

Exploring Equality in the Workplace from the Perspective of Recruitment and Fairness Perception-Taking SMEs as an Example

Shih-Nien Lee¹, Ton-Chu Chang² and Tzu-Ching Weng³

Abstract

This research mainly discusses the development of workplace equality by exploring the experience of SME recruitment and selection, in-depth understanding of both SME interviewers and job seekers, and the perception of fairness and respect in the process of recruitment activities. Based on the experience of job-seekers' experience of the selection mechanism, the results of the company's selection mechanism and jobseekers' experience are analyzed, and the best practice is selected through literature discussion and comparison with practice. This research is based on semi-structured interview method, interviews are conducted according to the research topic and the researcher itself is used as a research tool, and the analysis is followed by discussion, so as to understand the recruitment and selection mechanism of SMEs and the best model for the development of equal rights in the workplace. The problems found in this study will also discuss their specific possible solutions, and provide enterprises with a reference for the design and application of the recruitment and selection process.

Keywords: Recruitment, Fairness Perception, Workplace Equality.

¹ Doctoral Student, Ph. D. Program of Business, Feng Chia University, Taiwan.

² Department of Labor Relations in Master Program, National Chung Cheng University, Taiwan.

³ Professor, Department of Accounting, Feng Chia University, Taiwan.

1. Introduction

The development of Taiwan's economy is dominated by SMEs, which account for 98.93% of all enterprises. According to the "2021 SME White Paper", SMEs will account for 80.94% of the national employment in 2020, indicating that SMEs are already an important part of Taiwan's job market. Cornerstone (Ministry of Economic Affairs, SME Division, 2021). The business focus of small and medium-sized enterprises is mostly in the operation, marketing or development departments, and they pay less attention to human resource management, and some do not even set up full-time human resources. When there is a shortage of manpower in an enterprise and it is urgent to employ people, there are many difficulties in the recruitment and selection of talents. These problems reflect that most SMEs do not invest enough in human resources, showing that employers of SMEs generally believe that human resources can be performed by generalists in other positions or by one person, and the professionalism of human resources is not high. The number of employees in small and medium-sized enterprises is small, and the goals of operation are mostly survival and profit, and they pay little attention to the creation of corporate culture; and because of the imperfect human resources management measures, when there is a shortage of manpower, from recruitment and selection to completing the process of reporting for formal appointments, Workplace equality issues can easily arise.

From the experience of job seekers experiencing SME interviews, thinking about the experience of job seekers when they submit resumes through recruitment channels, go through audition, selection, and be admitted by companies. Job seekers create job value based on employment competitiveness, negotiated salary and benefits, development space of the company, interpersonal relationships after taking office, and job performance. In the process of recruitment and selection, in addition to building a good corporate image for the recruitment pipeline, companies also need to check the recruitment and selection process to see if job seekers feel fairness and consistency, because this "fairness perception" is the key The essential. The length of the selection process, the content of the questions, and the process should be as consistent as possible for every job applicant; Hastily ended. The selection process is often tricky, and even if the interviewers of a company believe they are selecting candidates based on fair, impartial and open standards, as long as job seekers don't feel the same way, they may complain about the "unfairness" of the selection process. The attitudes and behaviors of the interviewers who are the spokespersons of the company may lead to the decision of whether the job seeker accepts the application result.

Recruitment and selection is an interactive process between enterprises and job seekers. Enterprises find suitable candidates in the process, and job seekers also find ideal jobs in the process; interview activities are an important part of the interaction between enterprises and job seekers. one of the programs. Interview is one of the important tools for talent selection at the enterprise side, and it is also the most frequently used selection activity for small and medium-sized enterprises. Among

them, the selection of interviewers has been discussed in past research. Many job seekers experience various behaviors of interviewers during the interview process. perceive the feeling of fairness and respect, and then affect the job seeker's willingness to work for the development of equal rights in the workplace.

Based on the above-mentioned research background and motivation, this research hopes to explore the current situation of talent recruitment by SMEs through empirical investigation and analysis.

1. Recruitment strategies and recruitment effectiveness of SMEs?
2. Does the recruitment and selection process cooperate with the government in implementing workplace affirmative action measures?
3. What are the selection criteria for corporate interviewers and how fair and respectful job applicants experience the corporate selection process?
4. What difficulties are encountered in the current recruitment and selection process of SMEs and countermeasures?

The purpose of the study is to explore the process of planning human resource policies and recruitment selection processes in SMEs. Whether different interviewer behaviors and traits in the company's recruitment selection process affect the willingness of different job seekers to continue the selection process or be hired. To explore whether job seekers who experience different perceptions of fairness and respect in the recruitment and selection process of small and medium-sized enterprises have a significant impact on workplace equality after accepting employment.

