

Stoilkovska, Aleksandra; Ilieva, Jana; Gjakovski, Stefan

Article

Equal employment opportunities in the recruitment and selection process of human resources

UTMS Journal of Economics

Provided in Cooperation with:

University of Tourism and Management, Skopje

Suggested Citation: Stoilkovska, Aleksandra; Ilieva, Jana; Gjakovski, Stefan (2015) : Equal employment opportunities in the recruitment and selection process of human resources, UTMS Journal of Economics, ISSN 1857-6982, University of Tourism and Management, Skopje, Vol. 6, Iss. 2, pp. 281-292

This Version is available at:

<https://hdl.handle.net/10419/146370>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.

Preliminary communication
(accepted August 14, 2015)

EQUAL EMPLOYMENT OPPORTUNITIES IN THE RECRUITMENT AND SELECTION PROCESS OF HUMAN RESOURCES

Aleksandra Stoilkovska¹
Jana Ilieva
Stefan Gjakovski

Abstract

The aim of this article is to examine the problem of the concept of equal employment opportunities in the HR recruitment and selection process. Due to the fact that in these processes, both the HR managers and the applicants are involved, this research is conducted separately among them. Thus, it will be determined if both sides share the same opinion with respect to the existence of this concept in the mentioned processes. Providing equal employment opportunities is crucial for any company and represents a key for selecting the real employees. Therefore, the research includes the existence of prejudices in the recruitment and selection process such as discrimination based on national and social origin, gender and sexual orientation, age, political affiliation etc. As an essential part of this concept, the legislation in the Republic of Macedonia and its impact in the process of generating equal opportunities will be considered.

Keywords: equal employment opportunities, recruitment and selection, HR managers, applicants, legislation.

Jel Classification: M51; K10

INTRODUCTION

Equality of all citizens when it comes to exercising their rights, regardless of gender, race, color, national and social origin, political and religious belief, property and social status, is a fundamental value that is guaranteed by the Constitution of each country so as in the Republic of Macedonia. Besides the Constitution, equality is provided and regulated by other laws and international agreements which represent an integral part of the legal order of a state. Instances of discriminatory treatment are often ambiguous, but for policy makers to effectively combat discrimination, its targets first need to see that it takes place (Stroebel, Barreto, and Ellemers 2010). In other words, to eliminate

¹ **Aleksandra Stoilkovska**, PhD, Full Professor; **Jana Ilieva**, PhD, Assistant Professor, University of Tourism and Management in Skopje, Macedonia; **Stefan Gjakovski**, MA, Lufthansa InTouch, Brno, Czech Republic.

discrimination and achieve equality at work, it is important to understand what it is that needs to be eliminated and how it can be done (Tomei 2003).

According to the mentioned regulations, employees within the organization have the right to be treated justly in all matters of employment. While principles of democracy require equality among the citizens, there is also a need to provide equal employment opportunity (EEO) and to undo the effects of past discrimination in employment (Orife and Chaubey 2001). Therefore, some larger companies develop a new trend which shows that they foster the equal employment opportunities by recognizing the importance of sustaining an Equal Opportunity culture as a competitive advantage. (Raghavi and Gopinathan 2013). In other words, it is an employment by a company that offers equal opportunities and fair treatment in the employment process to all people regardless of race, sex, religion, nationality, disability or political affiliation that is stated in the final part of the advertisements for new jobs as well as in the job description. It is a stipulation that all people should be treated similarly, unhampered by artificial barriers or prejudices or preferences, except when particular 'distinctions' can be explicitly justified (Raghavi and Gopinathan 2013).

In addition, it is clear that legislation regarding equal employment opportunities exists, but the question is whether it is regularly practiced in the everyday life. In other words: Assuming the law is effective, we expect to see it change prevailing employment practices, given that employers wish to comply with the law to prevent sanctions, or merely are willing to adopt and apply newly enacted norms (Mundlak 2009). However, when it comes to Macedonia, the question is if there are really equal opportunities for employment taking into account the fact that in many jobs advertisements the sex or age of the candidate has been stated. Even the legal provision of employing a certain percentage of the minorities in Macedonia is subjected to discussion when it comes to equal employment opportunities in the process of recruiting and selecting the staff. It is actually a conflict between two provisions. On one hand, the discrimination by nationality in the employment process is protected by the law while on the other hand those regulations prevent some candidates from certain nations to take part in the further process of recruitment due to the legally determined percentage of jobs for people belonging to the minorities.

