

The Bayt.com Middle and North Africa Hiring Practices Survey



June 2015

Objective

- The research was conducted to gather opinions on the hiring trends and practices in the Middle East and North Africa (MENA) region.
- From an employer perspective the key objectives were:
 - To understand the hiring mechanisms and strategies
 - To measure the hiring preferences
 - To identify the hiring trends
- From a jobseeker perspective the key objectives were:
 - To identify the most common job search strategies
 - To measure the average duration of a job hunt
 - To understand which are the main job hunting tools

Section 1

RESEARCH METHODOLOGY

Sample definition

Age and Gender

Males and females

Aged 18 years and above

Nationalities

GCC Arabs, North Africans, Levantines, Western and Asian expatriates

Country of Residence

GCC: UAE, KSA, Kuwait, Oman, Qatar, Bahrain

Levant: Lebanon, Syria, Jordan

North Africa: Egypt, Morocco, Algeria, Tunisia

Data Collection

All data was collected online. Fieldwork was done from 5 to 22 May 2015. The total number of respondents achieved was:

- 413 interviews for the section “Hiring Process of Managerial Employees”
- 765 interviews for the section “Hiring Process of Non-Managerial Employees”
- 1658 interviews for the section “Last Job Hunt for Employed Respondents”
- 2201 interviews for the section “Job hunt for Unemployed Respondents”

Section 2

RESEARCH FINDINGS

Section 2a

HIRING PROCESS OF MANAGERIAL EMPLOYEES

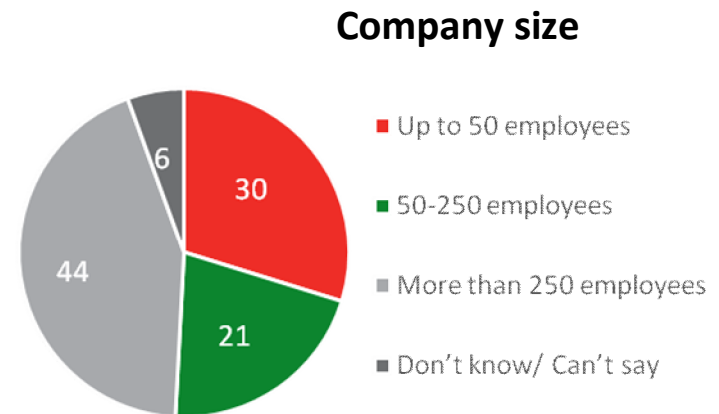
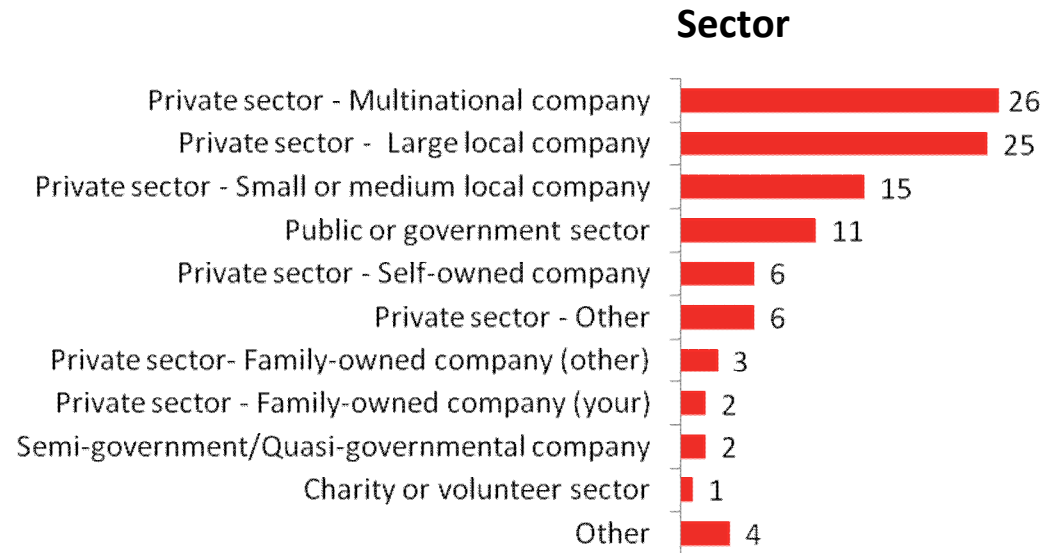
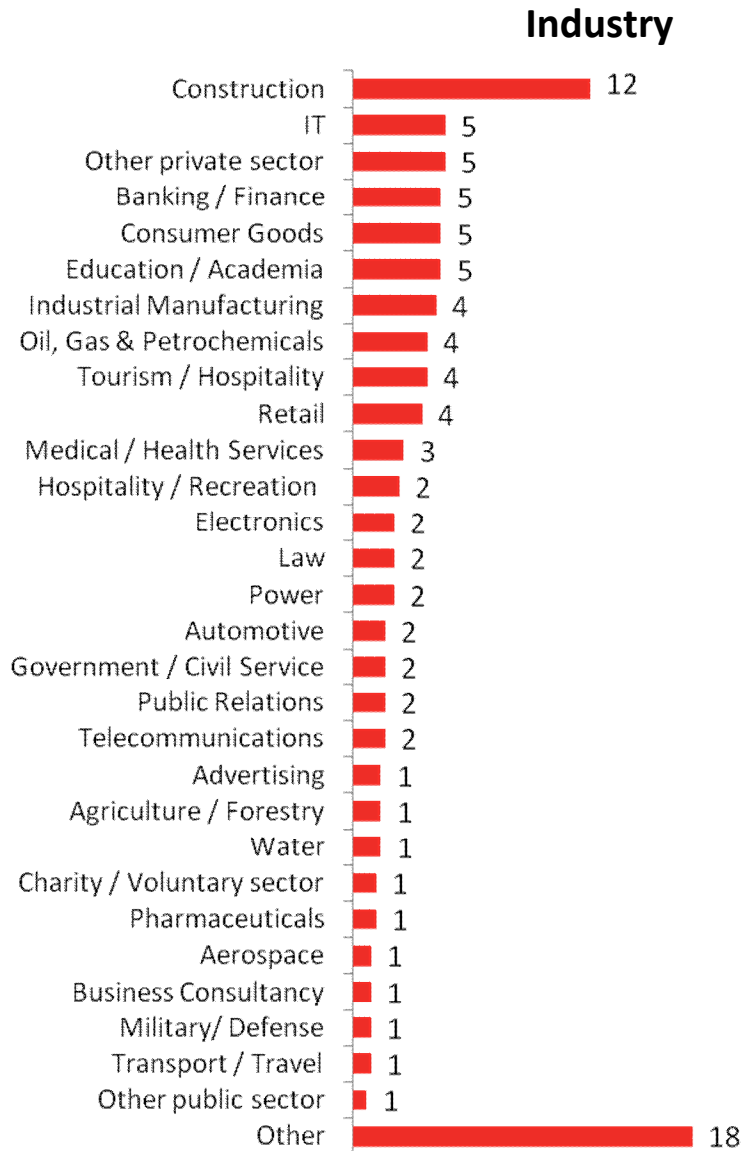
Summary

- Employee referrals (38%) is the most popular method when recruiting a candidate for a managerial position, followed by ads in newspapers (34%) and recruitment agencies (30%). Organizations in GCC tend to use employee referrals, recruitment agencies, internal network and job fairs more as compared to companies in other regions.
- Despite the fact that employee referrals is the most widely used recruitment method, only 33% of companies offer referral bonuses to their current employees. These bonuses are more used in GCC as compared to other regions.
- Among users of social medial channels for recruiting candidates for managerial positions, 79% do so for posting jobs, 52 % for finding candidates and another 40% for pre-interview candidate screening.
- Recruitment agencies are considered to be a more effective source of recruitment in GCC when compared to other regions.
- Close to 40% believe that online recruitment has facilitated the hiring process to a great extent; 36% claim that it has helped moderately.
- The usage of applicant tracking system is at 26% and it is higher in GCC (31%) as compared to other regions.
- Approximately 4 out of 10 companies use pre-employment tests and academic certificates. Pre-screening phone interview is more popular in GCC when compared to North Africa.

Summary

- For 70% of companies, a typical interview lasts up to 30 minutes. Interviews seem to last somewhat less time in North Africa.
- For 37% of organizations the potential candidate for a managerial position is interviewed by 3 different people. Being interviewed by 4 or more people is more likely to happen in GCC as compared to North Africa.
- 65% think that first impressions matter greatly in a job interview and this perception is somewhat higher in North Africa.
- 7 out of 10 companies need two weeks to make the hiring decision.
- Phone call (73%) is the most popular way to inform a prospective candidate that he/she is selected for the managerial position. On the other hand, when the candidate is not selected, email (44%) is the most popular way followed closely by phone call (41%). 19% of organizations do not inform the candidates at all, percentage which is higher in North Africa (23%).
- 41% of companies would need added help from specialists for face to face interviews. Interviewing by phone is more mentioned in GCC (20%) as compared to North Africa (11%).
- 74% claim that the hiring process lasts up to 2 months at their company. It seems that the overall hiring process takes somewhat more time in CGG as compared to North Africa.
- 1 out of 2 companies have a 3-month probation period for managerial positions. GCC organizations (56%) are more likely to use a 3-month probation period than those in North Africa (39%).

Profile of those who are involved in the hiring process of managerial employees (1/2)

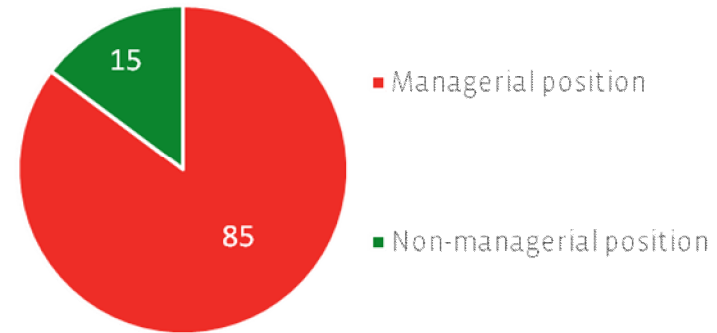


Profile of those who are involved in the hiring process of managerial employees (2/2)

