate.

Furthermore, P-O fit is frequently compared with Person-Team fit or the congruence between an individual and the industry in which they (will) work (Person-Sector fit). For instance, some recruiters also contemplate the dynamics within the candidate's prospective team, even though they may possess limited knowledge about the team's composition. This practice underscores the variability of how recruiters act within the recruitment process. Furthermore, recruiters suggest that certain roles tend to attract specific personality types, consequently fostering distinct team atmospheres.

> It is also the type of job someone must fit in, and what kind of team does someone end up in within the company? For example, the supply chain team is easygoing, and they are friendly with each other. You also have, for example, a vacancy for a business controller. Well, that will already be a very different type of candidate — someone who is more businesslike, more serious, and who must also fit into a more serious team.

You also start looking more at what the department looks like. What kind of people are in the department and whom they have to work with, and then you start looking a lot more at whether they have a feel for the type of clients they would end up working with.

In evaluating P-O fit, recruiters exhibit varying degrees of emphasis, particularly when assessing junior candidates. Within this specific context, some recruiters may assign a relatively lower priority to assessing P-O fit, considering it a criterion of lesser significance within the selection process. This variance in the level of attention given to P-O fit highlights the diversity of perspectives held by recruiters, reflecting their differing views regarding the importance of this aspect in the assessment of junior candidates.

The job vacancy is random; it does not say who the external client is. So, that means it is just an adventure that the person must be up for. That person must always be flexible and be open to the fact that they do not know which external client they will end up working for. One time, it could be X and the other time, it could be Y, so in that respect, that is less important.

If we look at starters, starters barely have any work experience. They just graduated. HBO-law or WO-law school? Yeah, we can totally schedule four interviews there [sarcastic], but it is what it is. They have to start somewhere.

The Influence of Person-Recruiter Fit

In addition to emphasizing P-J and P-O fit, the concept of P-R frequently emerged as a match that receives significant attention. Recruiters may not always explicitly label it as such; they commonly refer to it as the presence or absence of rapport or a 'click' between themselves and the candidate. The subjective assessment of whether a rapport is present between the recruiter and the candidate during the (often online) interview plays a critical role that significantly influences the overall success of the application process.

There is a certain energy you already notice in someone, so then you try to make an initial selection based on that. Especially on the energy side and the like, right? So, if someone is passive in the conversation, that does not fit here.

During the first intake, for example, during the personal conversation, if I have a gut feeling that I think something is wrong, I may say, well, I will not continue with this candidate.

It is a certain feeling that I get, so that feeling of, does it happen naturally, does it click, is the conversation easy, do I have an equal on the phone, or is someone already positioning themselves above me? Or is someone very insecure, does not know what they want, you know, that someone says, yes, you know, I do not like what I am doing now, but I do not know what I want either. Yeah, yeah, okay, I do not know what you want either.

Another noteworthy observation in the above quote is that individuals still determining the specific role they prefer within an external organization are often perceived as lacking in confidence. This perception persists, mainly in the case of mid-level and senior professionals

contemplating a career transition. Moreover, the recruiter instantly identifies the power dynamics between them as a crucial aspect that deserves attention.

Assessing the presence of a 'click' between a recruiter and a candidate also involves the influence of intuition, often described as a gut feeling. Another noteworthy term that describes this feeling, according to recruiters, is the "recruiter instinct." The weight given to this intuitive judgment hinges on the strength of the recruiter's intuition. In situations of doubt, recruiters often arrange a second interview with a different recruiter or hiring manager to validate or challenge the initial gut feeling. It is important to note that in these instances, recruiters actively seek to rationalize their initial gut feeling by informing the second interviewer about the specific aspect of the candidate that initially gave rise to their doubts.

> Your gut feeling is correct nine times out of 10. Because even if you do hire that person and give him the benefit of the doubt, you will often end up with complaints later.
> Of course, you have prejudices, but I also try to take those advantages into account. If I have a gut feeling but I cannot clearly indicate where it comes from, I will check it with another colleague.

The assessment of this intuition is covered in uncertainty, making it unclear whether it serves as a testament to their expertise or poses a threat to their professionalism. As suggested by Maurer (2018) and Klein (2018), experts' intuition and the impact of experience are often considered "bounded knowledge" in decision-making, particularly in situations of high uncertainty. Contrary to the assumptions of rational choice theory, Klein's (2018) findings reveal that experts, instead of precisely comparing options, rely on their experience, with a single option readily coming to mind (Gigerenzer, 2019).

Furthermore, recruiters indicate that the interviews are frequently guided by their gut feeling, which they often believe to be accurate. They also seek validation of their intuition when assessing a candidate. Sometimes, they openly discuss this intuition with the candidate, engaging in a conversation about it. In this manner, they strive to maintain transparency throughout the recruitment process and provide everyone with a fair opportunity.