2. Literature review

The key to the development of an enterprise is "people and people", and "selecting the right people" is the first step in the development of people and people. Companies expect to attract talented and motivated job seekers through different recruitment channels, participate in the selection process and are willing to accept employment. Recruitment is an enterprise to find potential talents who meet the vacancies, and try to attract these potential talents to the enterprise to apply through activities. Where do job seekers find out? The selection of recruitment channels is one of the factors affecting recruitment strategies; personnel selection is the job seekers found from the recruitment channels, and companies will carefully select candidates who meet the job requirements through the selection process (Wang & Jing-Wen, 2018). The recruitment process of the company attracts job seekers, and the selection process continues to make job seekers interested in the company and the job, accepting vacancies and completing the registration procedures really stay, and the recruitment process of the company comes to an end (Yang, 2019).

Through different recruitment channels, recruitment information and recruiting personnel, the company collects diverse application resumes, and the interviewers conduct selection operations according to the definition and specifications of the vacancies, so as to select the most suitable talents (Chen et al., 2019). Specifically, recruitment and selection activities can be divided into four types: internal

recruitment, external recruitment, and internal selection and external selection (Yeh, 2020). Recruitment management indicators cover employer branding, selection process, on-the-job training, etc. Recruitment management metrics are measurement tools used to track recruitment success and to optimize recruitment over time. If these indicators are used correctly, it will help companies evaluate the effectiveness of recruitment, as well as help companies evaluate and determine the right talent (China Human Resource Management Association, 2020). It is very important for companies to attract excellent job applicants in the early stage of recruitment (Chen et al., 2019). Enterprises want to attract more talents in line with the core values of enterprises in these multiple channels, which is a topic that enterprises need to think about (Huang & Cai, 2021).

Recruiting doesn't have to cost a fortune; the key is to build a good experience. (Yang, 2019). Companies must develop a competitive recruitment policy and selection process to help them find the right talent quickly and efficiently. From the relevant talent recruitment research, it is found that the working conditions and content required by the company to provide job vacancies in the recruitment channel will affect the number of job seekers and the types of jobs job seekers are searching for, and will also affect job seekers. Willingness to accept jobs (Chen et al., 2020). Amazon's rapid growth from an early start-up company to the world's largest e-commerce company means that they have developed a strict standard for the talent recruitment process, which is called Bar Raiser. Pole, for training. Eight steps of the process after passing the training:

1. Develop job description
 2. Review resume
 3. Telephone interview
 4. Internal rotation interview
 5. Written opinion
 6. Debriefing and recruitment meeting
 7. Qualification check
 8. From notification of admission to inauguration (Colin Bryar & Bill Carr, 2021).
- Different companies will have different recruitment and selection processes, and different corporate cultures will place different emphasis on recruitment. The size of the company and the type of industry will affect the level, frequency, and sign-off process of the interview process. In addition, the level and importance of the required positions, whether there are full-time and responsible recruiters and the characteristics and behaviors of recruiters, as well as the number and frequency of talents in demand, will all affect the overall recruitment effectiveness of an enterprise (Cao, 2021). Former Amazon President Colin Bryar mentioned that new and fast-growing small and medium-sized enterprises, as well as many established traditional companies, are particularly vulnerable to hiring new employees without a formal recruitment process and selection of untrained interviewers (Bryar & Carr, 2021). There are many common pitfalls in the interview process, such as the interviewer veering off topic and asking interview questions that lack clear goals, resulting in the candidate's answers not revealing his likely future job performance.

Interviewers use biased language in recruitment decision-making meetings, post less clear feedback to broader teams, trigger groupthink and confirmation bias, and other issues that are perceived as okay in the current situation, which later lead to recruitment Ineffective decision-making (Bryar et al., 2021).

The design of the recruitment process and the interview performance of the interviewers will affect the job seekers' perception of the corporate image and the fairness of the selection process, which in turn affects the recruitment effectiveness of the company (Sun, 2008). However, in reality, small and medium-sized enterprises often rarely evaluate the effectiveness of recruitment operations (Liao, Wei, Lin, Yang, Huang, 2007). In order to enhance the competitiveness of enterprises, enterprises have begun to focus on employer branding and use a large number of resources to attract and hire qualified job applicants. Some companies will take advantage of the situation to raise wages, design generous reward systems, or use advertising channels to promote the effectiveness of recruitment activities (Cai, Yang, Lin, 2009).