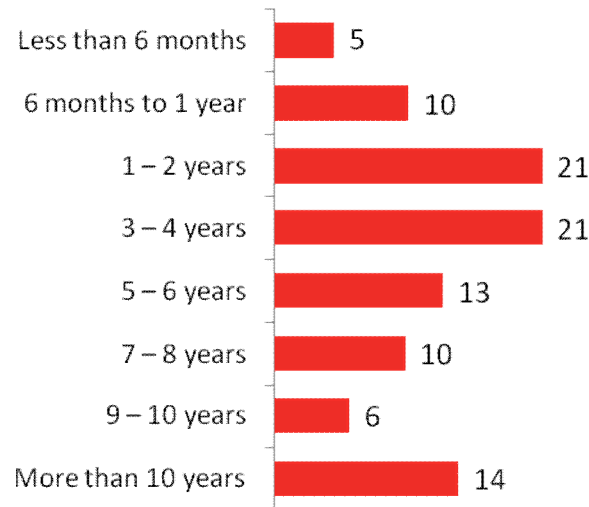
Designation



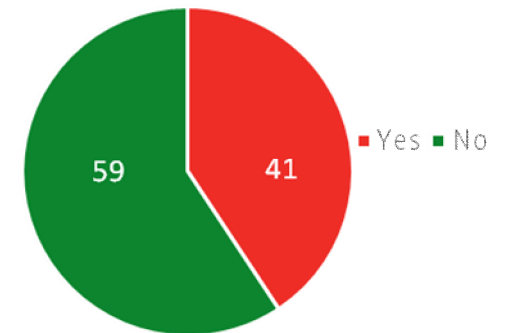
Position



Years working with current employer

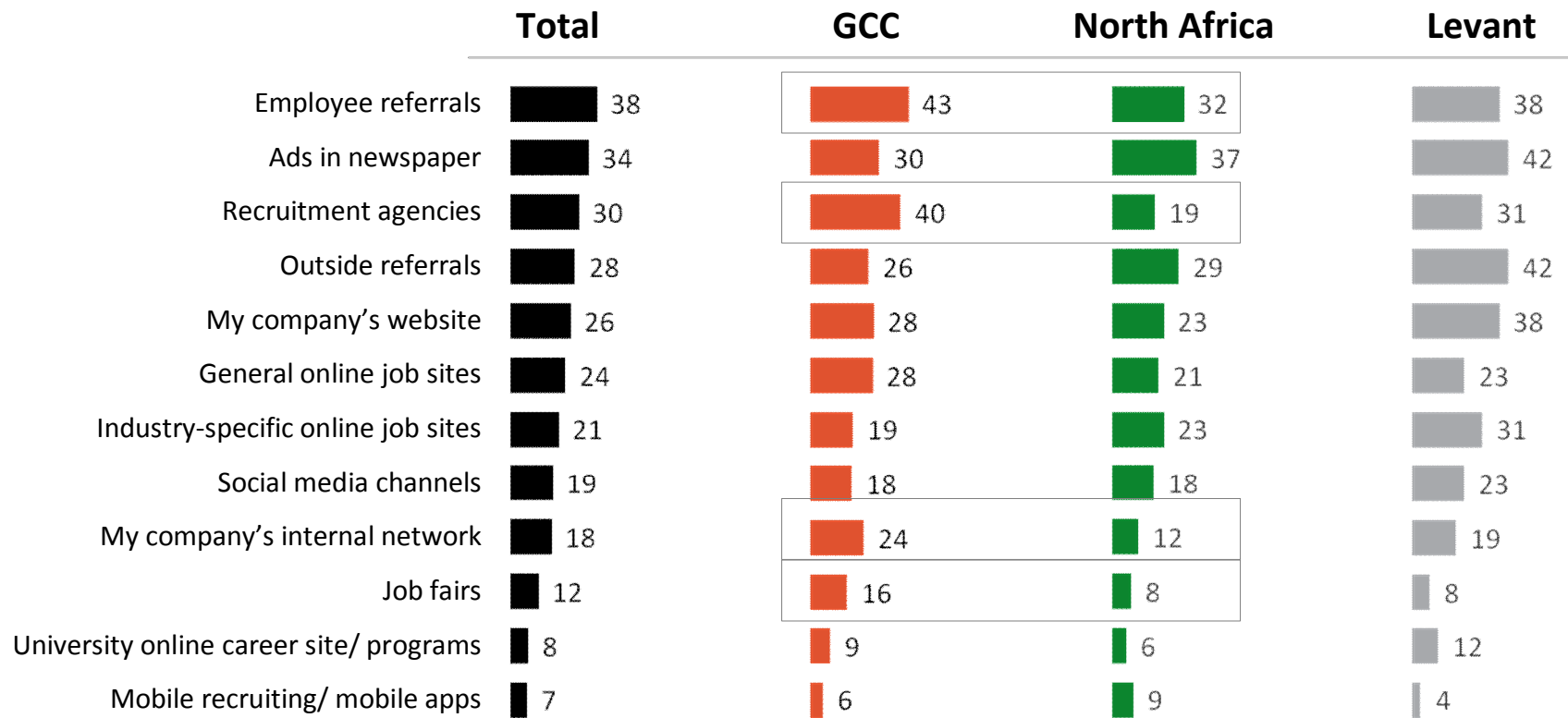


Part of HR



Sources used for recruitment

- Employee referrals (38%) is the most popular method when recruiting a candidate for a managerial position, followed by ads in newspapers (34%) and recruitment agencies (30%). Organizations in GCC tend to use employee referrals, recruitment agencies, internal network and job fairs more as compared to companies in North Africa.



(*) Very small sample size for Levant. The results are indicative.

Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

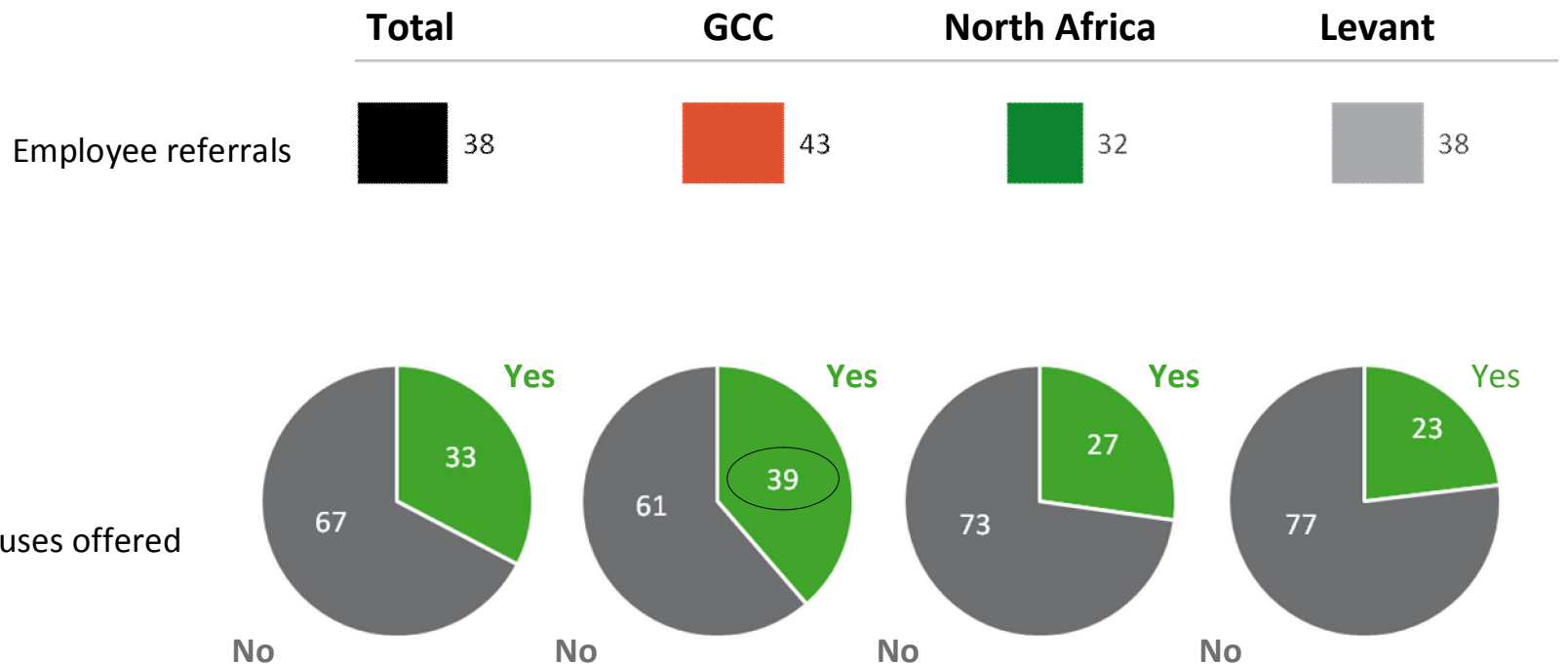
Q. Which of the following sources do you usually use to recruit candidates?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Employee referral bonuses

- Despite the fact that employee referrals is the most used recruitment method, only 33% of companies offer referral bonuses to their current employees. These bonuses are more used in GCC as compared to other regions.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

Q. Does your organization offer referral bonuses? Referral bonuses are rewards given to current employees if they refer a candidate who is ultimately hired.

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Use of social media channels during the recruitment process

- Among users of social media channels for recruiting candidates for managerial positions, 79% do so for posting jobs while 52% for finding candidates and another 40% for pre-interview candidate screening.

Total

Sources of recruitment



For posting jobs:
79%



For finding candidates:
52%



For pre-interview candidate screening: **40%**

For post-interview candidate screening: **30%**

For pre-offer candidate screening: **21%**



For checking referrals: **34%**



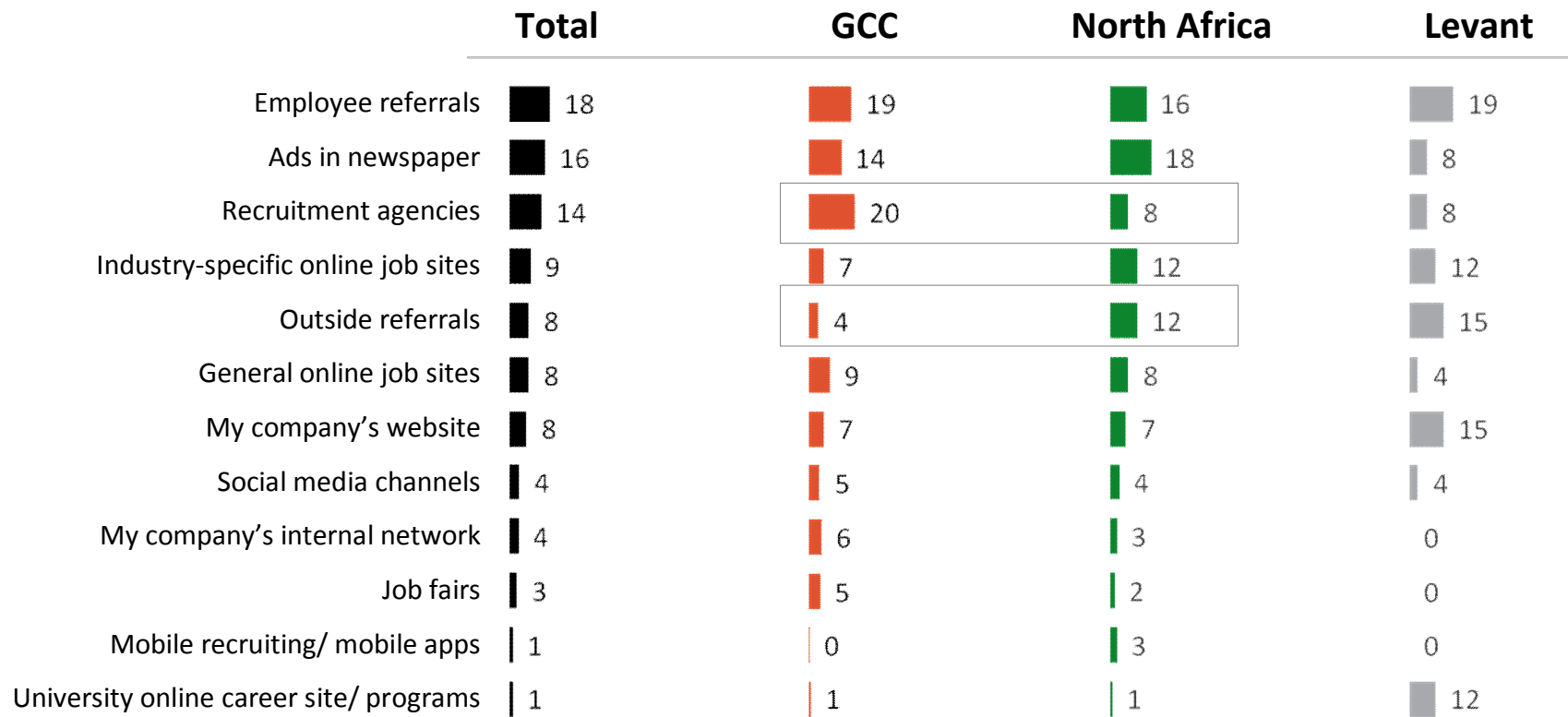
Base: Those who use social media channels (77)

Q. How do you use social media channels (Facebook, Twitter, Google+, etc.) during the recruitment process?

All figures are %'s

Most effective source for recruitment

- Recruitment agencies are considered to be a more effective source of recruitment in GCC, while companies in North Africa find outside referrals more effective.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

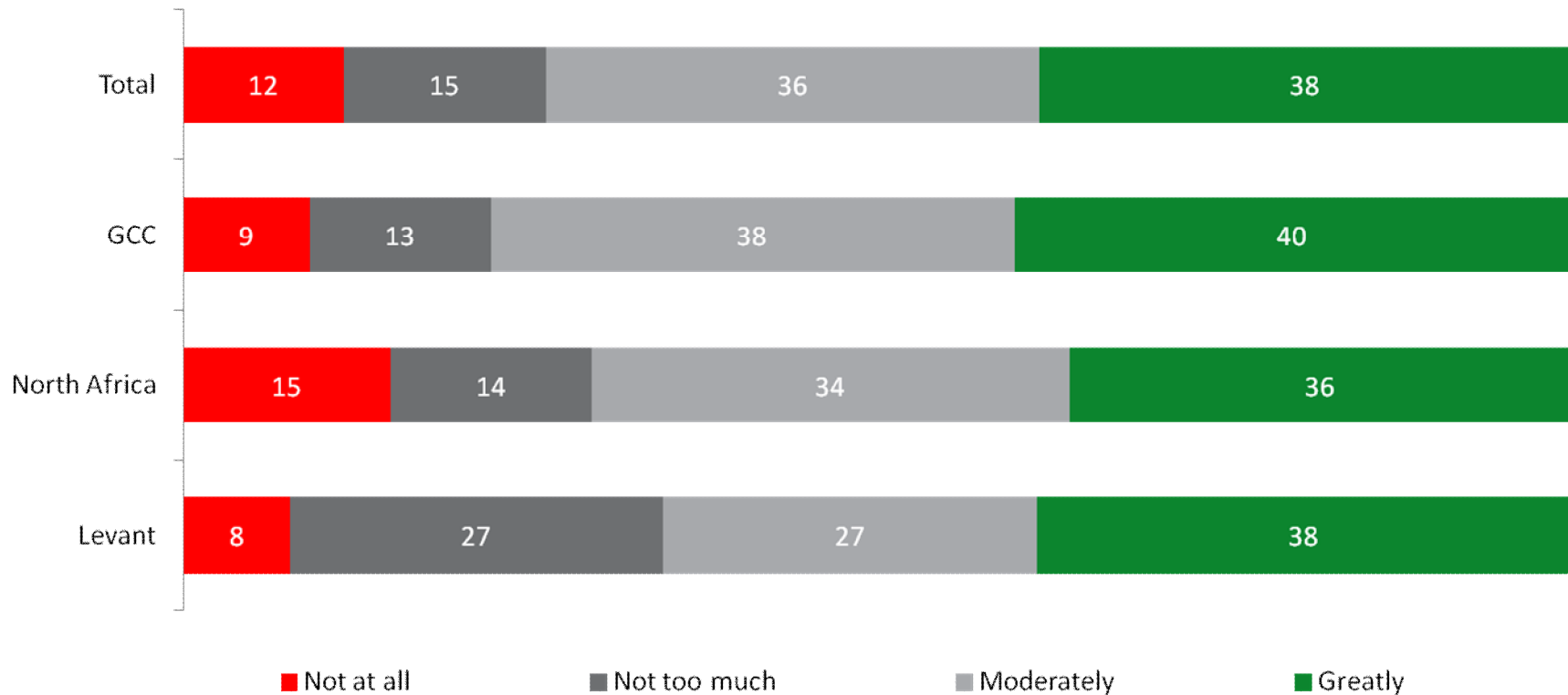
Q. And amongst these which do you find most effective?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Extent to which online recruitment has facilitated hiring process

