CONCEPTUAL FRAMEWORK FOR APPLICATION OF AFFIRMATIVE ACTION ON RECRUITMENT AND SELECTION IN POLICE AGENCIES

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ABSTRACT

Affirmative action is one of the most controversial issues in the management of public human resources, including in police agencies. Recruitment and selection are no longer only about recruiting the best talents, but are also oriented towards accommodating diversity. This article discusses the experience of affirmative action in recruitment and selection in police agencies, the conceptual framework for affirmative action in recruitment and selection, and the conceptual framework of factors that influence the application of affirmative action in recruitment and selection so that its implementation runs optimally. Through a literature study, the results show that the implementation of affirmative action in police agencies tries to accommodate minority groups to enter the organization with a focus on gender, race, and ethnicity. In its implementation, problems occur in both developed and developing countries. Therefore, the application of affirmative action in recruitment and selection must be identified in the recruitment and selection stages itself starting from the recruitment process, candidate screening, and selection interviews. In order for the implementation of affirmative action to run optimally at the recruitment and selection stages, the influencing factors need to be considered both before carrying out recruitment and selection—in the form of an internal environment that supports diversity, organizational willingness, and determining target locations—as well as at the time of recruitment and selection, seen from the perspective of the employer and the perspective of the applicant or candidate.

Keywords: *affirmative action*, *recruitment*, *selection*

A. PRELIMINARY

In the recruitment and selection process, there is a mechanism or system to recruit the best candidates. Human resource management can set up a mechanism or system where the organization can hire the desired candidate for the successful achievement of organizational performance (King & Vaiman, 2019). In its development, the recruitment process is not only oriented towards recruiting the best talents, but is also oriented towards accommodating diversity. The concept of inclusive recruitment then developed with the aim of accommodating groups that

are considered minorities to enter the organization. Efforts made by the organization can be done in the form of affirmative action.

Affirmative action has been one of the most controversial issues in public human resource management over the past few decades (Richardson & Lancendorfer, 2004). Its use has been challenged by law for classifying people based on, for example, race, gender, and ethnicity. Beginning in the early 1960s, many organizations voluntarily adopted affirmative action plans to increase the number of employees from groups that had historically been excluded from their workplaces. (Han & Hong, 2019). They also adopted rules requiring vendors to seek contracts from the government to adopt the plan. The plan uses a variety of means to achieve a more representative workforce, including targeted recruitment and training programs, as well as specific preferences in recruitment and promotion.

In the police agency, affirmative action is a policy that is given specifically to certain groups or groups, proportionally in the context of personnel recruitment. This is in line with the opinion that affirmative action methods can be applied to encourage organizations to be proactive in employing and promoting protected classes of people or racial or ethnic minorities, who are collectively victims of traditional discrimination based on their demographic conditions. (Oyinlade, 2013). In addition, affirmative action in the recruitment of police officers is also in line with the opinion that affirmative action can be applied to promote the practice of procedural justice in the context of acceptance of prospective students, which can reflect the use of the same admission requirements for all applicants, which gives preference based on minority status. as a violation of procedural justice because of ethnicity/race (Hartlep & Lowinger, 2014). This policy can also be considered beneficial for one group but detrimental for another.

The adoption of affirmative action can provide the added benefit of proactively preventing discrimination and increasing organizational diversity to enhance creativity, innovation and organizational success, as well as any measure of action, beyond a simple cessation of discriminatory practices adopted to correct or compensate for past or present discrimination. present, and functioned to prevent discrimination from recurring in the future. In the context of recruitment of members of the police force, affirmative action can be a temporary solution to the occurrence of social inequality in the recruitment process, in which the hope of implementing affirmative action in the recruitment process of members of the police force is to increase diversity and reduce inequality that can occur continuously, so that with the affirmative action method this can be used to change outcomes that unfairly and disadvantage underrepresented groups (Blume & Long, 2014).

The question now is what is the experience of affirmative action in recruitment and selection in police agencies, what is the conceptual framework for affirmative action in recruitment and selection, and what is the conceptual framework of factors influencing the implementation of affirmative action in recruitment and selection so that its implementation runs optimally. This article discusses all three of them.