Although in this paper, the regulation on discrimination in employment on different grounds as well as its influence in the process of generating equal opportunities in recruitment and selection of staff is reviewed, taking the fact that this legislation is in compliance with the EU standards, this research is primarily focused on the existing practices of latent discrimination (outside the legal framework) deprived from the stereotypical perceptions i.e. the social, mental models.

Thus it can be concluded that the burden falls on the HR department and the managers themselves who have to carry out the process of recruitment selection of human resources. HR professionals are committed to the active implementation of the equality policy and promoting a culture that supports the policy by overseeing the integration of the equality policy into all aspects of the HR policies and organizational practices (Raghavi and Gopinathan 2013). HR can also initiate to define what the current cultural status is and how it adds or detracts from the organization's objectives (Mathews 1998). The strategic role of HR, which is all about understanding change and how to deal with it, paves way for enhancing the notion of Equal Opportunity in employment and the outcome is that equality practices are now fully entrenched. Unfortunately, the HR

manager profession is new in the country. Furthermore, many companies do not have appropriate department or staff specialized in the field of HR Management.

1. EQUAL EMPLOYMENT OPPORTUNITIES

Equal Opportunity refers to the equality of access to jobs, promotions, and other opportunities in corporations, associations and non-profit organizations.

The concept of equal employment opportunities is based on laws and regulations that exist within a country and which guarantee that no one is discriminated for any reason in the process of searching a job. It is particularly important considering the globalization and diversity of the workforce. Moreover, this concept has been developed as a result of the long-standing discrimination against employees in the past when women and men who have the same or similar job were paid differently, when people of a particular ethnicity could not go further with their career or could not reach a particular job position or they were treated incorrect and differently. Thus, after numerous movements and human rights protest, laws on equal opportunities, equal pay laws and laws on workers' rights started to be adopted. And that is exactly what the legal concept of equal employment opportunities consists of, according to which all people shall have equal treatment in all proceedings related to employment and labor relations.

Originally, the concept applies to discrimination based on race, gender and religion, but the idea is extended to age, pregnancy and people with disabilities. In general, the concept of equal employment opportunities refer to the following points: sex, race, color, gender, belonging to a marginalized group, ethnicity, language, nationality, social background, religion or belief, other beliefs, education, political affiliation, personal or social status, mental or physical disability, age, family or marital status, property status, health status or any other basis which is envisaged by the law or by a signed international treaty. This understanding implies that any employee who feels that he/she has been discriminated due to his/her race, religion, creed, color, gender, national origin, age, political affiliation, disability or any such characteristic shall have the right to seek a remedy through the organization's grievance procedure or the discrimination complaint procedure (Dobbin 2010). However, the role of employer discrimination in labor market matching is often acknowledged but challenging to quantify (McGinnity and Lunn 2011)

The concept is usually an integral part of the organization policy as well as a part of all activities that are undertaken within the organization and at the workplace. It has been plausibly argued, on efficiency grounds, that responsibility for achieving equality objectives must be shifted to organisations as this links contextual conditions to organisational processes (Burgess, French, and Strachan 2009). It is argued that one way to combat discrimination may be for public policy to encourage more enterprises to adopt equal opportunities plans and practices (Perotin, Robinson, and Loundes 2003).

The organization opposes all types of discrimination regarding the applicants, the employees as well as the free lancers. Understandingly, it is a hot assignment for the Human Resources Management in the organisation as when it comes to the change agent role, the problems encountered are often loaded with emotional and political dynamics (Loriaux 2008). In other words, the HR must ensure that all the employees are treated fair and equally while the decisions for employment, selection, promotion and training shall be passed in an objective fashion and without any sign of discrimination. The way

employees in the company are dealt with determines whether employees can be considered a true competitive advantage of the company (Auer and Antoncic 2011).