> [Interviewer] What do you do when you have that feeling?
> [Interviewee] Yes, then I often do two things; I often mention it, so I say something like, I cannot put my finger on it, but I notice that something bothers me, so I do not understand this situation. I do this also to give them another chance because otherwise, it would be a prejudice of me. Moreover, if I mention it, they can say, oh wait, but it is because of this or this. Or no, that is not the case at all, and usually they can relax more. However, if that is not the case, I will also ask referees.
>
> A feeling is something you are going to investigate, so it is not something you base your choices on. However, if you have the feeling, you can interrogate it and then indicate your thoughts. For example, I see this, but how do you view it and then allow someone to take that feeling away or confirm it in their answer?

Some recruiters suggest that the particular type of secondment company where one is employed also influences their perspective on candidates concerning a 'click' or mutual interest related to personality.

> I found that at a [name of company] say easier. After all, you are going to meet the customer demand. So, for example, I also had to recruit finance specialists. Those are analytical people who are usually numerical and task oriented. That does not match my qualities and personality, but sometimes they do. Nevertheless, it is good for the customer demand. Now, we look more at people from a human point of view, and then you look at them as if they are a bit like me; great.

Power relationship Between Candidate and Recruiter

Previous research by Barrick and Parks-LeDuc (2019) indicates that as millennials increasingly enter the workforce, their expectations concerning fit, work-life balance, and other relevant factors progressively shape how organizations manage their employment relationships. This phenomenon accentuates the significance of P-O and P-J fit. Notably, this research discovers the critical aspect of the relationship between the candidate and the recruiter, significantly influencing the power dynamic between the two parties. While recruiters traditionally hold the decision-making authority, the job market has shifted towards a candidate-driven paradigm, characterized by an abundance of job openings but a scarcity of available candidates. Consequently, this shift impacts the relative bargaining power of candidates, thereby amplifying the challenge of securing an appropriate candidate.

> The generation that is coming up now, in terms of work, are people who say, "I have six or ten procedures right now, so why don't you tell me what you have to offer at [name of company]." So, sell your organization to me because I have ten companies to choose from. So, I notice that that has switched compared to 2.5 years ago. Because back then, it was like, I really want to work for you. The candidate was wearing a neat suit and had an excellent sales talk. However, that is not happening anymore. I almost do not have that type of candidate anymore.

Recruiters have observed a significant shift in their approach to recruiting junior professionals associated with the new generation entering the workforce. Traditionally, junior candidates were hired for entry-level positions, which remains unchanged. However, it is noteworthy that recruiters are increasingly offering traineeships before placing juniors directly into their roles. This approach allows candidates to acquire new skills while on the job. Consequently, it necessitates a different perspective in assessing candidates, where their coachability and learning ability are more influential than before.

Furthermore, recruiters emphasize that the recruitment process should be mutually beneficial. The candidate and the recruiter can gain something from working together. The candidate is expected to bring their time, skills, coachability, and learnability to the table, while the recruiter, in return, offers a traineeship and a job opportunity. This evolving approach

highlights the importance of a two-way interview process, where both parties actively contribute to a value exchange.

> Candidates do not just come to bring something but also to get something. They also want to know the added value for them when they work with us. That is a nicer way of working than for a candidate to sell themselves because an employer should also be able to offer something to a candidate. Both parties should be able to bring something to such an interview because if you look back to previous years, the candidate really had to sell himself. You do not even know exactly what you are selling yourself for ... I do not think that is fair. I think the employers should do their best to show they are a nice company and good employer.

Bogosavac (2023) highlights the current situation in the Netherlands, where an all-time high of unfilled vacancies is seen. Consequently, the quest for suitable candidates has evolved into a pressing issue, often described as the "war for talent" (Chowdhury et al., 2021; Colins & Kanar, 2014). The challenges in identifying the right individuals for these vacancies often result in reevaluating the initially established selection criteria. This revision process may entail collaborative efforts between recruiters, hiring managers, or external clients. In this reflective process, the central question often revolves around whether a specific competency is essential for the role or if other attributes hold greater significance. It acknowledges the practical constraint that not all desired qualities can be found in a single candidate.

> We also have to make those concessions; otherwise, we will not get our people, so now and then, you just have to say that. Well, this person, this is what we can take on right now. Then, you must adjust your requirements. Yes, that is just a fact, so that is something we do all the time. We have also had times when we have a challenging vacancy. Then I will look at it and say if we want all these demands. That is all well and good. However, then you will still be recruiting for the next year. We may have to choose someone with less experience who is a good fit for that organization. Alternatively, we may opt for someone with the right expertise; they may be able to really contribute and add something here for two years, but then we also know that someone will leave. That is also good, and then you make another concession.

