Recruitment and Selection Process of Shopee Vietnam

Author Name

Submission Date

I   Introduction

I.1   Reason for choice

In the context of today's increasingly competitive labor market, recruitment and selection processes not only directly impact a company's operational efficiency but also play a decisive role in shaping impressions and opportunities for candidates. As a candidate in such a highly competitive environment, understanding and analyzing company recruiting processes is critical. This allows me to better prepare my abilities, knowledge, and experience, optimizing my alignment with each organization's criteria and values. With a desire to find a dynamic, creative, and challenging working environment, I have decided to focus on analyzing the recruitment and selection process of Shopee Vietnam. This is a company with a culture of innovation, creativity, and a forward-thinking approach to technology, where I aspire to develop my career and make long-term contributions in the future.

I.2   Shopee Introduction

https://careers.shopee.vn/why-shopee

Shopee, founded in 2015, is a leading e-commerce platform in Southeast Asia and Taiwan that aims to provide an effortless and joyful online purchasing experience. Shopee, which operates under the slogan "Simple, Happy, and Together," connects consumers and sellers via an integrated payment and shipping system, fostering convenience and community. Its objective is to provide a comprehensive platform with a varied range of items, active communities, and efficient fulfillment services. Shopee's fundamental values of service, adaptability, devotion, and humility guide its ongoing innovation to increase quality. In 2023, it received renowned honors such as the Better Choice honors and Tech Awards, cementing its position as a global leader in e-commerce.

I.3   Research Objective

The primary objective of this research is to analyze the recruitment and selection process at Shopee Viet Nam. The study aims to:

- Examine the criteria used by Shopee to recruit and select candidates.

- Understand the steps involved in the recruitment and selection process.

- Identify the challenges and best practices associated with recruiting and selecting

- Provide recommendations for improving the recruitment and selection process based on the findings.

I.4   Scope of analysis

The scope of this report includes an in-depth research of the recruitment and selection process at Shopee specifically for MCN Key Account Management. The analysis will focus on the methods and criteria used by the HR department and the challenges faced in selecting the candidates. This scope does not extend to the broader HR activities of the company.

Literature Review

I.1 What's the recruitment and selection process ?

https://www.econstor.eu/bitstream.pdf

http://lms.aambc.edu.et:8080

Recruitment involves discovering sources of labor to meet staffing needs and implementing successful techniques to recruit a large enough number of people to develop an efficient workforce.(Tumkuru S, n.d.). On the other hand, selection is concerned with selecting persons who possess the qualifications required for specific roles within an organization (Mathis and Jackson, 2010). The recruiting and selection process is an important part of human resource management since it helps to match the appropriate people with the right jobs. Failure in this area might impede an organization's capacity to realize its mission, vision, and goals (Stoilkovska, Ilieva, Gjakovski 2015).

I.2 Recruitment and Selection process. (Tumkuru, S, n.d.)

https://www.sscasc.in/wp-content/uploads/downloads/BBM/Human-Resource-Management.pdf

https://uk.indeed.com/career-advice/career-development/recruitment-and-selection-processes

Step 1: Identifying the hiring needs

Recruitment planning is an important initial step that requires a well-structured strategy to define job descriptions, qualifications, and competencies for open positions. Without a clear strategy, the recruitment process may fail to attract qualified individuals. The organization's size, compensation structure, work culture, growth rate, and the situation of employment in the economy all have a substantial impact on recruitment efficiency. (indeed, 2023).

Step 2: Attracting candidates.

Recruitment is the process of discovering and engaging the right talent while encouraging them to apply for open opportunities. For maximum reach, positions should be advertised both internally and externally. Internal sourcing focuses on locating talent within the firm or through employee referrals, whereas external sourcing employs technologies such as online databases, professional networks, and recruiting platforms to connect with possible candidates. (indeed, 2023).

Step 3: Preliminary Screening.