- Close to 40%, believe that online recruitment has facilitated the hiring process to a great extent, while 36% claim that it has helped moderately.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

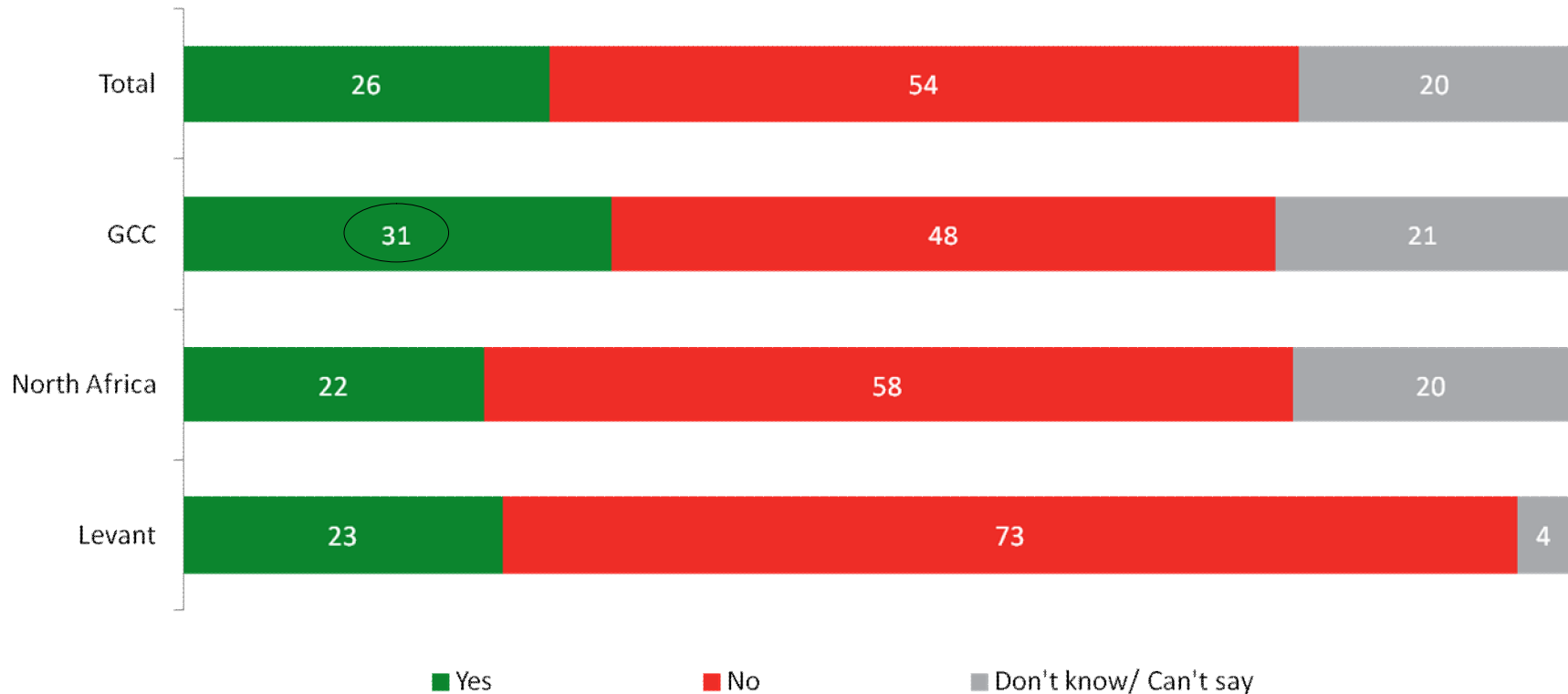
Q. To what extent has online recruitment facilitated the whole process of finding candidates compared to traditional methods?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Usage of Applicant Tracking System

- The use of Applicant Tracking System is at 26% and it is higher in GCC (31%) as compared to other regions.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

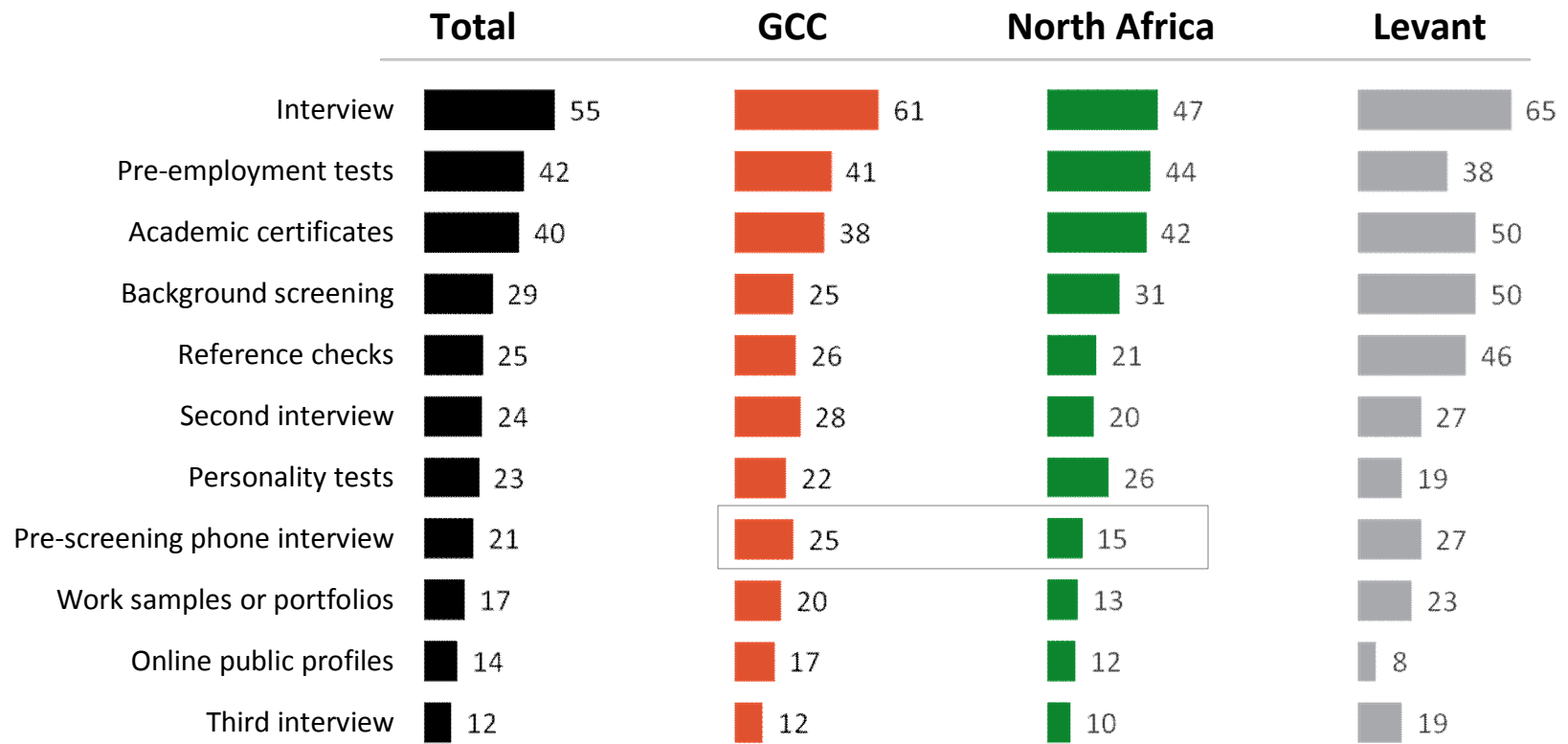
Q. Is your organization currently using a formal Applicant Tracking System? An Applicant Tracking System is a software application that electronically handles the recruitment process.

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Methods used in the hiring process

- Approximately 4 out of 10 companies use pre-employment tests and academic certificates. Pre-screening phone interview is more popular in GCC as compared to North Africa.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

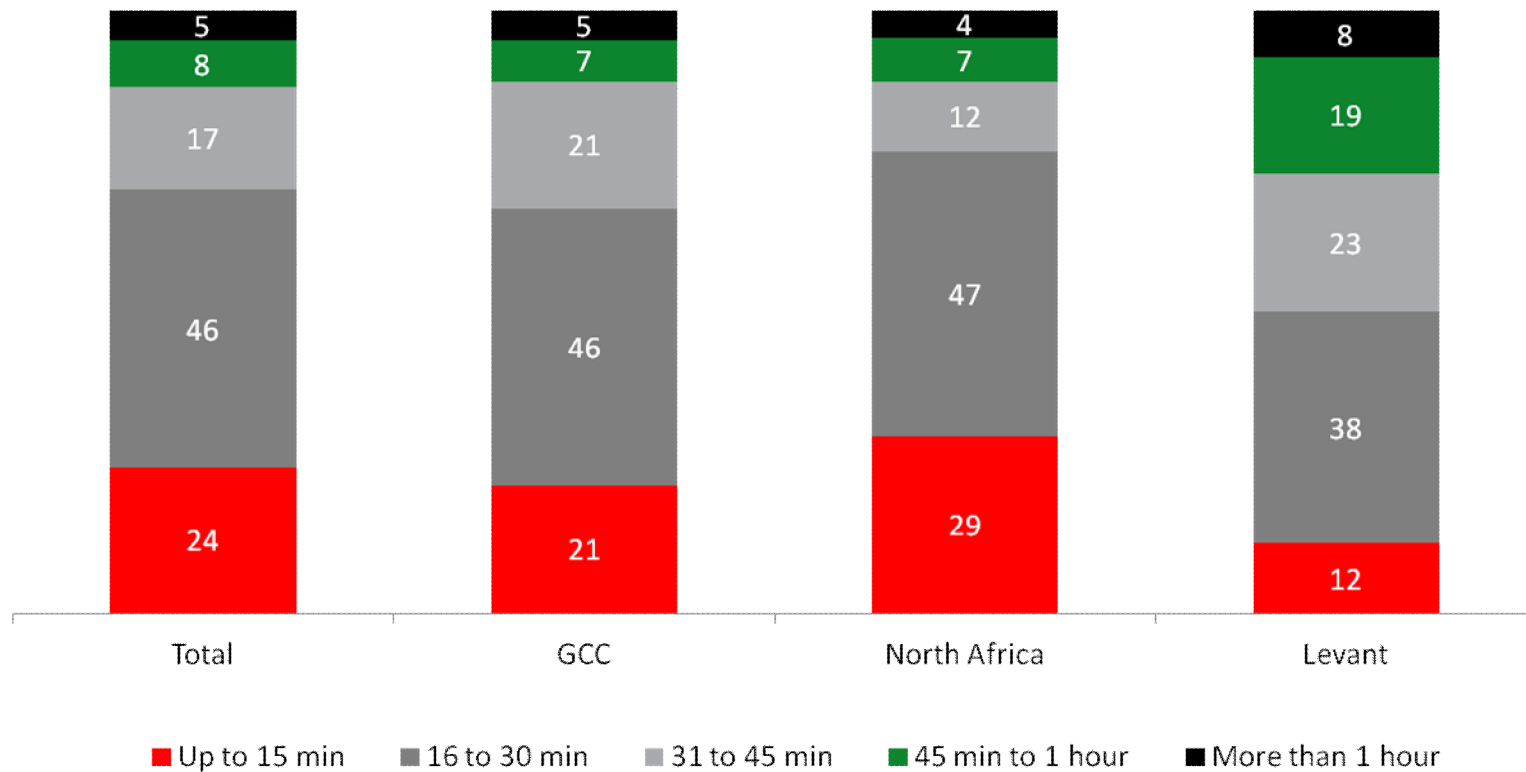
Q. Which of the following methods do you use in the hiring process?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Length of a typical job interview