The turnover rate of small and medium-sized enterprises is relatively high, and most of the new employees leave within three months. These situations are related to the design of the recruitment and selection process of the enterprise. Most small and medium-sized enterprises do not pay attention to the setting of professional personnel, and in the long run, they use part-time personnel to deal with complicated personnel and general affairs. Human resources deal with these complicated administrative affairs in a daily cycle, and with the constant internal friction within the enterprise, naturally they cannot get the support of the top management of the enterprise. Faced with the rapid growth of small and medium-sized enterprises, they must reject this long-term vicious circle, regard the problem of talent management as the primary solution, and begin to pay attention to the establishment of professional human resources, starting from the core system inventory, organizational reform and reengineering, and attaching importance to talents vision for planning and organizational development.

2.1 Recruitment

Whether job seekers perceive fairness and respect in the interview process of participating companies is called fairness perception of job seekers. During the interview process, even if the interviewer believes that he is helping the company with fair, fair and open standards, as long as the job seeker does not perceive these feelings of fairness and respect, they will have the opportunity to comment on their role in a certain company under any circumstances. Encountered an unfair selection experience; of course, there are also job seekers who feel that they are being treated kindly and fairly, and are naturally more willing to maintain a cooperative relationship with this company, and are willing to participate in the subsequent selection process until they are admitted and willing to register.

Equity is a very important variable in the field of human resource management research. Fairness perception refers to the degree of fairness that job seekers feel about the company's human resource management measures (Greenberg, 1990).

There are three levels, namely distributive fairness, procedural fairness and interactive fairness (Greenberg, 1990). It believes that distribution fairness is the fair perception of the ratio of personal input to the reward received. Procedural fairness is the fair perception of the distribution criteria and process; interactive fairness focuses on whether the company and its members are treated fairly or between superiors and subordinates. Colquitt (2001) further divided interaction fairness into two levels, one is interpersonal fairness and the other is informational fairness. First of all, interpersonal fairness refers to whether the supervisor's attitude towards subordinates is fair, polite and respectful when the company allocates human resource management measures. In addition, information fairness means that the company is carrying out human resource management measures to individuals in the allocation process and allocation. The extent to which the results provide relevant information.

The perception of fairness is a job-related motivation. After the job-seeker's behavior in the process of interviewing the interviewer, the job-seeker will compare the salary distribution with other relevant job recruitment conditions to find out. The inner conflict that arises when they receive disproportionate compensation directly affects their willingness to work for the company's recruitment vacancies. Adams (1963) summed up six possible responses of job seekers or employees who experience unfair treatment in corporate recruitment and selection activities:

1. Adjusting their own efforts
2. Adjusting their output
3. Distorting their own performance
4. Distorting perceptions of the effort or output of the comparison object
5. Choosing a different reference object
6. Leaving soon after entry (Robbins & Judge, 2017).

Kreitner & Kinicki (2001) believe that perception is the process by which people interpret and understand the surrounding environment, while fairness is a subjective perception of individuals. Robbins (2001) believed that the attitude of job seekers or employees is based on the perception of fairness. If job seekers or employees perceive fairness, they will trust the company more and are more willing to choose to contribute value to the company. Rupp & Cropanzano (2002) based on social exchange theory, that job seekers or employees will feel whether they are being treated fairly by the company and modify their behavior accordingly. Tekleab, Takeuchi & Taylor (2005) pointed out that the unfair feelings of job seekers will negatively affect their behavior, such as anger, confusion, helplessness and disappointment when they see different salary status of the same job, and even take revenge behavior.

The fairness theory in the past focused on distributive fairness, but in recent years it has focused more on procedural fairness. Distributive fairness had a greater impact on employee satisfaction than procedural fairness, and procedural fairness was more likely to affect employees' organizational commitment, trust in employers, and their willingness to quit. At the stage of planning relevant human resource management measures, enterprises need to carefully consider the fair perception of

distribution, procedures and interactions in the enterprise, and continue to communicate with employees in the process of implementing relevant policies, measures and systems. information, let employees know the rules and regulations of human resources management measures openly and honestly, in order to achieve the principle of fairness in the process. Arthur (1994) argues that employee skills, attitudes and behaviors affect human resource measures, which in turn affect performance.

Huang (2002) analyzed the differences between perceptions of human resource management activities and employees' attitudes and performance - psychological contract and social exchange perspectives. The study points out that the strengths and weaknesses of human resource management activities differ significantly in employee attitudes and behaviors. Willingness, trust, perceptions of organizational justice, and organizational commitment are measures of employee attitudes. The results show that perceptions of HR activities are positively correlated with employee attitudes. There is a positive correlation. Chai & Ussahawanitchakit (2008) pointed out in their research that organizational justice and emotional commitment have a significant impact on human resource management measures (including training opportunities, performance evaluation and employee development) and job performance.