The preliminary interview process allows the hiring manager to create a shortlist of qualified candidates by excluding those who do not meet the job requirements as outlined in their application forms (see appendix 1). During this stage, candidates are evaluated based on their qualifications, work experience, and other relevant factors to evaluate their overall suitability for the position. This step is designed to optimize time and resources by rejecting candidates who are not well-suited for the role. (Mathis and Jackson, 2010)

Step 4: Employment tests. Employment tests are a significant part of the selecting process. These exams have a variety of formats, each designed by counselors and specialists to ensure professional discipline and accuracy. They are used to determine a candidate's physical, mental, and emotional health for the position. This approach allows the business to determine whether the candidate's abilities match the specific criteria of the position, ensuring a better fit for both the individual and the organization.

Step 5: Interview

https://dspmuranchi.ac.in/pdf/Blog/unit%202%20p2.pdf

https://www.researchgate.net/publication/227633043_Judgments_of_fit_in_the_selection_process

An interview is a formal interaction between the candidate and the interviewer that is primarily intended to assess the candidate's suitability for this position. The primary goals of an employment interview are to: (a) confirm the information achieved in previous steps, (b) learn more about the candidate, (c) assess the candidate's qualities, and (d) inform the candidate about the position and the organization. (dspmuranchi, n. d) Additionally, P-O (Person-Organization) fit was considered most important by the company after candidates had been minimally screened for the required skills and qualifications, and it was usually assessed during the job interview.(Adkins, C, Russell, C & Werbel, J, 1994)

Step 6: Background Investigation

Following the successful completion of the selection interview, the next step in the recruitment process is usually background checking. These references may provide useful information about the candidate's character, work ethic, and general performance. Organizations can ask candidates for the names of referees who can provide further information about their background. Referees typically include prior employers, academic mentors from universities where the candidate has studied, or other reputable individuals who are familiar with the candidate's behavior and talents.

Step 7: Medical Examinations

The medical examination, which comes next in the selection process, is where medical experts assess the candidate's mental and physical health. Some companies accept a candidate's medical certificate received from a competent physician. Others require the candidate to pass a fitness exam administered by an expert authorized by the organization.(dspmuranchi, n. d). This guarantees that the applicant can fulfill the demands of the position. The individual may be eliminated from consideration if they are determined to be medically unfit or if they test positive for illegal substances.

Step 8: Final selection

The hiring decision is the last step in the selecting process. Once the exams and interviews are completed, the line manager and HR manager together evaluate the findings and make a conclusion. A formal offer letter detailing the role, pay, and terms of employment is given to the candidate if they fulfill the necessary requirements.

I.3   Five Generic Standards in the Selection process

Human Resource Management Theory and Practice.

I.3.1   Reliability.

This refers to the degree to which a selection method consistently measures the over repeated use. This ensures fairness, minimizes the risk of poor hiring decisions, and lowers recruitment costs. Furthermore, reliable methods minimize bias by ensuring that choices are founded on factual information, which increases candidate trust and enhances the company's reputation. (Bratton, J & Gold, J, n.d.)

I.3.2   Validity

Validity relates to how correctly a selection process measures what it is intended to measure. It is an important aspect in ensuring that the selection process is aligned with job criteria and accurately predicts a candidate's probable performance in the position (Bratton, J & Gold, J, n.d.)

I.3.3   Generalizability

An Analysis of theImportanceof Validity and Reliabilityas Measurement Standards of SelectionProcesses

Generalizability is an extended concept of validity. A result is more "credible and defensible results," which improves its generalizability, when its validity or reliability is thoroughly tested or enforced. (Sultana A, 2015).

I.3.4   Utility

Utility relates to how much information collected via selecting procedures improves the organization's overall effectiveness. In general, the utility of a selection process increases with its reliability, validity, and generalizability. (Noel et al.,n.d.).

I.3.5   Legality

The legality of selection methods is the final standard they must meet. All selection methods should comply with existing laws and legal precedents to avoid the high costs of litigation, settlements, and potential damage to a company's reputation. Employers found guilty of illegal discrimination can face challenges in recruitment and growth. (Noel et al.,n.d.)

I.3.6   Types of recruitment and selection method. (appendix)

I.4   Recruitment Source

$(Tumkuru, S, n.d.)$

a.Internal source: Internal recruitment methods emphasize filling roles with current employees. This includes:

- Promotion is the advancement of an individual to a higher position with more responsibilities and, in many cases, a greater remuneration.