- For 70% of companies, a typical job interview lasts up to 30 minutes. Interviews seem to last somewhat less time in North Africa.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

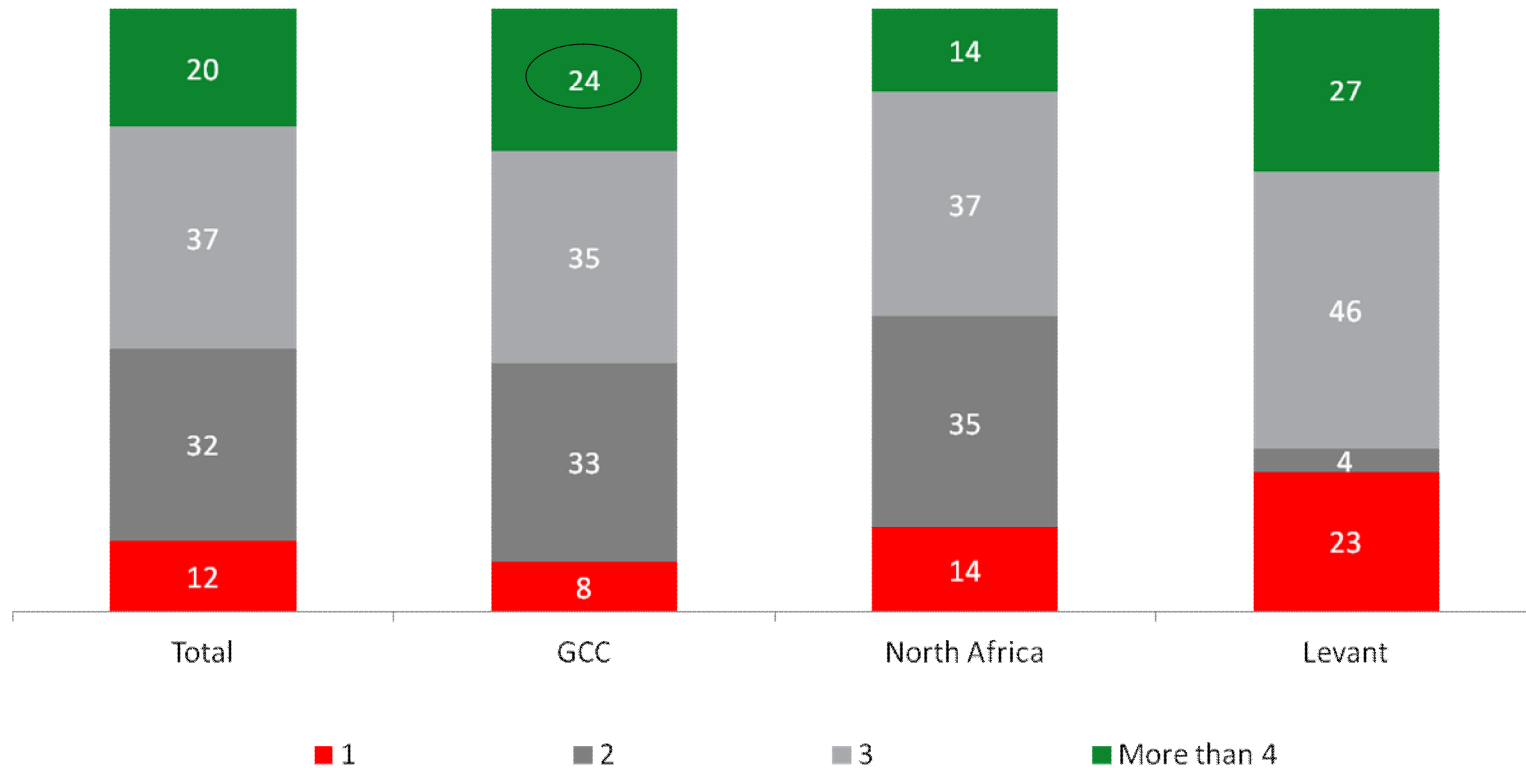
Q. On average, how long does a typical interview in your company last?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Number of different people who interview the candidate

- For 37% of organizations the potential candidate for a managerial position is interviewed by 3 different people. Being interviewed by 4 or more people is more likely to happen in GCC as compared to North Africa.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

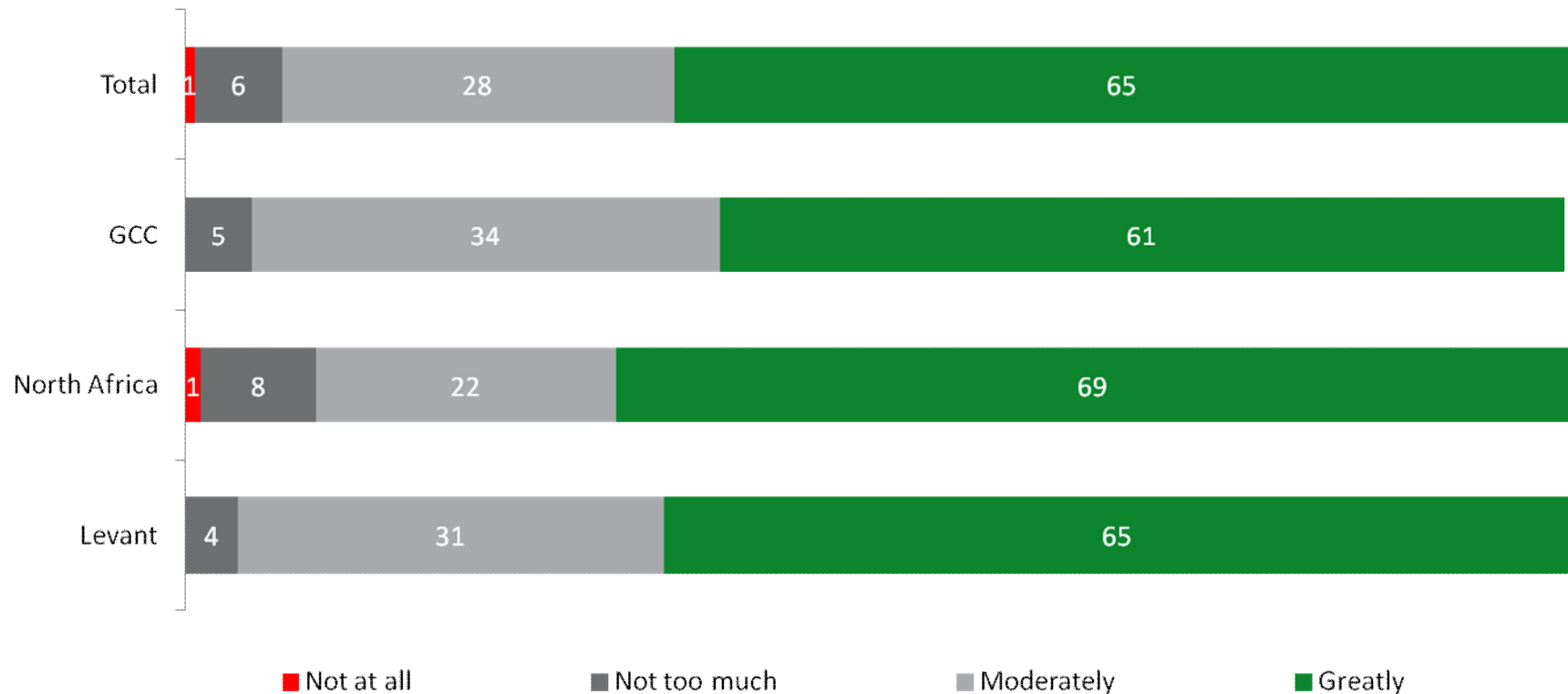
Q. Throughout the hiring process, on average how many different people interview the candidate?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Extent to which first impressions matter in a job interview

- 65% think that first impressions matter greatly in a job interview and this perception is somewhat higher in North Africa.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

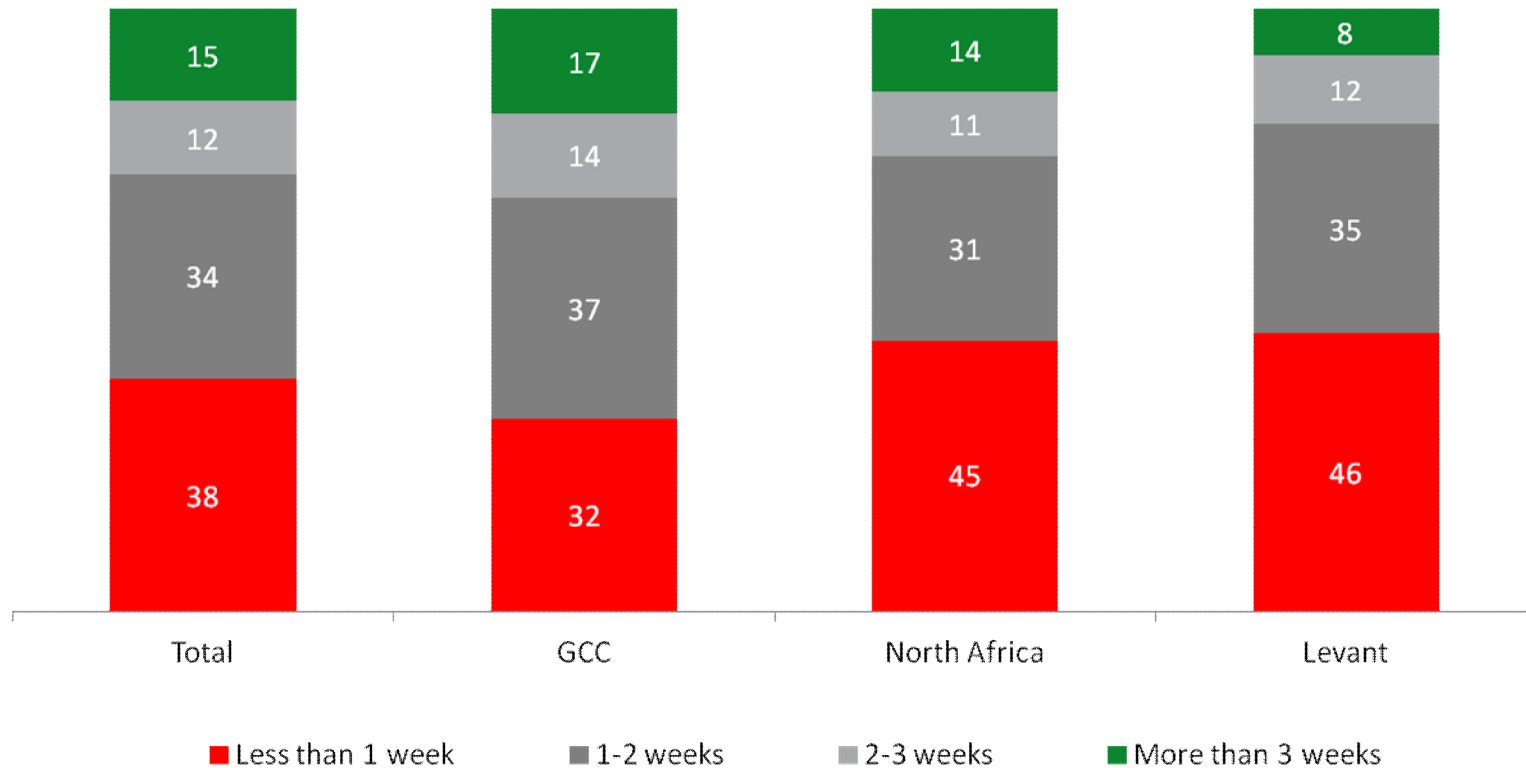
Q. To what extent do first impressions matter in a job interview?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Time to make the hiring decision

- 7 out of 10 companies in the region need up to two weeks to make the hiring decision.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

