

Culture Fitment Based Hiring: Are Recruiters Happy?

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This study explores the role of organizational culture in shaping hiring processes in organizations. Open-ended and semi-structured interviews were conducted on a sample of 20 participants from Banking and Financial Services Industries and thematic analysis was done to identify and develop codes, categories, and themes. The study found the respondents as: active endorsers of culture fitment hiring focusing more on the social attributes of the candidate, passive endorsers of culture fitment hiring focusing more on the candidate's personal attributes and those who were apathetic to the concept. The study suggests that prioritizing social attributes of the candidate during culture fitment hiring processes could substantially reduce the occurrence of biases in the hiring process

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Introduction

Hiring is more than just a process of skills sorting; it is also a process of cultural matching between candidates, evaluators, and firms (Rivera, 2012). The study done by Peterson and Saporta (2004), states that the opportunity to discriminate is greatest at the point of hiring, because disappointed job applicants are unlikely to challenge the adverse decisions. Previous research shows that cultural context plays a major role in shaping hiring decisions (Rivera, 2012), whether or not a person acknowledges that culture plays a role in decision-making (Glazer, 2014). Culture is an acquired and transmitted pattern of shared meaning, feeling and behavior that constitutes a distinctive human group (Kluckhohn, 1951). Culture fit can refer to the fit between the candidate's skills and job requirements or to the fit between the person and the organization (Chatman, 1989; Schneider, 1987). Managers often use the fit concept as a rationale to hire those who are like themselves and to others in the organizations (Schneider, 1987). Like culture fit, person-organization fit is defined as the con-

gruence between patterns of organizational values and patterns of individual values (Chatman, 1989). Values, which are the fundamental element in most definitions of organizational culture, act as the starting point, with the joint processes of selection and socialization acting as complimentary means to ensure person-organization fit (Chatman 1989).

Although scholars often hypothesize that cultural similarities between employers and job candidates matter for the employer's decisions (Lamont, 1992), systemic empirical research on the role of culture in hiring is virtually non-existent (Huffcut 2011; Stainback et al., and Skaggs 2010). From the standpoint of research literature, the need to track the effect of fit through the stages of the hiring process, ending with the job offer, has been emphasized (Kristof-Brown, 2000). Studies done recently (Hoffman & Judge, 2019; Rivera, 2020) points out that although the majority of organizations seem to be following culture fitment-based hiring, most organizations seem to be doing culture fitment badly.

This study explores the experiences of hiring managers and tries to understand their views on culture fitment hiring. This would help to throw more light on the inconsistencies that prevail in indulging in culture fitment-based hiring processes in organizations. Some of these views are contradictory. Make culture your priority and genuinely build pluralism, if you want to unleash the power within, rather than making a strategic mistake of building a sterile culture by hiring talent which is a culture fit (Jha,

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2020). There are some benefits to hiring for culture fit, but it is also important to note the ways in which it can exclude rather than include (Gaskel , 2022). Despite these negative reports, studies conducted recently have emphasized the need to practice good culture fitment-based hiring in order to facilitate inclusivity in organizations (Vohra, 2015, Vohra et al., 2018). Literature also reveals that there is ample evidence that diverse and inclusive companies are likely to make better, bolder decisions, even in times of crisis, like the pandemic (McKinsey Report, 2020). To further explore these differences, a preliminary study was conducted which again revealed inconsistencies in the ratings given by the respondents in adopting culture fitment as the primary evaluation criterion. Although the majority of the respondents categorically cited culture fit as a significant evaluation criterion, there were significant variations in the level of priority these respondents associated with culture fit as an evaluation criterion. This makes it even more essential to explore and understand the exact role of culture fitment as an evaluation criterion in hiring processes. This would facilitate the creation and promotion of effective culture fitment hiring that could promote diversity and inclusivity in organizations. Exploring and understanding how organizational culture influences the hiring

processes in organizations with focus on the hiring decisions made during interviews would enable more effective and efficient decision-making, promoting diversity and inclusion, and ensuring the right person at the right place and at the right time. By exploring and understanding the various perspectives of the recruiters on culture fitment-based hiring as well as the attributes they focus on and their consequences, this study proposes to contribute towards reducing the lack of clarity and confusion that currently prevails around culture fitment-based hiring in organizations.