Therefore, enterprises should strengthen the integrity of selection activities to avoid cognitive biases in actual interactions. When job seekers feel that the company's resources in human resource management measures are transparent and fair, job seekers will actively apply for recruitment, which is conducive to the promotion of the company's recruitment policy and the improvement of recruitment effectiveness; otherwise, there will be some inappropriate behaviors. Workplace equality events or behaviors, thereby increasing the dilemma of enterprises in talent recruitment.

2.2 Fairness Perception

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2.3 Workplace Equality

In the process of talent recruitment and selection, every recruiter or interviewer needs to understand the laws and regulations governing equality in the workplace. In the process of recruitment and selection, the company's brand should be formed, and sincerity should be shown, so as to enhance the goodwill of job seekers towards the company. Employers and employees in the workplace must follow the relevant workplace affirmative action laws and work together to create a fair and respectful friendly workplace.

The interview time arranged by the company is limited. In such a short period of time, the interviewer may incorporate every move of the job applicant into the basis of the selection evaluation. Therefore, during the interview process, in addition to the job seeker's past related job information and professional ability, the interviewer will also be affected by the job seeker's non-job-related behavior and the job seeker's appearance, and will make different interviews with the job seeker. Evaluation. Previous studies have found that factors such as smile, posture, facial expression, and even eyesight of job seekers during interviews can affect interview evaluation (Baron, 1983; Gilmore et al., 1986; Anderson & Shackleton, 1990). Anderson & Shackleton (1990) mentioned that the interviewers' evaluation of job seekers' traits and personality is highly correlated with job seekers' non-verbal behaviors. Eyes, facial expressions, and posture will affect interview evaluation.

Gifford, Ng, & Wilkinson (1985) took the influence of non-verbal behaviors on employment decision-making in the interview process as the theme, summed up past research, and pointed out that non-verbal behaviors include job seekers' smile, posture, speaking time, facial expressions, etc. The decision-making of the interview results has an impact. Anderson (1992) also collated the relevant interview selection literature, he mentioned that the negative information presented by job seekers during the interview will greatly affect other positive information of job seekers. Schmitt (1976) collected relevant research on interview selection and found that interviewers have already made a decision in their minds within four minutes after the interaction with job applicants, and subsequent evaluations will also be slightly adjusted based on this decision. Any non-job information of the interviewer about the job seeker's response and behavior during the interview interaction will have an impact on the overall interview evaluation result.

On the other hand, (Heilman, & Saruwatari, 1979; Marlowe, Schneider, & Nelson, 1996; Podratz, & Dipboye, 2002) research results confirmed that job applicants' appearance does affect the final result of personnel selection. When a job applicant's physical appearance is not attractive, interviewers will negatively evaluate job applicants with their stereotypes or prejudiced ideas, resulting in an impact on interview evaluation (Dion, Berscheid, & Walster, 1972). In the past, many literatures pointed out that job seekers with attractive appearance are more advantageous in interview evaluation results than job seekers who are not attractive (Luo, Li, 2004). During the interview process, the interviewers of the company will try to persuade the job seeker to accept the position offered by the company, so the behavior of the interviewer will have a certain influence on the job seeker (Cai, Yang, Lin, 2009).

In the past, relevant studies have pointed out that job seekers will have a deep impression of a well-known corporate image or employer brand before recruitment activities. When the interviewers of these companies try to persuade the job seekers, the job seekers will be more willing to accept the job. (Cable & Turban, 2001). In most job-hunting recruitment processes, job seekers are less able to obtain much corporate information, so they often form initial decisions based on their subjective impressions of the company. From the perspective of human resources, how long is the time between job interviews and results? The most likely variable that companies consider during this time is the willingness of job seekers to wait. From the perspective of job seekers, the key to being willing to cooperate with the company's selection and approval process during this period lies in the interview with the interviewer, which lasts for an average of 30 to 60 minutes in the selection process. How to increase the interest of job seekers in the company during the selection process of the company, and continue to be willing to wait patiently for the notification until the admission notice is received; the selection process designed by the company and the behavior and attitude of the interviewers are very important! The trait behavior of interviewers is positively related to employer brand willingness to job candidates' job choices (Tsai et al., 2016).

Most small and medium-sized enterprises have begun to attach importance to

human resource management measures, and begin to select and train interviewers before and after the recruitment activities, so as to improve the interviewers' interview skills and the literacy of affirmative action laws in the workplace. Let the interviewers ask the right questions during the interview process, and use high emotional intelligence behaviors and attitudes to influence job seekers' willingness to work, so that job seekers are willing to cooperate with the company's diverse selection activities until they find suitable talents (Wang et al., 2014; CAI et al., 2009).