The concept plays a particularly important role in the following policies of the organization: the process of selection and employment, equal pay for work of equal value and management performance. Additionally, due to a greater promotion of this concept, many governments have introduced affirmative actions which encourage employers to employ people who come from a marginalized or discriminated group. This kind of positive discrimination provides the necessary structural conditions in order for radical, transformative change towards equality to take place (Noon 2010).

2. STAFFING

Staffing is a process that has to ensure a group of qualified candidates in order to fulfill the jobs within the organization. The basis is made by preparing a job analysis that determines the tasks for a particular job. Analyses are particularly needed in recruiting the interested candidates in order to ascertain whether the candidates are able to fulfill the aforementioned tasks and responsibilities.

3. RECRUITMENT

Once the planning of human resources has been completed, the recruitment process should start which is defined as a process of creating a group of qualified candidates for the vacancies within the organizations. In both professional and non-professional areas, recruitment will include an attempt to locate a diverse applicant pool with the necessary qualifications and potential, and communicate to them the available employment opportunities (Raghavi and Gopinathan 2013).

Usually many organizations receive many job applications and therefore the recruitment process could be a real problem for the HR managers. On the other hand, if the number of the available qualified candidates matches the number of vacancies, then there is not a next stage which meant that these candidates have been already selected. However, the recruitment is not just publishing a job advert. The purpose of recruitment is to find the right candidates and that is why the HR managers have to know the industry in which they work very well so as to promote the organization as a brand known as an excellent employer as well as to create and to find instruments for measuring the effectiveness of the completed recruitment. A lot of people usually consider the recruitment just as a set of administrative functions which involve coordination of the jobs, managing the data of the applicants as well as the potential applicants etc. However, strategic recruitment is much more than that.

In circumstanced of a great competition, it is the recruitment to be seen as part of the HR strategy because it is the first contact with the future employees and something that enables the realization of the plan.

The recruitment can be also very expensive. Therefore, one of the strategic goals of the recruitment is to do it as quickly as possible due to the fact that empty jobs simply hinder the work and they influence also on the profit. In this context, the major strategic decisions for recruitment (Pritchard 2007) are:

- Recruitment held by the organization instead of recruiting by external recruiters,

- Presence and image in the recruitment process,
- Training for the recruiters,
- Regular instead of flexible staffing,
- Implementation of the concept of equal employment opportunities and
- Selecting sources of recruitment.

4. SELECTION

In order to accomplish the objectives of the Equal Opportunity Plan, it is recognized that after the establishment of a qualified and diverse applicant pool, the process of selection from that pool must ensure all applicants equal opportunity for employment. (Raghavi and Gopinathan 2013). It is thought that the selection is one of the most important parts in the successful management of human resources because it is the task of the selection process to find the right people for the right jobs. If this is not achieved, the organization will not be able to accomplish its mission, vision and goals. In fact, the process of selection and employment begins when an organization needs to fill a vacancy which is defined in its regulations for internal organization and systematization.

The selection is a process of selecting qualified individuals to fill vacancies in the organization. In other words, the organization would have little chance of success if it fails to select people with the necessary qualifications because the main goal is to hire the best person which is a fundamental principle of the laws on equal employment opportunities. It is very important to perform the selection in a transparent way as it is considered that even the best training of candidates can not replace poor selection. Subsequently, each organization must previously identify its tasks, abilities and skills, but also to determine the selection criteria.

The selection criterion is a feature that the candidate must possess in order successfully to perform the tasks at work. Therefore, *good selection criteria* often are: the ability, motivation, intelligence, diligence, appropriate risk and reliability.

The selection can be performed in a day, but it can also last for months. However, in principle, the selection process consists of the following elements: the interest of the candidates for the job, review of the job, application forms, testing and interview, checking the accuracy of the information, feedback and job offer, medical examination and deployment and implementation at the workplace.

Finally, in order to comply with the prerequisites of the Equal Employment Opportunities of exceptional importance is that each organisation has to take actions to prevent the occurrence of unlawful discrimination by conducting educative programs and other activities and through the implementation of discrimination grievance procedures for the employees.