> I have found 10, maybe 20, but all 20 are sitting well now. We either have to wait or come up with another offer. Alternatively, we must start tweaking some variables, so of the five variables that we want "yes" on, we only pick four.

Moreover, when decision-making requires reevaluations, especially when uncertainties or varying opinions about candidates arise, a "majority rules" principle often dominates, underscoring the importance of collective input in determining the final selection outcome.

> Ultimately, when a decision must be made, you often do it in consultation. However, sometimes there are differences in opinions, and the most votes count. Then I have to accept that.

Recruiter Bias

Furthermore, it is noteworthy that some recruiters observe a pattern in their colleagues' propensity to favor candidates who share similar personality traits, resembling the hiring personnel themselves. This insight raises the issue of potential biases influencing selection

outcomes, as these recruiters themselves indicate that they do not align with this preference. These dynamics within the recruitment process highlight the complex interplay of subjectivity, intuition, and individual recruiter attitudes that contribute to the assessment of candidates, potentially impacting the overall success of the selection process.

> I think that is the biggest challenge for many recruiters, which many cannot do. I can pretty much tell if someone is going to have a click. I think that is where the biggest challenge lies, anyway, because anybody can say very bluntly, well, this is my list of requirements; this is the resume, and does that match? However, the main thing is, do you also see someone walking around at the company you send them a resume to, and I notice that that is something, well, I am just really good at that now.
> ...
> I think what has to do with it is intuition, experience, and a lot of people skills. I think that is it. That is, of course, a bit of an umbrella term, and a lot of people say they have it, and then they do not really have it.

Recruiter Ego

It is worth knowing that recruiters frequently seek colleague assistance when faced with uncertainties in the selection process. In such instances, they may opt to either set up a follow-up interview with a colleague or participate in the interview. Before this second interview, preparatory conversations with colleagues are held, wherein they are guided on specific areas of focus and provided with questions to pose during the candidate evaluation. In some secondment organizations, it is essential to emphasize that while colleagues may express reservations about certain candidates, the ultimate hiring decision rests with the individual recruiter. In such cases, the recruiter may choose to disregard the advice and exercise their discretion in determining the candidate's suitability for the position.

> If I were enthusiastic about someone and a talent manager thinks: Jesus, what kind of person is this? Yes, then you will think again. Do I want to hire this person, or is another talent manager better suitable? And if I am very convinced, yes, ultimately, it is up to me. So, I get to decide whether someone is hired or not.

> Initially, I found it stressful/exciting, just purely that you think, what if I hire someone and then you have made a mistake. Then it is really just, I guess, yeah... that everyone jokes about it; how did you hire this one? So, I still find that nerve-wracking, but I also try to think, okay, so be it. If there is one that is not right, we will figure it out, and luckily, we have a trial period for everyone if it is really super disappointing. So, I am trying to let go of that now, but it is still very much a factor.

Targets Within the Secondment Agencies

The choice of recruiters in selecting a candidate is notably influenced by whether they work as an in-house recruiter or for a secondment agency. In-house recruiters primarily seek candidates who are an asset to the organization in which they are employed. They can take the recruitment process a lot more personally. On the other hand, secondment agencies generate revenue by receiving payments from external clients for the specialized services provided by

candidates. It is interesting to note that when recruiters are searching for junior candidates, specialization is less critical because these candidates have none to limited work experience. Additionally, the focus on assessing whether a candidate fits well with the external organization (P-O fit) is often reduced in these cases.

Nevertheless, hiring a candidate is not solely based on their fit assessments. Bonuses related to the secondment agency's revenue model can also influence the recruiter's choice. When doubts arise regarding candidates, they are often hired, rationalized as "I prefer to think in terms of opportunities and granting someone a chance." The decision to accept candidates who might have otherwise been rejected is not solely driven by doubts but also hinges on whether the recruiter or the team is on track to meet their targets.

> For example, if we are very much on target, and you have a gut feeling, and you think, I do not know. Then, you are more likely to say no. If we still need to hire quite a few people and need to grow, and you have doubts, then you think, yes, I will give the benefit of the doubt.

Furthermore, secondment agencies attempt to influence the candidate's decision to choose their organization by speeding up the recruitment process. This entails reducing the number of interviews with the candidate to just one, allowing the recruiter to determine whether the candidate is hired or not promptly.

> [interviewer] Is it true that because your process is so fast, you think they are more likely to choose your company? Does it have an impact?
> [interviewee] Definitely, and the process recently has become even faster. Before, we had to interview first, and then, if it was a good candidate, schedule it with a talent manager. After that, you consult with the talent manager, and only then you can make an offer. Now, if it concerns a starter and it is a good candidate, we are allowed to make an offer right away. So, in that regard, definitely.