B. METHOD

This article uses a qualitative approach. The method used is a literature review. Data were collected from various credible journals and books which were then analyzed to answer the purpose of writing this article in the form of how the experience of affirmative action in recruitment and selection in police agencies is, what is the conceptual framework of affirmative action on recruitment and selection, and what is the conceptual framework of factors that influence the implementation of affirmative action. action on recruitment and selection so that its implementation runs optimally.

C. RESULTS AND DISCUSSION
Affirmative Action Experience in Police Agencies

In the context of the police, affirmative action is carried out to accommodate minority groups based on several things. (Saini, 2021) focus on researching affirmative action on the basis of race, gender, and ethnicity, (Perrott, 2018) focus on gender and race, (Bjørkelo, Bye, Leirvik, Egge, & Ganapathy, 2020) focus on ethnicity, (Ward, Prenzler, & Drew, 2020) focus on gender, (Gross, 2019) focus on gender, (Pivetta, 2021) focus on gender, (Dwaa, 2020) focus on race and ethnicity, (Garner, Harvey, & Johnson, 2020) focus on race and gender, (Wieslander, 2018) focus on gender and ethnicity, (Bonner & Johnson, 2018) focus on race, ethnicity, and gender, (Coston, 2017) focus on gender and race; and (Rowe & Ross, 2015) focus on race and ethnicity. Thus, based on previous research reviewed, the focus of affirmative action in the police is to accommodate minority groups based on gender, race, and ethnicity.

From some of the literature above, both developed and developing countries have similar problems regarding affirmative action. Moreover, developed countries have more prominent problems than developing countries. In developed countries, at least the phenomenon of affirmative action can be seen in the United States (Gross, 2019)(Garner et al., 2020)(Bonner & Johnson, 2018)(Coston, 2017)(Rowe & Ross, 2015), Canada (Saini, 2021)(Perrott, 2018), Norwegia (Bjørkelo et al., 2020), Australia (Ward et al., 2020), Swedia (Wieslander, 2018), and United Kingdom (Rowe & Ross, 2015). However, the number of publications that focus on developed countries does not mean that the issue of affirmative action does not occur in developing countries. From the literature reviewed, it also happens in developing countries such as Brazil (Pivetta, 2021) and Indonesia (Dwaa, 2020).

In his study, (Saini, 2021) critically highlights affirmative action in the Canadian police force. Canada's demographic landscape is made up of diverse cultures and religious beliefs, racial groups, indigenous people, and genders and sexual orientations. In contrast, the demographic composition of many police services in Canada does not reflect the communities they serve. Serious barriers to exclusion, racism, and discrimination remain. Systemic discrimination results from entrenched barriers in the form of a vertical mosaic that exists within the police force consisting of Caucasian male perspectives that influence and dominate all aspects of policing. A supervisor's opinion of a candidate for

promotion can be met with arbitrariness and racial bias, which in turn creates job segregation for women, racial minorities, and indigenous people in the police service. In addition, many police officers representing indigenous peoples, racial minority groups, and women experience some form of harassment but choose to remain silent because they fear being ostracized or ostracized, or their careers hampered.

(Perrott, 2018) explains that the recruitment of women and members of minority groups is intended to move Canadian police forces toward community representation, to improve services provided to society, and to improve relations with women and racially marginalized groups. The review conducted by (Perrott, 2018) reflects on progress towards the above goals at a time of overwhelming public dissatisfaction with the police. A reason is offered to reconsider the 50% representation target for women and it is emphasized how little is known about racial bias in policing.

(Bjørkelo et al., 2020) in his study explained that police agencies apply various strategies to recruit, promote and retain police officers with diverse backgrounds. (Bjørkelo et al., 2020) expands research on representative bureaucracy by investigating diversity perspectives in a Norwegian Police Service case study. (Bjørkelo et al., 2020) investigates the diversity perspectives of ethnic minorities and the majority of students and employees in the Norwegian Police Service, focusing on the interactions between education and work experience, recruitment practices and diversity policies. Referring (Bjørkelo et al., 2020), ethnic minorities are still under-represented, and their cultural competence is not fully recognized by other students, teachers, co-workers and leaders.