3. Research methodology

In order to gain a deeper understanding of the impact of the fairness perception of human resource management measures in SMEs on the recruitment and selection mechanism and the development of workplace equality, this study uses qualitative indepth interviews to collect data. In-depth interviews are a method used in case studies, which are descriptive studies similar to historical methods, in which specific events, objects, or characteristics are narrated or described. Nonetheless, some scholars have adopted the case study method as an empirical research and research strategy, focusing on studying real-life scenarios and verifying them using various types of evidence.

Furthermore, in order to collect comprehensive data, various methods such as observation, interviews, and inquiries were employed to identify process-related factors. The end result of a case study is a detailed description of the topic discussed. In the field of research on management and strategy, Eisenhardt and Graebner (2007) advocated a case-based approach to theory building and testing, which has gained renewed popularity among scholars. For example, to understand the nature of managerial work, Mintzberg (1973) conducted interviews with managers and used the data collected in the interviews to construct a theory of managers' roles and to describe the types and nature of managerial activities. The theory has been continuously tested through interviews and questionnaires. Thus, a case study is a form of qualitative research in which questions are answered based on the researcher's prior experience.

Pettigrew, Woodman, and Cameron (2001) pointed out that organizational change is no longer a simplified relationship between independent and dependent variables, but an interactive relationship between context and activities that occur over time. In this regard, this study employs a case study approach in order to present structural features in a more complete manner and overcome the limitations of cross-sectional studies.

This research adopts the method of intentional sampling in the selection of research objects. The researcher introduces or recommends from the interviewees and is willing to participate in the research. The five groups of research objects selected for this study are those who have at least one year's experience in recruitment and selection in different companies in SMEs, and job seekers who have applied for positions in SMEs. The situation of perceived fairness and coping strategies related

to workplace equality encountered in both directions, and through the process of their continuous experience, reflection, and strategy evolution. There are two human resources personnel interviewed this time, one female, two male job seekers and one female.

Interviews were conducted from December 1 to 30, 2021. There are a total of 17 topics, and in the interview invitation, the researchers used email and phone calls to invite corporate HR cadres to be interviewed. All interviews take place in the conference room. Each interview lasts 1.5 hours to 2 hours. In the interview, the interview questions were open-ended, and the research subjects freely discussed the recruitment and selection mechanism strategy of SMEs and the development of equal rights in the workplace, as well as the fairness of the current human resource management measures.

4. Finding and discussion

The researchers work as human resources workers in small and medium-sized enterprises, and their strengths are in recruitment and appointment, work process improvement and design, education training and development, performance appraisal and compensation, and additions to rules and regulations, especially recruitment and appointment work. Most of the small and medium-sized enterprises that the researcher has experienced in the past are faced with insufficient brand awareness of the employer, insufficient number of resumes to apply for, unable to find suitable talents, finding people but not registering, and quickly leaving the company or leaving the company within three months after registration. Therefore, researchers want to gain an in-depth understanding of job seekers' fair perception experience in participating in the recruitment process of enterprises through the topic of SMEs' talent recruitment, so as to discuss the development of workplace equality, and then help researchers in the development of SMEs' talent recruitment and retention mechanism. Planning to improve talent recruitment efficiency and human resource development.

The three groups of interviewees in this research are other HR workers and job applicants who have been acquainted with human resources for many years. They are all independent individuals. Behind each human resource, there is its unique corporate culture and literacy of functional development, which is different from the literacy and personality traits of the ideal position that each job seeker wants to acquire. The recruitment and selection experience cases developed from the face of capital or the face of job seekers are full of feelings.

Small and medium-sized enterprises account for about 97% of the total industry in Taiwan, and most of their operations focus on marketing and operations, and the emphasis on human resources—there are still normal and time-consuming basic personnel operations. In the current situation of talent recruitment, due to the scale limited, some small and medium-sized enterprises even have professional human resources, and it is often difficult to fill the gap of talents in an effective time when recruiting talents. Under the condition of long-term and irregular shortage of talents,

the overall operation effect is reduced, and even affects to the management of the relationship between employees and customers.

According to the relevant literature and interview results, this research on the current situation of SMEs recruitment strategy and effectiveness can be divided into three parts for discussion, namely the current situation of SMEs recruitment and selection, talent recruitment channels, selection process and tools.

4.1 The current situation of the recruitment and selection of SMEs

4.1.1 There is no professional human resources set up

Some SMEs do not have a human resources department, and the recruiters are generally held by the person in charge of the enterprise, the department head or people with different positions. There is not much involvement in the profession of human resource management, and the management of personnel information is astounding.