Discussion

This research aimed to delve into the nuanced interplay between Person-Job (P-J), Person-Organization (P-O), and Person-Recruiter (P-R) fit, collectively exploring their role in recruiters' decision-making processes. This study aimed first to integrate P-R fit into the examination alongside P-O and P-J fit, explore the relationships among these dimensions, and better understand their significance in the recruitment process.

The outcomes of this qualitative research underline the complexity of a recruiter's judgment of a candidate, which involves a nuanced consideration and interplay of P-J, P-O, and P-R fit. In exploring the dynamics of P-J fit, the interviews underscored the recurrent theme of recruiters prioritizing aligning candidates' KSAs with job requirements. Nonetheless, some recruiters perceive P-J fit as a somewhat simplistic checklist, leading to fast rejections based on perceived harsh selection criteria. Notably, the evaluation speed within the first phase suggests

that, for some recruiters, P-J fit may not be intricately linked to a candidate's potential success in the workplace, indicating a tension between P-J fit and its current evaluation. Furthermore, the initial emphasis on KSAs often shifts during the interview phase, focusing on evaluating P-O fit. This finding aligns with the results from Chuang and Sackett (2015), who emphasize increased attention to P-O fit in later interview rounds. Moreover, most recruiters agree with Cable's (1996) perspective that P-O fit is more crucial than P-J fit. The intricate interaction between P-J and P-O fit is acknowledged, underscoring their complex relationship. Additionally, P-R fit is identified within this interplay, although recruiters do not explicitly label it. Instead, they primarily describe it as the "click" between themselves and the candidate.

With the market transformation from employer-driven to candidate-driven, the relationship between recruiters and candidates holds a significant role. Recruiters perceive and navigate the shifting power dynamics differently based on their values and standards. As the market has shifted towards a scenario where junior professionals are brought in and subsequently trained, traineeships have become integral to the current job landscape. Consequently, recruiters must now evaluate candidates with a renewed focus on their coachability and eagerness to learn and adapt. The shift toward a candidate-driven labor market has impacted the expectations recruiters have from candidates. However, a bachelor's degree prerequisite remains essential for candidates, possibly serving as a measure to assess their potential to develop the required skills during a traineeship. Nevertheless, the university degree requirement is no longer universally common, as Fuller et al. (2022) indicated.

Summarized in Figure 1, the findings of this qualitative research reveal the distinct mechanisms occurring at various stages of the recruitment process (candidate selection criteria, candidate search, and candidate selection). These stages represent critical decision points where recruiters influence the ultimate hiring outcome. The figure presents a seemingly linear structure; however, this simplicity is deceptive, as the concepts intertwine throughout the phases.

Figure 1

Recruitment Phases Paired with Type of Fit
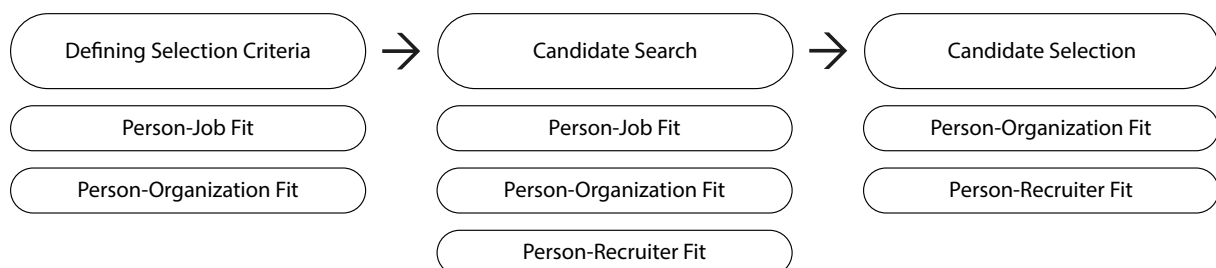
Theoretical Implications and Future Research

This research advances our understanding of fit dynamics by emphasizing subjective recruiter evaluations, recognizing market transformation impacts, elaborating on P-R fit, and encouraging a reevaluation of traditional fit criteria in current recruitment practices. These theoretical implications pave the way for future research that can further refine and expand our understanding of fit within the evolving landscape of candidate selection.

This study contributes to the literature on P-J, P-O, and P-R fit in several ways. Firstly, it enriches the theoretical landscape by intricately detailing the interplay between P-J, P-O, and P-R fit in the context of candidate selection. Rather than operating in isolation, these fit dimensions were revealed to interact complexly during the evaluation of candidates. This study contributes to existing literature (Barrick & Parks-Leduc, 2019; Chen & Lin, 2014; García et al., 2009; Kristof-Brown, 2000) by acknowledging the multifaceted nature of the recruiter's judgment, providing a more nuanced understanding of fit dynamics. This approach opens new avenues for researchers to explore the complexity of fit interactions and provides insights for continuously improving recruitment processes. For future research, this suggests that further refinement of recruitment models is needed to fully comprehend the interactions between P-J, P-O, and P-R fit. Researchers could, for example, develop methods to investigate the dynamics of these fit dimensions in different organizational contexts and sectors.