On another occasion, (Ward et al., 2020) reviews the development of gender equality-oriented recruitment policies in the Australian police force between 2015 and 2019. This study was prompted by media reports on affirmative action initiatives, particularly the introduction of recruitment targets. The main objective is to identify successful or promising strategies for increasing the number of female officers, with possible transferable lessons. The second objective is to assess the level of accountability in terms of public reporting by the police on methods and results. The main finding is that four of the eight departments have introduced an explicit 50:50 male-female recruitment target, and five departments have run female-targeted recruitment campaigns. The majority of departments with targeted campaigns recorded a large increase in the number of female recruits, although in the study time frame only one showed a clear flow to a substantially increased number of officers. The police commissioner's personal commitment and discretion appears to be a key factor in implementing affirmative action initiatives.

Besides that, (Gross, 2019) explores the life experiences of recruiters regarding perceived barriers to the recruitment and retention of women as minorities in United States law enforcement agencies. Study (Gross, 2019) uses the theory of representative bureaucracy and intersectionality as its framework. Data were collected from 15 survey responses and semi-structured interviews with minority female officers from federal, state, and local law enforcement agencies in Maryland. Data analysis includes contingency tables and descriptive statistics.

The findings reveal 5 (five) core themes, namely motivation, evaluation, transformation, discrimination, and barriers.

(Pivetta, 2021) investigate the latest military police recruitment programs of all Brazilian states, as well as the laws governing this process. This study shows that 74% of recent recruitment programs explicitly limit the selection of female officers to a maximum. Therefore, instead of promoting diversity, recruitment has created barriers to the integration of women, widening the gender gap in the police force. (Pivetta, 2021) criticized that this unjustified restriction violated the rights to equality and non-discrimination, which are protected not only in the Brazilian Federal Constitution of 1988 but also in several international conventions ratified by Brazil.

(Dwaa, 2020) analyze the results of implementing affirmative action during the recruitment and selection process for the Police in Papua, Indonesia, so that the realization of Polri's competence according to standards will result in good professional performance for the organization. The results show that the implementation of affirmative action during recruitment along with the selection of candidates for Non-commissioning Officers at the Papua Regional Police is still not optimal, where the recruitment and selection of Polri officers at the Papuan Police, Papuan Natives (*OAP*) or Melanesian Race are more likely to take over Non-Indigenous People. Papuans. The affirmative action function of the recruitment and selection system in the Papua Regional Police is the place of change that is expected to complete development in Papua. The National Police Chief also requested that the applied merit system can increase the motivation of Papuan Indigenous People to register as candidates for Non-Nomination Officials and can support affirmative action taken through recruitment and selection with a merit system that will minimize group relations that will be discriminated against by organizations that use non-nominations. favor or associated with a particular group or race.

(Garner et al., 2020) examine whether externally enforced affirmative action plans have had an impact on the rate of reported violations and/or violations resolved by arrest. Using a range of modern econometric strategies, including difference-in-differences decomposition and general synthetic controls, (Garner et al., 2020) found no significant effect of court-imposed affirmative action plans on the extent of reported violations or reported violations resolved by arrest. (Garner et al., 2020) also considered whether unauthorized agencies changed their practices because of the threat of litigation, but were unable to identify causal evidence of the effect of the threat.

(Wieslander, 2018) highlighted one of the campaigns launched by the Swedish police namely inclusive recruitment. By analyzing the discourse of inclusive recruitment and its subject position in police student talks, the research (Wieslander, 2018) shows how boundaries between people assigned to different social categories are constructed, challenged, and strengthened. Positive intentions on the agenda towards diversity are at issue when minorities are seen as in a lower position, a risk position, and in a less legitimate place. A dilemma arises between the call to represent minority groups and the risk of categorizing them as 'others'. In particular, the voices of resistance from ethnic minority policewomen

demonstrate how exclusionary practices can jeopardize efforts to achieve inclusion.

In study (Bonner & Johnson, 2018), explained that traditionally, recruiting and employing minorities into law enforcement institutions has been a worldwide challenge. Therefore, the lack of diversity in law enforcement is an emerging issue. By reviewing various literatures, research (Bonner & Johnson, 2018) briefly discover the benefits of minorities in policing and the challenges of recruitment and considerations of such recruitment. In more depth, the selection process is discussed with specific implications for employing minorities in the police force.

(Coston, 2017) explore historical barriers to the recruitment of women and minorities and explore ways to improve or enhance the recruitment of women and minorities in the police profession. This research is a qualitative research in the form of literature study. The results show that agencies with specialized and innovative recruiting strategies increase minority recruitment significantly.