Literature Review

Previous research has shown that recruiters attempt to evaluate applicant fit during the employment interview and this perception of fit affects subsequent selection decisions (Cable & Judge, 1997). Surprisingly P-O fit has not been considered in the context of the employment interview in any of the nine comprehensive literature reviews of interview research (Harris, 1989). There is a lack of clarity of the evaluation criteria as well as a lack of specificity of the evaluative structure (how the criteria are to be combined) which have all contributed to expectation-based distortion (Heilman, 2012). Researchers who advocate the P-O fit perspective argue that managers should select job applicants who share the values and vision of the organization (Judge, 1997) and suggest that interviewer's subjective person-organization fit/ culture fit assessments have large effects on their hiring decisions. This study has suggested future research to

continue exploring and understanding this area further. On the other hand, Adkins et al. (1994), examined work values congruence between applicants and organizations and found that values congruence did not affect the interviewers' subjective P-O fit perceptions. Thus, uncertainty exists around the concept of culture fitment.

Values congruence did not affect the interviewers' subjective P-O fit perceptions.

Again, Chatman (1991) explored how person-organizational fit is established and maintained and its consequences on organizational settings by examining the selection and socialization processes in public accounting firms. However, the extent to which high levels of person-organization fit are good for organizations and for people remains unexplored. Cable and Judge (1997) suggest that the interviewer's subjective person-organization fit assessments have large effects on their hiring recommendations relative to competing applicant characteristics and that the interviewers hiring recommendations directly affect the organization's hiring decisions. However, whether these impacts are positive or not and the factors that might be responsible for these impacts remain unexplored.

The paper by Singh (2012) examines gender inclusivity in corporate India adopting a resource-based view, considering the reality of gender inclusion becoming a business imperative. However, this study has not considered any of the

contextual factors. Although the study done by Daya (2014), facilitated deep insights into the diversity and inclusion components in an emerging market context, it highlights the need for pluralistic and multicultural organizations to focus heavily on recruitment in future research, pointing it out as one of the first steps to create an inclusive environment. Again, this study does not consider any organizational contextual factors.

Elrick (2015), conducted a study on immigrant hiring processes in Toronto that revealed organizational level variation among firms in three key aspects of hiring which included the definition of skills, screening processes and the notion of 'cultural fit'. The findings cannot be generalized and call for continued research. Although Rivera (2012) investigates the often suggested but empirically unexamined hypothesis that cultural similarities between employers and job candidates matter for the employer's hiring decisions, the study does not examine the degree to which gatekeepers use cultural similarities nor the impact of relying on such cultural similarities. Very interestingly, Turco (2010) has emphasized that cultural similarities may result in greater sex or race biases, especially when culture and demography are more tightly coupled. But again, the reasons that might be responsible for causing such biases have not been explored here. Creating an inclusive culture involves rephrasing the conversation from demographic diversity, thought diversity and then finally to inclusion and then also addressing biases that might be hindering acceptance and integration (Vohra, 2015). Although

the need for addressing biases has been highlighted here, the probable causes for the occurrence of these biases have not been explored. Again, Rivera (2020) shows how workplace bias operates as a cycle and has proposed that successfully reducing this bias requires multi-level interventions that interrupt the bias both at an individual and organizational level. However, what might be causing those biases have not been explored in depth here.

Hiring conducted primarily based on culture fit can be misguided and short-sighted unless organizations keep an open mind and hire broadly.

