



GRADUATE PROGRAMS INSTITUTE

**THE ANALYSIS OF UNCONSCIOUS BIAS AND ITS
IMPACT ON RECRUITMENT AND EMPLOYEE
MANAGEMENT**

Augustine Uchechukwu AMADI

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Augustine Uchechukwu AMADI

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THESIS**

MASTER’S THESIS ADVISOR

Dr. Öğr. Üyesi Burcu GÜVEN

MASTER’S THESIS JURY MEMBERS

Doç. Dr. Pelin VARDARLIER

Dr. Öğr. Üyesi Özgür Burçak GÜRSOY YENİLMEZ

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ABSTRACT

THE ANALYSIS OF UNCONSCIOUS BIAS AND ITS IMPACT ON RECRUITMENT AND EMPLOYEE MANAGEMENT

Unconscious bias is the term used to describe the unintended and implicit prejudices which people have that frequently stem by a variety of social, cultural, and personal variables. These biases have an impact on people's perceptions, judgments and processes for making decisions without them being fully cognizant of. This abstract provides a thorough investigation of unconscious prejudice and its significant effects on hiring and managerial process. The investigation looks at many aspects of implicit prejudice in the larger context of hiring, from the original job posting through the actual hiring procedure. The evaluation emphasizes numerous phases in the selection procedure where unconscious bias might have a big impact. In addition, the study reviews recent findings and recommended methods for reducing the effects of unconscious bias in recruiting, standardized interviews and blind hiring methods.

The assessment of employee management looks at how unconscious prejudice affects hiring, career development, promotions, leadership decisions and performance reviews. It draws attention to the difficulties experienced by less fortunate employees as a result of biased decision-making and investigates alternative measures to lessen these aforementioned circumstances. This analysis further explores how avoiding unconscious bias in hiring and personnel management could benefit the firm.

Keywords: unconscious bias, employee management, hiring, promotion, leadership decision, career advancement.

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ÖZET

BİLİNÇSİZ ÖNYARGILARIN ANALİZİ VE İŞE ALIM VE ÇALIŞAN YÖNETİMİ ÜZERİNDEKİ ETKİSİ

Bilinçsiz önyargı, insanların sıklıkla çeşitli sosyal, kültürel ve kişisel değişkenlerden kaynaklanan kasıtsız ve örtülü önyargılarını tanımlamak için kullanılan terimdir. Bu önyargılar, insanların algılarını, yargılarını ve karar verme süreçlerini, onlar tam olarak farkında olmadan etkiler. Bu özet, bilinçsiz önyargının ve bunun işe alım ve yönetim süreci üzerindeki önemli etkilerinin kapsamlı bir araştırmasını sunmaktadır. Soruşturma, orijinal iş ilanından fiili işe alma prosedürüne kadar, daha geniş işe alım bağlamında örtülü önyargının birçok yönünü inceliyor. Değerlendirme, bilinçsiz önyargının büyük bir etkiye sahip olabileceği seçim prosedüründeki birçok aşamayı vurgulamaktadır. Buna ek olarak, çalışma, işe alımda bilinçsiz önyargının etkilerini azaltmak için son bulguları ve önerilen yöntemleri, standartlaştırılmış görüşmeleri ve kör işe alım yöntemlerini gözden geçirmektedir.

Çalışan yönetiminin değerlendirilmesi, bilinçsiz önyargının işe alım, kariyer gelişimi, terfiler, liderlik kararları ve performans değerlendirmelerini nasıl etkilediğine bakar. Şanssız çalışanların önyargılı karar vermeleri nedeniyle yaşadıkları zorluklara dikkat çekiyor ve bu durumların azaltılmasına yönelik alternatif önlemleri araştırıyor. Bu analiz ayrıca işe alım ve personel yönetiminde bilinçsiz önyargılardan kaçınmanın firmaya nasıl fayda sağlayabileceğini araştırıyor.

Anahtar Kelimeler: bilinçsiz önyargı, çalışan yönetimi, işe alma, terfi, liderlik kararı, kariyer gelişimi.

Tarih: 01/11/2023

SYMBOLS

α = Cronbach Alpha

H1 – H4: Research Hypothesis

P-Value: Probability Value

SD: Standard Deviation

AVE: Average Variance Extracted

(β): Path coefficient

RMSEA: Root Mean the Square Root of Approximation

SEM: Structural Equation Modeling

DF: Degree of Freedom

CMIN: Chi Square Statistics

CFI: Comparative fit Index

SRMR: Standardize Root Mean Square Residual

ABBREVIATIONS

IB: Implicit Bias
UP: Unconscious Prejudice
EM: Employee Management
IAT: Implicit Association Test
UB: Unconscious Bias
GBS: Gender Bias System
HRM: Human Resources Manager (Management)
CA: Career Advancements
IF: Individual Factors
PD: Promotional Decisions
HD: Hiring Decisions
LD: Leadership Decisions
CEO: Chief Executive Officer
DM: Decision Making
EI: Emotional Intelligence
C-Suite: The Chief Executive Level Position
URL: Uniform Resource Locator
EFA: Exploratory Factor Analysis
CFA: Confirmatory Factor Analysis
CFI: Comparative Fix Index
GFI: Goodness of Fit Index
AGFI: Adjusted Goodness of Fit Index
MSA: Measure of Sampling Adequacy
SEM: Structural Equation Modeling
KMO: Kaiser-Meyer-Olkin
CR: Critical Ratio
DOF: Degree of Freedom
RMSEA: Root Mean Square Error of Approximation
SRMR: Standardized Root Mean Square Residual
P-Value: Probability Value
SD: Standard Deviation
AVE: Average Variance Extracted

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1 INTRODUCTION

This thesis research tends to analyze the adverse effect of unconscious bias on recruitment and employee management processes in organizational structures. Specifically, the study will explore how unconscious biases influence the recruitment process, from job postings and applicant screening to candidate selection, hiring decisions, and promotional decisions. Additionally, it will examine how unconscious gender biases can affect employee management, including performance evaluations, career advancements of female, leadership decisions and employee development opportunities in general.

Employee management is a critical function of every organization, and it can greatly affect the success rate or failure of a business. The ability to hire, develop, and retain talented employees is essential for achieving organizational goals. However, the process of managing employees can be influenced by unconscious biases, which can lead to unfair treatment and negatively impact diversity, equity, and inclusion in the workplace. Thus, business organizations strive to establish a plan of action or a standard principle that will promote diversity but struggle to put them into practice due to its seeming or apparent contradiction (Shemla, 2018). The premise of unconscious bias has evolved into a more prevalent concept as the dynamics of diversity modifies its contextualized factors (Ross, 2008). The approach towards recruiting or selecting prospective candidates, training of employees, promoting staffs and the process of terminating contracts are heavily influenced by discrimination and unfair treatment of the workforce of various groups (Filut, Kaatz & Carnes, 2017).

Unconscious bias or implicit prejudice as used interchangeably is a bias that exists without our conscious awareness and is beyond our grip. It is a subconscious feeling and unguarded intuition people have towards others which influence people's judgments from being fair. The Equality Challenge Unit (2013:3) posits that unconscious bias is something that we are unaware of, which takes place without our conscious knowledge. It is an automatic and often unintentional mental process that affects our perception and judgment of people based on characteristics which includes ethnicity or racial origin, gender, age, language, religion, or economic scale. These biases can affect employee management decisions, including recruitment and hiring, performance evaluation, promotion, leadership, career advancements and training.

Unconscious bias spread to every part of the workplace at all levels because we all have prejudices, thus, multiple researches since the 1980s evidently postulates that most individuals harbor unconscious bias even when they explicitly believe that prejudice and discrimination are wrong (Henneman, 2014). Bias can be associated with a variety of factors, including complexion, gender, age, physique or body mass index, marital affiliation, foreign accents, school attended, and many others. These prejudices naturally infiltrate our working environments and can influence judgments that are beneficial to one group of people at the expense of another (H. Ross, 2008). Hence, several research projects have shown how prejudice in organizational settings influences judgments. For instance, the National Bureau of Economic Research reviewed that for every 1% increase in a woman's body mass, the household's earnings automatically declined by 6%. In a Duke University study, posits that mature-faced individuals outperformed baby-faced individuals in terms of job success because they appear more matured than their contenders. A Yale University study also revealed that men are probable to be hired and elevated by Human Resources Managers, who also gave them better competency ratings than women (Wilkie, 2015). Unconscious bias may give reasons why women finds it difficult to be promoted to the leadership positions or being unable to reach the C-Suite (the chief executive level post). Thereby believing that, if women hold enhancing positions in the firm, they will face and deal with some increasing degrees of challenges. In accordance to the public notice made by Google in 2013, it was stated that out of its 36 executive members or managerial personnel, just 3 people are women, thus have shown a derogatory ratio of inequality, disparity and discrimination (Manjoo, 2014).

This proposed study seeks to fill the vacuum in the current empirical investigation by analyzing the nature and impact of unconscious bias on employee management practices in organizations. The research will examine the different types of unconscious biases that can affect employee management and the strategies that organizations can adopt to mitigate their effects. Ultimately, contributing a more diverse and inclusive workplace where everyone can reach their full potential.

2 LITERATURE REVIEW

Throughout this current session, there will be a comprehensive discussion on unconscious bias that can be experienced in recruitment and employee management. Research has shown that unconscious bias can have a significant impact on recruitment and employee management. The literature review will examine existing research on unconscious bias on recruitment and employee management. It will explore how unconscious biases can affect various stages of the recruitment process, including resume screening, interviewing, hiring, promotions, career advancements, promotions and decision-making. Additionally, it will investigate how unconscious biases can lead to discriminatory practices on employee management, such as promotion and performance evaluation. The review will also consider the impact of unconscious bias on employee satisfaction, retention, and organizational performance (Mike Noon, 2017).

Implicit bias is ever present in our workplaces and in the society at large. Many industries and organizations have critically studied and evaluated bias but, irrespective of vigorous attempts to establish personnel management policies and provide training to workers, bias still exists. Unconscious prejudice still influences our behaviors and decisions, despite all measures in ensuring fair and just treatment of workers in the workplace. Unconscious bias affects recruiting, promotion, career progression, leadership, and mentoring processes in business organizations. One of the most substantial impediments to a diverse and dynamic workforce is the inability to identify and remedy decision-making by the organizational management when their prejudice surface is. This analysis examines the effects of unconscious bias, its present situation, challenges to efficient instruction, and the most innovative staff training methods (Shirley Anne Tate & Damien Page 2020).

2.1 THE CONCEPT AND DEFINITION OF UNCONSCIOUS BIAS

Unconscious or implicit biases, according to Noon (2018), are taught prejudices that are prevalent, inherent, inadvertent and extremely embedded that they can intuitively affect a person's attitude or decisions. Alternatively, it could be argued that unconscious bias is a quick fix driven by our perspectives and prejudices that have

evolved over the years. Unconscious bias is an individual perspective that affects how we perceive and make decisions towards other people even when we are not aware of it. For instance, we automatically categorize people via their appearance and backgrounds, which might include things like ethnicity, color, and level of education. Familiarity tends to be present in people from diverse walks of life as well as our cultural background.

The hiring process most times can be very challenging to recruiters and managers. While trying to hire or recruit candidates for a vacant position, you face the challenge in discovering the most suitable applicant to fill the vacant position. Following this approach, a number of unattainable factors might have an impact on the candidates you choose. Regardless of obtaining and processing information on our brain about a certain candidate, hiring managers and interviewers may be prone to passing judgment based on their preconceived notions. In order to establish a better workforce that is more diverse and dynamic, this must be averted. Business organizations need to enlighten themselves on unconscious bias and the various ways it might show up throughout the hiring process. Organizations may evaluate where they have limitations and what they can do to mitigate this bias.

2.2 THE HISTORY OR ORIGIN OF UNCONSCIOUS BIAS

Unconscious biases, also known as implicit biases, were first identified by two psychologists as presumptive beliefs or judgments associated with an individual's traits or personality that have been formed via interactions and connections among people (Mahzarin Banaji & Anthony Greenwald, 1995). It has the potential to do with someone's race, ethnicity, physique, heritage, etc. The human brain has adapted to make decisions, conclusions or pass judgments without waiting for the current circumstance to arise. Human brain or mind can be bombarded, subjected or dealing with 10 million bits of information in a single moment, the fact still remains that only 50 of them approximately can be processed simultaneously. Various encounters, opinions or ideas, and judgments can be used to refine, sort or evaluate these bits of information. Most choices or decisions an average individual makes per day both at work and at home may contain unconscious prejudice. It is a circumstance whereby a person has no

knowledge or control while making judgments. This has a direct impact or detrimental effect on one's capacity to make wise judgments. A number of researchers have conducted in-depth study on implicit biases since the middle of the 1990s. According to a specific survey (B.Keith Payne & KristJen B.Lundberg, 2017), all humans have implicit biases that influence our ability to analyze or process information, take decisions, and interact with others. An average human being subconsciously makes several decisions on a daily basis without realizing it. Unconscious biases have the potential to affect the solutions to numerous issues. It alludes to some circumstances that occur beyond our grasp which we are oblivious of. Thus, it is fascinating that our inclination causes it to happen and that it happens unintentionally. Our culture, societal settings, and individual encounters all affect these instincts. These biases are a collection of attitudes and beliefs we have about other people that significantly affect how we judge them. Without our fundamental consciousness, these events are automatically activated.

