Information Flow Model in Recruitment and Interview Based on Johari Window Theory

Congying Wang, Bing Xue, and Deliang Zhao

Abstract—**This paper focus on the information flow in recruitment and interview between enterprise and candidates, divide the information flow into: public area, hiding area, blind area, fog area, and closed area five regions, analyzed the process and methods of expose blind area, explore hidden areas, open closed areas, reducing fog area, so that more and more information into the public area. If the communication is smooth, the information will flows into the open area, finally realize the person-job fit. On the contrary, the information flow into the fog area, it will be easy to produce misunderstanding. In recruitment, the hardest part when finding the right people is not to pick a good resume, or ability test, or the hard work of doing recruitment propaganda everywhere, but how to judge a person's value. This process needs to constantly believe, constantly doubt, constantly disillusionment, constantly reconstruction, finally strike a balance.**

Index Terms—**Public area, hiding area, blind area, fog area, closed area, person-job fit.**

I. INTRODUCTION

How to identify talent is very important for the development of enterprises. Throughout the history of China, there has been books related to the theory of talent identification thousands of years ago, Sage also summed up a lot of method about this kind. Like "Xunzi", "LuShiChunQiu" etc. The successful and failure of kings and hero's depends largely on whether they are good at identify talent. A lot of success people are good at it, for example, The king of Zhou Wen know Jiang Taigong by The Wei River, Liu Bei finds Ma Su exaggerated, Zheng Guofan identify Jiang Zhongyuan etc [1]-[4].

In the human resource management system, "recruitment and interview" is one of the most difficult modules; involve psychology, behavioral science, etc [5]-[7]. No matter how professional the human resource managers and experts are, recruitment still exist uncertainty, it is difficult to turn it into an exact science [8].

II. ICEBERG AND JOHARI WINDOW THEORY

One of the key points to identify talent is to communicate and understand. Among the numerous theories related to interpersonal communication [9]-[11], this paper mainly analyzes the iceberg theory and Johari Window Theory.

Iceberg theory metaphor a person's "self" as an iceberg [12],

we can only see a part of the surface of a few - behavior, and the greater part of the inner world Including behavior, character, style, feelings, expectations, desire etc. is hidden in the deeper, people do not see as an iceberg in figure 1, this theory fully reflects the explicit and implicit characteristics of information sources, but the theory is not enough to reflect the complexity of the information flow in recruitment [13].
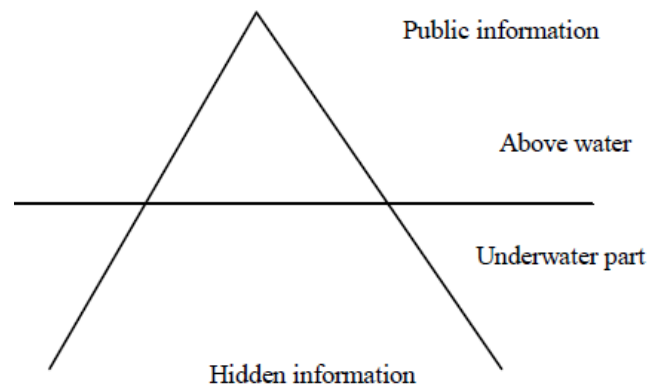

Fig. 1. Information in iceberg theory

Johari Window was proposed by the American psychologist Joseph Luft and Harry Ingram in 1950s [14]. According to this theory, people's inner world is divided into four areas [15]: open area, blind area, hidden area and unknown area, provide a reference for the analysis of management communication, but this theory also has the following deficiencies.

1) Johari Window didn't distinguish the authenticity of the information. No matter in the open area, blind area, hidden area and unknown area, according to this theory, the information is true. However, in the actual communication process, it produces a lot of fuzzy information and misunderstanding [16]. This part of information is not reflected in this theory.

2) Johari Window theory divides the communication state relatively general. How to define the boundary between the four areas is worth further researching.

3) In Johari Window, the four communication status lack of dynamic. The interaction of information among different communication subjects is also changing, plus people's mental activity is also complicated and changeable, so under different circumstances, the size of each area should have a strong dynamic, each area should also be able to convert into each other. This part lacks description in Johari Window Theory.

4) The Johari Window theory lacks the definition of

communication results, didn't determine what is benign communication.

III. INFORMATION FLOW IN RECRUITMENT

Based on the Johari Window, this paper believes that the information flow in recruitment can be divided into five areas: open area, hidden area, blind area, fog area, closed area.