Hiring conducted primarily based on culture fit can be misguided and short-sighted unless organizations keep an open mind and hire broadly (Kalina & Panno 2021). Although other forms of evaluation criteria are also discussed here, how exactly this misguided culture fitment-based hiring could be made better by hiring broadly, is not explored. There is a lot of research on culture's impact on human behavior, yet, when we look at the judgment and decision-making psychology, the evidence is much sparse (Halonon, 2020). The scattered findings and a lack of unifying theoretical framework clearly indicate a need for further research in this area. This study explores how managers conceptualize culture fit as well as the role of culture in hiring processes. It also examines the various candidate attributes that hiring managers pay attention to during hiring. Such a study

will contribute towards throwing light on the prevailing lack of clarity regarding culture fitment-based hiring.

Research Questions

How do managers conceptualize culture fitment in hiring processes?

What attributes of the candidate do the hiring managers pay attention to during the culture fitment-based hiring approach?

Methodology

The qualitative method of study was adopted as previous research studies have indicated this method as the most ideal to be used when the phenomenon to be studied is too complex or delicate to be captured fully through a statistical inquiry. An interpretive approach was used in this study. Open-ended in-depth interviews were conducted and thematic analysis was done to identify the themes and categories. Purposive sampling was used here. A sample size of 20 interviewees in the middle and senior level management from various organizations was interviewed. All the protocols were adhered to during the interviews conducted. These interviews were recorded and transcribed. The interviews were done on hiring panel members, HR heads, talent acquisition heads and very few diversity heads from five organizations pertaining to the financial services sector. All the respondents were within the age group of 30-50 with at least 10 years of experience in the corporate sector. Before conducting the interviews,

the participants were briefed about the nature and purpose of the research. The open-ended in-depth interviews facilitated the collection of multiple perspectives, thus enabling a holistic insight into the intricacies of the area under study. Other than two, all were face-to-face interviews. Two of the interviews were conducted through phone calls due to practical difficulties. Open-ended questions hovered around the hiring and selection processes in organizations, personal experiences of the interviewers during these interviews and the criteria that were used for evaluating the candidates. They helped to understand whether there was unanimous awareness and agreement within the organization on the criteria as well as other nuances to be adhered to while conducting these interviews and what exact role the HR could play to ensure improved levels of fairness in the selection processes in the organizations, how the stakeholders can contribute and their views on the same. These questions were framed in a manner to facilitate deeper understanding of the significance and role of culture in hiring processes within these organizations. The duration of each interview was around 45 minutes. The interviews conducted were later transcribed and analysis was done to generate codes, categories, and themes.

Thematic analysis (Braun & Clarke, 2006) was conducted and the codes and themes were identified. A combination of deductive and inductive coding was employed. The initial analytic interests or thoughts based on very early stages of research and literature review were

Table 1 Sampling Criteria & Participant Details

Respondent Details	Criteria for selecting respondents and sector
<ul style="list-style-type: none"> • Hiring Panel members from 2 BFSI organizations in Mumbai (12) • HR & Talent Acquisition head of a leading financial services organization in Mumbai • Senior Talent Acquisition head of a financial services firm in Mumbai • HR head of a consulting firm in Pune • Leading consultant in Asia Pacific & Managing partner of leading D&I consultancy in Delhi (previously HR head of a BFSI) • Founder & CEO of a D&I consulting firm in Bangalore (previous HR head in financial services) • HR head of a multinational financial services company in Mumbai • HR head of a financial services company in Bangalore • HR head of a BFSI company in Pune 	<p>Respondents:</p> <ul style="list-style-type: none"> • Respondents from BFSI sector • Middle & Senior level management professionals • Age group – 30-50 years • Minimum 10 years’ experience <p>BFSI sector:</p> <ul style="list-style-type: none"> • as BFSI was listed in the GPTW list (Great Places to Work) for 2021& 22. • GPTW survey (Trust Index & Culture Audit) evaluates quality of employee experiences as well as people practices irrespective of gender. • Most credible workplace cultures • High diversity hiring rates (36% as per the CNBC survey report of 2020). • Multitude stakeholders, multiple functions & multi skillsets • Different generations under one roof • Wide variations in perspectives

documented to generate deductively the initial codes. Broader inductive themes and subthemes were also identified from the responses. Some of the significant verbatim quotes from the respondents in the study are highlighted in this paper.