5. LEGAL FRAMEWORK OF THE CONCEPT OF EQUAL EMPLOYMENT OPPORTUNITIES IN MACEDONIA

The Constitution of the Republic of Macedonia, as the highest legal act, in the section entitled 'Civil and Political Rights', in Article 9 stipulates that *'the citizens of Macedonia are equal in their freedoms and rights regardless of sex, race, color, national and social origin, political and religious beliefs, property and social status'*. Article 32 of the

Constitution, however, specifically guarantees the right to work. ‘*Everyone, under equal conditions, has access to every job.*’

The provisions that are related to prohibition of discrimination, equal treatment, prohibition of harassment and protection from violating the right at work are taken as a commitment of several conventions of the International Labor Organization as well as from the numerous EU directives in this area.

Pursuant to the Labor Law ‘*discrimination against applicants in the employment process or putting them in an unequal position because of racial or ethnic origin, color, sex, age, health condition or disability, religious, political or other opinion, national or social origin, family status, property and so on has been prohibited*’. The law provides equal opportunities and equal treatment when it comes to employment of women and men, including promotion, equal pay for equal work as well as other rights. Under the Law, the principle of equal treatment implies a ban and/or direct or indirect discrimination against both the applicants and the employee.

Furthermore, discrimination is prohibited in relation to the conditions of employment, including the criteria and conditions for selecting the candidates who perform specific work in any branch. In case of discrimination, a job applicant or employee has the right to seek compensation for damages under the Law on Obligations.

Due to protection from discrimination, a Commission for Discrimination Protection has been established. Among the other things, the Commission has the competence to deal with complaints from citizens because of discrimination, including labor rights as well as to raise initiative for starting a proceeding before the competent authority so as to determine its responsibility.

The fallacy of basing EEO candidate's ability to attack institutional discrimination on the individual charge procedure lies in the fact that victims of discriminatory patterns rarely file complaints about such discrimination and that few of the complaints which individuals do file involve systemic structures of discrimination. On the other hand, justified are the critics who emphasize the need for strong leadership, a new role for Commissioners, formal training, and greater professionalism among the staff to improve the condition in this field.

6. RESEARCH

Before this research was carried out, a pre-research had been done where a survey with applicants for positions during the last year has been realized (regardless of the fact whether the applicants have been employed or not) so as to have a closer insight in their opinion on the existence of discrimination in the employment process.

Therefore, the following has been identified:

- nationality discrimination,
- gender and sexual orientation discrimination,
- discrimination against people with disabilities,
- discrimination and political affiliation
- age discrimination (people over 45 who lost their jobs on any ground).

Based on these data a hypothesis framework with five specific hypotheses has been made that study individually all of the above-listed grounds of discrimination. Subsequently, the subject of this research is: overcoming prejudices in terms of nationality, gender and sexual orientation, discrimination against people with

disabilities, political affiliation, age and other discrimination in the recruitment and selection process of human resources. Therefore, the problem researched in this study is: a lack of equal employment opportunities for human resources in the recruitment and selection process.

The research has been carried out among 312 respondents.

Given the fact that the research aims to find out the opinion of both the HR managers and the people who have applied for some of the vacancies in the last calendar year, regardless of whether the applicants have been employed or not, a total of 108 HR managers and 204 people who applied for some of the job vacancies during the last calendar year starting from the moment of carrying out this research (both employed and unemployed) have been covered by this research.

The HR managers are from 108 different companies on the territory of the Republic of Macedonia that are randomly selected. These respondents have been surveyed in June 2015.

As a part of the research, a survey has been carried out whereas two questionnaires of a closed type have been used as measuring instruments created only for the purposes of this research.

Moreover, the respondents were able to choose one of the following five possible answers: 1 (*I disagree strongly*), 2 (*I disagree partly*), 3 (*I agree*), 4 (*I agree partly*), 5 (*I agree absolutely*).

Furthermore, the general hypothesis of the research is: If in the employment process there is no discrimination on various grounds (nationality, gender and sexual orientation, discrimination against people with disabilities, political affiliation and age) then there will be equal employment opportunities for all citizens.

Additionally, it is divided into separate and individual hypotheses related to the recruitment and selection process as especially important employment stages and where discrimination of the candidates could be possible.

7. ANALYSIS OF THE RESULTS

This paper presents some of the results obtained by this research. Several questions have been selected that represent the sets of the questions involved in the questionnaires for different types of employment discrimination and that are indicative in terms of confirming the hypotheses.