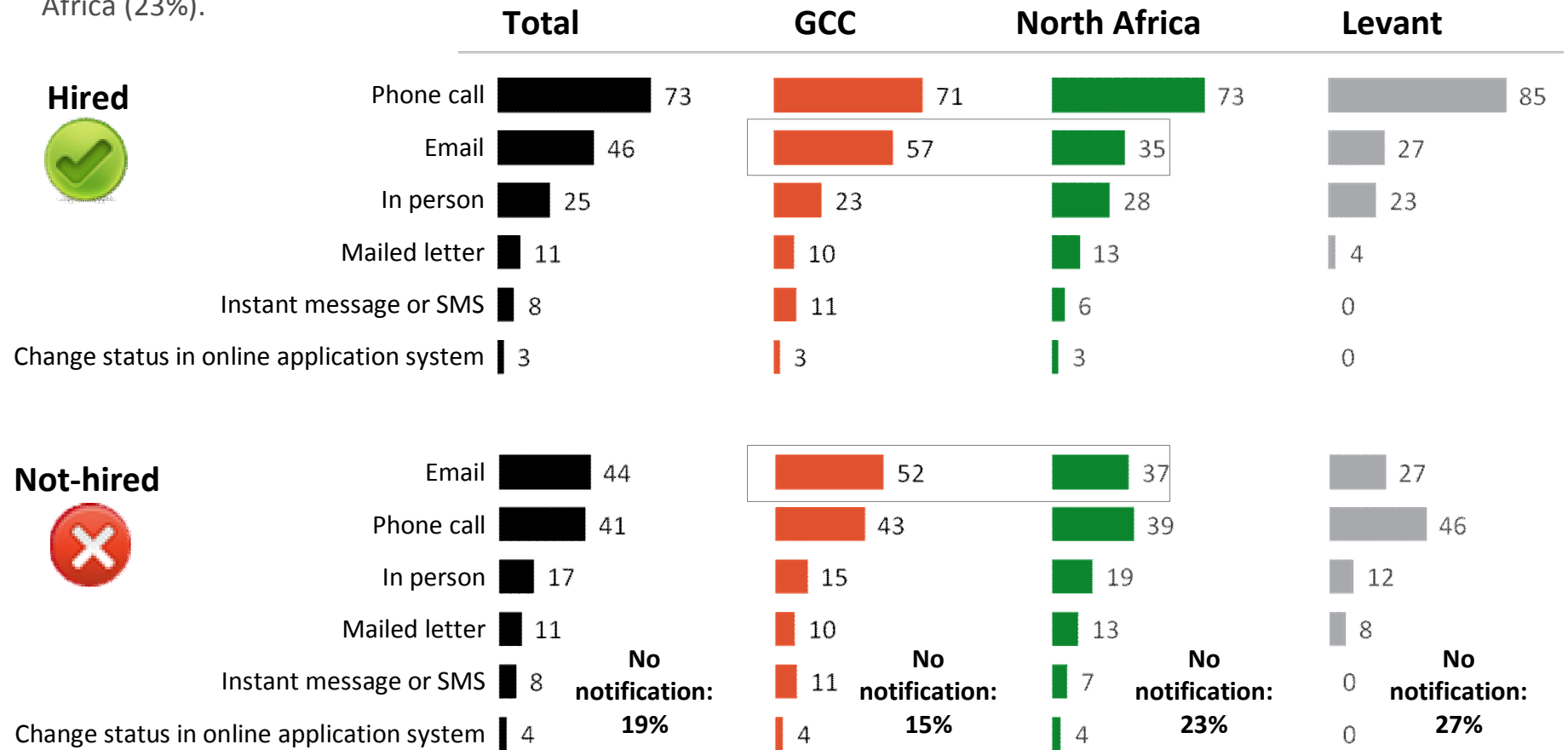
Q. After having interviewed all prospective candidates, how long does it take to make the hiring decision?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Ways of informing a candidate

- Phone call (73%) is the most popular way to inform a prospective candidate that he/she is selected for the managerial position. On the other hand, when the candidate is not selected, email (44%) is the most popular way followed closely by phone call (41%). 19% of organizations do not inform the candidates at all, percentage which is higher in North Africa (23%).



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

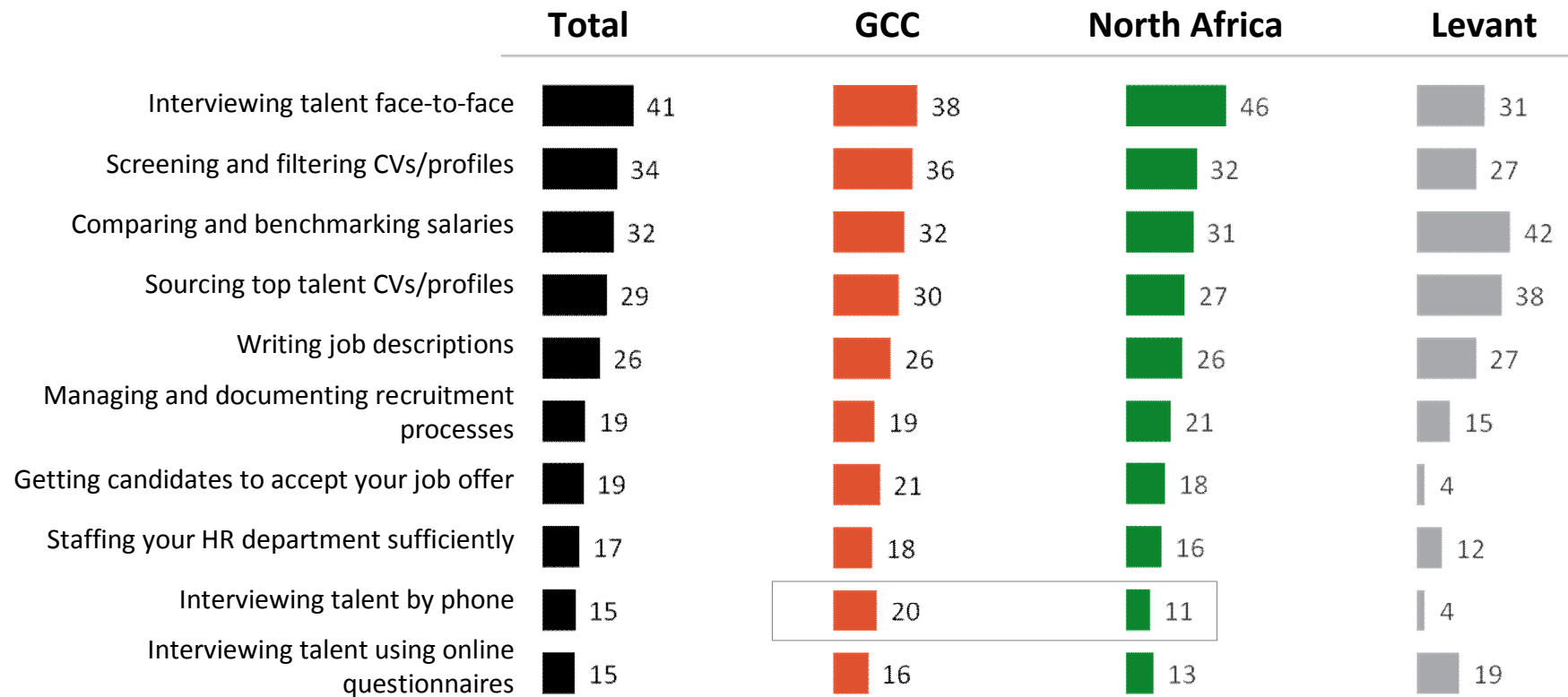
Q. How do you inform a prospective candidate that he/she is selected for the position?/ How do you inform a prospective candidate that he/she is not selected for the position?/ How do you inform a prospective candidate that he/she is not selected for the position?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Help from specialists

- 41% of companies would need added help from specialists for face-to-face interviews. Help to interview talent by phone is more mentioned in GCC (20%) as compared to North Africa (11%).



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

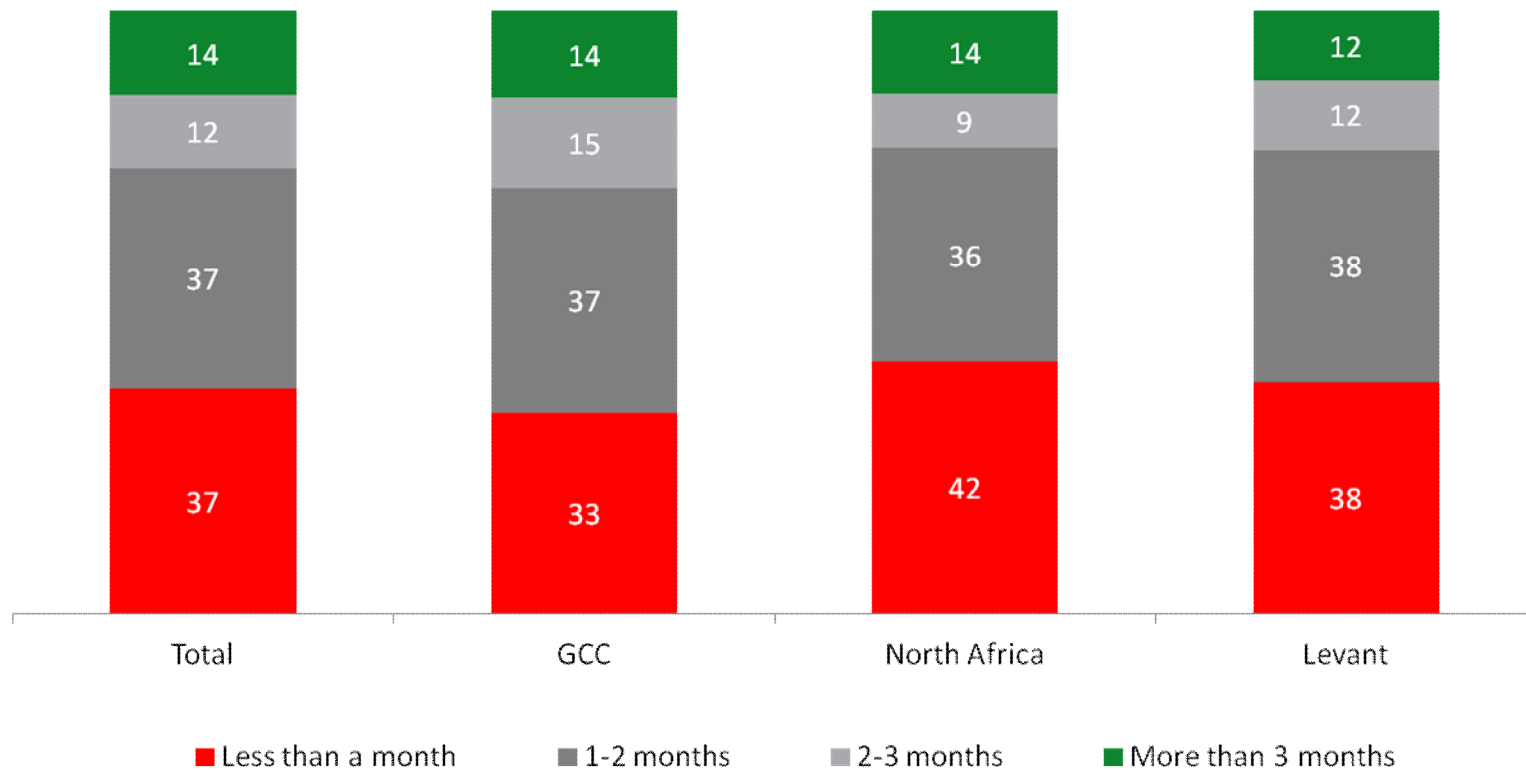
Q. In what aspect of recruitment do you think you need added help from specialists?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Length of hiring process

- 74% claim that the hiring process can last up to 2 months at their company. It seems that the overall hiring process takes somewhat more time in CGG as compared to North Africa.