The responses from the interviews conducted were transcribed and coding was done. Patterns were identified among these codes, categories or dimensions and themes were generated. Most of the codes were associated with one theme although some were associated with more than one. The categories or dimensions as well as the codes under each category have been explained in detail in the findings section. The respondents had narrated experiences that they had had as hirers and some of them also narrated their own experiences when they had gone through selection processes in the organization.

Findings

The respondents came from senior managerial positions, as already mentioned. ‘Cultural characteristics’ was not defined in any manner for the respondents and it was open to their own interpretations. Majority of the respondents associated cultural characteristics to the values, beliefs and the attitudes of the candidates and the hiring manager’s perceptions on what constituted fitment. Few of the respondents seemed to be attaching more importance to the candidate’s competencies and skills while looking at fitment. There was a third category of respondents, two of the respondents, who seemed to be oblivious to fitment as an evaluation criterion and brushed it aside. Cultural elements and their significance could be understood through verbatim quotes of the respondents. Those respon-

dents who were not so much in favor of culture fitment, associated culture fit with biased thought processes, group think and exclusion rather than inclusion and felt that the outcome of a hiring process with focus on culture fitment would be unfavorable. Some of the significant themes, descriptions and quotes from the interviews conducted are highlighted here:

Majority of the respondents were very much in favor of culture fitment as an evaluation criterion and associated high level of significance to culture fit when compared to the other evaluation criteria like competency, leadership traits etc. The first theme is:

Theme1: Less bias associated with the active endorsers of culture fitment hiring focussing on candidate's social attributes

In response to the open-ended questions on cultural characteristics shaping dynamics of hiring processes as well as their outcomes, majority of the respondents spoke at length about the importance they associated to culture fitment as an evaluation criterion and highlighted the values they expect in their candidates. It was clear that these respondents gave more importance to culture fitment than other criteria like competencies or functional fitment. In response to the question on cultural characteristics shaping hiring outcomes, the respondents spoke about the hiring process wherein they highlighted the candidate attributes that were focused on during the hiring processes. The interview experiences and

other hiring related incidents they narrated revealed that these hiring managers have stressed more on the social attributes of the candidate while hiring. We have noted that instances of bias seemed much less in these cases. Thus, these managers seemed to be able to create and sustain a more inclusive environment that also seemed to be responsible for less attrition, as per their responses.

They firmly believed that if the fit is right, the rest will fall into place.

For these recruiters, it was all about the candidate fitting in well with the DNA of the organization. They firmly believed that if the fit is right, the rest will fall into place. They believed that other evaluation criteria like skills and competencies could be developed later too with training, proper guidance, and support whereas fitment is something which cannot be instilled in a candidate at a later stage. They preferred to look beyond subtle biases that might be occurring during the hiring processes, attributing it to be a natural phenomenon. However, they believed it would be beneficial to impart training and awareness programs to enhance awareness and curb any subtle unconscious biases that might seep in. They also stressed the need for strong senior management support. They also associated good culture fit as a major facilitator for promoting inclusivity in organizations. These respondents, during the interview process, spoke about how important it was for them to find a candidate whose thought processes and values were aligned to that of the organiza-

tion. They seem to attach more priority to the social attributes of the candidate while hiring. In culture fitting social attributes, ability to work in a team as well as networking skills were the most important for all respondents. Hiring process, culture fitting social attributes and unconscious bias were the main categories identified under this theme. These respondents had described the hiring process as “smooth interview process.” They claimed they had hardly witnessed or experienced any unpleasant situation like gender bias.

Excerpts from some of their narratives are:

“I would see how well he would fit into the organization’s DNA” (HR and Talent acquisition head).