A. Open Area

Similar to the part of iceberg that is exposed upon the water, this part of the information is open and sharing. For example: information in the resume such as education experience, age, height and other. The more information in this part of the region, the smoother recruitment process will be, and the higher person-job fit will be, such as figure 2.
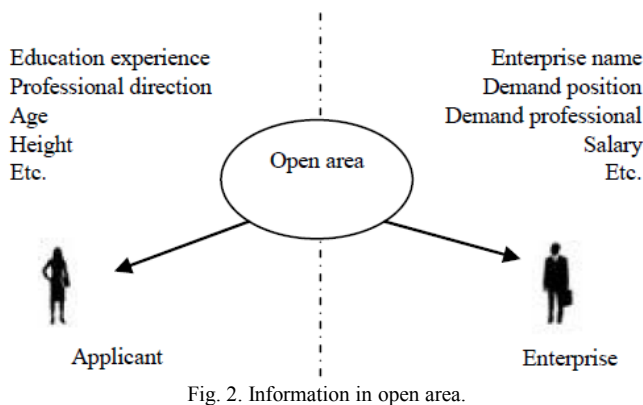

Fig. 2. Information in open area.

B. Hidden area

This information is the under water part of the iceberg. Mainly include the level of knowledge and skills, personality characteristics and style of doing things of applicants. The applicant as a gatekeeper, holding the ownership of the hidden information, and choose their presentation mode, such as Fig. 3.
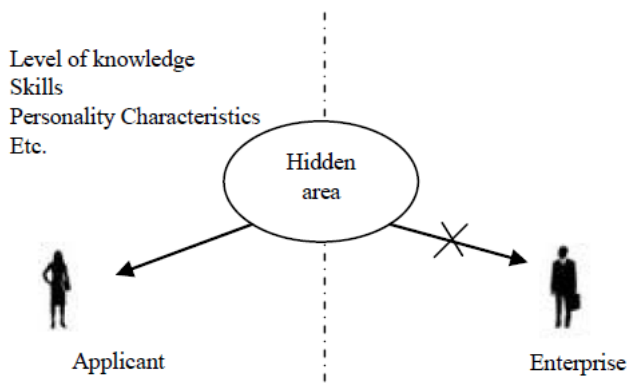

Fig. 3. Information in hidden area.

C. Blind Area

The ownership of this part of information is in the hands of the recruitment, for example, the actual intensity and contents of the job, enterprise treatment, atmosphere, etc, such as Fig. 4.
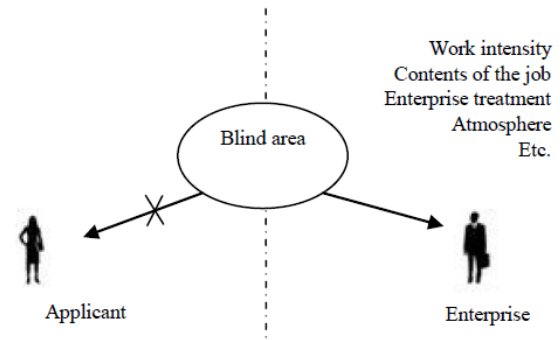

Fig. 4. Information in blind area.

D. Closed Area

Refers to the matching degree between the value of the candidates and the organizational culture of the enterprise. This part of the information is the underlying nature of appearance; neither recruiters nor candidates have its ownership. The exploration of hidden area and blind area is a necessary but not sufficient condition to realize person-job fit; open the closed area is the key to identify candidates, such as Fig. 5.
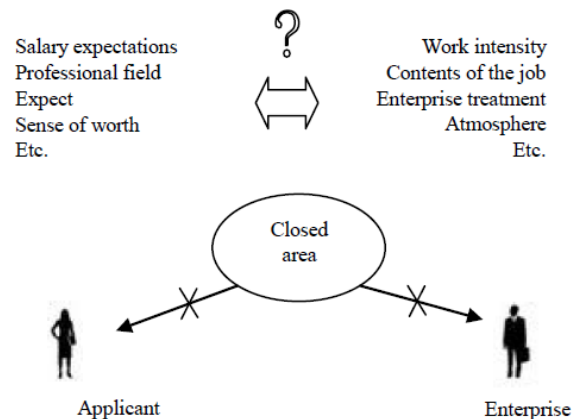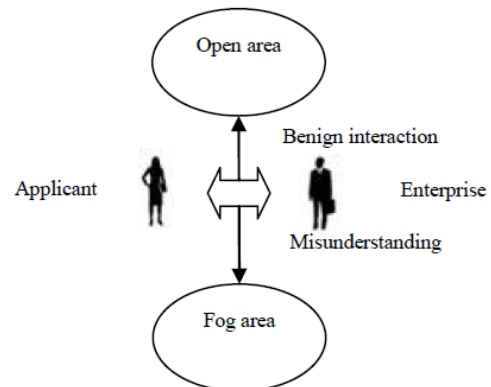

Fig. 5. Information in closed area.