4.1.2 Human resources personnel are multi-tasking and generalist

Many small and medium-sized enterprises are in the stage of transformation or rapid growth, because they have not reached a certain scale, and have not set up a complete system. Almost every incumbent has several roles, and each job is a radish and a pit, which cannot be replaced at will, and the person in charge of the enterprise often takes the lead in rushing in and out.

4.1.3 The labor relations are entangled

Small and medium-sized enterprises often employ people casually in the talent recruitment stage, the turnover rate of personnel is very high, and they often appoint unsuitable people.

4.1.4 There is no recruitment strategy.

Interviews are based on feeling: In small and medium-sized enterprises, there are many times when recruiting has no strategy. Some supervisors are numb and rely on intuition to see people, not even interviewing skills. They just chat with job seekers during interviews, and there are no design problems, but dragged down the quality of the entire recruitment.

4.1.5 Feeling disrespected during the interview process

Job seekers often see that many young HR personnel have arrogant attitudes, relying on the company's reputation or having a sense of superiority for the full-time HR position, and have high self-esteem. Emotions are always expressed in color.

4.2 Talent recruitment channels

4.2.1 Online employment platform

The online employment platform currently used by small and medium-sized

enterprises is most commonly used by the Human Bank website, and the employment service station's Taiwan Employment General Principles will only be used when recruiting for specific positions.

4.2.2 Referral by friends or recommendation by employees

Small and medium-sized enterprises are small in scale, and people are very close to each other. When there are vacancies and no suitable candidates can be found, some vacancies are unique because of their uniqueness. Internal referral or external referral. In addition, some companies will give referral bonuses, which relatively increases the probability of finding suitable talents through the introduction channel.

4.2.3 Self-recommendation by job seekers

Many job seekers will take the initiative to contact the recruiting unit of the company when the proposal is made due to their own preferences, needs or special talents, most often in the design industry. The work introduces itself to the project team.

4.2.4 Posting of corporate image advertisements and recruitment advertisements

Some companies will put corporate image advertisements on the bodies of official vehicles, trucks, buses, etc., and become mobile advertising signs. Add information about talent recruitment in China.

4.2.5 Employment fairs or campus talent recruitment or industry-university cooperation

If there are production lines or certain simple jobs that require a large number of repetitive tasks, it is most necessary to find a large number of job seekers. Generally, when enterprises develop appropriate channels for professional human resources, they will help them. Enterprises apply for relevant employment fairs, campus talent recruitment or internship production and cooperation channels to expand the company's reputation and increase more job seekers to apply for jobs.

4.3 Selection process and tools

4.3.1 Interview mode

Most of the recruitment methods of most small and medium-sized enterprises are mainly interviews. The recruiting unit first selects the resumes that meet the recruitment information and discusses with the employer, then selects suitable resumes and agrees with the other party for an interview date and time.

4.3.2 Checkpoints in the selection process

Some companies will inform the selection process before recruiting, and sort out the checkpoints when job seekers go through the company selection process: special

presentations are required during interviews, work to prepare for past jobs, English tests before interviews, aptitude Quiz, concentration test with steel balls with chopsticks for a limited time, practical operation of machinery on site, etc.

The study found that small and medium-sized enterprises that have set up professional human resources will develop diverse recruitment channels for different positions and different functional properties; on the other hand, small and medium-sized enterprises with poor recruitment results are almost passive and negative in the process of talent recruitment. The results affect the management of corporate image or employer branding. Compared with Wu (2012), the viewpoints of small and medium-sized enterprises with small scale, large market competition, and insufficient employer brand, human resources professional and quality are similar.

According to the relevant literature and interview results, this study can be divided into three parts to discuss common workplace equality and jobseekers' perception of fairness and respect in the recruitment and selection process of SMEs, namely, the workplace difficulties of middle and old age, employment discrimination, jobseekers Experience the perception of fairness.

4.4 The predicament of the elderly in the workplace

The employment environment of the middle-aged and the elderly is becoming more and more difficult, because the recruiters and interviewers of ordinary companies often look at the older employment groups with colored eyes, and often think that the older people are not easy. Communication, I like to do things according to my own preferences; instead of opening up a broad road for middle-aged and elderly workers in a way of understanding their needs.

4.5 Employment Discrimination

4.5.1 General Age Discrimination

Age discrimination has been the longest-running stereotype in traditional industries. In response to the needs of the industry, some companies often refuse job applicants who are too young, because young people are mostly young and energetic, and their tone of speech is often impolite, which brings uncomfortable feelings to team members. The discrimination of middle-aged and elderly people is already an obvious study, so I will not discuss it here.

4.5.2 Appearance discrimination

The workplace often has many stereotypes and prejudices, especially in the selection of appearance and appearance. Because there have been too many laws on equality in the workplace, many companies have modified their original recruitment concepts after the revision of the workplace equality laws.