The results of the first set of questions that are indicators for confirming or rejecting the variables for determining *nationality discrimination* in the recruitment and selection of candidates have shown that among the HR managers and the employee that have already experienced the recruitment and selection process as well as the applicants who have not been employed yet, there are different attitudes when it comes to this subject. There are separate questions for the recruitment as well as for the selection process.

In general, the HR managers answered that they usually neglect the ethnic background of the applicants. Therefore, 74% of the HR managers said that nationality is not an employment criterion. This is also confirmed by the answers of the applicants, 50% of whom answered that in the *recruitment* process, the national background has not been specified. This is confirmed by the content analysis as well, although in Macedonia there is a law on proportional representation on a national basis.

However, on the questions related to whether the candidates that got a job offer are selected according to nationality, 47% of the applicants indicated that nationality has played a significant role in the *selection* process.

Table1 presents the results of the selected questions from the survey.

Table 1. Nationality discrimination

Number	Question for the HR Managers	Selected answer				
		1	2	3	4	5
1.	In the job application, the candidate should state his/her nationality.	80 74%	0 0%	12 11%	6 6%	10 9%
3.	After completion of the selection process, the candidates are selected regardless of their nationality.	6 6%	0 0%	10 9%	14 13%	78 72%
Question for the applicants		Selected answer				
		1	2	3	4	5
2.	The preferable nationality is listed in the job advert for many vacancies.	102 50%	8 4%	64 31%	10 5%	20 10%
3.	After completion of the selection process, the candidates are selected regardless of their nationality.	2 1%	96 47%	46 23%	2 1%	58 28%

In the next set of questions as indicators for confirming or rejecting the variables in terms of *gender and sexual orientation discrimination* in the recruitment and selection process of candidates, the obtained results have shown again different attitudes between the HR managers and the employees who have successfully gone through the recruitment and selection process as well as the applicants that are still looking for a job. Therefore, only 30% of the HR managers absolutely agree with the statement *The companies determine the gender of the desired candidate in advance* that refers to specific hypothesis 2 or equal employment opportunities in the selection process and only 26% of the HR managers fully disagree when it comes to the same statement. Therefore, it can be concluded that the opinion regarding this topic is different even among the HR Managers themselves. As for the applicants' answers (shown in Table 2), it has been shown that upon completion of the selection process the best candidates are not selected when it comes to gender and sexual orientation. Namely, on the question regarding the discrimination against homosexuals, 80% of the respondents answered the question with a positive answer (I agree, I agree partially and I agree absolutely). This is a sign that shows existence of prejudice on grounds of sex and sexual orientation.

Table 2. Gender and Sexual Orientation Discrimination

Number	Question for the applicants	Selected answer				
		1	2	3	4	5
24.	The companies determine the gender of the desired candidate in advance.	36 18%	4 2%	10 5%	44 21%	110 54%
25.	The homosexuals are discriminated in the selection process.	34 17%	6 3%	70 34%	30 15%	64 31%
26.	After completion of the selection process, the candidates are selected regardless of their gender and sexual orientation.	56 27%	86 42%	44 22%	2 1%	16 8%

The third set of questions regarding *discrimination against people with disabilities* represents indicators of the variables set in the third special hypothesis where the cross questions have shown opposing answers.

Table 3. Discrimination of people with disabilities

Number	Question for the HR Managers	Selected answer				
		1	2	3	4	5
13.	The company is adapted for circulation of people with disabilities.	48 44%	8 7%	16 15%	16 15%	20 19%
14.	People with disabilities are not discriminated in the selection process.	0 0%	12 11%	40 37%	14 13%	42 39%

Namely, although a large majority of companies do not even have an access for the people with disabilities to their facilities, 66% of the HR managers answered positively on this statement (I agree, I agree partly and I agree absolutely) and 89% of them answered positively (I agree, I agree partly and I agree absolutely) on the statement that the best candidates have been employed without discrimination against people with disabilities. These results are shown in Table 3. Moreover, in the last few years the Government of the Republic of Macedonia has introduced some mitigating conditions if the employers hire disabled people. Therefore, the situation when it comes to this point is partially mitigated.