Secondly, the research explores the subjective evaluation measures recruiters employ to assess applicants' fit, emphasizing qualitative aspects of decision-making. This contribution highlights the unique perspectives of recruiters and the qualitative considerations that influence their evaluation process. By delving into recruiters' viewpoints, the study adds depth to the theoretical foundation of decision-making in recruitment (Dimopoulos et al., 2021; Huang, 2021; Chuang & Sackett, 2005; Cable & DeRue, 2002; Kristof-Brown et al., 2002) recognizing the importance of subjective measures in the evaluation process. For future research, researchers could explore a more specific perspective by concentrating solely on secondment agency recruiters or in-house recruiters. This refinement in focus would contribute to a more nuanced examination of specific professional domains, offering valuable insights into the practices and dynamics unique to the subgroup. Such refinements could enrich the study's scope and objectives, fostering a more comprehensive understanding of the complexities of different recruiters and their decision-making processes.

Thirdly, this study delved into how recruiters navigate the shift in the job market from employer-driven to candidate-driven and examines the implications of this shift for the role of different types of fit in their work. This theoretical insight contributes to the literature on human

resource management and power dynamics when decision-making highlights the evolving nature of the job market and its implications for recruitment practices. These developments change power dynamics between the candidate and the recruiter (P-R fit), which can influence perceived relative power in negotiations (Wolfe & McGinn, 2005). Thereby, it underlines the significance of interpersonal relationships in the recruitment process. Therefore, future research should explore the P-R fit concept more in-depth. With a new generation entering the workforce (Barrick & Parks-LeDuc, 2019), it is essential to investigate how these shifts impact the power relationship between candidates and recruiters and how P-R fit influences the current labor market. More focused explorations into specific aspects of recruitment decision-making and their power shifts are needed. For instance, examining junior recruitment within a candidate-driven market and the power dynamics between recruiters and candidates could yield valuable insights.

Lastly, the research suggests a reevaluation of traditional fit criteria, especially in the context of a candidate-driven market. The shift in recruiters' focus towards coachability and adaptability signifies a departure from rigid entry requirements. This theoretical shift challenges established norms in fit theory, as previous research indicates that P-J and P-O fit positively affect job satisfaction and organizational commitment (Berisha & Lajci, 2020). I encourage scholars to reconsider the criteria that define successful fit, particularly in junior positions and traineeships. Thereby, it contributes to the literature on job crafting and career self-management. As in a candidate-driven market, applicants may have more agency to negotiate and shape their roles based on their strengths and preferences (Cantrell et al., 2023). Additionally, future research might consider narrowing the scope to specific target groups (such as junior-level or mid/senior-level candidates) to better understand the recruitment process within these subpopulations. By delving deeper into these areas, researchers can contribute to a more comprehensive understanding of the complexities associated with recruitment practices.

Practical Implications

This study carries significant practical implications as it provides valuable insights into the current developments in the recruitment profession and sheds light on recruiters' perspectives regarding P-J, P-O, and P-R fit and their interplay. Firstly, as there is a record of staff shortage and unfilled vacancies (Bogosavec, 2023), the recognition of the shift from an employer-driven to a candidate-driven market (Centraal Bureau voor de Statistiek, 2023) underscores the need for organizations to adapt their recruitment practices. Acknowledging the changing power dynamics allows recruiters to tailor their approaches to align with the

expectations of candidates. Therefore, organizations embracing flexibility and adaptability in their recruitment processes are better positioned to attract and retain talent in this dynamic job market. Particularly for junior positions, a reevaluation of traditional entry requirements may prove beneficial, as organizations can consider adjusting criteria to align with the identified focus on coachability and eagerness to learn, ensuring competitiveness in attracting candidates in a market where flexibility and a willingness to invest in training are highly valued.

Secondly, emphasizing the importance of coachability and adaptability offers actionable insights for organizations. These findings suggest incorporating these qualities into traineeships, ensuring that candidates possess the traits necessary to meet the evolving demands of the job market. This proactive approach aligns organizational practices with the shifting expectations of recruiters, enhancing candidates' readiness for the dynamic job landscape.