“It is all about looking within what we want. If the fit is right, I think the rest will follow”(Senior HR and Talent acquisition head).

All these words highlight the high significance these recruiters attached to culture fitment as an evaluation criterion.

“When he doesn’t respect his own family, he will not respect me or my organization.” (Hiring panel member) These are the words of a member of the hiring panel who considers culture fitment, as a very important evaluation criterion in hiring. For this respondent, ‘Respect for family’ which is a social attribute is extremely crucial to assess the candidate’s attitude.

“He or she should be able to collaborate and network well with our clients and customers”. (HR head)

Statements like the above reveal that the managers seemed to attach more significance to the candidate’s culture fitment social attributes. They described the interview process as being ‘very smooth’ and seemed satisfied with the outcomes of the processes. They were the strong supporters of culture fitment as an evaluation criterion. Thus, these active endorsers seemed to be associating more importance to the culture fitting social attributes which in turn seemed to pave the way for more positive experiences and bias free outcomes.

Theme2: More bias associated with passive endorsers of culture fitment hiring focussing on the personal attributes of candidates

These respondents seemed to associate more focus on the personal attributes of the candidate.

These respondents consider culture fitment as merely one of the many evaluation criteria as they attribute negative impacts also to culture fitment-based hiring. According to these respondents, hiring for culture fit could lead to dangerous patterns of group think and increased chances of the organization falling into the path of exclusion rather than inclusion. Very interestingly, these respondents seemed to associate more focus on the personal attributes of the candidate. The significance of organizational inter-

ventions in creating awareness and aiding in identifying and curbing such biases was voiced by these respondents too. Here, the codes were grouped under the categories 'Culture fitting personal attributes,' 'Prevalence of bias' and 'Hiring process'.

Some of the excerpts from the interviews that reveal some amount of discrimination or dissatisfaction are mentioned below. It is interesting to note here that these respondents not only gave less importance to culture fitment, but they were those who seemed to focus more on the personal attributes of the candidate

"They refuse to look beyond the obvious. Of course, there were inequalities going on." (HR professional)

"I think some organizations have that maturity level, but many are still having a very highly gendered perspective." (HR head)

"I felt I was not growing despite the years put in...felt it was unfair I was getting paid less than my male colleague, especially considering all the hard work I was putting in." (Ex Senior HR professional, who had quit her job to start her own Diversity & Inclusion consultancy firm, now a leading consultant in D&I in India).

Elements like strong perceptions (ingrained due to cultural elements), certain preconceived notions as well as labeling were felt in some responses which were contributing to such implicit biases.

"I expected her to answer differently. I felt she would not be great" (Senior HR head)

The fact that these managers and hiring personnel were those who seemed to attach more significance to the candidate's culture fitment personal attributes is noteworthy here. Most of the incidents or experiences they narrated had streaks of various forms of unconscious biases and instances of gender bias. They were not strong supporters of culture fitment as an evaluation criterion, but passive endorsers. Thus, passive endorsers seemed to be associating more importance to the culture fitting personal attributes and this in turn seemed to be leading to more biases in the hiring process.

Theme 3: Apathy for culture fitment hiring

Recruiters are totally indifferent to culture fitment as an evaluation criterion as they harbor an apathetic approach to culture fitment-based hiring. Very small number of the respondents had expressed a totally casual attitude towards the idea of culture fitment as an evaluation criterion to the extent of deviating from the topics and digressing to other areas. These few respondents who were highly indifferent to culture fitment as an evaluation criterion, felt that once the candidate joins the organization, he or she will

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adapt to the culture of the organization. These respondents seemed to not attach much value to the cultural element while hiring, and had the mindset that promoted a trivialized and indifferent attitude towards culture fit as an evaluation criterion in hiring. The codes identified were grouped together to form the categories, 'hiring manager's indifferent approach', 'Challenges of culture fitment hiring' and 'Irrelevant criteria'.