The fourth set of questions corresponds to the indicators for discrimination on the basis of political affiliation. A long governing of a political party causes anxiety among the members of the opposition. Additionally, the unemployed people often consider that exactly the discrimination on political affiliation is to blame for it. The answers received in the research (some of them are represented in Table 4) show different results in terms of the recruitment and selection process.

The HR managers consider when recruiting applicants the political affiliation does not affect their final decision. Nevertheless, the applicants answered that in some calls they even do not submit their job application especially if it is a vacancy within the public institutions what implies a stimulus for discrimination in the recruitment process when it comes to political affiliation.

Table 4. Discrimination when it comes to political affiliation

Number	Question for the HR managers	Selected answer				
		1	2	3	4	5
16.	In the recruitment process, the candidates have applied regardless of their political affiliation.	18 17%	0 0%	0 0%	16 15%	74 68%
31.	After completion of the selection process, the best candidates are selected regardless of their political affiliation.	10 9%	2 2%	14 13%	28 26%	54 50%
Question for the applicants		Selected answer				
		1	2	3	4	5
16.	In the recruitment process, the candidates have applied regardless of their political affiliation.	88 43%	34 17%	40 19%	22 11%	20 10%
31.	After completion of the selection process, the best candidates are selected regardless of their political affiliation.	84 41%	26 13%	64 31%	16 8%	14 7%

In the further course of the employment process, or in other words, the selection, 50% of the HR managers stated that political affiliation does not influence the selection of the candidates. In contrast, 52% of the employees along with the applicants answered that they have been discriminated when it comes to political affiliation. Such attitudes show discrimination when it comes to political affiliation among the applicants. How is it justified or not (such as HR managers declare) could be confirmed by further research on the political affiliation of candidates to staff it was not the goal of this research.

Whether it is justified or not (as HR managers said) could be confirmed by further research on the political affiliation of the candidates that was not the goal of this research.

Last but not least, the fifthset of questions has been created to confirm or reject the fifth special hypothesis concerning *age discrimination*. Given the fact that many factories in the transition period were closed, a lot of people lost their jobs that are over 45years old, according to the data obtained from the pre-research. Therefore, those applicants find it difficult to find a job. In that regard, in 2014 the Government of the Republic of Macedonia have undertaken certain incentives for employers that would employe people aged from 50 to 59 years.

Table 5. Age Discrimination

Number	Question for the applicants	Selected answer				
		1	2	3	4	5
32.	I did not get an interview invention many times due to the fact that my profile does not match the desired age of the employer.	36 18%	34 17%	18 9%	48 23%	68 33%
33.	Although I have all needed qualifications, my job application has been rejected due to the fact that a younger person matches this vacancy.	34 17%	12 6%	26 13%	62 30%	70 34%
35.	The affirmative measurements from the Government for people older than 50 are used by my company.	92 45%	40 19%	39 19%	33 17%	0 0%
36.	After completion of the selection process, the best candidates are selected regardless of their age.	96 47%	62 30%	32 16%	12 6%	2 1%

Therefore, some of the questions in the survey are related to how visible the effects of those measurements are. Table 5 presents some of the questions intended for the job applicants

To sum up, according to the answers, it can be concluded that most of the applicants considered that the age is the reason for rejecting their job applications. As for the affirmative actions from the Government of the Republic of Macedonia for hiring people over 50, the respondents think that companies do not use it enough. Therefore, after completing the selection process the best candidates are not employed when it comes to their age. This implies that age discrimination in the field of employment exists.

CONCLUSION

Taking into account all the results of the research, it can be generally concluded that the HR managers in the companies in the Republic of Macedonia generally consider that they do their work professionally and employ the best personnel without any influence

of prejudice and discrimination on any grounds during the recruitment and selection process while the opinion is different among the people who have experienced these processes and they consider that this concept has not been enough preserved.

When it comes to *nationality discrimination*, it has been concluded that the HR managers in the companies in the Republic of Macedonia even though they disagree with the statement that it is necessary to indicate the nationality in the application, they still have difficulties when it comes to selecting the right and the best candidate for the vacancy, especially in the selection process taking into account the presence of the mandatory national proportional representation on the national basis especially in the public institutions. Therefore, it often happens not to select the best candidate who has the appropriate skills to work due to the nationality representation in the public institutions.