2.3 TRAITS OR TYPES OF UNCONSCIOUS BIAS

Recognizing unconscious bias demands a substantial amount of reflective thinking. Thus, it is a key element in sorting out strategic measures to get through unconscious bias, discrimination or judgment. Effective analysis at each stage will be enhanced by recognizing how unconscious prejudice exists. This facilitates the effort to discover scenarios in which a person fall victim of bias. This section looks at a few typical examples of unconscious bias that might appear in the hiring process in an array of distinct manners. Below are a few instances of unconscious bias to be cognizant of.

- **Gender Bias:** The tendency to prefer one gender over another is known as gender bias. This occurs when we favor a specific gender against another based on ingrained views, and it frequently results from society's acceptance of stereotypical gender norms. Gender bias, according to Fitzgerald and Hurst (2017), is an inclination of a particular gender over another gender. It is frequently described as sexism. Unconscious correlations between corresponding gender stereotypes and particular behaviors are a common indication of gender prejudice. People can encounter unfair treatment in certain circumstances solely on their gender status. In this regard, male folks are naturally believed to be imposing, autonomous, and robust by society, while the female counterparts are expected to be kind,

compassionate, and caring. The aforementioned presumptions are frequently employed to attribute traits to individuals in either group. Most individuals in this situation were brought up in societies where women are perceived to be significantly less valuable than males. However, research supports the fact that gender has no bearing on who will become a good leader, president, CEO, manager, administrator, supervisor, personnel, staff or employee etc.

- **Affinity bias:** This is also known as similarity bias. It is a common occurrence when ordinary individuals exhibit some kind of interest or unfair advantage to a certain group of people that shares a striking similarity to them. These similarities can be attributed via variables comparable to age, way of life, background, and graduation from the same university, among others. According to Buetow (2019), it constitutes the propensity to favor individuals with comparable or corresponding interests, backgrounds, and perspectives. People are more inclined to attract each other at ease when they are of the same kind, thereby unwittingly restricting or isolating others who are different from them. However, additional steps are needed to mitigate the lapses and have open conversations with people who share contrasting interests. Affinity bias has an apparent influence on relationships and misconceptions drawn about others in one's daily life. As a result, it significantly influences the degree of affiliations made with others. A substantial amount of affinity bias is experienced in interviews. If this unconscious prejudice has an impact on the manner in which some individuals are hired or rejected, it may result to an inadequately diversified working environment.
- **Attribution bias:** This takes place when individuals make certain inferences or misconstrue other people's conduct and intentions based on prior interactions. For instance, we believe that when applicants are constantly switching job positions or opportunities over, they are said to be job wanderers who intends to quit or abandon their current opportunity in just a couple time. Instead of taking into account the multiplicity of subtle factors that could have contributed to their recent historical work pattern, we instinctively imply that they are the heart of the matter
- **Confirmation bias:** This type of bias occurs when we make judgments regarding individuals, occurrences, and possibly facts that simply serve to support our preexisting beliefs. We usually ignore information that is opposed to our views and only focuses on what validates them entirely. In this regard, when an individual perceives that a certain applicant has a given name that hails from Africa, it might

unconsciously be speculated that the candidate would not attain the same level of education as someone who was born and raised in America or Europe. We usually assume similar notions about applicants' gender, age, appearance, name, backgrounds, race, complexion, and a wide range of other characteristics or factors.

- **Conformity Bias:** As the name suggests, conformity bias simply means the tendency to alter our decisions to align with the perspectives of others, even when those perspectives are opposing our own ideas and belief. According to David Kallman (2017), conformity bias is the propensity to dwell on information that supports our own ideas when processing it. It is reiterated that people are perpetually exposed to information in the realm and context of society, which might make it challenging for them to think clearly and decide impartially. People adopt confirmation bias in order to safeguard their self-esteem. As such, they are adamant about demonstrating the accuracy of their beliefs and firmly held values by restricting any sort of criticism from people with opposing opinion.
- **Contrast effect:** This usually happens when we at least compare two or more alternatives that are at our disposal. The contrast effect comes into play for instance, when people impulsively obtain fine tuned information, thereby forming a standard in our brains thus causing all potential data to appear substandard. The contrast effect has some drawbacks since it does not have objective. It can skew people's expectations or criteria by making an outstanding applicant seem average and letting an inexperienced candidate shine out. These are lose-lose scenarios since we are unable to identify a competent or suitable applicant for the post; instead, we select the most desired individual from the pool of candidates.
- **Halo Effect:** This usually occurs when we let someone's good quality make us ignore other important clues without viewing from other perspective. Invariably, halo effect arises as soon as we perceive, assume or anticipate someone to have positive traits before we can actually recognize or acknowledge them. For example, interviewing a graduate from a popular or reputable institution like Harvard University with a 4.0 GPA. Upon a brief review of the resume, this could convince and inspire us to speculate that they are suitable for the position. Edward Thorndike samples his opinion on the halo effect, as when an individual forms a general supportive opinion of another solely on their traits. As such, if we focused keenly or overly on a particular great quality, we might fail to see the bad attributes. Thus, we may unintentionally be inspired to believe that appearance indicates virtue.

- **Horn Effect:** This type of bias is just the opposite of halo effect. The horn effect arises when we focus our attention on the negative factors of potential prospects thereby restricting us from perceiving all their appealing attributes. On the contrary, the horn effect, illustrates how we frequently associate others with adverse traits as a result of our very first perception of them.
- **Ageism:** Ageism, according to Holroyd et al. (2017), is the practice of treating people differently simply due to their age. The basis for age discrimination is the idea that elderly people are less qualified or unworthy of completing a job than their younger counterparts. This notion can be anchored in the belief that an individual's working experiences, competencies, skills and abilities are correlated with their age. This biased system strictly favors motivated young workers. In recent times, employers commonly discriminate against older workers at work on the basis of their age and the aging process. As a result, most individuals thought that they are unable to function or equate their performance as to the younger individuals. Ageism is another theory put up to explain why young people are treated unfairly. According to Sukera and Watling (2018), this is because young individuals appear to lack good judgment, knowledge or experience in life, which is the reason certain of their opinions are irrelevant and rejected. According to this worldview, ageism is most likely to be practiced towards the elderly (Como et al. 2019).
- **Appearance Bias:** This bias system comes into play when someone is being evaluated only on the basis of their looks or physical appearance. A review by Howard and Bornstein (2018) found that there are several examples of appearance prejudice, including bias against physical attractiveness (beauty bias), weight and height, among others. The most prevalent of these biases is beauty prejudice, in which those individuals who are deemed to be more beautiful or attractive than others are treated preferentially. As such, employers may be prone to select applicants they believe to be more physically appealing or attractive. Additional possible measures of perceived bias system include weight and height respectively. In this specific analysis, discrimination about height and body weight has been propagated by the society at large. Studies have shown that unfavorable preconceptions about overweight, obese or bigger persons as being sluggish, drowsy or fatigued due to their body mass index are prevalent. Contrarily, in contrast to shorter persons, taller people are considered to be more assertive,

dominant, and influential. This demonstrates the way in which different individuals can be treated unfairly or unjustly depending on how they appear.

These are just a sneak peek into the types of unconscious biases out there in our recruitment processes. What this implies in a job interview context, an interviewer may unknowingly make a decision that is not based on anything you said during the interview. This is disheartening and needs to be resolved. Employers must not only focus on the reliability and validity of their evaluation tools but also make all efforts to train recruiters and hiring managers to better equip them on rooting out biases from the evaluation development stage to the selection stage.

2.4 THE EFFECT AND IMPORTANCE OF UNCONSCIOUS BIAS IN THE WORK PLACE

Diversity and inclusion are essential to fostering greater productivity, achievement, and result at work, yet accomplishing such objectives is hampered by the subconscious tendency to employ candidates via familiarity. In certain situations, biases based on gender and appearance, specifically with regard to weight and height, may affect the unbiased nature of recruitment procedures, enabling major business organizations to choose applicants who are not suitable for the job that is available. By evaluating candidates based on pre-existing intrinsic views, we neglect or disregard outstanding and competent workers. Women working in several organizations have reported being assaulted or abused by their male peers. The company runs a serious threat to its credibility if they opt to alert the appropriate authorities of the occurrences. In a highly competitive workplace, it is not ideal for a business to portray scandals. Exceptional workers who choose not to work in such an atmosphere are discouraged by a company's ruined credibility and scandals (First, Tate and Page 2018). Again, individuals avoid collaborating with organizations that condone assault or abuse of any sort, and suing for harassment might be catastrophic and significantly expensive for the organization. It demonstrates that unconscious prejudice has a ripple effect on the extent to which income or earnings are made at work. The efficiency of workers is influenced directly by the sense of alienation, seclusion or separation that those who experienced subconscious bias over the years had to deal with. Additionally, it causes a decrease in psychological stake and enhances the possibility of conditions associated with stress. Employee performance can decline as a result, which affects the overall satisfaction of

customers. Additionally, it enhances the degree of withdrawal or disassociation, which has a direct impact on employee satisfaction and turnover.

2.5 THE HUMAN RESOURCE MANAGEMENT PREJUDICE ON TRADITIONAL HIRING

Subconscious prejudice affects the way HR professionals regulate and control their staff in a variety of ways. Discrimination against an applicant's name, gender, region or ethnicity, academic qualification, schools attended, hobbies, and physical attractiveness, to mention just a few, may begin in the hiring stage and affect who gets selected to a particular vacant position (Noon, 2017). Managers may not be conscious of their discrimination, decision-making, or favoritism toward the people they control and regulate, which can either have a detrimental or advantageous effect depending on how they operate (Murray, 2016).

Employers usually faces a challenge in hiring, recruitment or selection process when they are being influenced by unconscious bias to sample their illogical opinions in hiring decisions that are based on preconceptions or individual prejudices in lieu of what the candidate can actually offer. As a matter of fact, women and minorities actually find it more challenging to gain employment due to the effects of unconscious prejudice. Unconscious bias always occur during the recruiting process when we have unguarded thought or preconception regarding potential employees in accordance with our initial impressions. Due to our familiarity with people from our background we consider them to be a suitable match for the job instead of scrutinizing them based on talents, abilities and qualifications.

A lot of employers assume that they can make the best decision for the organization by selecting the most qualified applicant for the position. The hiring and selection process does not rely on a person's talents and credentials contrary to what Tuija Koivunen (2015) assumed in his research. The majority of decisions are influenced by bias and preference. In this context, candidates were disqualified because their names are unfamiliar, foreign, or quite unusual to the employer. Discrimination was also practiced on the basis of applicants' age, gender, and country of origin, ethnic background, complexion, pigmentation and language (accent and dialect).

According to(Shawn Utsey, Ponterotto, Reynolds, and Cancelli, 2011), they found that race is one of the main cultural illicit activities or variables influencing

people's conduct on a regular basis. In every nation on the planet, regardless of whether it is developing or developed, there is disparity in race among whites and blacks in every occupation or sector. He asserted that a black person's prospects are significantly lower than that of a white' if they apply for an exact job at the same organization, even if the white applicant or candidate may have fewer qualifications.

Despite all efforts made by companies to uphold legal requirements, Herrbach and Mignonac (2012) claim that implicit prejudice remains present in recruitment. This is widely prevalent and may be feasible at any point during the hiring process. Affinity bias may be experienced by prospective employees during the hiring process where certain job posting or advertisement for an opportunity could be created by a HR professional or hiring manager which in actuality, may not be fascinating to persons of a specific gender or culture. At the organizational level, discrimination can reach a point where hiring managers tend to pick candidates of a particular age irrespective of their professional background or requirements. A prime instance of this is when an employer or recruiter prefers applicants from certain universities or having a particular academic record which they feel is significant but cannot possibly be.