Some of the excerpts are:

"I feel with basic adaptability he/she will always fit into the culture of an organization." (Ex-Senior HR professional, now a leading consultant in D&I in India)

"Culture fit is just one of the elimination barriers." (HR head)

The respondent here had given more importance to other evaluation criteria, mentioning that culture fit could become a problem and act as a reason for hiring a candidate who would otherwise be eliminated when assessed for competency and leadership traits.

"Culture fit is a 'nice to have,' but not a necessity!" (HR Head)

All these words suggest a certain level of indifference to culture fitment as an evaluation criterion.

Theme 4: Senior management driven organizational development interventions

Almost all the respondents had cat-

egorically stated at some point of time during the interviews, the relevance of interventions that would help to mitigate the biases that might be arising during the hiring processes based on culture fitment. According to them, such interventions would enable to create awareness as well as educate the employees and employers on the benefits of bias free hiring processes. The major categories under which the codes were grouped here were 'Managing change' and 'Effectiveness of interventions.'

Excerpts from some of the narratives were:

"There is an organizational developmental change that needs to be endorsed right from the top....and once you have that endorsement, nothing can stop you!" (Senior talent acquisition & HR head)

"We had never opened a dialogue earlier, but now slowly we are becoming aware as an organization that awareness needs to be increased through formal programs and interventions" (HR head of financial services organization)

These statements clearly reflect the strong views on the requirement for senior management to endorse these training programs to ensure detection and mitigation of biases during culture fit hiring and also revealing the need for more developmental work to be done on the same.

Once the most important themes were identified, the next step was to think about the themes that work in the context of the entire data set. How the

themes work both within a single interview and across all the interviews has been worked out. Some of the other themes common to all the interviews are as follows:

- Considerable variations were found in the levels of significance/rating each of the interviewees allocated to culture fitment as an evaluation criterion.
- Lack of senior management support was cited as a major factor responsible for preventing the HR and other managers from adopting better, more stringent, and less subjective initiatives to minimize the prevalence of biases in organizations.
- Culture fitment in hiring had greater impacts on hiring decisions in senior management levels. This was also unanimously highlighted by majority of respondents at some point or the other.
- Again, the need for organizational interventions was emphasized by all respondents as it could facilitate promotion of processes that would help to develop and sustain a logical balance between culture fitment and hiring processes in organizations.

Discussion

These findings suggest that there are many factors that need to be considered in order to have a good balance between culture fit and hiring processes in organizations. For a quick recap, previous research has shown that recruiters do attempt to evaluate applicant fit during the employment interview and this per-

ception of fit affects subsequent selection decisions (Cable and Judge 1997). Prior studies on the area have also indicated a lack of clarity of the evaluation criteria as well as lack of specificity of the evaluative structure which seem to be leading to expectation-based distortions (Heilman, 2012). This study also supports these findings from previous research. It is a lot easier to cite 'culture fit' in a job rejection email than interrogate your own personal biases to ensure that they are not clouding your judgement (Epstein, 2021). However, earlier studies conducted (Hofman & Judge, 2019) have been in favour of culture fitment-based hiring and stated that this topic need not be so controversial if culture fitment is defined properly. Again, studies done very recently (Rivera, 2020) points out that although majority of organizations seem to be following culture fitment-based hiring, most organizations seem to be doing culture fitment badly. However, we feel that none of these studies have gone further ahead to explore what exactly could be going wrong in culture fitment-based hiring. Besides all this, further studies conducted have emphasized the need to practice good culture fitment-based hiring in order to facilitate inclusivity in organizations (Vohra, et al., 2018; Vohra, 2015). Taking all this into consideration, this study has gone ahead to further explore the reason for culture fitment 'going bad' in many organizations. Or rather, this study has triggered focus in the direction that would reveal some valuable insights on further improving the current culture fitment-based hiring processes in organizations.