Moreover, there is *gender and sexual orientation discrimination*. Although there are no obstacles on legal grounds, the traditional mental models influence the selection of the candidates.

In the Republic of Macedonia there is a law on facilitating the employment of people with disabilities, but the companies still do not have enough basic working conditions for people with disabilities. The research concludes that this concept has not been implemented successfully as expected. However, when it comes to *discrimination against people with disabilities*, according to the results, it still exists.

When it comes to *discrimination and party affiliation*, a lot of applicants often do not submit their job applications for the competition issued by a public institution unless they are members of the respective political party. As for the selection of the candidates, nor the HR managers neither the applicants, both employed and unemployed, are sure whether the best candidates are selected without influence of the party affiliation.

The last researched basis for employment discrimination is the age of the candidates. In terms of mitigation of the situation of unemployed people aged 50 to 59, the Government of the Republic of Macedonia adopted some measures to facilitate the employment for this category of applicants. However, prejudices in the field of employment when it comes to this category of applicants still exist.

From the presented conclusions the following recommendations arise:

- It is necessary to prepare amendments to the Law on ethnic minorities in the institutions so as to provide equal employment opportunities for all citizens regardless of their ethnicity.
- The gender of the desired candidate should not be included in the job adverts if there is no special need for it and it is not related to the nature of the work.
- The companies should provide accessible entrances and possibility of free movement in their premises as well as opportunities for adjustable communication for people with disabilities.
- The companies should arrange various seminars for their HR managers in this area in order to change the traditional mental models and to raise the awareness about equality in the recruitment and selection process as a path to greater success for the company.
- The companies should ensure equal employment opportunities regardless of the candidates' age or to hire real professionals according to their expertise and not according to their age.

REFERENCES

- Auer Antoncic, Jasna, and Bostjan Antoncic. 2011. Employee Satisfaction, Entrepreneurship and Firm Growth: A Model. *Industrial Management & Data Systems* 111 (4): 589–607.
- Burgess, John, Erica French, and Glenda Strachan. 2010. The Diversity Management Approach to Equal Employment Opportunity in Australian Organisations. *The Economic and Labour Relations Review* 20 (1): 77–92.
- Dobbin, Frank. 2010. *Inventing Equal Opportunity*. New Jersey: Princeton University Press.
- Loriaux, Sylvie. 2008. Global Equality of Opportunity: A Proposal. *Journal of International Relations and Development* 11 (March): 1–28.
- Mathews, Audrey. 1998. Diversity: A Principle of Human Resource Management. *Public Personnel Management* 27 (2): 351–367.
- McGinnity, Frances, and Peter D. Lunn. 2011. Measuring Discrimination Facing Ethnic Minority Job Applicants: An Irish Experiment. *The Economic and Social Research Institute* 25 (4): 693–708.
- Mundlak, Guy. 2009. The Law of Equal Opportunities in Employment: Between Equality and Polarization. *Comparative Labor Law and Policy Journal* 30 (2): 213–244.
- Noon, Mike. 2010. The Shackled Runner: Time to Rethink Positive Discrimination? *Work Employment & Society* 24 (4): 728–739.
- Orife, John N., and Manmohan D. Chaubey. 2001. Models of Equal Employment Opportunity. *Journal of African Business* 2 (3): 93–102.
- Perotin, Virginie, Andrew Robinson, and Joanne Loundes. 2003. Equal Opportunities Practices and Enterprise Performance: A Comparative Investigation on Australian and British data. *International Labour Review* 142 (4): 471–505.
- Pritchard, Christopher. 2007. *101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time*. New York: Amacom.
- Raghavi, Kan, and Nishnava Gopinathan. 2013. Role of Human Resources as Change Agent in Enabling Equal Opportunity Practices. *Journal of Economics, Business and Management* 1 (3): 300–303.
- Stroebe, Katherine, Manuela Barreto, and Naomi Ellemers. 2010. Experiencing Discrimination: How Members of Disadvantaged Groups Can Be Helped to Cope with Discrimination. *Social Issues and Policy Review* 4 (1): 181–213.
- Tomei, Manuela. 2003. Discrimination and Equality at Work: A Review of the Concepts. *International Labour Review* 142 (4): 401–418.