- Transfer: Moving an employee to a different function within the same grade, maybe with changes in responsibilities but no wage increase.

- Employee Referrals: Using referrals from current employees to locate new applicants who will fit well with the organization.

b. External source

- Media Advertising: Organizations communicate employment details through newspapers, journals, and other media, allowing individuals to assess their fit and apply.

- Employment agencies connect organizations with qualified, semi-skilled, and unskilled workers, and they frequently provide flexible employment solutions.

- Employment Exchanges: Government-owned offices connect job searchers and companies, keeping candidate records and facilitating employment at various skill levels.

- Campus Recruitment: Companies collaborate with schools and colleges to hire students, particularly for technical, managerial, and professional positions.

- Direct Recruitment: Job openings are published at company gates or on job boards

I.5 Selection method. (appendix 2)

II Methodology

The data for this report is collected using a combination of primary and secondary research methods. Primary data is obtained through interviews with MCN Key Account Management of Shopee. These interviews help to provide the first insights into the recruitment and selection process, including the criteria used to evaluate candidates and the challenges faced during the selection process. Secondary data is gathered from online sources, including the center's official website, job postings, and relevant academic literature. These two methods will ensure a comprehensive understanding of Shopeee's recruitment and selection process, supported by both qualitative and quantitative data.

III Data

https://cafebiz.vn/ceo-tran-tuan-anh-he-lo-ly-do-giup-shopee-bat-tang-manh-trong-nam-2020

Video: Common Interview Questions and Answers — Shopee Career Insider

III.1 Recruitment and selection process.

III.1.1 Recruitment announcement

Shopee uses a variety of social media networks to announce positions and recruit quali-fied applicants. On Facebook, the Shopee Tuyn dng page advertises job openings in Vietnam, allowing applicants to keep informed, complete application forms, and submit CVs. Shopee also has an official career website, https://careers.shopee.vn/jobs, where individuals may search and filter job listings based on department, experience level, and location. However, most job descriptions and titles are written in English. Shopee also broadens their recruit-ment efforts to include platforms such as TopCV, LinkedIn, and TikTok in order to reach a wider range of potential candidates.

III.1.2 Apply for the position

Before applying to Shopee, candidates should extensively analyze the position they are interested in using the Shopee career website. Applicants should create a well-structured CV in either English or Vietnamese that fits the standards mentioned in the job description (JD) for the position. For example, candidates for the role of MCN Key Account Manage-ment should emphasize their experience working with strategic partners, data analytic skills, business planning, and contact with senior management. (Interview with Mr.Toan).

III.1.3 Phone interview with recruiter

After receiving applications from candidates, Shopee recruiters will screen the submis-sions to select the most acceptable ones for the next round, which is an interview with a Shopee recruiter. This call usually lasts 30 to 45 minutes (Interview with Mr. Toan). During this round, recruiters want to learn about the candidate's abilities, experiences, and moti-vation for joining Shopee. They also consider enthusiasm and cultural compatibility, so candidates are encouraged to be genuine. Most significantly, displaying a real enthusiasm for Shopee is essential. (Shopee Career, n.d.).

III.1.4 Online test or assignment (if applicable)

During this step, candidates are evaluated using exams suited to the skill requirements of their chosen positions. These examinations are intended to assess technical knowledge, problem-solving skills, and practical talents relevant to the position. They also provide information about the candidate's focus, critical thinking under pressure, and time management during the test. Furthermore, the assessments demonstrate the candidate's endurance and dedication, emphasizing their commitment to fulfilling the company's standards and ability to contribute effectively. The employment test for the MCN Key Account Management role is administered via email and is divided into two sections during 3 hours. The first section includes a logic test to assess the candidate's analytical and problem-solving abilities. The second portion tests Excel skills about 6 questions, evaluating the ability to deal with data, make reports, and conduct calculations related to the job.(interview with Mr Toan)

III.1.5 Face-to-face interview

Once candidates have passed the initial steps, they will be invited to a direct interview with the recruitment director. The number of interview rounds may differ based on the post and its level of seniority, and candidates will be notified in advance by the recruiter. Interviews often involve two types of questions. The first type is behavioral inquiries, which use previous experiences to predict future behavior. These questions enable companies to evaluate a candidate's problem-solving talents, resilience, and decision-making abilities. The second type is situational questions, in which candidates are given scenarios relevant to the role and asked to propose solutions. There is an example interview for MCN Key Account Management (Interview with Mr Toan)

Round 1: Interview with Line Managers

This round focuses on diving deeper into the candidate's work experience and assessing cultural fit. Candidates will also encounter case study questions, which are crucial for managers to evaluate problem-solving attitudes and approaches. Using the 5W and 1H format in responses is highly appreciated, as it helps demonstrate structured thinking and clarity.