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

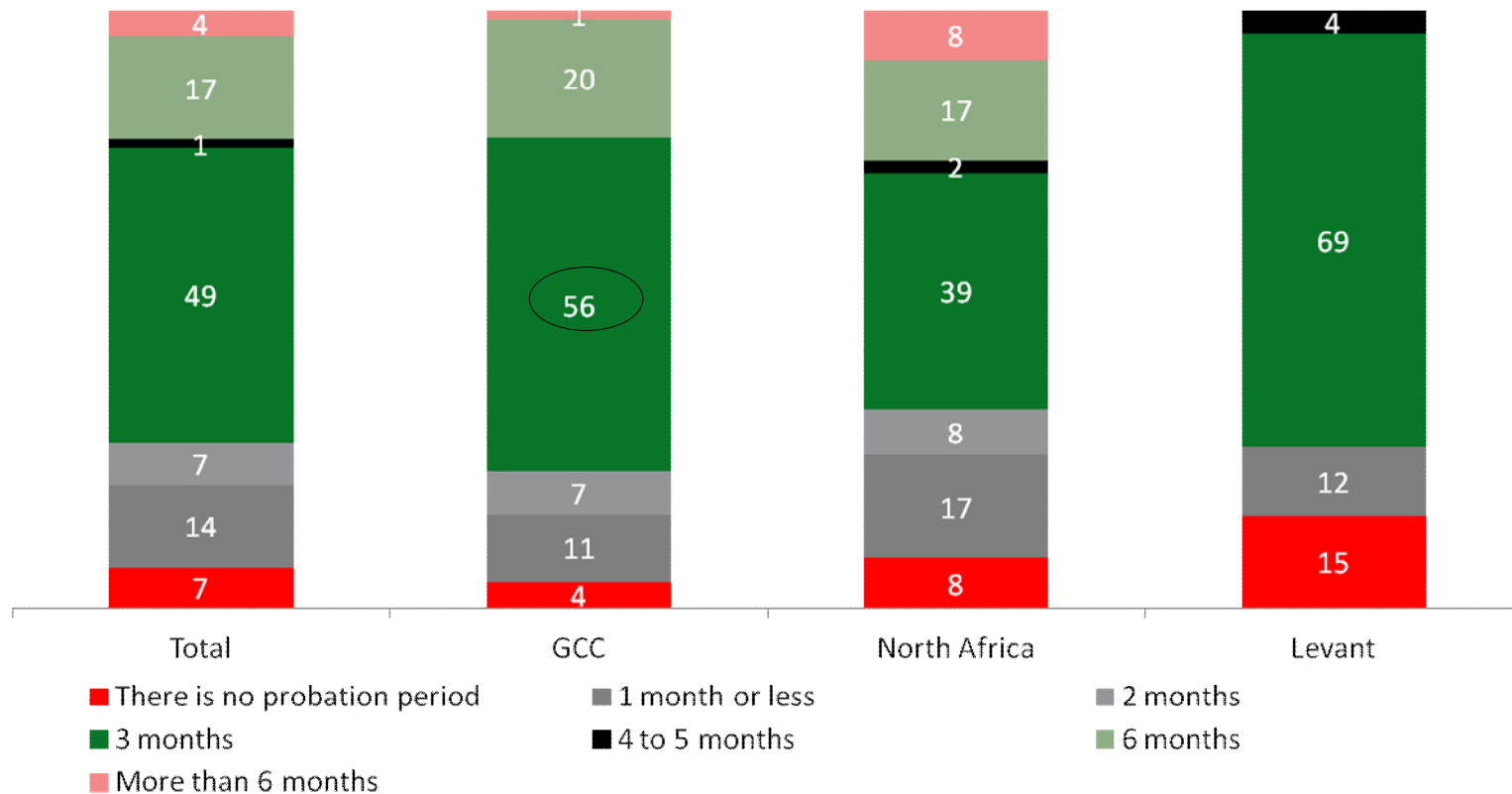
Q. Overall, how long does the hiring process at your company last? Please think of the time needed from the date a job opening is approved until an offer is accepted

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Probation period

- 1 out of 2 companies have a 3-months probation period for managerial positions. GCC organizations (56%) are more likely to use a 3-month probation period than those in North Africa (39%).



Base: Respondents involved in the hiring process of managerial employees (413), GCC (207), North Africa (180), Levant (26*)

Q. What is the probation period for new hires in your organization?

All figures are %'s

(*) Very small sample size for Levant. The results are indicative.

Section 2b

HIRING PROCESS OF NON-MANAGERIAL EMPLOYEES

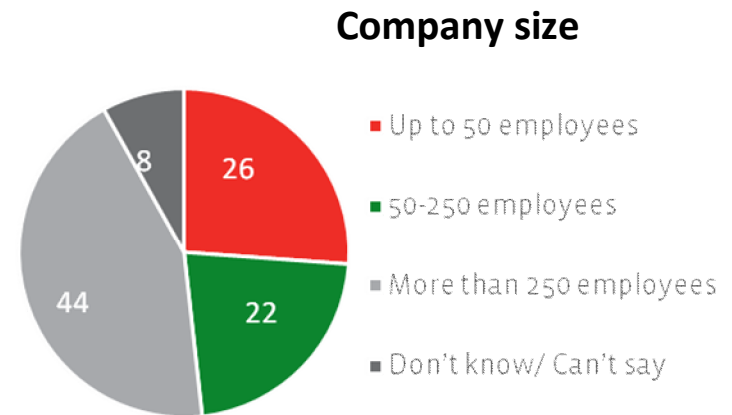
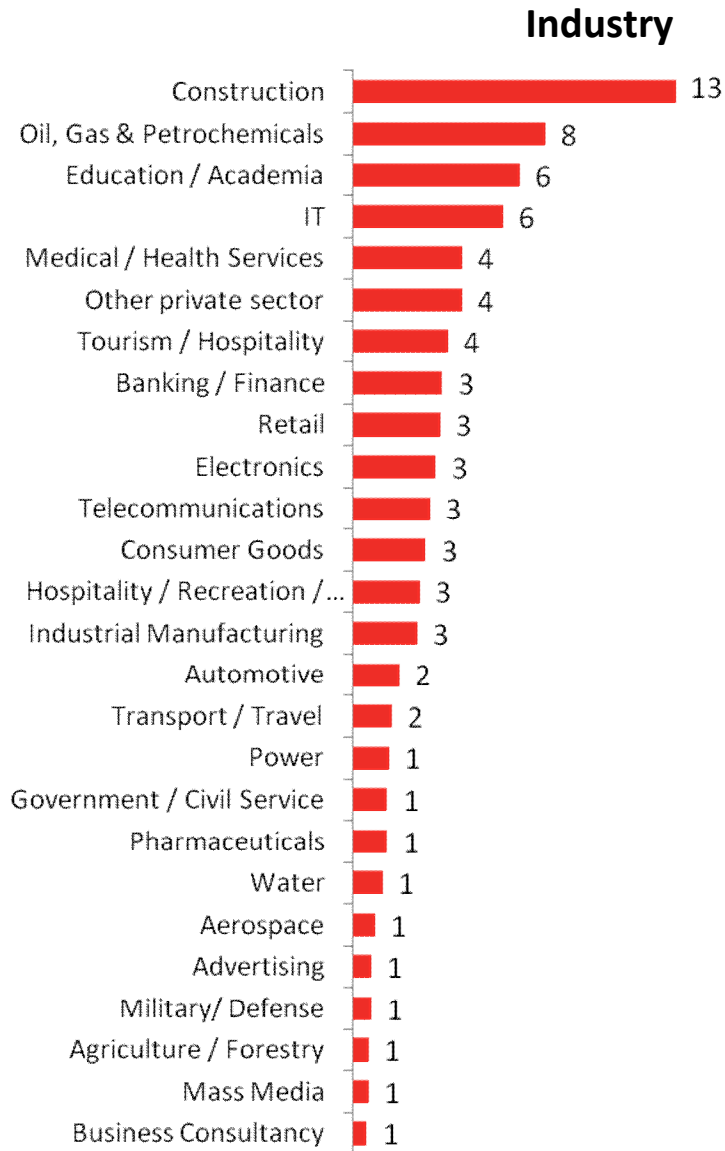
Summary

- Employee referral is the most popular recruitment source for finding candidates for a non-managerial position , followed by ads in newspapers (32%), company website (30%) and outside referrals (30%). Those in the GCC tend to use employee referrals, company website, recruitment agencies, online job sites (general and industry-specific), company's internal network and mobile apps more than those in North Africa.
- While employee referral is considered the most popular method of recruiting candidates for non-managerial positions, incentives for such were given by only about 1 in every 4 organizations. These referral bonuses are used more in the GCC than in other regions.
- 8 out of 10 companies use social media for posting jobs, while 37% for finding candidates and 35% for checking referrals.
- Recruitment agencies and mobile apps are considered more effective recruitment sources by organizations in the GCC. On the other hand, those in North Africa find outside referrals more effective.
- Majority believe that online recruitment has facilitated hiring process (moderately: 41%, greatly: 33%).
- Organizations in the GCC (26%) tend to use formal applicant tracking system more than organizations in North Africa (17%).

Summary

- A higher proportion of organizations in GCC use academic certificates, personality tests, reference checks, pre-screening phone interviews and work samples/ portfolios during the hiring a process as compared to organizations in North Africa.
- Majority of organizations interview candidates for at most 30 minutes (75%).
- For majority of organizations (71%), 2-3 people interview the potential candidate.
- Organizations in North Africa are more likely to believe that first impressions matter greatly in a job interview (69%).
- Organizations in North Africa tend to take less time to make a hiring decision after having interviewed all prospective candidates with majority of them (55%) needing less than 1 week to decide.
- Phone call is the most popular method of informing successful candidates for a non-managerial position (74%). Email is more popular in the GCC than in North Africa for informing both successful and unsuccessful candidates.
- 46% of organizations expressed they needed added help from specialists for face-to-face interviews.
- Hiring process in the GCC tends to be longer than in North Africa with majority of organizations in the GCC needing at least 1 month (65%).
- A little over half put new hires for non-managerial positions under probation for 3 months (52%). GCC organizations (56%) are more likely to use a 3-month probation period than those in North Africa (43%)

Profile of those who are involved in the hiring process of non-managerial employees (1/2)

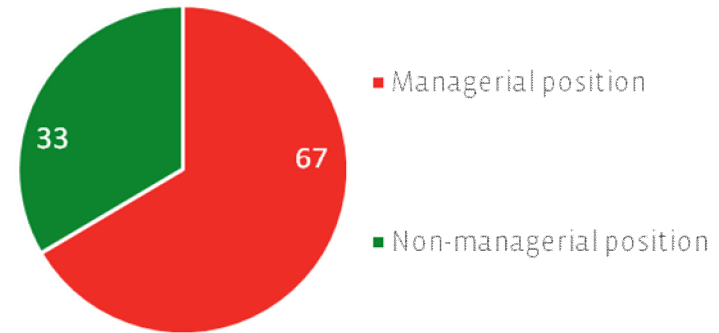


Profile of those who are involved in the hiring process of non-managerial employees (2/2)

