

The Use of Fourth Party References in the Selection Process

Abstract

Information from various sources is used by managers to access job applicants throughout the selection process. Among the most common means is through a recommendation or reference. Seeking to better explain the phenomena of managers seeking information outside of the formal hiring process, the concept of fourth party references is introduced. Passive and active sources for fourth party references may be used in the selection process, each with different potential ramifications. The manuscript uses procedural justice theory to examine fourth party references in the selection process. We will present preliminary results from a survey of 300 professionals with selection experience and discuss implications.