(Rowe & Ross, 2015) undertake a comparative analysis of the experiences of the United States and England and Wales in terms of promoting the development of a more ethnically/racially diverse police workforce. The results show that minority recruitment, in the US and in England and Wales, has been promoted as an effort to increase trust between minority communities and law enforcement. It is also hoped that more minorities in the police force will lead to a reduction in police encounters that will end negatively (i.e. excessive force, reduced complaints, and more effective law enforcement). By extension, an increase in the number of minorities will also lead to a decrease in situations in which police will use excessive force, and more often in the context of US police using lethal force against visible minorities.

Conceptual Framework for Affirmative Action on Recruitment and Selection

Affirmative action in recruitment and selection implies that affirmative action occurs whenever an organization devotes resources (including time and money) to ensuring that people are not discriminated against based on their gender or ethnic group. (Crosby, Iyer, & Sincharoen, 2006). In its implementation, affirmative action has the same goal with equal opportunity, but differs from the same opportunity in being proactive. Equal opportunity is a passive policy that seeks to ensure that discrimination will not be tolerated once detected. In contrast, with affirmative action, organizations use established practices not only to subvert, but also to prevent. (Han & Hong, 2019).

Therefore, in relation to recruitment and selection, affirmative action relates to preferential treatment intended to reserve part of a position for example in the workplace or organization to under-represented groups. Recruitment and selection must ultimately ensure that the objectives of affirmative action can be implemented in the form of specifically supporting groups based on characteristics such as gender, ethnicity, skin color, social class or disability that have a history of injustice, being accommodated by the organization. (Riccucci, Naff, Hamidullah, Hyde, & Roberts, 2019). There are several reasons why affirmative action needs to be guaranteed even though the principle of equal treatment is generally accepted in society. One of the reasons is that the system of equal treatment is not achieved in theory in practice, as a result of which

government regulations are applied as an instrument to achieve greater formal equality. Another case is when organizations themselves choose to use quotas when recruiting to show employees and society their values.

Recruitment and selection is one of the basic functions of human resource management. There is a clear difference between recruitment and selection. Recruitment is the process of attracting a large number of qualified people for employment. It involves human resource planning for job design, job descriptions, job analysis, and strategies for attracting such people. Selection on the other hand is the process by which the organization makes a decision about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Therefore, human resource management must ensure that at every stage of the recruitment and selection process, the planned strategy for recruitment and selection is followed.

Recruitment is the process by which an organization produces a pool of qualified, skilled and knowledgeable people who apply to an organization for jobs. Keeping this in mind, the goal of the organization is to find suitable candidates who meet the requirements for the job. In view (Mamgain, 2018), recruitment is the process of getting applicants with the experience, knowledge, skills, qualifications and attitudes needed for job vacancies. Recruitment aims to get the right caliber and the right number of people to fill vacant positions in an organization (Lee & Mao, 2020). Recruitment is described as a process in which management uses methods and processes to legally obtain qualified persons to fill vacant positions. Recruitment and selection is the process of attracting people to fill jobs (Jepsen & Grob, 2015). Recruitment is the process of attracting a group of high quality applicants to select the best among them. Recruitment is basically attracting and finding a pool of competent candidates according to job requirements or key positions (Yaseen, 2016).

The definitions above show that recruitment is the process of finding the most appropriate people to fill vacant positions/jobs in an organization. These people must necessarily meet the organization's recruitment requirements such as experience, knowledge, skills, qualifications, and attitudes for the related work.

In its implementation, there are stages of recruitment and selection. (Daly, 2015) explain 3 (three) stages of recruitment and selection as the theory about Phases of Talent Acquisition Management. First, (Daly, 2015) call it the recruitment stage. In this first stage, what is carried out is a position review such as analysis of vacant positions and recruitment strategies such as the scope of candidate search and recruitment methods used. This first stage will identify applicants who will apply to the organization. The second, (Daly, 2015) calls it the screening of candidates. In this second stage, what is done is to review applicants by analyzing recruitment requirements such as the required qualifications, skills, knowledge, experience and attitudes. In addition, in this second stage, testing and evaluation of candidates is carried out in the form of tests of skills, attitudes/behaviors, honesty, and work experience. From this second stage, the best candidates will be screened. As for the third, (Daly, 2015) This is called the selection interview stage. In this stage, interview techniques can be carried out in a structured, structured, undirected, panel, or through assessment

center. The things that are assessed are usually skills, behavior, and suitability within a unit or team. If simplified, the first stage is the recruitment stage and the second and third stages are the selection stage.