4.5.3 Restrictions on specific job gender

Some companies will have a certain gender due to the nature of their work. If job seekers of this specific gender cannot work, considerable trouble will occur. For example, a driver in the transportation industry, in addition to driving, is also responsible for handling heavy loads; if these tasks are performed by female drivers, the workload and workload of the work cannot be equal to the efficiency of male drivers.

4.5.4 Emphasis on personal information restrictions

Nowadays, many people are bankrupt in terms of credit, and their unrepeatability debts have turned into compulsory deductions pursued by the court. These records are not easy to use in the eyes of ordinary employers. Candidates, they believe that a person who cannot manage the use of money well will suffer greatly in the performance of his work.

4.6 The perception of fairness experienced by job seekers

4.6.1 Recruitment platforms expose unfair information

Online recruitment platforms have helped companies develop a lot of useful and practical information dissemination due to the well-known human resources bank, and build information about corporate image, Talent recruitment information. But now many companies will advertise themselves as very young companies, and the average age of employees is within a few years; in the eyes of middle-aged and elderly job-seeking groups, such words are completely excluding them and letting them in front of this information hold back.

4.6.2 Pay attention to intellectual property

Many design industries and e-commerce industries now require job seekers to prepare their works or prepare a proposal with commercial value when recruiting professionals in design or brand marketing. However, most of these works or proposals have intellectual property rights, which are not recognized by some job seekers. They cannot accept that they are required to provide these valuable competitive conditions without receiving any admission-related information. It is a loss for them and not cost-effective.

4.6.3 Narrow stereotypes

Generally, criminals serving prison sentences have their heads or hair cut short. In the impression of some recruiters and interviewers, those with these types of appearance will make them even think or suspect these people. whether the background is also a criminal. And during the interview and interaction, he blurted out words that were hurtful and detrimental to the corporate image without thinking.

4.6.4 There is a clear attitude towards likes and dislikes

Some recruiters and interviewers have a personal likes and dislikes, which are always in the form of color; when today's job seekers have a type that they dislike or like, their behavior and attitude will change. There is clearly a big difference.

4.6.5 Not being able to speak has the opposite effect

Some interviewers are professional and friendly, but they still say the wrong thing during the interview, or the order of speaking is reversed, causing misunderstandings, which makes the interview appear very huge.

The study finds that when job seekers participate in the interview activities of small and medium-sized enterprises, the interview costs caused by the interviewers' various behaviors or attitudes with stereotypes, prejudice or employment discrimination in the interaction affect the corporate image and overall recruitment effectiveness. In the process of talent recruitment, number of interviews, and level sign-off, companies need to follow relevant laws and regulations on workplace equality, and show sincerity in the recruitment and selection process to improve job seekers' favorability to the company.

Finally, according to the research results, it is found that most small and medium-sized enterprises do not pay attention to human resources in the recruitment and selection process, and most of the overall recruitment activities have no strategy. The interview process touched on issues related to employment discrimination and workplace equality, causing some job seekers to perceive unfairness and disrespect. Faced with recruitment difficulties, many small and medium-sized enterprises have begun to pay attention to the selection of interviewers and the training of interview skills; they also pay attention to the perception of fairness of job seekers, and attach importance to the countermeasures for equality in the workplace, which has improved the overall favorability of job seekers towards the company. In contrast, (Bryar & Carr, 2021) new and fast-growing SMEs, as well as many established traditional businesses, are particularly vulnerable to hiring new entrants in the absence of a formal recruitment process and selection of untrained interviewers. The opinions of employees; and (Wang et al., 2014; Tsai et al., 2009) factors such as the skills, emotional behavior and attitude of interviewers will affect whether job seekers are willing to wait for a longer admission notice; And (Yang, 2019) Most of the small and medium-sized enterprises will ignore the benefits that recruitment management can bring, and are only willing to publish recruitment advertisements in the human resources bank, and seldom spend their minds on creating a good job seeker experience; and (Cao, 2021) In the process of recruiting and selection activities of enterprises, recruiters or interviewers have similar views on whether their attitudes towards job applicants are fair, polite and respectful.

Research results and countermeasures 1. Interviewer training: build a consensus for the company to have the opportunity to be interviewers, and enhance the awareness that talent recruitment is a company-wide awareness. The training of interviewers is mainly based on corporate culture, unified employment standards, unified

evaluation standards, unified selection process, and unified company identification standards.

4.7 Communicate with decision makers to adjust recruitment conditions

When the hiring supervisor does not understand the needs of the recruitment vacancies, or offers a job content that is far from the actual job, the company's human resources personnel or interviewers will ask the supervisor to ask the hiring staff. The supervisor invites you to discuss the work content that is in line with the facts, and adjusts it together with the recruitment conditions.