2.6 EXAMPLES OF IMPLICIT PREJUDICE IN RECRUITMENT

Here are some of the recruitment mistakes caused by subconscious prejudice during the recruitment assessment or evaluation:

- ❖ An unconscious believe that women are not fit to be in the engineering or science related positions, which lead to risking the productivity of potential employees.
- ❖ An employer doesn't like a prospective candidate due to the accent or dialect, creating an erroneous perception or belief that they are not fit or qualified for the available position.
- ❖ In situations where a candidate who studied or graduated from a noble and popular school may quickly be considered to be highly educated and competent for the job.
- ❖ When we consider an applicant simply because they seem familiar to us at some point possibly because we are both from the same region or ethnic group and share the same likes or hobbies, thereby making it less complex to look past their shortcomings and weaknesses.

- ❖ Once we have made a decision about a particular person, we may have an unconscious tendency to favor such individuals who bring back memories of persons with whom we shared positive interactions or connections.
- ❖ Employers can unconsciously assume that if certain candidates are a lot younger, they are less experienced and cannot dedicate, devote or commit much effort on their job due to the fact that they are much younger.
- ❖ We instantly consider certain applicants simply because we believe that they have the required capacity or expertise to perform and deliver an effective task due to their ability to communicate persuasively and have an impressive sense of humor. It depicts just a perfect illustration of the halo effect, in which our favorable perception of respective candidates modifies our assessment of their skills.

2.7 MITIGATING UNCONSCIOUS BIAS IN RECRUITMENT

Being entirely objective with no influence by personal feelings or opinions is practically impossible. First impression can be very powerful having significant consequences, even when they revolve on insignificant factors such as an individual's physical attraction, language or ways of interaction and so on. Unconscious prejudice in recruitment can manifest in variations, hence, it is important to acknowledge such related personality traits in order to mitigate them. These personality traits include racism, ageism, gender discrimination, and prejudice based on appearance, among other contributing factors of prejudices.

Unconscious prejudice is a common occurrence in the workplace, as was already stated. Numerous researches have emphasized some strategic measures or approaches managers may use to simplify and mitigate subconscious prejudice in light of this analysis. Jan DeHouwer (2019) profoundly asserts that since the sole responsibility of recruiting and selecting new candidates is given to the HR unit, it is viable and worthwhile to provide them with special training as professionals in order to mitigate any kind of personality related trait. The idea behind this notion is that there may be unconscious prejudice present during the recruiting and selection procedure. Additionally, this division decides about job postings, which will be hired or given a new job, given an elevated position, an increased salary. The HR team may take steps to promote credibility and integrity in decision-making if they can see areas where

implicit bias is likely to come in. The employment process should also be modified by organizations by using the appropriate terminologies. As such, a job description's incorrect language may dissuade women and some other prospects from applying for specific roles. Recruiters also have to avoid making unjustified decisions about candidates. Consul et al. (2021) suggest asking candidates to remove their full names, ethnic backgrounds and both gender groups while sending their resumes in order to accomplish the aforementioned purpose. They also advise offering applicants easy tasks to assess their abilities. McClellan et al. (2012) contend that regulating the screening procedure is necessary for businesses to avoid making irrational and unguarded decisions or choices based only on the results of spontaneous screenings. Thus, each of the aforementioned components will guarantee that hiring decisions are made on a scale of competence. Hannah Perrin (2022) posits that each choice made at work need to be supported by evident based or factual information rather than gut instinct, and the administration should consider including members of various socioeconomic and racial groups. This guarantees that individuals from diverse walks of life and affiliations participate in decision-making. Additionally, it is encouraged for workers or employees to ought to speak out against racism, to express their challenges and thoughts. As such, HRM professionals may ask for confidential opinions from staff members on their encounters at work. Additionally, businesses firms ought to establish an atmosphere of open communication enabling staff members to openly speak up.

- ◆ **Establish a diverse hiring team or panel:** It is important to establish a diverse hiring panel at every stage throughout your job recruitment process. A diverse hiring team represents the diversity of your workplace. There is less chance of one individual controlling the interview process when there are several people involved. Applications should be reviewed or evaluated by more than one individual, and every applicant ought to be assessed by an inclusive hiring committee or recruitment team. However, a strong hiring panel should never be homogeneous. Instead it should include a mix of people from all works of life.
- ◆ **Use a skill sample test evaluation:** This approach is ideal where applicants could be asked to come up with a solution to a challenge that the business could encounter. Rather than depending solely on an applicant's self-assessment of their abilities, companies may evaluate them without any form of bias by sampling this method. Additionally, if two applicants are both given a work-related assessment, they may be evaluated against one another by considering their work rather than the

employer's potential implicit prejudices. When setting up a skills test or sample requirements, ensure that the test you adopted is directly related or relevant to the skills required for the role you are hiring. Ensure that you have a fair and consistent way of evaluating results, even if this means removing identifying details for a completely unbiased evaluation process.

- ◆ **Set up standardized evaluations:** In a standardized interview, the same questions are asked to all candidates in sequential order. This kind of interview procedure, according to HBS Professor Francesca Gino, minimizes unconscious bias by "placing emphasis on the underlying variables that have an obvious effect on their performance." Create a list of questions that are directly related to what would constitute success in this position, and weed out those that are unnecessary or might reinforce, promote and trigger bias. Additionally, be certain that other employees from your organization participate in the hiring and screening process or organize their own distinctive one-on-one interviews so that applicant success is assessed from a variety of angles.
- ◆ **Pen down the reasons you choose to employ or disqualify any applicant:** If you put your justifications in writing, you could be forced to face prejudices that you would not have otherwise noticed. This approach perhaps may assist identify habits among the individuals we hire. For example, if you discover that applicants from a particular category are virtually always hired while applicants from another group are frequently turned down, it ought to be investigated why such is actually happening.
- ◆ **Establish a precise recruitment procedure on each applicant and adopt a "blind" recruitment policy:** You are required to adopt any approach or technique suitable for each candidate as a hiring manager. An application program may be used to remove personal details involving names, schools attended, degrees obtained, religious belief, race or ethnicity. It is useful for business organizations to rule out such aforementioned details because they might be perceived as indicators of social status.
- ◆ **Develop a written guide or outline for the interview and stick to it:** It is advisable to plan your interview questions in advance using terminology that is appropriate for the position and to ask exactly the same questions to all prospects and contenders in the same sequence. Do not invent or generate your own questions contrary to the written guide. Conducting a simplified assessment that emphasizes

a great deal on procedural evaluations, competence, experience, and abilities is the most effective method to tackle or mitigate this predisposition.

- ◆ **Do not ask unnecessary or invalid questions:** inappropriate questionings regarding to private or past life of a candidate should strictly be avoided as it contradicts the legal right and standard of workforce to center our approach of selecting prospects to such factors or measures. Some of these private life questions include relationships, marriage history, family situation, country of origin, race or ethnicity, faith, and more.

Implementing decisions that are unintentionally influenced by a discriminatory or prejudiced system is hazardous to the workforce and the company in general because it produces an unhealthy atmosphere that requires diversification and inclusiveness. Diversity in all areas, including ethnicity, financial class, and gender equality, promotes unity and equity alongside sampling opinions of people with different experiences and viewpoints. Organizational diversity encourages creative problem-solving, smart analytical thinking, and creativity. Building an excellent workforce that captivates outstanding applicants is an outcome of eliminating implicit prejudice in recruiting and promotional process.

2.8 EMPLOYEE MANAGEMENT

Employee management refers to an attempt which could be physical or mental energy made by the Human Resources Managers to support workers in carrying out their daily tasks to the optimum extent of their abilities in order to advance the organization's overall business objectives. This is a comprehensive approach that includes practically every aspect of managing employment services, namely job postings, hiring and training new applicants, handling paychecks, promotions, salary raise and controlling productivity, among others. Employee management encompasses a wide range of tasks or functions and responsibilities.

Employee management covers these five key areas:

- **Selection or Acquisition** – Finding and recruiting the best people to occupy vacant roles is what selection consists of in order to maintain groups and units to operate or perform effectively and efficiently.
- **Interaction or Engagement and Retention** – Effective communication is used to discuss or interact on work-related specifications, corporate culture, responses,

remarks, and a variety of other topics for the purpose of understanding and solving the needs and problems of employees.

- **Monitoring or Achievement Appraisal:** This includes assessing the achievements of staff members, holding evaluations of their work, assisting them in carrying out their responsibilities, and rewarding excellent performance.
- **Incentives, Compensation or Awards:** The element of employee management that deals with incentives or awards include compliments, recognition, acknowledgment, appreciation, monetary awards, and other incentives that managers could provide for employed individuals as compensation and encouragement for exceptional work.
- **Disciplinary conduct or principle enforcement:** This refers to the actions administrators can execute to enhance poor achievement, rectify errors, and uphold corporate principles. These actions might be common just as individual discussions, diligent as dismissal or litigation.

A successful working administration can depend solely on managers and their capacity to inspire, connect with, and develop credibility with their subordinates. The most effective managers serve as mentors for their staff, complimenting and applauding them for the outstanding work they are already doing while encouraging them to do even better.

By holding training sessions or conferences and establishing future tactical objectives, businesses are attempting to increase diversity within their workforce (D.L.Sheppard, 2018). There is still a salary gap between those in various socioeconomic brackets and a lack of gender and racial equality in important positions in businesses (Filut, Kaatz, & Carnes, 2017). Although many individuals have learned to accept and encourage others who have distinct traits or characteristics from them, underlying social standards continue to have an impact on behavior. HR professionals are now providing awareness teaching programs on inclusiveness, diversification and multiculturalism in greater numbers (Jones et al., 2017). However, the problem of implicit prejudice in leadership and administrative positions continue to persist. Unconscious bias in recruiting and hiring process has a cumulative impact on the business environment which makes it challenging to resolve (Murray, 2016). In fact, the "hire like me" prejudice is a common subconscious prejudice in individuals as organizations develop (Emerson, 2017). People want to be sure they will get along with

their new colleague or partner before the change and inclusion of a new individual. Unconscious prejudice can inevitably creep into companies' procedures for making choices, regardless of whether they have received full training on inclusion, discrimination, exploitation, violation and misconduct regulations and have no animosity against individuals who possess distinct characteristics from themselves (Ruth Wilkie & Maria Williamson, 2015)..

2.9 VIABLE AND WORTHWHILE APPROACH TO MANAGE EMPLOYEE

Any personnel administrative and organizational structure ought to set a high standard priority on taking care of their staff members. However, in order to establish a high-performing workforce administrative standard, the following guidelines or approach should be strictly followed:

1. Pay attention to concise communication: In all forms of interpersonal interaction, pay close attention to concise information, validity, accuracy, and reliability. Anytime staff members are making inquiries for clarification, be accessible and responsive to them always. Thus, maintain your integrity and credibility.

2. Acknowledge and motivate devoted workers: By expressing to workers that their efforts are valued and appreciated, you may inspire them to advance and become better. Such motivation or appreciation can be in the form of recognizing hardworking and punctual staff members as the best workers of the year giving them incentives, bonuses, cash prizes, and gift rewards of any sort

3. Equal treatment: Exhibit your empathy and concern for all of your workers by providing them with the same benefit or attention. Eliminate any form of the exclusive executive extra benefit packages. Give everyone an equal chance to be successful at your business, from chief executives to trainees, in order to demonstrate your concern for them.

4. Cultivate the habit of new ideas and opinions: Get so many people involved in decision-making and problem-solving, especially when talking about the expansion and development of the organization. Pay attention to your employees' opinions, notably if their views differ from the general agreement.

5. Lead an exemplary life: Workers will turn to their bosses for guidance on how to act in the workplace in spite of all odds. Be that kind of employee you would like to oversee and others will do the same.

In summary, unconscious bias results from a mechanism in the brain that facilitates rapid decision-making by a variety of alternatives. It can create debatable judgments or perceptions towards how we consider other individuals. Instead of using factual or quantifiable criteria, we frequently approach individuals and situations with unconscious assumptions and generalizations. Unconscious bias can have a negative impact on interpersonal and social interactions by considering some groups as inferior due to their different religious or political beliefs, giving social advantages to those from a similar background, giving preference to people who identify as a certain gender, or failing to consider an alternative viewpoint presented by someone with more education. The explanation above demonstrates that subconscious prejudice occurs because the mind or brain of an individual cannot analyze all of the data simultaneously. As a result, many people are ignorant of unconsciously held bias and how it affects the way they think. Various forms of prejudice exists in our thoughts and behaviors such as proximity prejudice, confirmation bias, name bias, appearance bias, gender bias, and age bias. In addition, this study suggests and outlines some possible strategies or approaches to curb and mitigate this impending menace of unconscious bias in various aspects of life.

Table 1: Overview of Literature Used In The Research

S/ N	Article Title	Authors	Aims/Objectives	Methodology	Journal	Findings/Outcome
1.	Perceived gender discrimination and women's subjective career success.	Olivier Herrbach and Karim Mignona c (2012)	Ensuring continuity of employment through effective planning of its human resource needs.	Internet based survey, simple random sample	Industrial Relations	Perceived gender discrimination was negatively related to subjective career success overall.

2.	Harnessing demographic differences in organizations: What moderates the effects of workplace diversity?	Guillaume Yves R.F., Jeremy F. Dawson, Lilian Otaye-Ebede, Stephen A. Woods, & Michael A. West. (2015)	To provide a comprehensive review of variables moderating the effects of diversity on social integration, focusing on factors that organizations and managers have control over.	Qualitative and quantitative survey.	Organizational Behavior	Well-designed teams and organizations are important to manage diversity effectively and leadership approach.
3.	Informal Practices of Inequality in Recruitment in Finland	Koivunen et al. 2015	To explore the policies and processes of selection and recruitment from an equal opportunity standpoint. Emphasizing on unspoken assumptions about the 'perfect worker,' ideal hiring practices, and optimal choice of candidates that guide the hiring process.	Qualitative survey analysis	Nordic Journal of Working Life Studies,	Recruiters follow the legislation concerning equal treatment in hiring, instead of promoting equality as a goal. They do so because they want to avoid issues and potential legal action.
4.	Racial prejudice for determining to shoot in an event involving various ethnic groups.	Corell J. Park B. Judd C.M. & Wittenbrink (2002)	To investigate latent racial biases in the choice to fire possibly aggressive targets in an environment with several races.	Respondents had to react swiftly to images of men on a display panel given the kinds of	Journal of social issues.	Communication, behaviors, and prejudices all had an impact on how biased police personnel were toward Black people.

				things they were holding.		
5.	Implicit Social Cognition	Greenwald, A. G., & Banaji, M. R. (1995)	Intended to minimize these affirmative action's unintentional racism and disparity practices in the social life.		Journal of Psychological Review.	By keeping managers' attention on their evaluation and opinion of the job, which serves as the foundation in assessing applications, hidden psychological effects are frequently decreased.
6.	Perceptual Other-Race Training Reduces Implicit Racial Bias	Sophie Lebrecht, Lara J. Pierce, Michael J. Tarr, James W., Tanaka (2009)	To determine the correlation between two implicit biases (implicit racial bias denoting socio-cognitive attitudes and other-race faces are more difficult to differentiate relative to own-race faces).		Journal of social issues	The outcome stated that implicit racial biases are broad, diverse, which can easily influence perceived skills that can easily be changed with a fairly large degree of training.
7.	Implicit motivation to control prejudice.	Glaser J. & Knowles E. D. (2008)	To analyze if subconscious discriminatory attitudes can be mitigated by an implicit motivation to manage bias.		Journal of Experimental Social Psychology	Individuals with bad or harmful bias behaviors depicts even still smaller effect of unconscious

						prejudice on instinctive discrimination
8.	Long term reduction in implicit bias: A prejudicial habit breaking intervention	Devine P.G., Forscher P.S., Austine A.J. & Cox W.T.L. (2012)	To make a relatively long term minimization in unconscious racial or ethnicity prejudice, a considerable diverse aspect of bias and heartbreaking intervention was adopted.		Journal of social psychology	The information recovered stated that an organized and coordinated behavior can influence and bring about enduring mitigation in implicit prejudice.
9.	Clinicians' racial bias and perception of care amongst negro and latina patients	Blair I.V., Steiner J.F., Fairclough D.L, Hanratty R. Price D.W., Hirsh H.K. & Havranek E.P. (2013)	To determine if health care officers having traits of implicit racial prejudice is correlated the negro and Latina sick people's perceptions of their care in modified clinical connection.		Journal of social psychology	The range or rating of unconscious prejudice were relatively small within the health care professionals and far related to patients' preconceptions .
10.	Does unconscious racial bias affect trial judges?	Jeffrey J. Rachlinski, Sheri Lynn Johnson (2000).	To examine if people holding office in the judiciary sector also have traits of unconscious prejudice with the same level of the entire public, and as		Journal of social psychology	Most judges have some traits of unconscious racial prejudice that can negatively affect their decision

			well to assess if the implicit prejudice are connected with the way they pass judgment in court.			making also judges in come extent can be rewarded for their implicit prejudice.
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3 RESEARCH METHODOLOGY

3.1 RESEARCH AIMS AND OBJECTIVES

The general objective of this study is to examine how unconscious discrimination affects diversity in organizational settings alongside female workers. However, the study's specific objectives are outlined below:

1. To determine if decisions or choices regarding recruitment in organizations are influenced by unconscious gender prejudice.
2. To assess whether there is unconscious gender bias during promotional decision-making in organizations.
3. To ascertain if unconscious bias influences how women advance in their careers.
4. To discover if unconscious stereotypes based on gender influences the leadership of female employees.

3.2 RESEARCH QUESTIONS

1. To what extent do businesses' hiring decisions exhibit unconscious gender bias?
2. How prevalent is unconscious gender bias in an organization's decision-making process for promotions?
3. Does unconscious gender bias have a negative impact on career advancements for female employees in specific cases?
4. Does unconscious gender bias influence how female employees are treated in leadership positions?

3.3 SIGNIFICANCE OF THE RESEARCH

This proposed study is able to help organizations understand the nature and impact of unconscious bias on their recruitment and employee management practices. It can provide insights into the outlined factors that influences gender bias in decision-making such as (hiring, promotions, career advancement and leadership) thus, can help organizations develop strategies to mitigate its impact.

Most women feel uninspired, overwhelmed, and uneasy as a result of the marginalization, disparity, inequality and discrimination of the trait regarding women gender bias in organizations and higher-level positions. As a result, women have declined probably to believe they have the capacity to be considered for advancement

despite being absolutely suitable and qualified, while men believe they will be elevated merely for getting 60% recognized. Once having a husband, starting a family or becoming a mother, there is perpetual concern that women may lose their allegiance and commitment to their jobs; in contrast, males are believed to be more accountable, dependable and responsible after becoming parents.

This study aims to draw conclusions regarding the way unconscious bias might really alter people's perspectives over time. This study aims to draw attention to the issues surrounding the consequences of gender bias and implicit prejudice in organizations and offers solutions to curtail such impending menace. The research on the analysis of unconscious bias and its impact on recruitment and employee management is significant for several reasons.

3.4 CONCEPTUAL FRAMEWORK: REVIEW OF VARIABLES AND HYPOTHESIS DEVELOPMENT

3.4.1 Independent Variable: Unconscious Gender Bias

As previously stated in the literature review, unconscious gender prejudice or discrimination is the term used to describe the implicit and automatic behaviors, opinions, beliefs, and preconceptions that people hold about gender, race or ethnicity, color, language, religion etc often without being aware of them. These biases can influence how we perceive and interact with people of different genders and can lead to discriminatory behaviors and decisions.

According to one research conducted by Moss Racusin et al. (2012), science experts and academicians of both genders regarded the application materials of a male student to be better qualified and suitable for employment in lieu of a female student, despite the fact that the materials were identical. This suggests that even well-meaning individuals can hold unconscious gender biases that can impact their evaluations and decisions.

Another study by Eagly and Karau (2002) found that men's characteristics like tenacity, zeal, and competitiveness are frequently correlated with leadership, and that this can create a bias against women in leadership positions.

Research has also shown that gender biases can be very potent in some situations like making choices in hiring, promotion as well as career advancement. For example, a research investigated by Gaucher et al. (2011) observed that in situations where there were fewer female applications in pool of job candidates, most recruiters or HR professionals gave lower merits of competence and potential to female candidates contrary to male candidates, even when their qualifications were identical and same value.

Overall, these studies and others suggest that unconscious gender biases are a pervasive and persistent issue that can impact many areas of life, including education, employment, and social interactions.

3.4.2 Dependent Variables: Hiring, Promotions, Career Advancements and Leadership

3.4.3 Dependent Variable I: Hiring

Hiring could be seen as the method of searching, identifying, assessing and selecting prospective applicants to gain employment in organizational settings. It generally comprises a range of activities, such as job posting and advertising, screening and reviewing resumes, conducting interviews, and making job offers. The goal of hiring is to identify and select the most qualified candidates who possess the skills, knowledge, and experience needed to perform the job duties effectively. In addition, hiring managers often consider factors such as cultural fit, diversity, and potential for growth and development when evaluating candidates.

The hiring process can vary depending on the organization and the specific role being filled. Some organizations may use automated tools to screen resumes or conduct initial interviews, while others may rely on in-person interviews or assessments to evaluate candidates. The process may also involve multiple rounds of interviews or assessments, as well as reference and background checks. Effective hiring practices are important for organizations to attract and retain high-quality talent, promote diversity and inclusion, and achieve their business goals. By carefully selecting the right candidates for each role, organizations can improve their performance and productivity, reduce turnover, and create a positive work environment for employees.

However, implicit prejudice may significantly influence choices or decision-making in view of hiring, as it can lead recruiters and hiring managers to choose or prefer applicants that have similar traits with them in terms of gender, race or additional characteristics. This can result in a lack of diversity within organizations and a failure to recognize the potential of candidates who may not fit the typical mold.

Research has shown that unconscious bias can manifest in various ways during the hiring process. For example, in spite of having equivalent and matching resumes, Bertrand and Mullainathan (2004) discovered that candidates having names appearing to be white were contacted and invited for interviews more often than those with names that sound black. The aforementioned signifies the following: unconscious bias based on race can influence hiring decisions. Similarly, Devine et al. (2017) in their research, found that implicit prejudice or discrimination based on gender can impact hiring decisions, even among individuals who are committed to gender equality. The study found that when presented with identical resumes, both male and female participants were more likely to rate the male candidate as more competent and hire-able.

In addition to impacting the initial hiring decision, unconscious bias can also affect how employees are managed and evaluated. A study by Heilman and Haynes (2005) found that male managers were more likely to rate male employees as more competent and deserving of promotions than female employees, even when their performance was identical. This suggests that unconscious bias can significantly influence gender inequality and lack of diversity in promotions and progress in one's career particularly women. To address this issue of unconscious bias in hiring and employee management, organizations can take steps such as providing training on diversity and inclusion, implementing blind resume screening processes, and ensuring that diverse perspectives are represented in hiring and evaluation committees. By taking these steps, organizations can work in order to mitigate the detrimental and adverse effects of unconscious prejudice, and create a more equitable and inclusive workplace.

3.4.4 Dependent Variable II: Promotion

Promotion in the context of unconscious bias in recruitment and employee management refers to the process of advancing or elevating employees to higher positions within an organization. Unfortunately, unconscious bias can often come into

play during the promotion process, resulting in certain individuals being overlooked or excluded from consideration based on factors such as gender or race.

Research has shown that lack of diversity, inequality and disparity can have a significant impact on promotion decisions. For example, a study by the Harvard Business Review found that Human Resources Managers and administrators seems more probably to promote employees who possesses identical characters or same traits with them, leading to a lack of diversity in leadership positions (Corinne A. Moss-Racusin et al. 2017). This can perpetuate existing inequalities in the workplace and limit opportunities for underrepresented groups.

To combat unconscious bias in promotion decisions, organizations can take steps such as implementing objective criteria for promotion, providing unconscious bias training for managers, and diversifying promotion committees (Robin J.Ely, Herminia Ibarra & Deborah M. Kolb, 2012). These measures can help ensure that all employees have an equal opportunity to advance within the organization based on their skills and qualifications rather than subjective factors.

In conclusion, promotion is an important aspect of recruitment and employee management, but it is crucial that organizations are aware of and address the potential for unconscious bias to impact these decisions. By implementing strategies to combat bias, organizations can create a more equitable and diverse workplace that benefits all employees.

3.4.5 Dependent Variable III: Career Advancement

Career advancement refers to the process of employees moving up the ladder in an organization, either through promotions or other means of advancement. Unconscious bias can often come into play in career advancement decisions, leading to certain individuals being held back or excluded based on some factors such as gender, race, or age.

Research has shown that subconscious bias or implicit discrimination significantly have adverse effects in decision-making as regards to career advancement opportunities. For example, one project conducted by the National Bureau of Economic Research reviewed that women and minorities face significant barriers to career advancement due to biases in evaluation and promotion processes (Castilla & Benard,

2010). This can lead to a lack of diversity in leadership positions and perpetuate existing inequalities in the workplace.

To address unconscious bias in career advancement, organizations can take steps such as providing equal access to training and development opportunities, implementing objective criteria for performance evaluations and promotion decisions, and diversifying promotion committees (Robin J.Ely et al. 2012). These measures can help ensure that all employees have an equal opportunity to advance within the organization based on their skills and qualifications rather than subjective factors.

In conclusion, career advancement is an important aspect of recruitment and employee management, but it is crucial that organizations are aware of and address the potential for unconscious bias to impact these decisions. By implementing strategies to combat bias, organizations can create a more equitable and diverse workplace that benefits all employees.

3.4.6 Dependent Variable IV: Leadership

Leadership refers to the ability of individuals to guide, inspire, and influence others towards a common goal. Unconscious bias can impact leadership in recruitment and employee management by leading to a lack of diversity in leadership positions, as well as biases in leadership styles and decision-making.

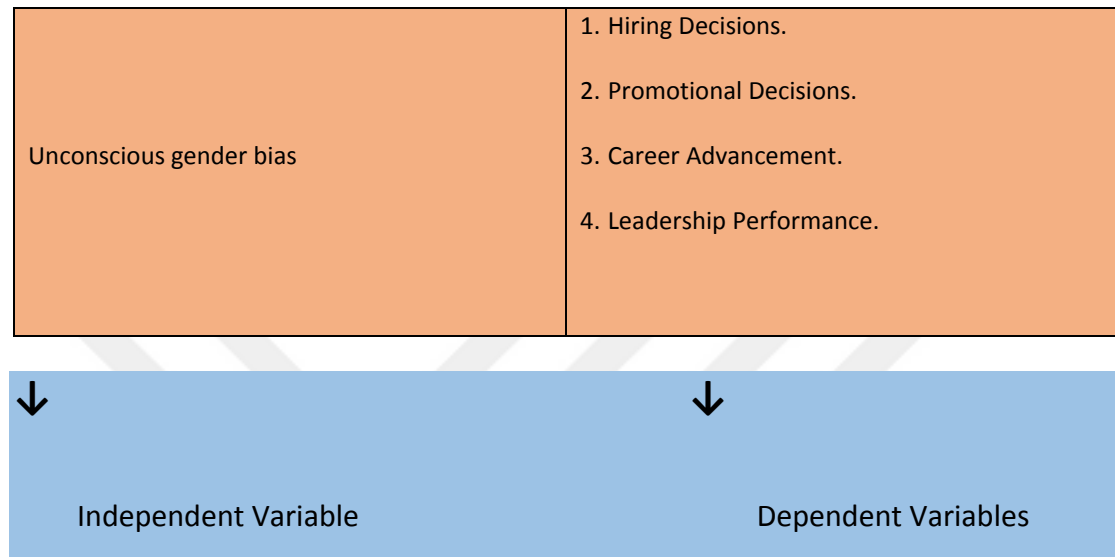
Research has shown that implicit biases or prejudices can significantly influence leadership decision-making. For example, a study by the Harvard Business Review found that women and minorities are often overlooked for leadership positions due to unconscious bias on the part of decision-makers (Meghan M. Biro, 2022). This can perpetuate existing inequalities in the workplace and limit opportunities for underrepresented groups.

To combat unconscious bias in leadership decisions, organizations can take steps such as providing unconscious bias training for decision-makers, diversifying leadership teams, and implementing objective criteria for leadership selection (Ely et al., 2012). These measures can help ensure that all employees have an equal opportunity to advance into leadership positions based on their skills and qualifications, rather than subjective factors.

In conclusion, leadership is an important aspect of recruitment and employee management, but it is crucial that organizations are aware of and address the potential

for unconscious bias to impact these decisions. By implementing strategies to combat bias, organizations can create a more equitable and diverse workplace that benefits all employees.

Figure 1: The Conceptual Model and Research Frame Work



From the diagram above, Hiring Decisions, Promotional Decisions, Career Advancement and Leadership Performance comprises of the key factors in recruitment process and employee management which could significantly influence gender inequality and prejudice. As a result, there are four theories or speculations developed from the suggested framework, approach, or structure.

3.5 HYPOTHESIS DEVELOPMENT

According to the aforementioned information, the research hypotheses H1, H2, H3 and H4 regarding unconscious bias in recruitment and employee management are formulated as follows:

H1: Unconscious Gender Bias exists in Hiring Decisions on recruitment and employee management.

H2: Unconscious Gender Bias exists in Promotional Decisions on recruitment and employee management.

H3: Unconscious Gender Bias affects Career Advancements of female employees on recruitment and employee management.

H4: Unconscious Gender Bias effects Leadership of female employees on recruitment and employee management.

3.6 CURRENT APPROACH

According to Saunders et. al. (2019) Positivism, Critical realism, pragmatism, Post Modernism, and Interpretivism are the five types of research philosophies. The most appropriate research philosophy for this research is Positivism, which makes use of a quantitative approach to investigate phenomena. Positivism research philosophy sides on hypothetical-deductive paradigm for research, which is constructed by investigating and validating presupposed assumptions through clinical and rigorous studies (Yoon et. al, 2020). In addition, positivism has focused on the nature of reality, using formalized mathematical and statistical techniques (Carson et. al, 2001). On the contrary, interpretivism research philosophy makes use of non-quantitative methods and techniques, it focuses on the need to understand the context in which research is undertaken to be able to analyze, understand and interpret gathered data (Thahn et. al, 2015).

The goal of a research approach and method is to offer an adequate structure for the context of a research study. Since it decides how to gather pertinent data for a study, the decision of research technique is crucial in the entire research design process. The study design process entails numerous interdependent considerations (Sileyew, 2019). There are various kinds of research approaches in broader terms which are mostly viewed from three main points namely; Qualitative research, Quantitative research and Mixed research approach (Daniel, 2016). Qualitative research according to Creswell (2014), who defines it as a research design that emphasizes the gathering and examination of information that does not involve numbers in order to understand and interpret social phenomena. On the other hand, Neuman (2014), states that in quantitative research methods, statistical information is obtained and processed to describe, explain, and forecast occurrences. Mixed method is the combination of both qualitative and quantitative research. A mixed method research design cited by Johnson, Onwuegbuzie, and Turner (2007), asserted mixed research method as "the use of qualitative information put together with quantitative information respectively in order

to gather and evaluate them in just one research program of inquiry to gain a better understanding of the research problem. By investigating the populations that are being studied, qualitative research gathers and uses information that does not involve numbers in an effort to explain the meaning of the facts to better comprehend how people interact (Crossman, 2020).

And in the process of constructing an idea, qualitative as well as quantitative approaches are significant. This thesis and research look to acquire actual facts in the context of numbers rather than information, hence, quantitative approach is more appropriate for the research. However, as quantitative study method is a means for conserving both time and funds, we decide to employ it for the purpose of this research (Daniel, 2016). According to Ejaz et al (2012) quantitative data brings about accuracy with its method, which includes various applications involving; charts, graphs, as well as statistical instruments used to process, assess, evaluate, analyze, and understand all the information gathered. In contrast, qualitative data are gotten through interviews or online questionnaires that give room for researchers to build up a theory out of the collected data.

Quantitative analysis is more efficient when the research objectives focus on measurement, causality, generalization, and possibly replication. Quantitative analysis is most appropriate in a situation where researchers are interested in why things are where they are and the causal influence between factors that are dependent with a separate variable. A quantitative study stands to be more durable as it controls the condition of this study and has the structure to minimize contamination from researchers' values and biases. Put differently, looking at all the advantages of quantitative research including replicating the results or findings in another context, it is deemed that quantitative research is best suited for this research than qualitative research.

Research approaches are significantly three in number namely; inductive, deductive, and abductive approaches (Mantere et al. 2013). What distinguishes these various research approaches is mainly the starting point especially for the inductive and deductive approach, while the third approach, abductive stem from the combination of both deductive and inductive approaches (Saunder et al, 2019). The application process integrating quantitative as well as qualitative techniques has been visible in the available literature; however the study as an emerging topic of research has witnessed more of a qualitative approach with meta-analysis.

3.7 METHOD DETAILS

3.7.1 Method of Data Collection

This process is a crucial phase in virtually every academic study since it provides a basis or foundation for analyzing and drawing conclusions from the research findings. There are several data collection methods that can be used in conducting a research study such as surveys, focus groups, interviews, experiments, data analysis, observations and so on. In view of this study, one method that can be adopted is surveys. Survey and Archived data research methods are common methods for qualitative research studies. Surveys are a popular data collection method as they allow researchers to collect large amounts of data from a diverse group of participants. The survey research method with the use of a questionnaire is employed for this research to easily administer to respondents in the position of Human Resources officers, employees and directors. Surveys can be administered online via email, or through face-to-face interviews. Each of these methods has its corresponding benefits and drawbacks, and the determination of approach will be contingent on the survey or subject being investigated as well as the available resources. However, not all method of research seems appropriate or fitting for this research. In the context of this study, survey method will only be utilized to collect data on employees' perceptions of unconscious bias in the workplace, their experiences with it, and the impact it has on their job satisfaction and performance.

3.7.2 Research Design

The goal of research design is to offer an ideal and feasible structure for executing a research project. Due to the fact that it decides how to gather pertinent data for a study, the decision or choice of research technique is crucial in the overall research design process. Notwithstanding, the study design process involves numerous interconnected considerations (Kassu Jilcha Sileyew, 2019). According to Inaam (2016), a research design is a structural plan on which research is conducted. Yet the research was executed utilizing an analytical and co-relational research evaluation approach as the basis for an empirical investigation. A purely observational context or approach was adopted for the study's survey or questionnaire structure.

3.7.3 Population and Sampling

In this context, the population this study is trying to reach out is the Human Resource officers, employees and directors who are working in the Educational sectors in Turkey. This allows a vast range of information to be gathered from individuals with different perspectives. Respondents were reached out via email by distributing a link containing a set of structured questionnaires. Over 800 questionnaire links were sent out to participants by e-mail, only 257 got filled, 239 responses got admitted and 39 deleted due to respondents affirmation to lack of experience working with employee management and failure to provide a complete answer to their individual questions. The total sample size is 200 employees, HR officers and directors were selected randomly.

Probability sampling method was adopted in this research by using the simple random technique since the number of population selected was unknown. A representative group of the population received a survey questionnaire to fill out. The required degree of certainty or trust, margins of error, and variation among populations are the main determinants of a suitable population sample size.

3.7.4 Instrumentation

The primary purpose of this quantitative study is to gather data from a sizable population in order to learn more about general mental processes or reasoning, factual or objective techniques, and studied occurrences. The major data-gathering method for this research project, which employed primary data, was a standardized survey or structured questionnaire. The utilized questionnaire is an approach for obtaining information, which contains 25 questions. The question code is denoted as thus: Hiring Decisions (HD), Promotional Decisions (PD), and Individual Factors (ID). As the present research utilizes a survey methodological approach and a method of quantitative estimation, demographics of these respondents would be collected first. Section A covers the general question and demo-graph. Section B is about unconscious bias in the work place, where questions relating to the Hiring Decisions, promotions, career development, and female leadership are reviewed. Sources of section B questions is self generated by the researcher in view of his stated variables (dependent and independent) and his outlined hypothesis respectively. Section C covers employee

performance and resourcing. In this section C, the survey questions were sourced from a research article titled “Unconscious bias towards employee performance in Perak Hotel Industry”, written collaboratively by Chu Chin Fai, Non Kee Wei, Tan Chong Hau and Teo Lai Teng. Progressively, a five-point Likert scale options (1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree) were included in the survey questionnaire.

3.7.5 Pilot Test

This investigation is as well referred to as “feasibility” study approach. Prior to doing any further quantitative research, this small-scale exploratory study was carried out to assess the viability of an elaborate task or obligation. It entails picking a small group of randomly selected volunteers to test the efficacy of hypotheses on. One of the most essential phases in the research process is the pilot preliminary or trial study. Deciding on doing the primary research, they may assist in identifying design-related issues and assessing a study's viability, relevance, materials or assets, duration, and cost effectiveness or budget.

However, before collecting and gathering the real-time information, a pilot survey test was carried out to evaluate or determine the measuring tool's dependability, validity, and accuracy. In order to effectively wrap up the pilot test, an aggregate number of 35 respondents were picked randomly to answer the prepared questionnaire. The collected information was examined utilizing S.P.S.S software program (Statistical Package for the Social Sciences). After the raw data had been collected, a process for generating findings of the pilot test adopting S.P.S.S software to assess the accuracy, validity and reliability of survey questionnaires commenced.

4 FINDINGS AND DATA ANALYSIS

Statistical Package for the Social Sciences (S.P.S.S.) software will be utilized to examine and evaluate the findings obtained from the survey participants in this chapter. The remainder of this section presents the empirical findings gathered during this investigation, and the results will be illustrated in the form of figures and tables in accordance with the previously established theories or hypotheses. This chapter examines a few inductive or deductive based approaches, notably: Descriptive data analysis which is a technique employed to assess the demographic information of respondents, and Bivariate correlation analysis via Pearson correlation analysis is implemented to assess the statistical strength of association and degree of relationship between two distinct variables of interest.

4.1 The Measurement of Independent and Dependent Variables

Cronbach's $\alpha = (k/(k-1)) * ((S^2/y - E_{s^2/1})/ S^2/y)$.

K = Number of items

S^2/y = Sum of Variance of items

$E_{s^2/1}$ = Variance of Total Score

Measurement of the Independent Variable

Unconscious Gender Bias (3 items, cronbach's alpha = 0.630)

$$\begin{aligned} &= (K/(k-1)) * ((S^2/y - E_{s^2/1})/ S^2/y) \\ &= (3/3-1) * ((4.860497512-3.42278607) \\ &= 1.5 * (1.437711442/3.42278607) \\ &= 1.5 * 0.42004128 \\ &= 0.63006192 \end{aligned}$$

The measurements of the dependent variables are depicted as thus:

Cronbach's $\alpha = (k/(k-1)) * ((S^2/y - E_{s^2/1})/ S^2/y)$.

Hiring Decisions has (4 items, Cronbach's $\alpha = 0.931$)

$$\begin{aligned} \alpha &= (K/(k-1)) * ((S^2/y - E_{s^2/1})/ S^2/y) \\ &= (4/4-1) * ((8.297810945-4.885373134) \\ &= 1.3333 * (3.412437811/4.885373134) \end{aligned}$$

$$= 1.3333 * 0.698500957$$

$$\text{Cronbach's } \alpha = 0.931332281$$

Promotional Decisions (3 items, Cronbach's $\alpha = 0.666$)

$$= (K/(k-1)) * ((S^2/y - E_{s^2/1}) / S^2/y)$$

$$= (3/3-1) * ((5.756567164-3.987114428)$$

$$= 1.5 * (1.769452736/3.987114428)$$

$$= 1.5 * 0.443792813$$

$$= 0.66568922$$

Career Advantage (3 items, Cronbach's $\alpha = 0.846$)

$$= (K/(k-1)) * ((S^2/y - E_{s^2/1}) / S^2/y)$$

$$= (3/3-1) * ((3.514079602-2.246915422)$$

$$= 1.5 * (1.26716418/2.246915422)$$

$$= 1.5 * 0.563957222$$

$$= 0.845935833$$

Leadership Decisions has (4 items, Cronbach's $\alpha = 0.620$)

$$\alpha = (K/(k-1)) * ((S^2/y - E_{s^2/1}) / S^2/y)$$

$$= (4/4-1) * ((7.85079602-5.358557214)$$

$$= 1.3333 * (2.492238806/5.358557214)$$

$$= 1.3333 * 0.465095119$$

$$\text{Cronbach's } \alpha = 0.620125275$$

Table 2: Item's Measurement and Reliability Summary

MEASURES
UNCONSCIOUS GENDER BIAS
1. Unconscious gender bias can contribute to lack of diversity and inclusivity in the workplace. 2. Unconscious gender bias can impact the overall employee management in your organization. 3. Irrespective of the existing gender bias, I am able to work in team with my colleagues of opposite sex.
HIRING DECISIONS
4. Many employees are disqualified or denied of opportunities due to unconscious bias. 5. Unconscious bias exists in recruitment and employee management practices. 6. Unconscious bias influences hiring decisions in organizations.

7. The tendency of hiring men over women in organizations due to some obnoxious reasons is alarming and overemphasized.

PROMOTIONAL DECISIONS

8. Unconscious bias have tremendous effect in promotional decisions of organizations.
9. Professional knowledge is highly emphasizes and required from employees to effect promotional decisions.
10. At my workplace, employees with high qualifications are given preferences during promotions.

CAREER ADVANCEMENTS

11. Unconscious gender bias affects career advancement opportunities of female employees in the workplace.
12. Employee innovative skills are considered as the highest priority in career advancement
13. I have learned and gained more experience in my workplace.

LEADERSHIP

14. Unconscious gender bias has a significant effect on leadership roles of female employees in organizations.
15. Most employees in our society today occupying leadership and managerial positions are men.
16. My manager involves me to participate in problem solving and decision making.
17. I feel satisfied with the overall organizations leadership and treatment.

Respondents of the survey questionnaire were presented with a Likert scale type of questions, where they were asked to select their response to each question on the Likert scale, titled “The Analysis of Unconscious Bias and its Impact on Recruitment and Employee Management”. Hence, the participants were asked to select from the scale of 1 to 5 what is best suitable to their opinion or response to the questions; 1 represents Strongly Disagree, 2 Stand for Disagree, 3 used to represent Neutral, 4 stand for Agree, and 5 represent Strongly Agree. Table 2 shows that Cronbach's Alphas range from 0.62 to 0.93 for all the aforementioned items and 200 accepted samples. The Cronbach's Alpha range result as regards the survey falls short of being an acceptable measure of reliability with internal consistency according to Maholtra (2007). According to (Hair et al, 2010) the reliability measure is adequate if Cronbach’s Alpha α value is more than ($\geq$) 0.70. The study construct was assessed by making use of Cronbach’s Alpha α . The outcome shows that the Unconscious Gender Bias (UGB)

scale with three items ($\alpha = 0.630$). The Hiring Decision (HD) Scale with four items has a Cronbach's Alpha of ($\alpha = 0.931$), the Promotional Decision (PD) scale with three items has a Cronbach's Alpha of ($\alpha = 0.666$), the Career Advancement (CA) or Individual Factors (ID) scales with three items has a Cronbach's Alpha of ($\alpha = 0.846$) and similarly, the Leadership Decision (LD) in HRM scale with four items has a Cronbach's Alpha of ($\alpha = 0.620$), thus the reliability of the items on the scale are found to be acceptable after deletion. The new reliability result is summarized in Table 3

Table 3: Statistics of Measuring the Reliability Scale

variables	Cronbach's Alpha	Cronbach's Alpha Based On Standardized Item	Number of Items
Hiring	0.931	0.942	4
Promotional	0.666	0.675	3
Individual Factors	0.846	0.853	3
Leadership	0.620	0.631	4

Cronbach's Coefficient Alpha was adopted to measure the internal variables consistency. The results of this survey displayed in the information table above, where the aggregate value of alpha variable is 0.931 determined by the feedback that was received. The finding or result demonstrates that the alpha value achieved is suitable for this study.

4.2 DATA GATHERING PROCEDURE

Scientific research ethical evaluation application was made through the department and was duly approved after meeting up with the standard. Hence, the survey is basically a primary data gathered via self-administered questionnaires from various respondents or participants. The data-gathering process took a total of one month (from May 1 - June15, 2023). In total, the responses received via the Google form are 257 in number, however, 39 responses were deleted as they were not fit for the survey, and another 18 responses were deleted because their standard deviation is less than .2 signifying that there is no correlation matrix within such response set. All questions on the Likert scale were made compulsory answers for respondents as an option to skip any questions was not given.

4.3 RESEARCH RESULT

The demographic data or information of the respondents to this study is classified into three key categories, namely: gender, age, level of education (academic qualifications), and years of work experience. Both the percentage and frequency of results from the Google form document adopted to gather all the information are presented in Table 4 given below:

4.4 DEMOGRAPHIC ANALYSIS

Table 4: Demographic Profile of Respondents

Demographic information (N=200)	Frequency	Percentage (%)
------------------------------------	-----------	----------------

Gender

Male	107	53.5
Female	93	46.5
Total	200	100

Age

20-30 years	63	31.5
31-40 years	72	36
41-50 years	40	20
51-60 years	22	11
61 years and above	3	1.5
Total	200	100

Qualification (Educational Level)

Less than high school	8	4
High School	25	12.5
Diploma	32	16
Bachelor's Degree	90	45
Master's Degree	37	18.5
PhD or above	8	4
Total	200	100

Years of Working Experience

1-5 years	62	31
6-10 years	52	26
11-15 years	42	21
16-20 years	30	15
21-25 years	10	5
26-30 years	4	2
31 years and over	0	0
Total	200	100

Analyzing the findings or information gathered from the above table and aforementioned statistics, there are 107 (53.5%) more of male respondents than the female respondents, who make up 93 (46.5%) of the total respondents. The age distribution of the respondents was categorized into five distinct groups, spanning from 20–30 years old to 61 years and older. Age-wise, the age range between 31 and 40 years is represented by the greatest percentage of the 72 respondents (36%) in terms of age. Having just three responses consisting 3 (1.5%) of people aged 61 and older make up the minority of respondents. There are 8 (4%) respondents holding a PhD and less than high school respectively as the minority, whereas graduates who holds Bachelor degree make up the majority of respondents in terms of their educational level or academic qualification with 90 (45%). in view of job positions, the majority of respondents having a number of 62 (31%) represents the supervisory groups while the minority score of 18 (9%) represents the group of directors. In terms of years of working experience, 62 respondents or 31%, have the prerequisite experience that ranges from 1 to 5 years as the majority, alongside the minority group with the fewest respondents has experience varying from 31 years and upwards, which had no representation at all

(0, 0%), and the smallest percentage of respondents encompassing 4 or (2%) has previous experience stretching from 26 to 30 years.

Table 5: Means and Standard Deviations of all the Variables of Conceptual Framework

Number of Variables	Measures and Statements	Mean	Standard Deviation (SD)
	Unconscious Gender Bias		
UGB1	Unconscious gender bias can contribute to lack of diversity and inclusivity in the workplace.	3.850	1.089
UGB2	Unconscious gender bias can impact the overall employee management in your organization.	3.855	1.092
UGB3	Irrespective of the existing gender bias, I am able to work in team with my colleagues of opposite sex.	4.154	1.020
	Hiring Decisions		
HD1	Many employees are disqualified or denied of opportunities due to unconscious gender bias.	3.691	1.023
HD2	Unconscious bias exists in recruitment and employee management practices.	3.915	1.003
HD3	Unconscious gender bias influences hiring decisions in organizations.	3.626	1.142
HD4	The tendency of hiring men over women in organizations due to some obnoxious reasons is alarming and overemphasized.	3.681	1.211
	Promotional Decisions		
PD1	Unconscious bias has tremendous effect in promotional decisions of organizations.	3.636	1.171
PD2	Professional knowledge is highly emphasizes and required from employees to effect promotional decisions.	3.945	1.118
PD3	At my workplace, employees with high qualifications are given preferences during promotions.	3.761	1.167
	Career Advancement		
CA1	Unconscious gender bias affects career advancement opportunities of female employees in the workplace.	4.109	0.998
	Employee innovative skills are considered as the		

CA2	highest priority in career advancement.	3.940	1.089
CA3	I have learned and gained more experience in my workplace.	4.139	1.029
	Leadership Decisions		
LD1	Unconscious gender bias has a significant effect on leadership roles of female employees in organizations.	3.905	1.022
LD2	Most employees in our society today occupying leadership and managerial positions are men.	3.676	1.319
LD3	My manager involves me to participate in problem solving and decision making.	3.736	1.155
LD4	I feel satisfied with the overall organizations leadership and treatment.	3.616	1.112

The data presented in the Table above shows the means and standard deviations of all the variables in the conceptual framework, based on a sample size of 200. It portrays and depicts that for each variable, there are certain measures or questions that have higher means, indicating that most respondents feel similarly about those particular items. Invariably, measures or questions with lower means suggest that there is greater variability in responses, with a larger number of respondents having diverging and contrasting thoughts or opinions.

4.5 FACTOR ANALYSIS

Factor analysis is purposely adopted to analyze data so that interactions and trends can be understood, as well as to organize variables into a small number of groups based on the common variance.

There are two primary methodologies for factor analysis, namely;

- Exploratory Factor Analysis (EFA)
- Confirmatory Factor Analysis (CFA)

However, this study will focus on the Exploratory Factor Analysis (EFA).

4.5.1 Exploratory Factor Analysis (EFA)

EFA identifies complicated trends by examining the data set and evaluating assumptions. So the data set in this study consists of several variables pertaining to the questionnaire from the respondents that can be reduced by observing factors. In order to present the output of EFA results, firstly the items total statistics table will be represented, utilizing the KMO measure of adequate sampling and Bartlett's test of sphericity.

Table 6: Initial KMO and Bartlett's Test for the Dependent Variables

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	486.730
	Df	65
	Sig	< 0.001

Interpretation of the result:

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (MSA) should be equal to or greater than the threshold of 0.7, which indicates adequacy and appropriateness for factor analysis. As our results clearly show that the sample drawn from the group of respondents in this study is good since the value of KMO factor analysis is 0.931.

Bartlett's Test of Sphericity was adopted to oversee whether the overall significance of the correlation matrix for the dependent variable is really an identity matrix, which provides a measure of the statistical probability of the correlations matrix having significant correlations among some of its components. The results of the dataset were significant, $\chi^2(n=200) = 486.730$ ($p < 0.0001$), indicate its suitability for factor analysis. We reject the null hypothesis at a level of significance of 0.05 or 5% and declare the variables related to each other, as such value is less than the benchmark and is significant so we can make useful factors.

Table 7: Communalities

	Initial	Extraction
HD1	1.00	.759
HD2	1.00	.803
HD3	1.00	.685
HD4	1.00	.854
PD1	1.00	.867
PD2	1.00	.788
PD3	1.00	.638
CA1	1.00	.892
CA2	1.00	.797
CA3	1.00	.843
LD1	1.00	.835
LD2	1.00	.835
LD3	1.00	.760
LD4	1.00	.754

Extraction Method: Principal Component Analysis.

Interpretation:

Initial communalities are the expected values, while extraction communalities are the real values. Therefore, these are the correlation values that show the capacity one variable has to make a group. As clearly outlined in the above table, these are approximately 78% for Hiring Decision, 76% for Promotional Decision, 81% for Career Advancements and 80% for Leadership Decision respectively.

Table 8: Total Variance

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.67	24.351	24.351	5.67	24.351	24.351	5.98	20.527	20.527
3				3			6		

2	4.98	13.748	35.283	4.98	13.748	35.263	3.15	11.376	27.583
	2			2			9		
3	3.58	12.269	43.939	3.58	12.269	45.162	3.52	9.871	39.214
	6			6			4		
4	2.57	9.716	53.140	2.57	9.312	54.163	2.94	8.742	47.318
	2			2			6		
5	1.96	7.452	59.846	1.96	5.707	59.846	2.86	9.875	58.836
	5			5			5		
6	1.85	3.958	64.921	1.85	3.958	64.921	2.79	7.538	63.613
	5			5			3		
7	1.75	3.759	67.536	1.05	3.759	67.536	1.14	3.703	67.536
	4			4			8		
8	.987	3.953	74.832						
9	.975	3.864	72.149						
10	.886	2.659	75.587						
11	.855	2.795	73.694						
12	.796	2.685	76.349						
13	.789	2.575	79.946						
14	.697	2.737	78.759						

Extraction Method: Principal Component Analysis

Interpretation:

As stated in the above table from the first column the Eigen value of all variables is greater than 1, so the factors can be made. The sum of squared loadings and total variance is significant as shown in the table in second column. However, there could be almost seven factors with squared loadings and variance from data set of 200 respondents obtained through the survey.

Table 9: Rotated Component Matrix

COMPONENT

	1	2	3	4	5	6	7
HD1		.787					
HD2		.789					
HD3		.741					
HD4		.692					
PD1			.743				

PD2			.815				
PD3			.589				
CA1				.557			
CA2				.742			
CA3				.592			
LD1	.786						
LD2	.823						
LD3	.690						
LD4	.832						

Extraction Method: Principal Component Analysis. **Rotation Method:** Varimax with Kaiser Normalization

Interpretation:

Rotated component matrix is most useful and gives lot of information about factor analysis. It has shown that all questions related to Hiring Decisions from HD1 to HD4 lies in one column and series and there are no cross loadings. So, indicates that all factors make one group. Similarly, from PD1 to PD3 for Promotional Decisions based in one series indicating that the questions related to Career Advancements can make one factor. Likewise, Leadership Decisions form another group. Therefore, there is no need to exclude any question from data set. However, there exists some cross loadings in the factors related to career advancement which are rectified by removing the question numbers 9, 11 and 17 from the data set. In this regard, the rotated component matrix assists in forming reliable factors.

The next investigation will determine the estimates of regression weights and standardized regression weights. The results are stated as thus:

Table 10: Regression Weights Model

	Estimate	S.E.	C.R.	P. Value
CA <---HD	1.989	.543	5.623	0.000
CA <--- PD	-.623	.171	-4.014	0.000
LD <--- CA	1.578	.259	13.759	0.000
HD4 <--- HD	1.957	.386	5.586	0.000
HD3<--- HD	2.576	.459	8.568	0.000
HD2 <--- HD	2.865	.374	9.627	0.000
HD1 <--- HD	1.792	.329	7.984	0.000

PD3 <--- PD	1.985	.451	7.859	0.000
PD2<--- PD	2.959	.275	8.985	0.000
PD1<--- PD	1.724	.249	8.793	0.000
CA1 <--- CA	.998	.098	9.538	0.000
CA2 <--- CA	1.551	.075	27.341	0.000
CA3 <--- CA	1.000			0.000
LD1 <--- LD	1.000			0.000
LD2 <--- LD	1.798	.068	21.839	0.000
LD3 <--- LD	1.623	.089	25.954	0.000
LD4 <--- LD	1.000	.075	23.245	0.000

Table11: Standardized Regression Weights

	Estimate
CA <--- HD	.753
CA <--- PD	-.321
LD <--- CA	.854
HD4 <--- HD	.576
HD3 <--- HD	.964
HD2 <--- HD	.825
HD1 <--- HD	.897
PD3 <--- PD	.723
PD2 <--- PD	.897
PD1 <--- PD	.768
CA1 <--- CA	.643
CA2 <--- CA	.956
CA3 <--- CA	.695
LD1 <--- LD	.849
LD2 <--- LD	.975
LD3 <--- LD	.738
LD4 <--- LD	.826

Interpretation:

From the above duo tables regression weights and standardized regression weights respectively, shows the dimensions and impacts of variables. Uni-dimensionality explains that a set of variables only has one important aspect or measurement in common. The variables that have loadings (< 0.50) are CA2, LD4, and PD3 are not involved from the model and again run the model by eliminating the series

one after the other. All other variables have a high loading ($>.50$) and are significant (Critical Ratio C.R. = $t\text{-value} > 1.96$) determining the measurement model's general quality.

4.6 MEASUREMENT MODEL EVALUATION

This study conducted a test of CFA in AMOS (V.26) for model fitness. The model is modified through modification indices to ensure the output that would be under the threshold limits. Cheng (56) has suggested the values ≥ 0.80 are acceptable for GFI and AGFI. The GFI (Goodness of Fit Index) should be better than 0.90, and the AGFI (Adjusted Goodness of Fit Index) should be greater than 0.80. The Tucker-Lewis (TLI) and Comparative Fit Index (CFI) should ideally be larger than 0.90. The RMSEA (Root Mean Square Error of Approximation) and the SRMR (Standardized Root Mean Square Residual) are two more indicators that are typically employed in assessing the overall fit of a SEM model. Hu and Bentler (1999) set the cut-off at 0.06, although Browne and Codeck (1993) claim that values less than or equal to 0.05 suggest a good match and values more than or equal to 0.08 indicate an adequate fit.

Table 12: Model Fit Indices

Model	Chi-square	RMSEA	SRMR	CFI	GFI	AGFI	DOF
Cut-off criteria	≤ 5	< 0.08	>0.8	>0.9	>0.9	>0.8	>0.9
Model Fit Indices	157.36	0.87	0.95	0.96	0.90	0.85	90

Interpretation of Results:

From the above table, the chi-square value is 157.36 with 90 Degrees of Freedom (DOF). Thus, the chi-square test suggests some deviation from perfect fit, which provides the baseline for other fit indices. The Comparative Fit Index (CFI) value is 0.96, indicating a good fit as it is close to the desired value of 1. The Root Mean

Square Error of Approximation (RMSEA) is 0.05, which falls below the recommended threshold of 0.08, suggesting a good fit. The Standardized Root Mean Square Residual (SRMR) score is 0.87, which indicates a good fit. Finally, The Goodness of Fit Index (GFI) and AGFI values are also significant depicting 0.90 and 0.85 respectively, which are greater than the threshold values. In view of these model fit indices, we can conclude that the hypothetical SEM exhibits a good fit to the data.

Table 13: Discriminant Validity 1

Constructs	HD	CA	PD	LD
1. HD	0.521			
2. CA	0.632	0.793		
3. PD	0.784	0.538	0.629	
4. LD	0.645	0.654	0.742	0.764

Note: HD: Hiring Decisions, CA: Career Advancements, PD: Promotional Decisions, LD: Leadership Decisions. All values are less than < 0.9 criterion.

Interpretation of Results:

From the results above, the correlation coefficient is below 0.9 which is under the cut-off criteria. Thus, the discriminant validity ensures the average correlation of constructs whose value < (0.9). Thus, the results indicate that all indicators exhibit high loading with their intended construct, supporting the validity of the model used in this study.

Table 14: Discriminant Validity 2

Constructs	1	2	3	4
5. HD	0.967			
6. CA	0.856	0.897		
7. PD	0.896	0.831	0.895	
8. LD	0.855	0.861	0.875	0.889

Interpretation of Results:

As seen in the above table, all values in the diagonal are larger than the values in the previous table. Therefore, the discriminant validity of the scale is guaranteed. results, the diagonal values HD1, CA2, PD3, and LD4 are the square root of AVE values. The values should be greater than below correlation values showing discriminant validity. All the values below diagonal or square root of AVE should be smaller otherwise states discriminant issue. Hence, correlation coefficient is under the cut-off criteria. All is good to proceed with Structural Equation Modeling.

4.7 Structural Model Assessment (SEM)

Structural Equation Model is important as it deals with the multiple relationship analysis simultaneously with the latent variables. Thus, it improves statistical estimates with the help of modification indices. SEM has two different parts, namely;

- a. Measurement Model or Confirmatory Factor Analysis
- b. Structural Model.
 - ❖ Absolute fit measure (Chi-square <+RMSEA=between 0.05-0.08+GFI>0.8)
 - ❖ Incremental fit measure(CFI >0.9 or TLI >0.9 or NFI >0.9 or RFI >0.9)
 - ❖ Parsimonious fit measure (PNFI or AIC or Chi-square /df<5)

Table 15: Model Fit of Structural Equation Model

Model	Chi-square	RMSEA	CFI	NFI
Cut-off criteria	≤5	<0.08	>0.9	>0.9
Model Fit Indices	2.98	0.89	0.867	0.94

Interpretation of results:

By reporting the model fitness results and CFA, the chi-square value is 2.98, which is less than the cut-off threshold. Similarly, the RMSEA (Root Mean Square Error of Approximation) score is 0.89, which is moderate fit. Bentler (1999) set the cut-off at .08; although Browne and Cudeck (1993) claim that values less than .05 suggest a good match and values up to .08 indicate an adequate fit and 08 up to q moderate fit.

Hence, the value of RMSEA is under the threshold. CFI (Comparative fix index) is 0.895 and NFI is 0.94. Generally, the result for CFA indicates that the model for this study is considered as a good quality. The final model reconstructed in AMOS by eliminating the problematic constructs and depicting the relationship to state the findings of our hypothesis presented.

Table 16: A Summary of Hypotheses testing

Path Correlation	Standardized Regression Weight	Critical Ratio (C.R)	P-Value	Hypothesis Result	Supported/Not Supported
HD → UGB	.86	.43	***	H1: Unconscious Gender Bias exists in Hiring Decisions on recruitment and employee management.	Supported
PD → UGB	.36	.65	***	H2: Unconscious Gender Bias exists in Promotional Decisions on recruitment and employee management.	Supported
CA → UGB	.78	.09	***	H3: Unconscious Gender Bias affects Career Advancements of female employees on recruitment and employee management.	Supported
LD → UGB	.92	.57	***	H4: Unconscious Gender Bias effects Leadership of female employees on recruitment and employee management.	Supported

Note: p-values less than 0.01 or closer to 0 are highly significant and represented by *** whereas p-value greater than 0.5 are insignificant

Interpretation of Results:

The values of coefficients depict the significant relationships with C.R. values greater than 1.95 and significant p-values. Standardized regression weights show whether the influence is positive or negative. The factors that have loadings (< 0.50) as CA2, LD3, PD2, HD3 and HD4 are excluded from the model and run the model again by eliminating them.

The standard regression weight for impact of unconscious gender bias on hiring decision shows that 1% increase in bias affects hiring decision by .86 % raise. The value of standard error is 0.43 and p-value is significant at 1% level of significance. Hence, hiring decision has significant and negative relationship with unconscious gender bias as H1 is accepted indicating the impact of gender bias on hiring decision.

The coefficient of PD shows that 1% increase reduces the unconscious gender bias by 0.36% and their relationship is significant as shown by p-value. Therefore, accept H2 indicates that unconscious gender bias has significant positive effect on promotional decision.

The coefficient of CA shows that 1% increase in unconscious gender bias increases career advancement by 0.78% and their relationship is significant as shown by p-value. Hence, we accept H3 and conclude that there is correlation between career advancement and unconscious gender bias.

The coefficient of LD indicates that 1% increase in gender bias affects leadership decision by 0.92% increase and their relationship is significant as shown by p-value. Hence, accept H4 stating that unconscious gender bias has significant effect on leadership decision.

The findings of this study states that unconscious gender bias has significant effect on hiring decision in recruitment and employee management. The data collected from the survey of 200 respondents were put for analysis in SPSS software for performing EFA and making reliable factors and model. Then the AMOSv.26 has been used for structuring the model for CFA and SEM, since there is need to identify the factors causing bias due to this rapidly increasing and changing operational environment in recruitment and employee management.

5 DISCUSSION AND EVALUATION OF FINDINGS

5.1 GENERAL DISCUSSION

In the recruitment process, prejudice is deemed feasible by unconscious bias. When certain HR professionals in a given corporate sector unintentionally promote preconceived notions by selecting job candidates that best suit their opinion. The majority of recruiters sought to project the impression that they could select candidates only on the basis of skill and experience, and that they would not be concerned with an applicant's race, age, gender, or other characteristics that cannot be changed. The issue of uncontrolled prejudice, whether implicit or apparent, continues to be a barrier in the organizational sector despite training on the subject as demonstrated by the current literature alongside this research (Dipboye, 2016). As this study has demonstrated, bias awareness alone cannot provide staff members the tools to manage their own unconscious prejudice. Employees who feel like they are social outcasts are more likely to experience prejudice in personnel management choices (McCormick, 2015).

Employees are more inclined and prone to imitate behavior when the managerial staff shows vulnerability and relates their experiences (Murry, 2016). This study also has connections to recent research on unconscious bias, which claimed that the actions of CEOs have a direct bearing on the overall condition of the workplace environment and how the workforce reacts to it (Black & LaVenture, 2016).

This study demonstrated the necessity for all workforce participants to have a basic understanding of implicit as well as explicit prejudice. What it is, how it appears, why it occurs, and how we may recognize our own prejudice when it manifests. According to scientific findings, unconscious prejudice cannot be suppressed by humans since it is ingrained in their survival systems.

Table 17: Summary of Findings

No	Research Questions	Hypothesis	Results
1.	To what extent does organizations' hiring decision exhibit unconscious gender bias?	H1: Unconscious Gender Bias exists in Hiring Decisions on recruitment and employee management.	There is a significant relationship. $\alpha = 0.931$ $p = <0.0001$ ($p < 0.05$)

2.	How prevalent is unconscious gender bias in an organization's decision-making process for promotions?	H2: Unconscious Gender Bias exists in Promotional Decisions on recruitment and employee management.	There is a significant relationship. $\alpha = 0.481$ $p = <0.0001$ ($p < 0.05$)
3.	Does unconscious gender bias have a negative impact on career advancements for female employees in specific cases?	H3: Unconscious Gender Bias effects Career Advancements of female employees on recruitment and employee management.	There is a significant relationship. $\alpha = 0.846$ $p = <0.0001$ ($p < 0.05$)
4.	Does unconscious gender bias influence how female employees are treated in leadership positions?	Unconscious Gender Bias effects Leadership of female employees on recruitment and employee management.	There is a positive significant relationship. $\alpha = 0.620$ $p = <0.0001$ ($p < 0.05$)

5.2 LIMITATIONS

The research has provided a glimpse into the new area of study in this field of study, which will greatly advance the existing scope of current research. Employees of a business or organization holding its corporate offices in Istanbul, Turkey, participated in the survey. For a potential comparative research, the study may also be conducted in countries that have excellent and outstanding employee management, notably the United States of America, Germany and Canada, as well as in nations with poor employee management, namely Yemen, Afghanistan and Uganda.

Any institution, business, or even an individual should be extremely meticulous and diligent when addressing unconscious gender bias. One of the major drawbacks identified is the selection's limited geographic scope, which restricts the number of potential respondents because the influence of unconscious bias on employee management is still a relatively emerging field of study. This selection is restricted to Istanbul. This study's fundamental flaw is that it is best conducted through implicit tests

and observations. People have a tendency to provide misleading feedback in questionnaires; therefore data gathering through such measures is not as accurate compared to personal assessment and evaluation.

5.3 RECOMMENDATIONS FOR FUTURE RESEARCH

Given that most studies addressing implicit bias tend to focus on gender and age, it would be important to widen the current literature, especially in the context of ethnic and cultural discrimination should be researched more on, in the corporate organizational sector.

Future studies on unconscious bias and its impact on recruitment and employee management could concentrate on a wide range of domains to further our understanding and create effective mitigation strategies. Here are a couple of recommendations or suggestions to conduct a further study:

- ✓ Analyze the effects of unconscious bias on decisions made at various phases of hiring and employee management, including short listing applicants, performance reviews, hiring promotions, and talent development. Evaluate the ways in which biases appear in these processes and consider ways to reduce prejudice and encourage just decision-making.
- ✓ Investigating Effective Methods to Reduce Unconscious Bias and assess the treatments, training courses, or other methods that successfully lessen unconscious bias in hiring and employee management. To establish their influence on prejudice reduction, the research may examine several techniques, such as diversity and inclusion programs, interviews with structured or guided questions, blind resume evaluation, or anonymous performance reviews.
- ✓ Employee Experiences and Perspectives: Investigate the experiences of workers who have come across unconscious prejudice in their places of employment via utilizing qualitative research, which might involve surveys or interviews. Recognize how prejudice affects employees' motivation, engagement, career progression, and general well-being on both a professional and personal scale.

5.4 CONCLUSION

The analysis of unconscious bias and its impact on recruitment and employee management reveals the pervasive nature of biases in decision-making processes. Unconscious biases, rooted in our deeply ingrained attitudes and stereotypes, often lead to unintended discrimination and inequality within organizations.

When it comes to recruitment, unconscious bias can influence every stage of the process, from resume screening to interview evaluations. This can result in qualified candidates being overlooked or rejected based on irrelevant factors such as gender, race, or age. Ultimately, this limits diversity and perpetuates a homogeneous workforce, hindering innovation and organizational growth.

Furthermore, unconscious bias extends beyond recruitment and affects day-to-day employee management. Biases can affect performance evaluations, promotion decisions, career advancements and even the allocation of resources. This leads to disparities in opportunities and career advancement for certain individuals or underrepresented groups. Addressing unconscious bias requires a multi-faceted approach. Organizations should invest in awareness training to help individuals recognize and confront their biases. Implementing objective and standardized processes, such as blind resume reviews and structured interviews, can also mitigate the impact of biases.

According to Lawrence Bradford (2018), we should plan each program and approach using certain top-of-mind predispositions. The interviewers are ready to pose "structured or organized questions that are deductively demonstrated to diminish inclination during the recruiting process, just like they would during the hiring process," as it is the case during the interview process (Katie Newbery et al., 2019).

Google has made an effort to address its extremely low gender diversity. However, the issue is how to alter people's ingrained biases, which cannot be resolved overnight. Equal participation of men and women in all levels of work is not only desirable, but also a wise and strategic business move.

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Appendix - Structured Questionnaire

Dear participant,

I humbly request for your participation in this survey that I am undertaking as part of my Masters studies in Business Administration, where I am conducting a research study on ‘‘The Analysis Of Unconscious Bias And Its Impact On Recruitment And Employee Management’’. This questionnaire form is related to the application part of the MBA dissertation that is being conducted within Beykoz University, Institute of Graduate Studies. The scope of this research includes the Human Resources officers, employees, directors, managers and staffs.

Your participation in this research study serves as a resource purely for academic purpose. Be assured that the privacy and confidentiality of participants will strictly be respected. The value of your time and effort employed in completing this set of questionnaire is highly appreciated.

Best regards...

Researcher: Amadi Augustine Uchechukwu

xxxxxxxxxxxxxxxxxxxxxxxxxxxx

Beykoz University Istanbul, Turkey

Research Advisor: Associate Professor Burcu Guven

SECTION A: GENERAL INFORMATION

Please mark or fill in the boxes appropriately the option that fits your description:

GENERAL INFORMATION							
GENDER			MALE ☐ FEMALE ☐				
AGE	20-30 ☐	31-40 ☐	41-50 ☐	51-60 ☐	61 and above ☐		
EDUCATIONAL LEVEL	LESS THAN HIGH SCHOOL ☐	HIGH SCHOOL ☐	DIPLOMA ☐	BACHELOR'S DEGREE ☐	MASTER'S DEGREE ☐	PHD ☐	
YEARS OF WORKING EXPERIENCE	1-5 ☐	6-10 ☐	11-15 ☐	16-20 ☐	21-25 ☐	26-30 ☐	31 AND ABOVE ☐
JOB POSITION	ENTRY LEVEL ☐	FRONT-LINE STAFF ☐	SUPERVISOR ☐		MANAGER ☐		DIRECTOR ☐

Section B: Independent Variable

This section measures the level of unconscious gender bias on recruitment and employee management. Please tick or answer appropriately each question which best describes your opinion by using the following scale of 1-5 to answer the questions:

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

Unconscious Gender Bias (UGB)

ITEMS PART 1 QUESTIONS	SD	D	N	A	SA
Unconscious gender bias can contribute to lack of diversity and inclusivity in the workplace.					
Unconscious gender bias can impact the overall employee					

management in your organization.					
Irrespective of the existing gender bias, I am able to work in team with my colleagues of opposite sex.					

Section C: Dependent Variables

This section measures the level of unconscious bias on recruitment and employee management. Please tick or answer appropriately each question which best describes your opinion by using the following scale of 1-5 to answer the questions:

1. Strongly Disagree (SD)
2. Disagree (D)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

Hiring Decisions (HD)

ITEMS PART 2 QUESTIONS	SD	D	N	A	SA
Many employees are disqualified or denied of opportunities due to unconscious bias.					
Unconscious bias exists in recruitment and employee management practices.					
Unconscious bias influences hiring decisions in organizations.					
The tendency of hiring men over women in organizations due to some obnoxious reasons is alarming and overemphasized.					

Promotional Decisions (PD)

ITEMS PART 3 QUESTIONS	SD	D	N	A	SA
Unconscious bias has tremendous effect in promotional decisions of organizations.					
Professional knowledge is highly emphasizes and required from employees to effect promotional decisions.					
At my workplace, employees with high qualifications are given preferences during promotions.					

Career Advancements (CA)

ITEMS PART 4 QUESTIONS	SD	D	N	A	SA
Unconscious gender bias affects career advancement opportunities of female employees in the workplace.					
Employee innovative skills are considered as the highest priority in career advancement.					
I have learned and gained more experience in my workplace.					

Leadership Decisions (LD)

ITEMS PART 5 QUESTIONS	SD	D	N	A	SA
Unconscious gender bias has a significant effect on leadership roles of female employees in organizations.					
Most employees in our society today occupying leadership and managerial positions are men.					
My manager involves me to participate in problem solving and decision making.					
I feel satisfied with the overall organizations leadership and treatment.					

BIOGRAPHY

CAREER OBJECTIVES

To provide effective and efficient support services to clients or customers before, during and after patronage. As well as to develop and improve my optimal self worth to become a corporate professional and effectively contribute to the overall progress of my employer.

PERSONAL PROFILE

I am an enthusiastic and goal driven person, a strong team player with good communication skills. I have zealous attitude towards work to achieve set objective solutions. I am a result oriented person.

COMPETENCES

- Inexhaustible drive to succeed in any undertaking I set my mind on.
- I seek solutions to problems as they show up.
- Great quest to achieve meaningful results.

SCHOOLS ATTENDED WITH DATES

- Beykoz University, Istanbul Turkey 2021-2023
- Madonna University Anambara State Nigeria 2008-2012
- St. Peter Claver Seminary, Okpala Imo State Nigeria 2003-2005

EDUCATIONAL INFORMATION

- **MBA:** Beykoz University, Istanbul Turkey 2023
- **B.Sc. Economics:** Madonna University Nigeria 2012

WORK EXPERIENCES WITH JOB DESCRIPTIONS

- Hero Divine International School, Imo State Nigeria 2012-2013

Subject Teacher: English, Mathematics and Computer/ ICT

- Supreme International College Ondo State Nigeria 2013-2014
- G.O.M.F. Schools, Imo State Nigeria 2015-2016

Subject Teacher: English, Mathematics and Economics

- Home to Home Schools, Fajara, The Gambia 2016-2017

Subject Teacher: English, Mathematics, Science and Social Studies

- St. Therese Upper Basic School Westfield, The Gambia 2016-2017

Subject Teacher: Economics and Agricultural Science

- Bethel Royal Academy Kotu Manjai, The Gambia 2017-2020

Subject Teacher: English, Mathematics, Economics, Arts and Crafts

SKILLS AND ABILITIES

- High level of organizational skills
- Excellent administrative skills.
- Human Resources Management.
- Strong leadership skills
- Recruitment and Selection
- Attention to details
- Problem solving
- Ability to work under pressure with minimal supervision
- Interpersonal relationship
- Service disposition
- Good communication skills
- Teamwork and collaboration
- Employee experience expertise
- Honesty and perseverance

HOBBIES

Reading, Writing, Travelling and meeting people