Opinion (Daly, 2015) can be adapted as a conceptual framework for implementing affirmative action in the recruitment and selection process. Difference of opinion (Daly, 2015) with others that (Daly, 2015) begins by explaining that effective hiring is one of the most important decisions organizations make as a survey conducted by RewardsPlus of America found that 52 percent of employers cite hiring and retention as the number one problem they face. (Daly, 2015). Therefore, (Daly, 2015) offers a three-phase recruitment and selection process known as talent acquisition management. This is a key element of the recruitment and selection process. When done right, a selection strategy leads to a better talent base for the organization. Successful orchestration of these three phases requires up-to-date knowledge of the skills, knowledge and abilities required for the position being opened. Thus, effective recruitment requires a well-planned process prior to conducting a talent search. Recruitment and selection planning involves close communication among team members. They will discuss the skills required to perform well in the position as well as the desired behavioral characteristics of the ideal candidate. The goal here is to identify strategies that can generate and secure a talented pool of candidates.

Opinion advantage (Daly, 2015) compared to other opinions, while at the same time distinguishing from others, is that in every stage offered is directed at the best results. The recruitment stage is oriented towards identifying suitable applicants. The candidate screening stage is oriented towards identifying the best candidates. The selection interview is oriented towards selecting the best candidate from the best candidates.

The application of affirmative action in recruitment and selection implies how to apply the affirmative action at each stage of recruitment and selection which is relevant when adopting opinions. (Daly, 2015). Affirmative action can be embodied in the form of a recruitment strategy to reach and attract job candidates from various sources (Riccucci et al., 2019). The value of justice as known in affirmative action has produced the power of diversity. The increasing diversification of the workforce has diverted attention from the recruitment and selection process which merely attracts people towards equality of race, ethnicity, gender, and even physical ability. Thus, the application of affirmative action in recruitment and selection must be identified in the recruitment and selection stages itself starting from the recruitment process, candidate screening, and selection interviews.

Factors Affecting Affirmative Action in Recruitment and Selection

Although affirmative action has been reduced in recent years, the promotion of diversity in the workforce is an ethic and management necessity (Inegbedion, Sunday, Asaleye, Lawal, & Adebanji, 2020). There are three factors to consider (Berman, Bowman, West, & Van Wart, 2016). First, whether the organization provides an environment that is suitable for diversity in its recruitment and selection process. An example is that support for diversity involves increasing the level of participation of individuals with disabilities. Some of the elements that

promote diversity in this area are top leadership support in regular screening of the workforce to identify potential barriers to employment and job success.

Second, organizational awareness to recruit in the context of diversity. All things being equal, eligible women and minorities should be prioritized if they are clearly under-represented in proportion to the available qualified workforce. Research shows that minorities are very sensitive to the presence of role models in the recruitment process and the comparative level of available resources. While the public sector in general has done better than business in this regard, many workplaces are still negligent or negligent in promoting diversity successfully.

Third, there must be awareness that where and how recruitment takes place will have an effect. Sometimes recruitment practices need to target locations where diverse candidates are more likely to congregate (perhaps a particular school or job fair) and ethnically diverse universities and sources.

The three factors above indirectly explain that at the stage before the recruitment and selection process is carried out. Meanwhile, during the recruitment and selection process, it is necessary to combine the factors that influence the success of the recruitment and selection process. It is intended that various considerations regarding affirmative action can be accommodated in various matters that affect the recruitment and selection process. Terkait hal ini, (Berman et al., 2016) explain the key factors for the success of the recruitment and selection process, so that the recruitment and selection process is a process that has a high level of quality (high quality recruitment).

(Berman et al., 2016) explain these key factors by taking into account the perspective of the employer and the perspective of the applicant or candidate. From the employer's perspective, there are 5 (five) factors that must be considered, namely (1) the quality and scope of the recruitment process which in this case explains whether all procedures fully realize vital organizational goals, encourage qualified people to apply, and are cost-effective , (2) the number of qualified candidates available and the job locations offered, (3) the salary and benefits offered, (4) the quality of work which in this case describes job security, attractive work, good working conditions, travel and training , family support, etc., and (5) the good name or positive image of the organization. As for the applicant's or candidate's perspective, there are 4 (four) factors that must be considered, namely (1) a minimally anxious recruitment stage which in this case describes timely notification, fast follow-up, and sufficient time to make a reasonable choice. between offers, (2) providing feedback/notifications to candidates who were eliminated so that they can optimize their job search efforts, (3) detailed and specific job vacancy information describing the position being offered, and (4) warm, informative, and credible recruiters , especially in the early stages of the recruitment process.