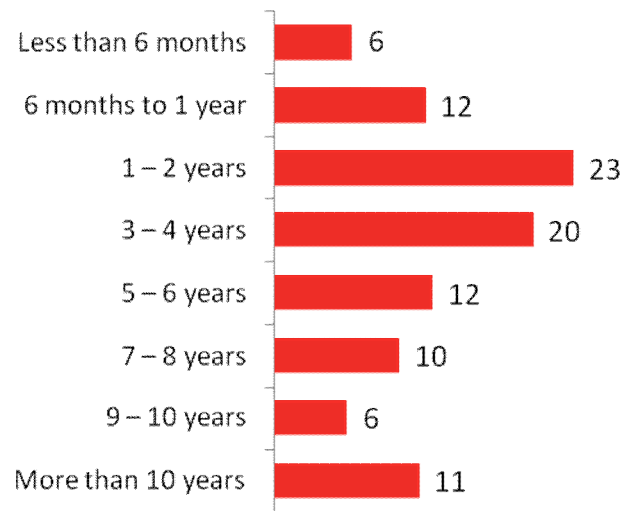
Designation



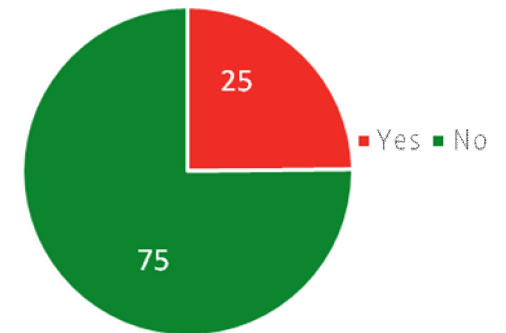
Position



Years working with current employer

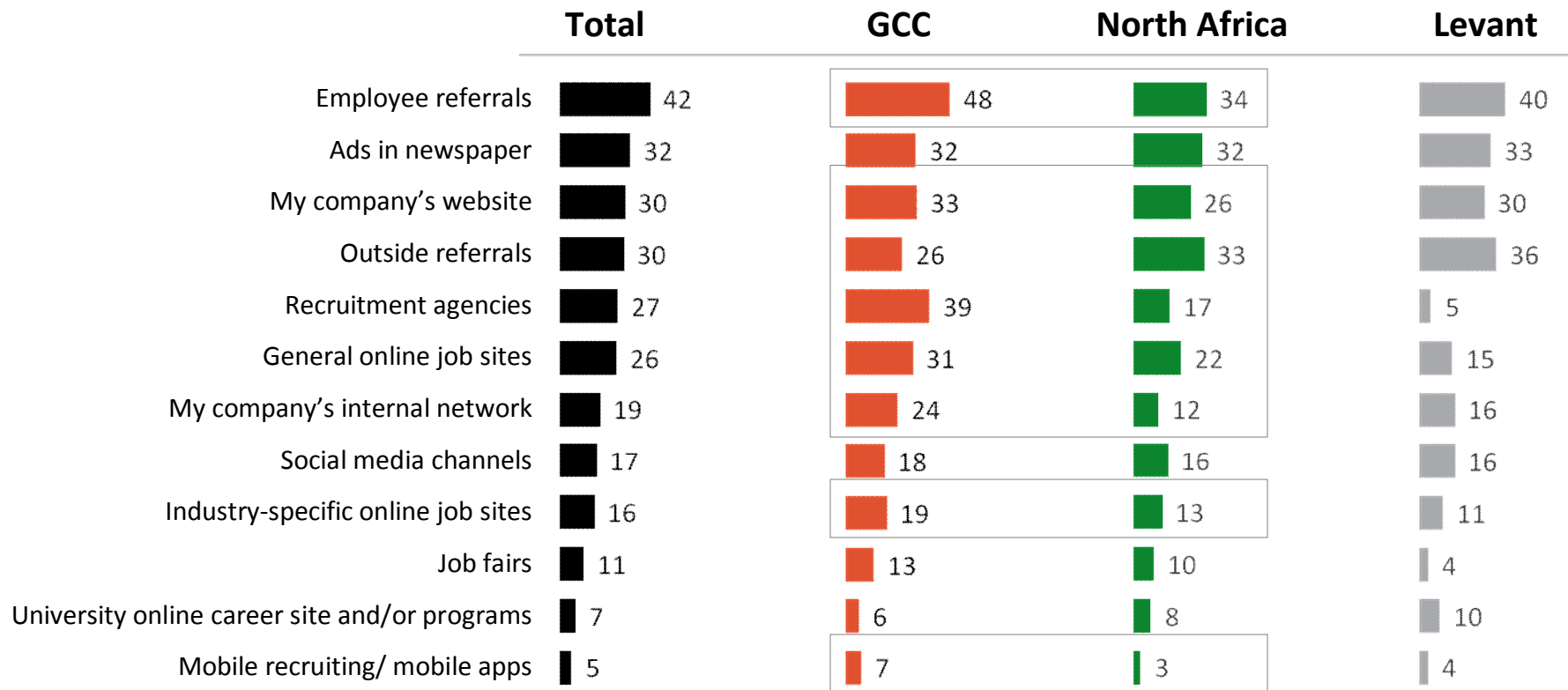


Part of HR



Sources used for recruitment

- Employee referral is the most popular recruitment source for finding candidates for a non-managerial position, followed by ads in newspapers (32%), company website (30%) and outside referrals (30%). Those in the GCC tend to use employee referrals, company website, recruitment agencies, online job sites (general and industry-specific), company's internal network and mobile apps more than those in North Africa.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

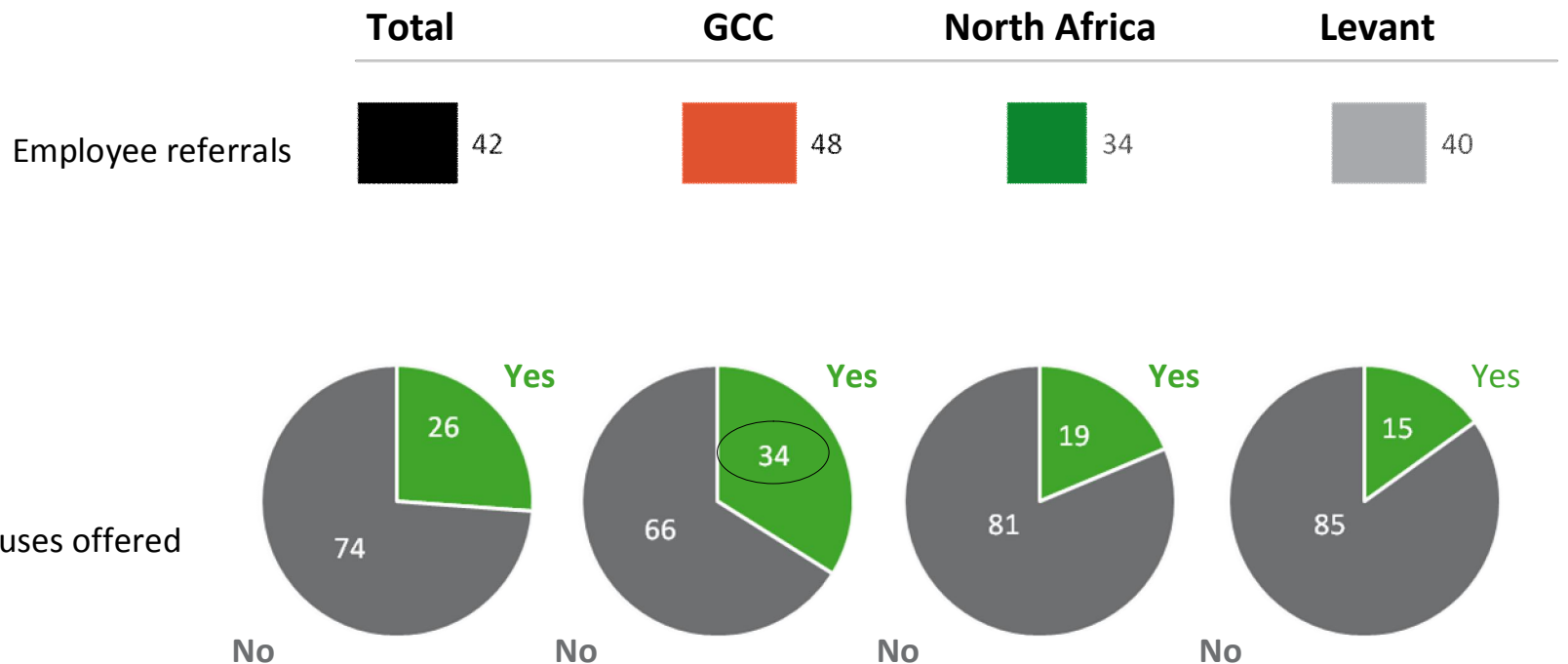
Q. Which of the following sources do you usually use to recruit candidates?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Employee referral bonuses

- While employee referral is considered the most popular method of recruiting candidates for non-managerial positions, incentives for such were given by only about 1 in every 4 organizations. These referral bonuses are used more in the GCC than in other regions.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

Q. Does your organization offer referral bonuses? Referral bonuses are rewards given to current employees if they refer a candidate who is ultimately hired.

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Use of social media channels during the recruitment process

- 8 out of 10 companies use social media for posting jobs, while 37% for finding candidates and 35% for checking referrals.

Total

Sources of recruitment



For posting jobs:
78%



For finding candidates:
37%



For pre-interview candidate screening: **29%**

For post-interview candidate screening: **28%**

For pre-offer candidate screening: **18%**



For checking referrals: **35%**

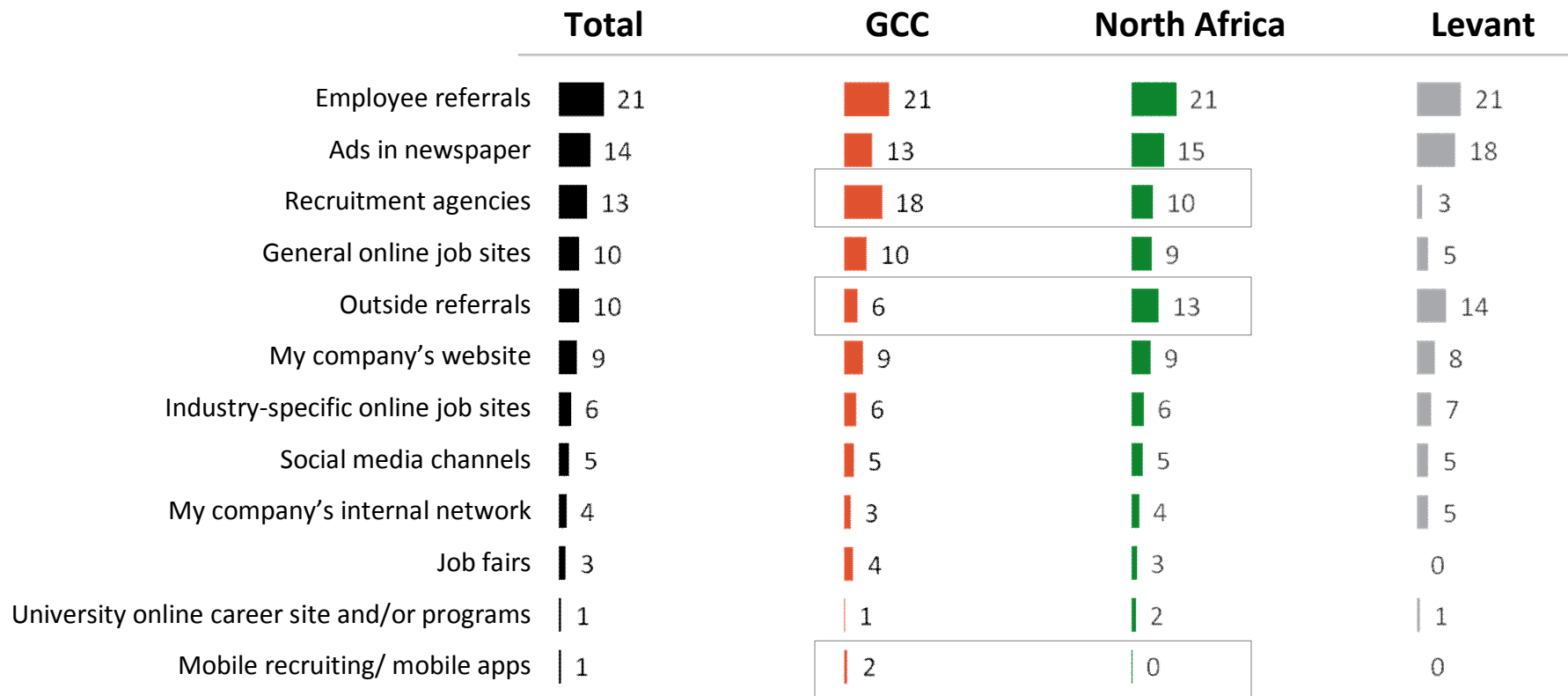
Base: Those who use social media channels (131)

Q. How do you use social media channels (Facebook, Twitter, Google+, etc.) during the recruitment process?

All figures are %'s

Most effective source for recruitment

- Recruitment agencies and mobile apps are considered more effective recruitment sources by organizations in the GCC. On the other hand, those in North Africa find outside referrals more effective.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

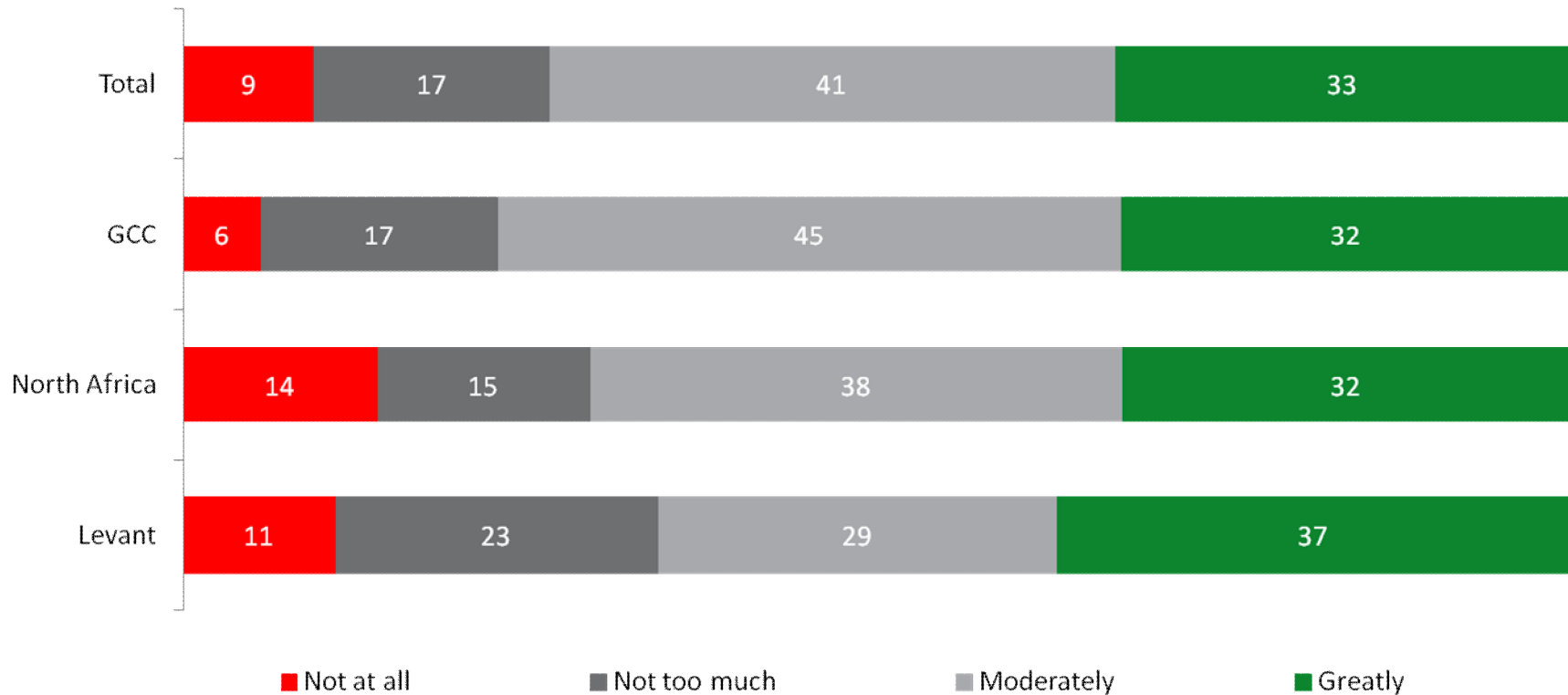
Q. And amongst these which do you find most effective?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Extent to which online recruitment has facilitated hiring process

- Majority believe that online recruitment has facilitated hiring process (moderately: 41%, greatly: 33%).