Round 2: Interview with the Head of Department.

Shopee has successfully established a high-quality workforce with a strong culture that values decisive execution and a commitment to work persistently throughout the year. This has been a crucial driver of Shopee's quick expansion in the e-commerce market. (Kinh

Doanh, 2021). Therefore, cultural fit becomes even more important at this level. In this round senior managers value candidates' ability to adapt to the company's culture, more complex questions, which frequently focus on personal adaptation and contain more difficult case studies to assess logical reasoning and alignment with organizational ideals.

III.1.6 Offer

Once the most competent and suitable candidates have been identified, they will be contacted directly to tell them of the decision. Candidates may take several days to determine whether to accept the offer. Following an agreement, a confirmation letter or email is often given to both parties to formalize the arrangement. (*see appendix 3*)

III.2 Other Recruitment Method. (Shopee career, n.d.)

In addition to using media advertising, Shopee also employs various other recruitment methods to reach and attract top talent, including:

III.2.1 Internal recruitment.

Shopee encourages current employees to refer potential candidates to join the company, viewing them as trusted ambassadors for Shopee's employer brand. The company provides opportunities for employees to transfer between departments after a certain period of time, allowing them to learn and expand their professional knowledge. Moreover, current employees are often proactively promoted to higher positions by leadership, rather than hiring externally for management roles. (2020, Ngôi Sao)

III.2.2 Direct method

Shopee's CEO took part in the "Whose Chance" program to actively seek out and hire skilled individuals in an effort to drive the company's expansion. He took advantage of the chance to speak with the candidates face-to-face, try to convince them to join his team, and exercise his leadership role. (2020, Ngôi Sao)

III.2.3 Campus recruitment

https://www.glassdoor.com/Interview/Shopee-Vietnam-Interview-Questions.htm

Interviews at Shopee

3.2/5 difficulty ⓘ

Interview experience

71% Positive   Negative 8%

Figure 1 shows interview experience of Shopee's candidates through Glassdoor web. The Shopee's interviewee feedback is about 3.2/ 5 difficulty and 71% positive feedback.

https://ngoisao.vnexpress.net/chien-thuat-san-dau-nguoi-cua-ceo-shopee-4036551.html

Analyzed findings

1. Shopee's recruitment and selection process Analysis

Shopee's recruitment and selection procedure is structured, with applications, testing, and interviews. Specific tests assess technical and analytical abilities, while many rounds of interviews with managers and department heads focus on behavioral and situational issues to ensure fit with Shopee's dynamic culture. As a result, Shopee's recruitment and selection process prioritizes talent and cultural fit, which contributes significantly to the company's growth and values.

2.Combination between traditional and modern recruitment methods.

Shopee's recruitment process is not quite different to those of other e-commerce businesses. However, Shopee continues to use traditional recruitment methods, with online methods proving to be the most efficient. Internal recruitment allows Shopee to retain and develop staff in the future by utilizing existing talent, whereas the "Whose Chance" program recruits experienced candidates through direct interaction from management. Shopee also works with universities to produce a promising young workforce and uses online social networks to efficiently reach and recruit people, meeting the e-commerce industry's rapid growth demands.

3. Positive experience of Shopee's interviewee.

Shopee Vietnam provides an efficient and professional recruitment and selection process that creates a positive impression with 71% positive feedback. Interviewers establish an encouraging and open environment in which candidates feel comfortable and secure in sharing their ideas. After each interview round, HR provides constructive feedback to help candidates understand their performance and areas for growth. Overall, candidates feel appreciated and encouraged throughout the process.