Fig. 6. Information in fog area.

E. Fog Area

This part of the information originated from the misunderstanding in the interactive process of recruiters and candidates. Including recruiters inaccurate distinguish the candidates' ability quality, and the sincerity of applying for

the job. The exploration of other areas may also lead to the production of fog. The more information in fog area, the higher uncertainty of the recruitment will be, such as figure 6.

As mentioned before, the essence of the recruitment process, is expose blind area, explore hidden areas, open closed areas, reducing fog area, so that more and more information into the public area, finally realize the matching of talent and job. Based on a strong motivation for job hunting, applicants usually find all ways to make their public area information and exposed hidden area information fit the blind area of the recruitment side, which also led to the production of fog, such as Fig. 7.
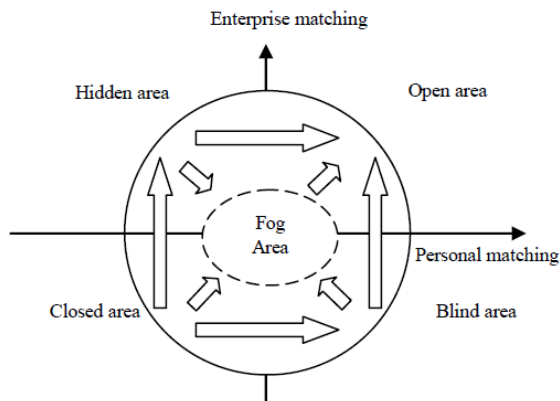

Fig.7. Information flow model

IV. INFORMATION MINING AND PERSON-JOB FIT

The following illustrate the process of realize person-job fit by information mining and analyze.

A. Fog in Open Area: Expose Information by Favorable

In general, all candidates hope their resume full of experience, thick, maturity, which is not uncommon in the recruitment market. Interview in essence is a matching process in which recruitment and candidates can achieve actual information, ability, attitude and values, therefore, restore the truth is the main task for interviewer.

B. Fog in Hidden Area: The Interference by Candidates' Experience

Many candidates are well versed the knack of job interview and interpersonal communication, master the knowledge and methods to deal with multiple scenarios, be good at hiding their own shortcomings and deficiencies, and flexible. Their experience, knowledge, and flexibility of applying for jobs increase the difficulty for interviewer to identify candidates' ability and professional quality, such as figure8. The enterprise must adopt more sophisticated means of selection to confirm the applicant's ability level. Experienced interviewer will let the candidates enjoy the show, until the time is ripe, and then put forward the key question. For example, let the candidates compare the difference between themselves and other classmates, or ask some vague questions to see whether the candidates will muddle through, or require candidates to tell the specific behavior of an incident, asking the details of the operation, etc. If there is no real thinking and experience, it's easy to get nervous and have no solution with this kind of question. Such structured interview method can

avoid the consequences of chat style dialogue, in which both sides are satisfied, but the interviewer still don't understand the ability of candidate, avoid highly qualified candidates be turned away only because they are not chatting master.

There is an old saying in the recruitment industry, hired as a result of experience, dismissed as a result of personality. Candidate who is able to enter the interview stage of a well-known enterprise, are already top-notch people that recruiters selected from many first-class colleges, which have some hard power. Whether they are qualified for the job more depends on soft power. So the true important survey content in hidden area is the candidate's EQ, for example, organizational skills, communication skills, emotional control, etc. In order to identify the characteristics of the candidate's personality, human resource managers and job interviewers needs to observe the information which is inadvertently revealed from non language expression of the application. Research in Princeton shows that, the political figures' facial expressions judgment can be used to predict the outcome of the U.S. Senate and the governor's election campaign, the accuracy rate is 70%. Body language can reveal more information. So if you can hold a positive and optimistic attitude, calm down in front of an interview expert, be confident, sincere in every case, it will be more likely to come to the fore in interview.
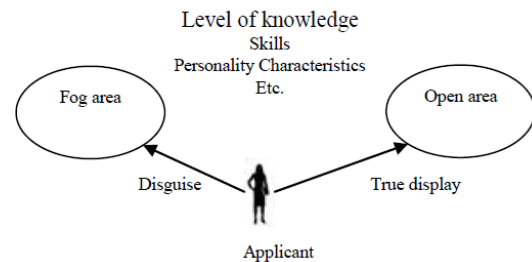

Fig. 8. Fog in hidden area

C. Fog in Blind Area: Loyalty Catering to the Position

In the interview, a lot of employers take the strategy of expose the blind area as much as possible, in order to guide transparent and fair two-way choice, they answer all the questions about work environment, tell the truth about overtime, travel and work pressure, such as figure 9. But some candidates tend to think this is a test in order to know their sincerity and attitude, so the applicant tries to show a behavior that caters to the recruiter's expectations, rather than the true idea. For example, because some candidates don't want to give up the chance, although refuse to travel and work overtime, they tend to deliberately highlight the quality of their hard work. The general condition of candidates in this situation is excellent, have strong personality, meet the recruitment conditions, so the human resource manager and the interviewers can only expose the blind area as true as possible, repeatedly confirmed, and then respect candidates' choice.