Taking into account the above explanation, opinion (Berman et al., 2016) can be a conceptual framework to analyze the factors that influence the implementation of affirmative action in recruitment and selection. When examined, opinions (Berman et al., 2016) shows a comprehensive coverage of the factors that influence the implementation of affirmative action in recruitment and selection. That's because (Berman et al., 2016) not only highlighting the

influencing factors during the implementation of recruitment and selection, but it is also important to see how the influencing factors are prior to the implementation of recruitment and selection. This is what distinguishes the opinion of other experts who are relatively focused on the factors that influence the implementation of recruitment and selection.

Regarding the influencing factors prior to the implementation of recruitment and selection, (Berman et al., 2016) explain the importance of internal organizational conditions that support diversity and the organization's willingness to accommodate diversity. If this does not exist, then the affirmative action will most likely not run optimally. Only then is there, (Berman et al., 2016) explained the importance of the recruitment and selection process that accommodates the perspective of the employer and the applicant's perspective to determine the success of implementing affirmative action in recruitment and selection.

One of the most distinguishing factors (Berman et al., 2016) with other expert opinions is attention (Berman et al., 2016) to the perspective of the applicant or candidate to consider. The focus is more on the convenience that applicants or candidates should get during the recruitment and selection process. This is because the opinions of other experts are still limited to highlighting factors related to the organizational environment, both internal and external to the organization, not yet targeting the context of individual applicants or candidates.

(Kapur, 2018) for example, highlights the factors that influence recruitment and selection into two things, namely internal factors (organization size, recruitment policies, organizational image, and job image) and external factors (demography, labor market, unemployment rate, employment policy, other policies to consider, competitors and equal opportunities). Opinions (Kapur, 2018) are still limited to the organizational context, while (Berman et al., 2016) also pay attention to the individual aspects of the applicant or candidate. In addition, there are (Yaseen, 2016) which is also still highlighting the influencing factors related to the organizational context. (Yaseen, 2016) explained that the factors that influence recruitment and selection are the size of the organization, the number of people to be hired, the nature of the job to be filled, pressure or outside influence, and the criteria for the organization's selection process.

(Otoo, Assuming, & Agyei, 2018), although there is little attention to the perspectives of applicants or candidates, they generally still highlight organizational interests such as (a) collecting relevant information from applicants, (b) analyzing, organizing and evaluating applicant information to make choices, (c) assessing each applicant to determine their suitability, and (d) provide applicants with company information to enable them to make a decision to work for the company. Point (d) seems to highlight the perspective of the applicant or candidate, but in essence it is only seen from the perspective of the interests of the organization. Different from opinion (Berman et al., 2016) related to this that giving feedback/notification to candidates is aimed at optimizing their choice.

In addition, there are also (Mathur, Jain, & Sahayaraj, 2017) which is limited to highlighting factors that affect the organizational context, has not targeted the individual context of applicants or candidates. In order to (Mathur et

al., 2017), There are many factors that influence the recruitment and selection process such as organizational culture, working hours, facilities, benefits, salaries, welfare, organizational image, location and so on. Perspective of applicant or candidate in opinion (Mathur et al., 2017) has not been accommodated as accommodated by (Berman et al., 2016).

D. CONCLUSSION

The implementation of affirmative action in police agencies tries to accommodate minority groups to join the organization with a focus on gender, race, and ethnicity. In its implementation, problems occur in both developed and developing countries. Therefore, the application of affirmative action in recruitment and selection must be identified in the recruitment and selection stages itself starting from the recruitment process, candidate screening, and selection interviews. In order for the implementation of affirmative action to run optimally at the recruitment and selection stages, the influencing factors need to be considered both before carrying out recruitment and selection—in the form of an internal environment that supports diversity, organizational willingness, and determining target locations—as well as at the time of recruitment and selection, seen from the the perspective of the employer and the perspective of the applicant or candidate.

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