Evaluation.

Recruitment and Selection Process.

In general, Shopee Viet Nam's recruitment and selection procedure **follows practically the steps outlined in the Literature Review**. Shopee's recruitment process is organized with a focus on evaluating individuals from many perspectives. Shopee recruits potential

candidates by creating extensive job descriptions (JDs) for each vacancy and publicizing them on numerous platforms. The initial screening ensures that only candidates who satisfy the minimum qualifications are considered. Recruitment tests are an effective method for assessing candidates' practical abilities and competencies, ensuring alignment with job requirements. The interview process is critical in connecting candidates with recruiters, allowing them to assess not just the candidates' talents but also their personality and cultural fit inside the organization. Instead, once candidates are selected, they are required to submit a health check certificate and other necessary personal documents to complete the recruitment procedure.

Analysis of the five generic standards:

1. Reliability.

A high degree of reliability is guaranteed by the application of systematic and defined procedures at different phases of Shopee's selection procedure. Stable and reliable outcomes are further reinforced by the regular administration of evaluations and the examination of criteria.

2. Validity.

Through detailed job descriptions, well-organized applications, and real-world exams that match job criteria, Shopee Vietnam's selection procedure exhibits high validity. By emphasizing relevant abilities and situations, these techniques improve prediction and content validity.

3. Generalizability

Because its structured interviews and practical tests are adapted to specific employment tasks, emphasizing role-specific abilities and scenarios, Shopee Vietnam's selection method exhibits low generalizability. Although this method ensures validity and validity for particular roles, it could be difficult to adapt to other roles or situations without major changes. Shopee might incorporate more comprehensive competency-based tests that assess transferable abilities relevant to different occupations in order to improve generalizability.

4. Utility

Shopee Vietnam ensures high utility by selecting skilled candidates, reducing turnover, and boosting productivity. However, its thorough procedures may increase initial costs and processing time. Shopee could use cutting-edge technologies like Applicant Tracking Systems to improve utility and expedite the procedure.

5. Legality

Shopee Vietnam follows legal and ethical standards throughout the selecting process. Shopee reduces the danger of discrimination and legal issues by providing openness, fairness, and labor-law compliance. The emphasis on equal chances and diversity reinforces its reputation as an ethical employer.

Strengths and Weaknesses of recruitment and selection process.

1. Strengths.

Shopee's recruitment and selection process includes several important advantages that allow the company to maintain a high-quality workforce. One of the primary benefits is its thorough evaluation process, which includes initial resume screening, various interviews, and position-specific skills testing. This approach provides a comprehensive insight of the candidates' abilities and potential, guaranteeing that Shopee hires individuals who can efficiently adapt to the work environment and remain dedicated in the long term.

In addition, Shopee also employs a range of recruitment strategies, including using social media sites like LinkedIn and Facebook, cooperating with institutions, and arranging recruitment events. These strategies allow Shopee to access a wide pool of talented candidates, attracting not only those with strong technical skills but also creative and dynamic individuals who can contribute to the company's long-term growth.

2. Limitations.

Although Shopee's recruitment and selection process offers numerous benefits, there are certain restrictions to consider. First and foremost, the procedure is lengthy and time-consuming, beginning with resume screening and continuing with many interview rounds and ability evaluations. This complexity and duration may make potential candidates feel tired or impatient, influencing their satisfaction and final decision.

Secondly, a significant weakness is that Shopee does not conduct comprehensive background checks, which could lead to candidates providing inaccurate information or even submitting fake resumes. This oversight not only increases the time and cost of the recruitment process but also poses the risk of hiring unsuitable candidates, impacting the quality of the workforce and long-term job performance.

Recommendation.

1. Simplifying the Hiring Process

By utilizing modern technology like AI-powered Applicant Tracking Systems (ATS),

Shopee's hiring procedure can be made more efficient. These tools help automate resume screening and initial candidate assessments, reducing the workload for the recruitment team and shortening processing times.

2. Implementing Comprehensive Background Checks

Shopee should set up additional background checks to reduce risks connected to false information or fraudulent resumes. This involves partnering with reliable verification organizations to confirm candidates' credentials, job history, and other important information. The HR staff should also receive training on how to identify possible alerts in resumes and perform thorough reference checks with prior employers of candidates.