4.8 Observing first and then caring

Enterprises should pay attention to the truth that it is easy to invite God and difficult to send God. Now there are many platforms for educating job seekers on how to interview. Behaviors and attitudes, will slowly in the cycle of new recruits. In the early stage, they should observe every behavior of them regularly, and after a period of time, they should do regular employee care to improve the retention rate of employees.

4.9 Employer brand management

The management of employer brand depends on the joint creation of every person in the enterprise, especially in the recruitment of human resources, which requires the assistance and guidance of professional human resources. The reputation of an employer's brand is most easily destroyed during the interview process. Small and medium-sized enterprises should face up to the importance of professional human resources and attach importance to the experience of every job seeker, so that the cycle of goodness can continue to be based on the management of workplace equality.

5. Conclusion and further research

This study examines the development of workplace equality from the perspective of recruitment and fairness perception, taking SMEs as an example. And provides a systematic perspective for those responsible for recruiting as they enter the selection process. According to the results of the interview, the common situation of workplace equality in the recruitment and selection process of SMEs is that there is no recruitment strategy, no full-time human resources, and no training for interviewers, so that the selection process varies from person to person. The overall effect is Interview costs for workplace equality stereotypes.

The selection and appointment of interviewers in small and medium-sized enterprises is generally carried out by the department's employing supervisor as the interviewer, and the quality is uneven. Some high-quality interviewers can add points to the corporate image, while others lack confidence or rely on stereotypes to interact with job seekers and have negative results, diverting the job-seeking experience from the Internet and affecting the corporate image and overall

recruitment effectiveness.

The difficulties encountered in the current recruitment and selection process of small and medium-sized enterprises are rooted in the lack of attention to various management measures of human resources, allowing the problems and phenomena of workplace equality to flow between enterprises, affecting the competitiveness of the long-term development of enterprises. The countermeasures are to pay attention to various management measures of human resources, establish work rules and systems, make the workplace work environment legal, and create the purpose of positive development of workplace equality.

According to the conclusion, small and medium-sized enterprises should attach importance to professional personnel, select suitable personnel for recruitment and selection, analyze the current situation from the enterprise system, establish rules and regulations in line with enterprise culture and legality, and improve various management measures of human resources. To improve the influence of small and medium-sized enterprises, it is recommended to conduct a targeted recruitment cost analysis, from the cost of recruitment channels, the cost of personnel changes and handovers, the cost of interviewing candidates, the cost of talents not reporting, and the cost of personnel not being able to come in. the cost of resignation of new recruits, and the cost of long-term passive waiting for vacancies, etc., and do a detailed analysis, and start from the fundamentals of human resource management measures.

Before recruiting talents, small and medium-sized enterprises should have a consensus on the work content and functional standards of each position, and have standards and regular training for the selection of interview candidates, and improve the new knowledge of workplace equality laws and regulations. When there is any unfairness or disrespect in the interview stage When things go wrong, take precautions.

The following are the limitations of this study:

- 1. Sample:** Due to the limitation of feasibility, the research objects are three groups of human resources personnel and job seekers of the same company. They discuss various difficulties and countermeasures from the current situation of the recruitment strategies and selection processes of the three companies, and compare the three companies with job hunting. Those who have experienced job hunting in different companies express their views from different standpoints. Consequently, results may be subject to sampling bias, which affects the representativeness of the sample and the inferences drawn from the findings.
- 2. Questionnaire:** Mainly take SMEs as an example to discuss the development of workplace equality from the perspective of recruitment and fairness perception. The reliability and validity of the questionnaire are affected by different industries, different companies, different departments, different levels, and different types of questionnaire items used in the interviews. Job title,

potential differences across majors, and differences between respondents and the impact of other factors.

- 3. Research methods:** This research is mainly a semi-structured in-depth interview method survey research, which aims to understand the nature of management work through interviews with human managers. Since the research objects are limited to HR personnel and job seekers in three different groups of companies, there are limitations to whether they can represent the current status of recruitment and selection of SMEs as a whole. Since the recruitment and selection experience of the three different companies' HR personnel and the job-seeking experience of the three job seekers cover the scope of many different corporate cultures, the focus on workplace equality is also different from different viewpoints. But the data gathered from the interviews was used to build the manager's role theory and to reveal the type and nature of the selection process. This theory has been continuously tested through interviews and questionnaires.

However, due to related factors of time and feasibility, the qualitative in-depth interview method is still insufficient in depth to obtain real opinions from corporate employers, senior executives, job seekers for low-level positions, etc., which limits the results of this study.

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