As mentioned above, the findings in this study have come up with a very interesting suggestion – indicating that focussing on the culture fitting social attributes more could facilitate a bias free or bias minimized culture fitment-based hiring process in organizations. We have been able to clearly categorize the respondents into three groups - recruiters who are active endorsers of culture fitment-based hiring, passive endorsers or those who harbour apathetic feelings or total indifference towards culture fitment as an evaluation criterion. Although a unanimous perception of culture fitment was absent, each of the respondents seemed to be clear on their individual perceptions of ‘culture fit as an evaluation criterion’ and had his or her own experiences to narrate, in order to justify the same.

The interview responses suggest that the variations in the level of significance associated with culture fitment as an evaluation criterion, the lack of a standardised view on what constitutes culture fit in each organization, an attitude of ‘apathy’ towards culture fitment hiring that is prevalent among minority have all led to culture fitment hiring being done badly. More importantly, the findings relating to candidate’s social and personal attributes could play a significant role in contributing towards a bias free culture fitment-based hiring process in organizations.

Implications

The study has revealed that not all recruiters associate the same level of significance to culture fit as an evaluation

criterion. A significant number of respondents interviewed had contradicting views. However, the majority spoke in favor of culture fitment as an evaluation criterion. The majority of respondents gave the highest rating to culture fitment as against the various other evaluation criteria, clearly indicating the need to understand better the gaps and conflicting views on culture fitment-based hiring and how they could be minimized. The findings from this study suggest that recruiters could probably focus more on the culture fitting social attributes of the candidate like collaborative skills, team working skills etc., as against focusing on the culture fitting personal attributes. This might help to minimize bias in culture fitment-based hiring processes. All the respondents in the study had also highlighted the need for senior management-endorsed OD interventions.

These findings have opened the door to many potential avenues of future research. The implications of these findings reinforce the need for senior-endorsed OD interventions to create awareness and encourage action to improve the effectiveness of culture-fitment-based hiring processes, also taking into consideration the modest suggestions from this study. Again, the existing organizational interventions and their exact role in ensuring a bias-free culture fit-based hiring process could be studied to attain a clear idea of the extent of modifications required to better the process. Also, an in-depth exploration of the various evaluation criteria other than culture fitment and experiences around the same can also be investigated.

An in-depth understanding of the role of culture fitment in hiring processes could further enable an organization's attempt to diversify.

For academicians, it would add to the existing body of research and provide an in-depth understanding of culture fitment hiring processes in organizations. The need to develop and promote various organizational interventions that could facilitate the development of more effective culture-hiring practices in organizations is highlighted in this study. It would help to gather clearer insights on developing practices that extract the best out of the culture in an organization and ensure the promotion of diversity and inclusion in organizations indulging in culture fitment hiring. Moving on to the managerial implications, an in-depth understanding of the role of culture fitment in hiring processes could further enable an organization's attempt to diversify. It could provide opportunities for candidates from traditionally underrepresented groups in the competition for jobs and also help managers to understand better how they could influence diversity and inclusion positively and in a culturally sensitive manner through hiring and selection processes.

Limitations

One of the major limitations of this study is that due to practical issues, the scope of the study is limited to the Indian context for now. Also, only the BFSI sector has been explored here. Again, organizational rigidity, the existence of organizational subcultures and organizational

conservatism are all some of the other limitations.

Conclusion

There is a lack of consensus amongst managers that renders 'culture fit' at risk of being misused in candidate evaluations. The study suggests that prioritizing culture fitting social attributes of the candidate during culture fitment-based hiring processes could substantially reduce the occurrence of biases in the hiring process. Biases could be more in hiring processes that focus more on the culture fitting personal attributes of the candidate. The modest findings of this study will not only contribute towards defining and creating a shared meaning of 'culture fitment' as an evaluation criterion but also would help to reduce biases and thus enhance the quality of hiring processes. The study contributes to the existing literature on culture fitment-based hiring, highlighting the requirement for a more standardized approach where the recruiters are more aware of the pros and cons of focusing on the social and personal attributes of the candidate while hiring. This would minimize bias and pave the way for more inclusivity in organizations.

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