In the recruitment process, recruiter often encounters very enthusiastic candidates. Do not think that these candidates are all really wholeheartedly. They are divided into two categories, one category will be skilled to show enthusiasm in all recruitment, they use "sweet words" in various interviews,

because they also good at professional field, so many companies will be waiting for them, even after they have already signed the contract to other company. The other kind is the real one. To distinguish between these two types of people, you need to carefully understand the reasons why they come to apply for this job. Did they listen to someone else, did they participated in the enterprise open day or recruitment propaganda, whether they know the specific work and payment of the enterprise, etc. People who only have enthusiasm on the surface generally do not live further inquiries, will say some empty talk when encounter details. From this, we can judge that they are only experienced candidates.
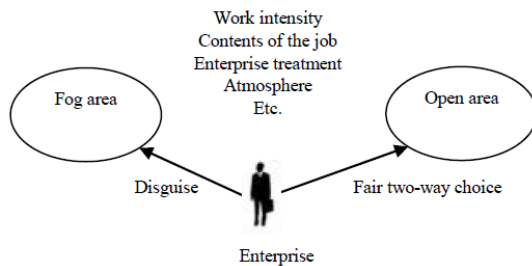

Fig. 9. Fog in blind area.

D. The fog Area - To Accept the Question and Verify the True Heart

As mentioned before, mining hidden area is the analysis of candidates by recruitment sides; the exposure of blind area is to allow candidates to correctly understand the job position. If the communication is smooth, the information will flows into the open area, whether person-job fit will be obvious. On the contrary, the information flow into the fog area, it will be easy to produce misunderstanding. In psychology, misunderstanding is a collaborative behavior, only when you choose to believe, the illusion can gain power. So to avoid misunderstanding, you must first understand what you desire. In recruitment, human resource managers and interviewers hope candidates can wholeheartedly, hope they will be willing to accept the offer, hope that they will not resist the intensity of work, the travel and work overtime. When we hold such a goal, do not doubt the authenticity, easy to believe, and then we can always find the corresponding "evidence". Therefore, to explode the fog area, we need to abandon the subjective factors, thinking from the objective angle of the benefit, meditatively measure all the details the candidates show.

Psychological research shows that the number of times a person cheated every day is 10-200 times, and the more outgoing people are, the better liar they will be. Therefore, in the recruitment interview process which time period is short, situation pressure is big, purpose is strong, the recruitment side will hear numerous stories of true and false every day, only by start with the details, carefully mining each area, let the fog area disappear with the exposure of other areas, can we build a trusted relationship, such as Fig.10.

E. Fog in Closed Area - Value and Culture

It is not an easy thing to explore the match degree between candidates' values and organizational culture. Sometimes, even the candidates may not know their true thoughts, or, true

thoughts also constantly changing. Some people think that they are pursuing success, but become afraid of hard work when opportunity really comes; some people think that they are interested in scientific research, but fear of difficulties while doing the subject. Whether the candidate's salary expectations and ideal job content really match enterprise situation? What kind of work environment can let them put their heart into work? When recruiters look at the candidates, on the surface they grasp the initiative, in fact, the test of their own face more.