3. Assessing the Effectiveness of Recruitment

Lastly, Shopee should set up procedures for gathering input from internal employees and candidates in order to identify areas where the hiring procedure is insufficient. These observations will assist the business in changing and enhancing its plans to better suit real-world requirements, which is a faster and effective process. Additionally, tracking outcomes like time-to-hire and new hire retention rates can guarantee that the hiring process is not only effective but also consistent with the organization's long-term development objectives.

IV   Conclusion

Shopee's recruitment and selection process not only allows candidates to demonstrate their abilities and passion, but it also creates a foundation for developing a high-quality staff that aligns with the company's culture. With its current six-step , Shopee effectively assesses individuals' professional abilities, leadership potential, and cultural fit.

To increase recruiting efficiency, Shopee should use modern technology such as Applicant Tracking Systems (ATS) to effective application processing and improve screening accuracy. Furthermore, doing extensive background checks can assist reduce the risks connected with inaccurate information provided by candidates, ensuring transparency and professionalism throughout the employment process.

Furthermore, establishing methods to collect input from internal staff and candidates is critical for finding and addressing limitations in the present recruitment and selection process. These upgrades not only increase the quality of hiring, but also strengthen Shopee's reputation as a professional , attractive workplace for top talent.

References.

Dspmuranchi. (n.d.). CHAPTER - IV RECRUITMENT AND SELECTION PROCESS.

V Appendix

V.1 Appendix 1: Application form

Application for Employment
An Equal Opportunity Employer*

Today's Date _____

PERSONAL INFORMATION

Please Print or Type

Name (Last) (First) (Full middle name)	Social Security number
Current address City State Zip code	Phone number ( )
What position are you applying for? Date available for employment?	E-mail address

Are you willing to relocate? ☐ Yes ☐ No	Are you willing to travel if required? ☐ Yes ☐ No	Any restrictions on hours, weekends, or overtime? If yes, explain.
Have you ever been employed by this Company or any of its subsidiaries before? ☐ Yes ☐ No		Indicate location and dates
Can you, after employment, submit verification of your legal right to work in the United States? ☐ Yes ☐ No	Have you ever been convicted of a felony? ☐ Yes ☐ No	*Convictions will not automatically disqualify job candidates. The seriousness of the crime and the date of conviction will be considered.*

PERFORMANCE OF JOB FUNCTIONS

Are you able to perform all the functions of the job for which you are applying, with or without accommodation?

☐ Yes, without accommodation   ☐ Yes, with accommodation   ☐ No

If you indicated you can perform all the functions with an accommodation, please explain how you would perform the tasks and with what accommodation.

EDUCATION

School level	School name and address	No. of years attended	Did you graduate?	Course of study
High school				
Vo-tech, business, or trade school				
College				
Graduate school				

PERSONAL DRIVING RECORD

This section is to be completed ONLY if the operation of a motor vehicle will be required in the course of the applicant's employment.

How long have you been a licensed driver?	Driver's license number	Expiration date	Issuing State

List any other state(s) in which you have had a driver's license(s) in the past:

Within the past five years, have you had a vehicle accident? ☐ Yes ☐ No	Been convicted of reckless or drunken driving? ☐ Yes ☐ No	If yes, give dates:	Been cited for moving violations? If yes, give dates: ☐ Yes ☐ No
Has your driver's license ever been revoked or suspended? ☐ Yes ☐ No	If yes, explain:	Is your driver's license restricted? ☐ Yes ☐ No	If yes, explain:

*We are an Equal Opportunity Employer. We do not discriminate on the basis of race, religion, color, gender, age, national origin, or disability.

18

V.2 Appendix 2

V.2.1 Interview

https://pdfs.semanticscholar.org/e86e/ac142735e1d2e5a2929dcbc49478eb65db94.pdf

Interviews are often used for selection because to their perceived fairness, but they have significant drawbacks including stereotyping and the primacy effect. Structured interviews with job analysis, standardized questions, and consistent scoring are recommended to increase their validity (Ekhuma, 2012). Additionally, using experience-based and situational questions, incorporating feedback, and minimizing biases via digital tools or group formats can also improve outcomes (Noel et al., n.d.).