Limitations

Several limitations should be acknowledged in this study: First, recruiters' challenges in articulating the precise factors influencing their decision-making processes reveal a limitation in accessing the intricacies of their choices. The inherent complexity of their decision criteria makes it challenging to comprehensively understand the factors guiding candidate selection. Second, the sample profile, consisting of a mix of recruiters from diverse backgrounds, including in-house and secondment agency recruiters, introduces a potential source of variability in the results. As the disparities in professionalism levels are substantial, a more refined focus, specifically on recruiters specializing in junior recruitment, could have provided more targeted insights within a specific professional domain. Third, the uneven distribution between in-house and secondment agency recruiters might lead to certain results being more closely associated with the practices of one group over the other. Finally, the study did not explicitly delve into the potential impact of cultural or organizational differences among recruiters, which could have influenced their perspectives and decision-making criteria. Despite these limitations, the study underscores the need for continued research into the complexities of recruitment practices, offering valuable insights for future investigations.

Conclusion

The primary goal of this study was to illustrate the concepts of P-J, P-O, and P-R fit and their nuanced interplay, investigating their impact on the decision-making processes of recruiters. In addressing a substantial gap in current literature, the research aimed to unravel the complexities of these fits within the dynamic framework of the recruitment process through 19

in-depth, semi-structured interviews. The findings illustrated the complex considerations and dynamic interplay of P-J, P-O, and P-R fit in recruiters' judgments. While the initial focus centers on aligning candidates' skills with job requirements, the evaluation shifts during interviews, with heightened attention to P-O fit. The study aligns with recruitment stages, emphasizing P-O fit in later rounds and affirming the prioritization of P-O fit over P-J fit. The evolving job market emphasizes the significance of coachability and adaptability in candidates while signaling a shift in power dynamics between the recruiter and applicant within the recruitment process. However, it may be relatively straightforward. The higher the affinity the recruiter feels for the candidate, whether based on something as simple as a handshake or a personal impression, the higher the likelihood of making a hiring decision.

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Appendix 1

Interview Guide Dutch
Doel onderzoek: Het doel van dit onderzoek is om meer inzicht te krijgen in de beslissingen die recruiters nemen bij het selecteren van kandidaten voor vacatures. De focus van dit onderzoek ligt op jouw individuele inzicht en beslissingen tijdens het wervingsproces.
Belangrijk: Getekend toestemmingsformulier & geluidsopname.

Sectie 1: Demografie
Kun je mij iets over je werk vertellen? Denk hierbij aan; wat is je functie, level van senioriteit, werkervaring, etc.
(Leeftijd, geslacht, opleidingsniveau, aantal jaren werkervaring (in dit vakgebied), functietitel, level van senioriteit, recruiter voor interim of vaste functies, inhouse of agency recruiter).

Sectie 2: Semigestructureerde vragen
- Kun je mij vertellen hoe het wervingsproces eruitziet?
    (Eén of meerdere interviews?)
- Wat is jouw rol in dit proces?
    - Factoren van invloed: bonusstructuren, bedrijfstargets, besluit genomen met 1/2 personen, etc.?
- Hoe selecteer je de juiste kandidaat? Wat zijn voor jou belangrijke keuzemomenten en welke factoren spelen hierin een rol?
    - *Hoe doe je dit? Kun je een voorbeeld geven.*
    - *Wat zijn hier de moeilijkheden in?*
    - *Heb je er weleens naast gezeten? Misfit*
    - *Verschilt de focus wanneer je een enkel interview hebt of meerdere interviews voor de definitieve selectie van een kandidaat?*
        - *Keuzemomenten: cv-selectie, interviewfase*
- Hoe speelt intuïtie een rol in dit proces? *(6 seconden, uitstraling, eerste indruk)*
- Iedereen heeft belang bij een eerlijke fit analyse, tegelijkertijd is het een wederzijds verkooppraatje? *Hoe gaat dat?*
- Hoe weet je of iemand geschikt is voor een bepaalde baan?
    - *Hoe maak je die inschatting? Volg je een proces?*
- Hoe weet je of iemand bij de organisatie past?
    - *Hoe maak je die inschatting? Volg je een proces?*
    - *Bespreek je de fit met de kandidaat?*
        - *Ken je de organisatie goed genoeg om deze te beschrijven aan een kandidaat?*
    - *Skills, kennis en educatie worden vaak weergegeven op de vacature, maar er is geen wetgeving over hoe de match tussen een kandidaat en de organisatie gedefinieerd en beoordeeld dient te worden, is het gebruikelijk dat biases een rol spelen. Bijvoorbeeld liking-bias en het onderbuikgevoel. Hoe ga je hiermee om? Kun je een voorbeeld geven.*
- Wat zie jij wel tijdens het proces maar een headhunter niet? En andersom.
- Wat doe je als iemand past bij de organisatie, maar minder geschikt is voor de baan? En andersom.
    - *Wat is invloed van hybride werken?*
    - *Neem je liever niemand aan of iemand die niet helemaal past bij de baan of organisatie? Hoe maak je die keuze? (Bonusstructuur)*
    - *Kun je een voorbeeld geven.*
    - *Bestaat de juiste kandidaat? En is deze ook altijd aanwezig tussen de sollicitanten?*
    - *War of talent/meest openstaande vacatures ooit in NL.*