There is a golden ring theory in marketing, probably mean that people are not buying products, but the concept. Use this theory in recruitment, it's about "finding someone who has faith, not just ability", if the employment is only based on ability, then staff will only work for pay, But if employment is based on common belief, then the staff will expend blood, sweat and tears for enterprise. In recruitment propaganda, the enterprise should inspire people to think more about corporate culture. "If you're in the job, do you think it's worth working every day? Whatever you do is big and small, whether it is meaningful, whether your life has a positive meaning to others and society?" The answer to this question only exists in each person's heart.
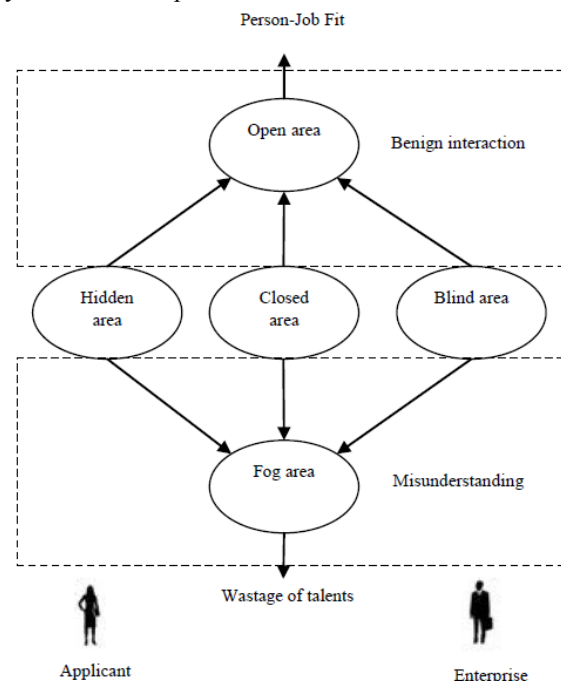

Fig. 10. Information management in recruitment and interview

V. CONCLUSION

Review of the above, recruitment is a work of technical; interview is a work of Art. How to recruit and interview, have different methods, but is difficult to draw a unified conclusion. Kinds of candidate reaction the society formation, making the recruitment become an interesting job. Finding the right people, the hardest part is not to pick a good resume, or ability test, or the hard work of doing recruitment propaganda everywhere, but how to judge a person's value. This process needs to constantly believe, constantly doubt, constantly disillusionment, constantly reconstruction, finally strike a balance. Human nature is objective and can not be changed; human heart is subjective, based on the law of change. The

highest level of human resources work is to understand human nature, grasp the heart.

REFERENCES

[1] S. L. John and K. Fuchs, *Human Communication Theory: Ninth Edition*, Beijing: Tsinghua University press, 2009, pp. 23-43.

[2] L. Guolin and M. Shuzhen, "A double matching strategy for the recruitment and selection of key talents in enterprises," *The Development of Human Resources in China*, vol. 238, no. 1, pp. 18-21, January 2010.

[3] H. Bo and W. S. Ling, "People and organizations, recruitment model," *The Development of Human Resources in China*, vol. 22, no. 3, pp. 33-37, March 2005.

[4] E Renxun, "Hubei: Strict norms public recruitment of public institutions," *Development of Human Resources*, vol. 13, no. 2, pp. 12-14, February 2016.

[5] H. Yan, "Problems and countermeasures in the recruitment of Enterprises — A case study of Yto group corporation in China," *The Development of Human Resources*, vol. 8, no. 5, pp. 24-26, May 2013.

[6] M. X. Liu, "Problems and countermeasures in recruitment of small and medium sized enterprises," *Journal of Anhui University of Technology (Social Science Edition)*, vol. 6, no. 7, pp. 46-53, July 2010.

[7] Q. L. Liu, "Let public institutions to recruit in the sun to run," *China's Human Resources and Social Security*, vol. 8, no. 2, pp. 32-35, February 2016.

[8] J. Y. Wang, "An outsider how to interview an expert," *Management Engineer*, vol. 32, no. 6, pp. 54-57, June 2002.

[9] X. Jun, "Problems and solutions in the recruitment of enterprises," *Value Engineering*, vol. 17, no. 1, pp. 36-39, January 2002.

[10] X. Lin, "Who will work for," *Knowledge Economy*, vol. 43, no. 11, pp. 56-59, November 2015.

[11] L. China, "Pretend the interview work," *China Talent*, vol. 23, no. 5, pp. 14-20, May 2012.

[12] Z. J. Liu and A. M. Yan, "Optimization of enterprise recruitment process system," *Journal of Central South University of Technology (Social Science Edition)*, vol. 13, no. 2, pp. 16-19, May 2012.

[13] D. Feng and L. Jie, "See the impression management strategy of interview process from the Jauhari window," *The Journal of Shandong Administration College*, vol. 21, no.8, pp. 77-80, August 2013.

[14] G. Yan, "Interview evaluation techniques for the recruitment of university teachers," *Journal of Capital Normal University (Social Science Edition)*, vol. 12, no. 3, pp. 76-79, March 2014.

[15] Yan, "The design and organization of structured interview," *Chinese Human Resource Development*, vol. 8, no.9, pp. 45-48, August 2000.

[16] Y. Guang, "Overseas is how to interview recruits," *Chinese and Foreign Management*, vol. 11, no. 12, pp. 61-67, December 1998.

Wang Congying is a doctor's degree and she is working in the China Ship Research and Design Center.