V.2.2 References, Application Blanks, and Background Checks.

Information from application blanks is more reliable, especially when combined with thorough background checks. However, validating foreign qualifications can pose challenges. Due to the prevalence of résumé falsification, many organizations increasingly rely on third-party firms to conduct thorough verification (Mathis Jackson, 2011). In addition, employers often use references from previous employers, typically in the form of reference letters, as part of their screening process. However, this approach has its drawbacks. Candidates typically list the names of people who will be able to provide favorable feedback, and many employers have rules that only allow them to confirm employment days without offering a performance review. Despite these limitations, references remain useful for identifying high-risk candidates. Additionally, many employers, especially those hiring for sensitive or high-security positions, may conduct background checks to assess any potential risks. However, the use of criminal background checks is on the decline due to "ban the box" laws, which prevent employers from inquiring about criminal history early in the application process. (Bauer .et al, n.d.).

V.2.3 Physical ability tests.

Physical ability tests assess an individual's capabilities, including strength, endurance, and muscular movement. These tests may evaluate factors such as range of motion, muscular strength, posture, and cardiovascular health. However, it is important to delay administering physical ability tests until after a conditional job offer is extended to avoid potential

violations of the Americans with Disabilities Act (ADA). (Bauer .et al, n.d.).

V.2.4 Cognitive ability tests

Tests of cognitive ability that distinguish people based on their mental rather than their physical abilities are addressed. The three main components of cognitive ability include: (1) verbal comprehension, which refers to the ability to understand and use language, (2) quantitative ability, which concerns the ability to solve mathematical problems, and (3) reasoning ability, which refers to the ability to think creatively and solve diverse problems. These tests are often strong predictors of job performance, especially in complex jobs. Physical ability tests may disadvantage certain ethnic and racial minorities, raising fairness concerns. One proposed solution, "banding," groups similar scores and offers minority groups preference, though it remains controversial (Noel et al.,n.d.).

V.2.5 Personality inventories.

Personality inventories assess personal traits, not abilities, and their use has grown over time. Based on the "Big Five" model—extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience—these assessments can predict job performance, though their validity depends on the specific job. In collaborative environments, emotional intelligence—which encompasses self-awareness, self-regulation, empathy, and social skills—is also essential. However, self-reported personality assessments are prone to bias and inaccuracies. To address these issues, new technologies analyzing digital behaviors, such as social media activity, offer a more objective approach to assessing personality. (Noel et al.,n.d).
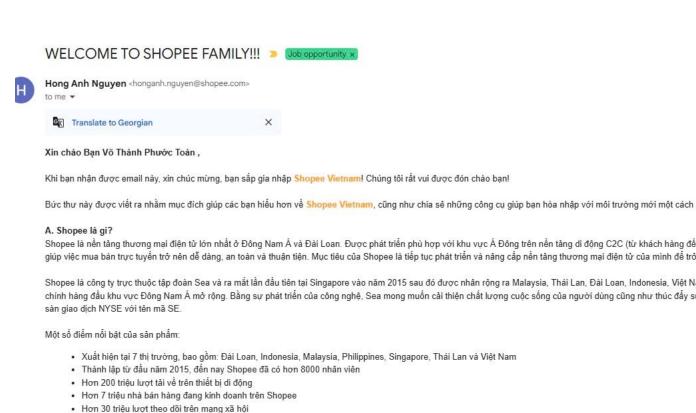
V.2.6 Work samples

Work-sample tests, which replicate job tasks and evaluate candidates' performance in both real and simulated scenarios, serve as an effective means of directly assessing an applicant's competencies. Despite the empirical evidence supporting the reliability and validity of work samples as a selection method, their systematic nature presents significant challenges in terms of design and implementation. To maximize their usefulness and validity, simulations must be integrated and pre-designed work samples should be used whenever possible. Furthermore, work-sample assessments should be utilized in combination with other selection

procedures, such as structured interviews, or as part of a full assessment center. (Ekhuma K, 2012).