- Hoe speelt similar-to-me-bias een rol tijdens het proces? Hoe speelt de match tussen jou als de recruiter en de kandidaat een rol? *Person-Recruitment fit.*
    - o *Herken je dit zelf? Kun je een voorbeeld geven.*
    - o *Hoe ga je ermee om als de kandidaat wel past bij de baan, maar er is een persoonlijke misfit? (person-recruiter)*
    - o *Inhouse/agency/hybride – vast/interim recruitment.*
    - o *Is het gewenst dat de werkvloer vol zit met mensen die elkaar aanvullen (diversity) ipv hetzelfde zijn (homogeneity within organizations)? Hoe zorg je hiervoor?*
- Waar let je meer op; of er een match is tussen de kandidaat en de organisatie of de kandidaat en de vacature? En waarom?
    - o *Heeft het type match evenveel invloed als je de kandidaat hybride gaat werken?*
- Op welke vaardigheden en capaciteiten (hard/soft skills) let je?
    - o Zou je de top 5 hard en soft skills eens kunnen opnemen waar jij op let?
    - o Heeft het type vacature (inhouse/agency), de bedrijfstargets, of de bonus een invloed op de skills waar jij op let in een kandidaat?
        - ▪ *Hoe let je op de hard/soft skills van een kandidaat?*
        - ▪ *Wat zijn de moeilijkheden hierin?*
        - ▪ *Kun je een voorbeeld geven?*
        - ▪ *Verschilt de focus wanneer je een enkel interview hebt of meerdere interviews voor de definitieve selectie van een kandidaat?*

P-O fit: de afstemming van individuele doelen en waarden, en die van de organisatie.
P-J fit: verwijst naar een match tussen een kandidaat en een specifieke baan, inclusief het matchen van capaciteiten, interesses, baankenmerken en persoonlijkheid.
P-R fit: beschreven als de mate van gedeelde houdingen of waarden tussen sollicitanten en recruiters.

Deel 3: Slotopmerkingen
Bedankt voor het delen van je inzichten en perspectieven tijdens je ervaring. Zijn er nog punten die u wilt bespreken, of zijn er nog vragen die u graag beantwoord wilt zien? Als er verder geen vragen of opmerkingen zijn, wordt het interview beëindigd en de opname gestopt.

Informed Consent Dutch

<u>**Informatieblad voor onderzoek 'Fit Dynamics in Recruitment: Recruiter Perspectives on Person-Job, Person-Organization, and Person-Recruiter Fit'**</u>

Doel van het onderzoek

Dit onderzoek wordt geleid door Naomi Veltkamp. Het doel van dit onderzoek is om meer inzicht te krijgen in de beslissingen die recruiters nemen bij het selecteren van kandidaten voor vacatures. De focus van dit onderzoek ligt op jouw individuele inzicht en beslissingen tijdens het wervingsproces.

Hoe gaan we te werk?

U neemt deel aan een onderzoek waarbij we informatie zullen vergaren door: U te interviewen en uw antwoorden te noteren/op te nemen via een audio-opname. Er zal ook een transcript worden uitgewerkt van het interview.

Potentiële risico's en ongemakken

Er zijn geen fysieke, juridische of economische risico's verbonden aan uw deelname aan deze studie. U hoeft geen vragen te beantwoorden die u niet wilt beantwoorden. Uw deelname is vrijwillig en u kunt uw deelname op elk gewenst moment stoppen.

Vergoeding

U ontvangt voor deelname aan dit onderzoek geen vergoeding.

Vertrouwelijkheid van gegevens

Wij doen er alles aan uw privacy zo goed mogelijk te beschermen. Er wordt op geen enkele wijze vertrouwelijke informatie of persoonsgegevens van of over u naar buiten gebracht, waardoor iemand u zal kunnen herkennen. Voordat onze onderzoeksgegevens naar buiten gebracht worden, worden uw gegevens zoveel mogelijk geanonimiseerd, tenzij u in ons toestemmingsformulier expliciet toestemming heeft gegeven voor het vermelden van uw naam, bijvoorbeeld bij een quote.

In een publicatie zullen anonieme gegevens of pseudoniemen worden gebruikt. De audio-opnamen, formulieren en andere documenten die in het kader van deze studie worden gemaakt of verzameld, worden opgeslagen op een beveiligde locatie bij de Universiteit Twente en op de beveiligde (versleutelde) gegevensdragers van de onderzoekers. De onderzoeksgegevens worden indien nodig (bijvoorbeeld voor een controle op wetenschappelijke integriteit) en alleen in anonieme vorm ter beschikking gesteld aan personen buiten de onderzoeksgroep.

