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Employer perceptions of immigrant candidates' suitability: The influence of decision maker and organisational characteristics

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Abstract

This paper reports on how decision-makers' personal characteristics and organisational characteristics can influence the screening of immigrant professionals during the recruitment process. The sample consisted of 220 engineering professionals working in New South Wales, Australia. The results show White/Anglo decision makers have more suitability concerns of ethnic migrant candidates during the recruitment process. However this was moderated by organisational characteristics of size and clientele. Decision makers in larger organisations and a diverse ethnic client base have less suitability concerns of migrant candidates during the recruitment process.

Keywords

decision, influence, characteristics, employer, perceptions, suitability, organisational, candidates, immigrant, maker

Disciplines

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RESHAPING MANAGEMENT FOR IMPACT

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Session Seven, PSNFP Comp 3

GOVERNANCE CHALLENGES FOR NOT-FOR-PROFIT ORGANISATIONS: EMPIRICAL EVIDENCE IN SUPPORT OF A CONTINGENCY APPROACH

Boersma, Martijn; Chelliah, John; Klettner, Alice

This article presents empirical evidence of the governance challenges faced by Australian not-for-profit (NFP) organisations. Based on survey and interview data we explore what NFP leaders believe are key governance challenges, and what this means for theory and practice of NFP governance. We demonstrate that the effectiveness of governance systems is influenced by various internal and external contingencies. We argue for a shift of focus away from prescriptive and normative NFP governance models, and contend that generic best practice governance standards for NFPs ought not to be further pursued. We posit a role for a national NFP regulator in providing training and advice, as well as assistance with the development of appropriate governance systems according to contextual factors.

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Session One, STR Comp 1

PRACTITIONERS' IDENTITY AND PRAXIS: VARIATIONS IN STRATEGY IMPLEMENTATION

Cordier, Jason; Hameed, Tahir; Marin, Anlejadra; Stablein, Ralph

We examine the role of identity of professionals on strategizing. This qualitative study takes place within the empirical setting of a business school undertaking Assurance of Learning (AoL) activities while seeking accreditation from the Association to Advance Collegiate Schools of Business (AACSB). It investigates the praxis of faculty members while doing AoL. A strategy-as-practice perspective is employed to investigate the under-studied element of practitioners and the praxis they use during strategizing. We interview faculty members that represent a professional body of actors. Our research identifies two distinct strategic implementations of AoL, one prescribed and another emergent in nature. It is found that the variation is based on the inter-relationship of practitioner's identities with their praxis.

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Session Six, CMS Comp 2

NEW WINE IN OLD BOTTLES: FOUR FRESH PERSPECTIVES ON THE EMPLOYEE-ORGANISATION RELATIONSHIP

Todarello, Ekaterina

This paper introduces the Four Worlds framework, a two dimensional matrix used to contextualize the domain of employee-organization relationship (EOR). It aims to contribute to better understanding the paradigmatic perceptions of an organization. A brief overview of the EOR domain and the identification of the multi-paradigmatic research gap are followed by the overview of the available matrices and further exploration of the research gaps. With the description of the emergence of the matrix dimensions and its four worldviews,

supportive arguments for the necessity of this framework are provided. The paper concludes with outlining the possibilities of exploring these domains within organizational research.

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Session Six, CMS Comp 2

EMPLOYER PERCEPTIONS OF IMMIGRANT CANDIDATES' SUITABILITY: THE INFLUENCE OF DECISION MAKER AND ORGANISATIONAL CHARACTERISTICS

Almeida, Shamika; Dharmage, Shyamali; Fernando, Mario

This paper reports on how decision-makers' personal characteristics and organisational characteristics can influence the screening of immigrant professionals during the recruitment process. The sample consisted of 220 engineering professionals working in New South Wales, Australia. The results show White/Anglo decision makers have more suitability concerns of ethnic migrant candidates during the recruitment process. However this was moderated by organisational characteristics of size and clientele. Decision makers in larger organisations and a diverse ethnic client base have less suitability concerns of migrant candidates during the recruitment process.

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Session Two, RMI Inter 1

RESHAPING MODELS OF MANAGEMENT LEARNING

Hirsch, Otto; de Burgh-Woodman, Helene

The challenge of dealing with accelerating complexity in management environments has forced knowledge acquisition and learning to the peak of managerial agendas. The present paper presents two new knowledge models, one of the knowledge marketplace, and the other of corporate learning processes, to help reshape the manager learning space for greater efficacy. In presenting these models for better understanding of knowledge uptake, the paper seeks to contribute to knowledge growth enablers, and so to the enhanced managerial capacity for achieving innovation, business growth and sustainability.

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Session Three, ESSB Comp 2

THE EFFECTS OF INTELLECTUAL CAPITAL ON PERFORMANCE IN AUSTRALIAN SMALL AND MEDIUM ENTERPRISES (SMES)

Khan, Yasmin; Terziovski, Mile

There are limited studies in the literature that investigate the relationship between intellectual capital and SME Performance, and test the mediating effects of organizational innovation. This study examined 2,154 SMEs of various industries from 2009-2011 by using Business Longitudinal Database (BLD) from the Australian Bureau of Statistics (ABS). Our research findings show that human, structural, and relational capital has a positive and significant effect on SME performance when mediated by organizational innovation. The implication of our findings is that managers should simultaneously develop their human capital through