V.2.7   Honesty tests and drug tests

Honesty and drug-use testing have evolved in response to workplace problems such as theft and substance misuse. The Polygraph Act of 1988 prohibited the use of polygraphs in employment, prompting the development of paper-and-pencil honesty tests that examine theft-related behaviors as well as personality factors. While people can occasionally fake honesty, low scores usually reflect actual dishonesty. (Noel et al.,n.d).

V.3   Appendix 3

WELCOME TO SHOPEE FAMILY!!!   ➤   Job opportunity ×

H   **Hong Anh Nguyen** <honganh.nguyen@shopee.com>
to me ▾

📑 Translate to Georgian   ×

Xin chào Bạn Võ Thành Phước Toàn ,

Khi bạn nhận được email này, xin chúc mừng, bạn sắp gia nhập Shopee Vietnam! Chúng tôi rất vui được đón chào bạn!

Bức thư này được viết ra nhằm mục đích giúp các bạn hiểu hơn về Shopee Vietnam, cũng như chia sẻ những công cụ giúp bạn hòa nhập với môi trường mới một cách

A. Shopee là gì?
Shopee là nền tảng thương mại điện tử lớn nhất ở Đông Nam Á và Đài Loan. Được phát triển phù hợp với khu vực Á Đông trên nền tảng di động C2C (từ khách hàng đế giúp việc mua bán trực tuyến trở nên dễ dàng, an toàn và thuận tiện. Mục tiêu của Shopee là tiếp tục phát triển và nâng cấp nền tảng thương mại điện tử của mình để trở

Shopee là công ty trực thuộc tập đoàn Sea và ra mắt lần đầu tiên tại Singapore vào năm 2015 sau đó được nhân rộng ra Malaysia, Thái Lan, Đài Loan, Indonesia, Việt Na chính hàng đầu khu vực Đông Nam Á mở rộng. Bằng sự phát triển của công nghệ, Sea mong muốn cải thiện chất lượng cuộc sống của người dùng cũng như thúc đẩy s sàn giao dịch NYSE với tên mã SE.

Một số điểm nổi bật của sản phẩm:

- Xuất hiện tại 7 thị trường, bao gồm: Đài Loan, Indonesia, Malaysia, Philippines, Singapore, Thái Lan và Việt Nam
- Thành lập từ đầu năm 2015, đến nay Shopee đã có hơn 8000 nhân viên
- Hơn 200 triệu lượt tải về trên thiết bị di động
- Hơn 7 triệu nhà bán hàng đang kinh doanh trên Shopee
- Hơn 30 triệu lượt theo dõi trên mạng xã hội

B. Chuẩn bị cho ngày làm việc đầu tiên của bạn tại Shopee
1. Điền thông tin nhân viên:
- Hoàn thiện đường link này chính xác từng thông tin. Với những thông tin không có điền: Không có
- Gửi/upload vào Drive. và đặt tên ảnh theo cú pháp [Họ tên]_[Ngày tháng năm nhận việc]. Ví dụ: NguyenVanAnh_02Dec2020

- 01 ảnh nghiêm túc và 01 ảnh đời thường (softcopy)
- 02 mặt của CMND/CCCD

Vui lòng hoàn thiện mục 1 này trước **thứ năm, 30/04/2020.**

V.4 Appendix 4

V.4.1 Shopee x RMIT University - Industry Recruitment Day

This event provides a fantastic opportunity for Shopee to meet with graduating students while giving information about current job opportunities and insights into the e-commerce business. The event, which runs from 12:00 to 16:30 on March 19 and 20, will feature a specialized 60-minute private session for each organization. Shopee aims to interact with about 30 students per session, providing them with useful information about the sector and Shopee's dynamic work environment.

V.4.2 Graduate Development Program

Shopee's **Graduate Development Program (GDP)** is a 2-year initiative for graduates to gain hands-on experience and a comprehensive understanding of e-commerce and digital financial services at Shopee and SeaMoney. Through four 6-month rotations across key business functions, participants work on impactful projects, develop technical and soft skills, and receive mentorship from senior leaders. The program offers professional training, cross-functional exposure, and a supportive graduate community, ensuring a meaningful start to LifeAtShopee and LifeAtSeaMoney.

Contents