Tot slot is dit onderzoek beoordeeld en goedgekeurd door de ethische commissie van de faculteit BMS (domain Humanities & Social Sciences).

Vrijwilligheid

Deelname aan dit onderzoek is geheel vrijwillig. U kunt als deelnemer uw medewerking aan het onderzoek te allen tijde stoppen, of weigeren dat uw gegevens voor het onderzoek mogen worden gebruikt, zonder opgaaf van redenen. Het stopzetten van deelname heeft geen nadelige gevolgen voor u. Als u tijdens het onderzoek besluit om uw medewerking te staken, zullen de gegevens die u reeds hebt verstrekt tot het moment van intrekking van de toestemming in het onderzoek gebruikt worden. Wilt u stoppen met het onderzoek, of heeft u vragen en/of

klachten? Neem dan contact op met de onderzoeksleider.

Onderzoeker: Naomi Veltkamp   **Email**: n.c.m.veltkamp@student.utwente.nl

Voor bezwaren met betrekking tot de opzet en of uitvoering van het onderzoek kunt u zich ook wenden tot de Secretaris van de Ethische Commissie/ domein Humanities & Social Sciences van de faculteit Behavioural, Management and Social Sciences op de Universiteit Twente via ethicscommittee-hss@utwente.nl. Dit onderzoek wordt uitgevoerd vanuit de Universiteit Twente, faculteit Behavioural, Management and Social Sciences. Indien u specifieke vragen hebt over de omgang met persoonsgegevens kun u deze ook richten aan de Functionaris Gegevensbescherming van de UT door een mail te sturen naar dpo@utwente.nl.

Tot slot heeft u het recht een verzoek tot inzage, wijziging, verwijdering of aanpassing van uw gegevens te doen bij de Onderzoeksleider.

Door dit toestemmingsformulier te ondertekenen erken ik het volgende:
- Ik ben voldoende geïnformeerd over het onderzoek door middel van een separaat informatieblad. Ik heb het informatieblad gelezen en heb daarna de mogelijkheid gehad vragen te kunnen stellen. Deze vragen zijn voldoende beantwoord.
- Ik neem vrijwillig deel aan dit onderzoek. Er is geen expliciete of impliciete dwang voor mij om aan dit onderzoek deel te nemen. Het is mij duidelijk dat ik deelname aan het onder- zoek op elk moment, zonder opgaaf van reden, kan beëindigen. Ik hoef een vraag niet te beantwoorden als ik dat niet wil.

Naast het bovenstaande is het hieronder mogelijk voor verschillende onderdelen van het onderzoek specifiek toestemming te geven. U kunt er per onderdeel voor kiezen wel of geen toestemming te geven. Indien u voor alles toestemming wil geven, is dat mogelijk via de aanvinkbox onderaan de stellingen.

	JA	NEE
Ik geef toestemming om de gegevens die gedurende het onderzoek bij mij worden verzameld te verwerken zoals is opgenomen in het bijgevoegde informatieblad. Deze toestemming ziet dus ook op het verwerken van gegevens betreffende mijn gezondheid/ras/etnische afkomst/politieke opvattingen/ religieuze en of levensbeschouwelijke overtuigingen/lidmaatschap van vakbond/ seksueel gedrag/seksuele gerichtheid en/of over mijn genetische gegevens/ biometrische gegevens.	□	□
Ik geef toestemming om tijdens het interview opnames (geluid) te maken en mijn antwoorden uit te werken in een geanonimiseerd transcript.	□	□
Ik geef toestemming om mijn antwoorden te gebruiken voor quotes in de onderzoek publicaties.	□	□
Ik geef toestemming om de bij mij verzamelde onderzoek data te bewaren en te gebruiken voor toekomstig onderzoek en voor onderwijsdoeleinden.	□	□
Ik geef toestemming dat de informatie die ik verstrek zal worden gebruikt voor een masterscriptie, het research honoursprogramma en mogelijk een publicatie met artikel.	□	□
Ik geef toestemming om het voltooide proefschrift en de verwerkte gegevens te archiveren in de database van de Universiteit Twente, zodat het kan worden gebruikt voor toekomstig onderzoek en leren. Alle gegevens worden geanonimiseerd zonder naar iemands identiteit te traceren en worden veilig bewaard. Alle gegevens die in het proefschrift worden verstrekt, kunnen worden gebruikt of geraadpleegd door andere studenten of onderzoekers die deze gebruiken voor onderzoeksdoeleinden, met uitzondering van commercieel gebruik.	□	□
Ik geef toestemming voor alles dat hierboven beschreven staat.	□	

Naam Deelnemer:

Naam Onderzoeker:
Naomi Veltkamp

Handtekening:

Handtekening:

Datum:

Datum: