

Research title

Outreach the factors behind the choices of recruiting top graduate into the workplace:
Perspectives on behavioral aspects in judging performance and capabilities.

Research Question

The overview of this research is to expand the previous argumentation about what actually recruiters see to choose the graduates, whether they are really just attracted with the top performers and not quite able to see the real potential from the others. This research is drawn from the management studies and steeped in the practice of international business with some relevant accounting perspectives inside and will be investigated from the both recruiters and the graduate' point of view. The central research of this paper is the conflicts arise from the judging process of the top graduate' performance and the actual capabilities they have/shown. How the recruiters mislead those by ignoring other crucial factor for instance a potential/ uniqueness from non-top graduates and whether they have been mistake skills for talent? Do we need to consider about luck in business practice? This paper aims to be a bridge between academic research more relevant to the business organizations and practitioners by connecting this issue to one of the existing literature, judging merits which has been discussed for centuries and the phenomenon behind the eligibility rules. There will be five major research questions to be addressed

1. What make graduates look great according to the employers' view? Do they see skills as a more crucial factor than a talent?
2. To what extent the top graduates have a significant effect in the workplace?
3. What are the factors behind the employers' judgment to the top graduates' capabilities? Does it only about tangible factors such as a very impressive score or any behavioural/psychological factors are actually considered for instance passion/talent, uniqueness, potential and perhaps luck?
4. Do accounting perspectives such as incentive pay and company's market share plays any role for graduate to achieve high performance? What actually make millennials to perform well?
5. Finally, do the recruiters have done the right things all this time to choose which graduates that are able to bring the real potential to the workplace? What recommendation to change those practices that may be useful for future recruitment/strategy?

Objectives

There are many myths stated that only top performer (graduates) who have a greater opportunity to get into the dream jobs. Most of the recruiters mentioned motivation and skills will be some of the main importance graduates need to bring to the workplace, yet the graduates see this as an unprovable statement since some of them can enter the workplace without any significant difficulties. Despite of this fact, the decision to see graduates' capabilities based on performance can be questionable. Consequently, this research aims to narrow the previous research about measuring performance in the workplace into what is actually the relation between the top achievers and the performance/capabilities they actually

shown at the workplace. Whether the psychology factors such as passions/potentials, experience of failures which is usually transform people to push their personal limit to perform better and the relation between skills and luck are some other factors supposed to be considered, yet thus far it has not been taken into consideration. Finally, what factors actually motivate the graduate or millennials to perform better? Will these accounting points have a role in influencing their motivation? Refer to judging merit literature that has been argued for centuries, judgment of whether or not somebody surpasses a standard can be particularly problematic. Therefore, this paper will also gain a deep investigation for this existing literature and this aim will be accomplished by fulfilling the following objectives:

1. Review the past research on the relation of chances, performance, capabilities and the criteria for judging merits.
2. Identify if there is a strong evidence between the performance from top graduates and the capabilities based on the achievement at the university.
3. Investigate the accounting views behind the top students to go on workplace and what kind of performance they actually show as the extension from previous studies.
4. Investigate whether other psychological factors that supposed to be considered such as passion/uniqueness and potential/experience of failures.
5. Draw the conclusion about the impact to judge performance from top students on the workplace, whether the recruiters have done it on the right way or the findings later might bring some new suggestions that could be taken to be a new practice and business strategy.

Literature reviews

There are many global perspectives about how to effectively measure the top performers at the 21st century. How do the recruiters actually see the skills and capabilities from the graduates? Is that only about high score or intangible points such as passion, failure and luck also being considered? This study will draw on how to effectively judge the performance from the top students on the workplace from both of students and recruiters point of view, whether we would find greater opportunities they have to enter the companies, as well as from accounting perspectives such as incentives pay, salaries, company's position like market share, prospective plays any roles in achieving high performance. One previous study undertaken stated that the best way to measure the workers' performance is through workplace based assessment (Govaerts et al., 2010). Another finding from social perception tends to use person schema for categorizing someone's performance and how people behave, whether they belong to excellent or poor category performer (Pennington, 2000). Many HR professionals study subjects such as organizational behavior aware about the recognition power of perception that may lead to the dangers of inaccurate perception, such as early information bias when the interview panels making early decisions on candidate's suitability and spending the remaining time to confirm that decision (French and Rumbles, 2010). It remains prejudiced when it comes to the point on how the recruiters prove the top performers' credibility at the workplace. Additionally, there are some ongoing argumentations whether we can incorporate skills and luck argument in business world. Related on how untangling skill and luck, there are two main ways to assess skill and luck which is through an analysis of persistence of performance (Mauboussin, 2012). Another argument stated that when performance is noisy and high performance could be due to luck rather than skill, high performance is not a reliable indicator of high skill (Denrell and Liu






2012). This can be used as one relevance debate that high performance might not be used to judge the credibility of the graduates and the top graduates might be a matter of luck instead of real potential/talent and passion they have.

Whereas the top performers seem eye catching for recruiters, accounting perspectives such as salary, incentives and company' positions are some of points which are being seen to be able to boost their determination to perform well and endeavor to improve. Whether the accounting perspectives play the roles to motivate or influencing them is remaining biased. One study had been conducted to find what actually motivate employees and almost all the results indicated salary is not the biggest motivator (Merrell, 2014). In particular, there is a new philosophy called "Pay for Potential" which has been argued to be one of the method that is working for millennials, whereas pay for performance doesn't (Finkelstein and Gavin, 2011). In addition, judging merits issue which has been discussed for centuries raised an important argument about judgments of whether or not somebody surpassed a standard can be either absolute or relative (Thorngate, Dawes and Foddy, 2009). One of particular point inside judging merits that needs to be considered further is double standard, where there are 2 main critical matters are discussed which are one standard may apply to some people only and the other standard may apply to all. Double standard then leads for a further requirement where members of disfavored groups need to provide more evidence in order to be seen eligible enough. However, what actually happen in the practice seem vice versa with what studies have stated. The research questions above are addressed to bring a specific finding that can be useful for the recruiter's/ business practitioners to pick up their next potential workers in more rational ways and also for the practice in strategy and international business area. To sum up, what do the recruiters use to measure the performance of top graduates remains questionable and what's actually the rational way to choose more than thousand graduates each year? Whether the psychological aspects mentioned above play an important role to make a decision and whether they have done the right or wrong things to see the real potential from the graduates by misleading those factors. Also whether we need to have a look closely to the accounting point of view as one sources for influencing the graduate.

Research Techniques

I plan to gather both quantitative and qualitative data from some databases, e.g. compustat (to be followed by some simulations) and some of the past history from company's recruitment data, two groups sampling (recruiters and students), and some specific accounting data by observation (survey/sensor data), extraction from published sources, questionnaires and structured interviews (both of some recruiters and graduates). The analytical technique I intend to use is regression analysis, specifically OLS regression with performance as a dependent and top graduates as one of the independent variables.

The possible difficulties may appear are the complexity of using some specific databases such as compustat, the variation of data involving in this research may affect the analyzing and quality of finding produced and the policies bound some recruiters or companies to reveal some crucial data needed for this research. The major approaches I will conduct are both empirical (based on facts since there will be some databases in the data collection) and normative approach considering this research will be the mixed of gathering evidence and judgmental subject.

| Activity | Year 1 | Year 2 | Year 3 |
|-------------------|---|--|---|
| literature review |  | | |
| order materials |  | | |
| experiment 1 |  | | |
| analysis | |  | |
| experiment 2 | |  | |
| analysis | | |  |
| thesis writing | | |  |

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Prospective supervisors

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