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

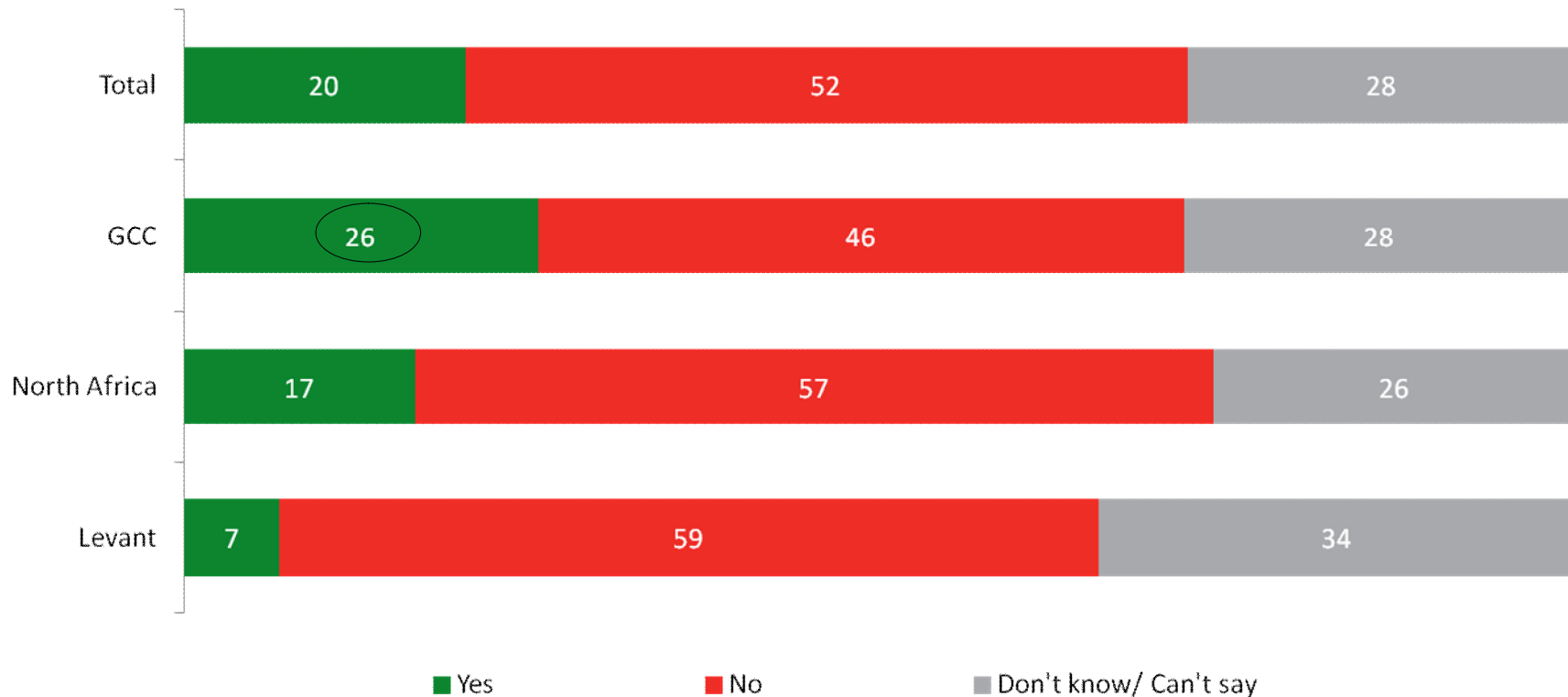
Q. To what extent has online recruitment facilitated the whole process of finding candidates compared to traditional methods?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Usage of Applicant Tracking System

- Organizations in the GCC (26%) tend to use formal Applicant Tracking System more than organizations in North Africa (17%).



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

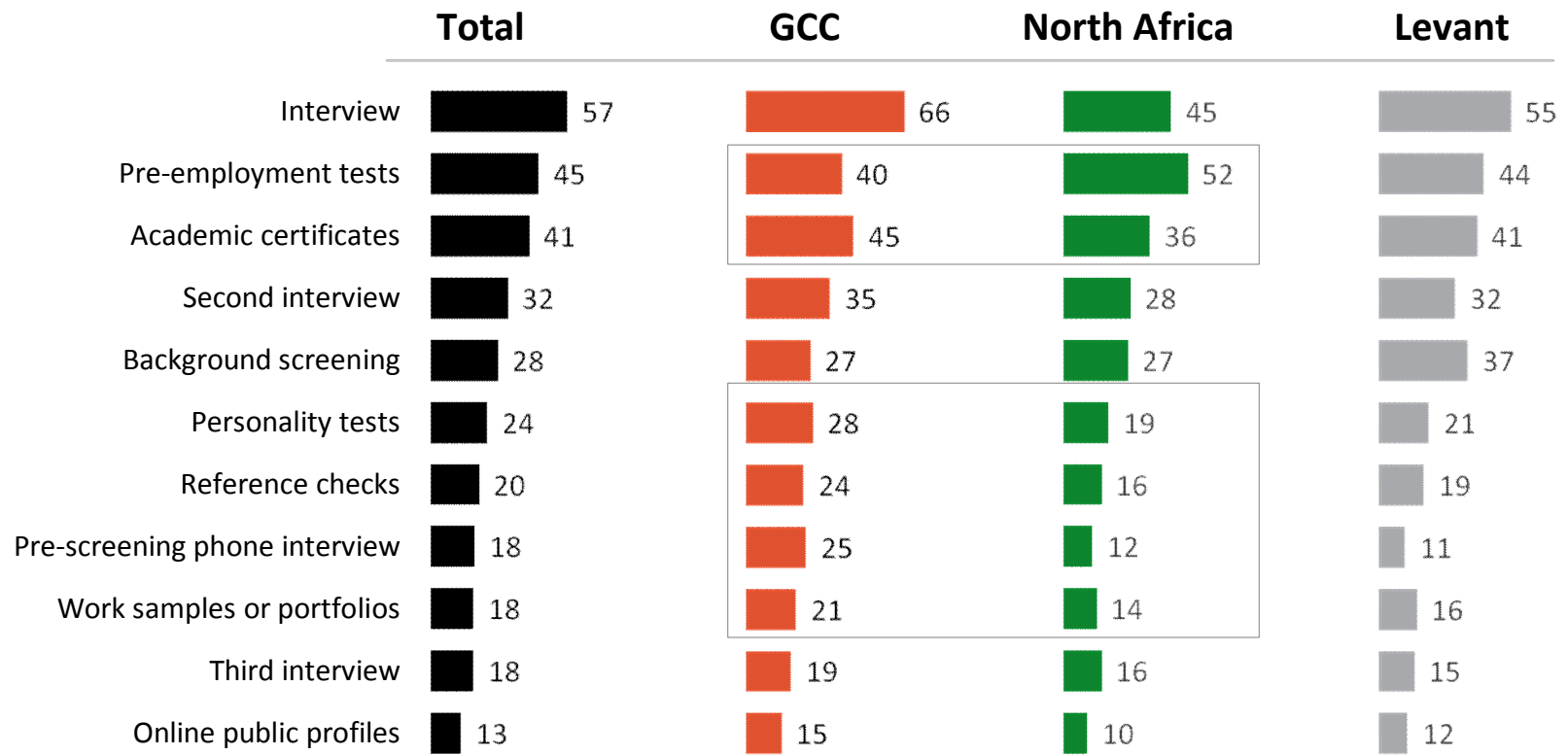
Q. Is your organization currently using a formal Applicant Tracking System? An Applicant Tracking System is a software application that electronically handles the recruitment process.

All figures are %'s

(*) Small sample size for Levant. The results are indicative

Methods used in the hiring process

- A higher proportion of organizations in GCC use academic certificates, personality tests, reference checks, pre-screening phone interviews and work samples/ portfolios during the hiring a process as compared to organizations in North Africa.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

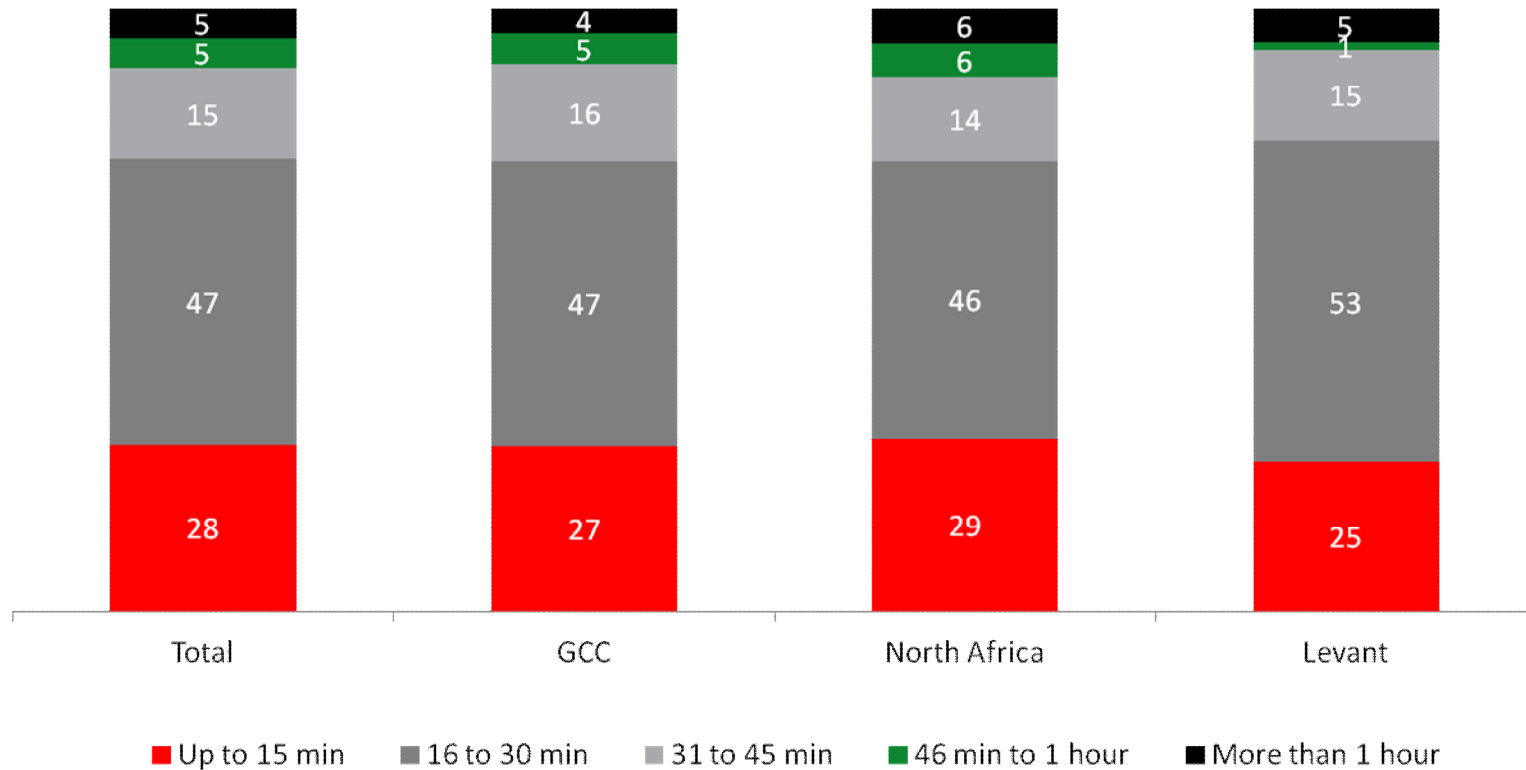
Q. Which of the following methods do you use in the hiring process?

All figures are %'s

(*) Small sample size for Levant. The results are indicative

Length of a typical job interview

- Majority of organizations interview candidates for at most 30 minutes (75%).



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

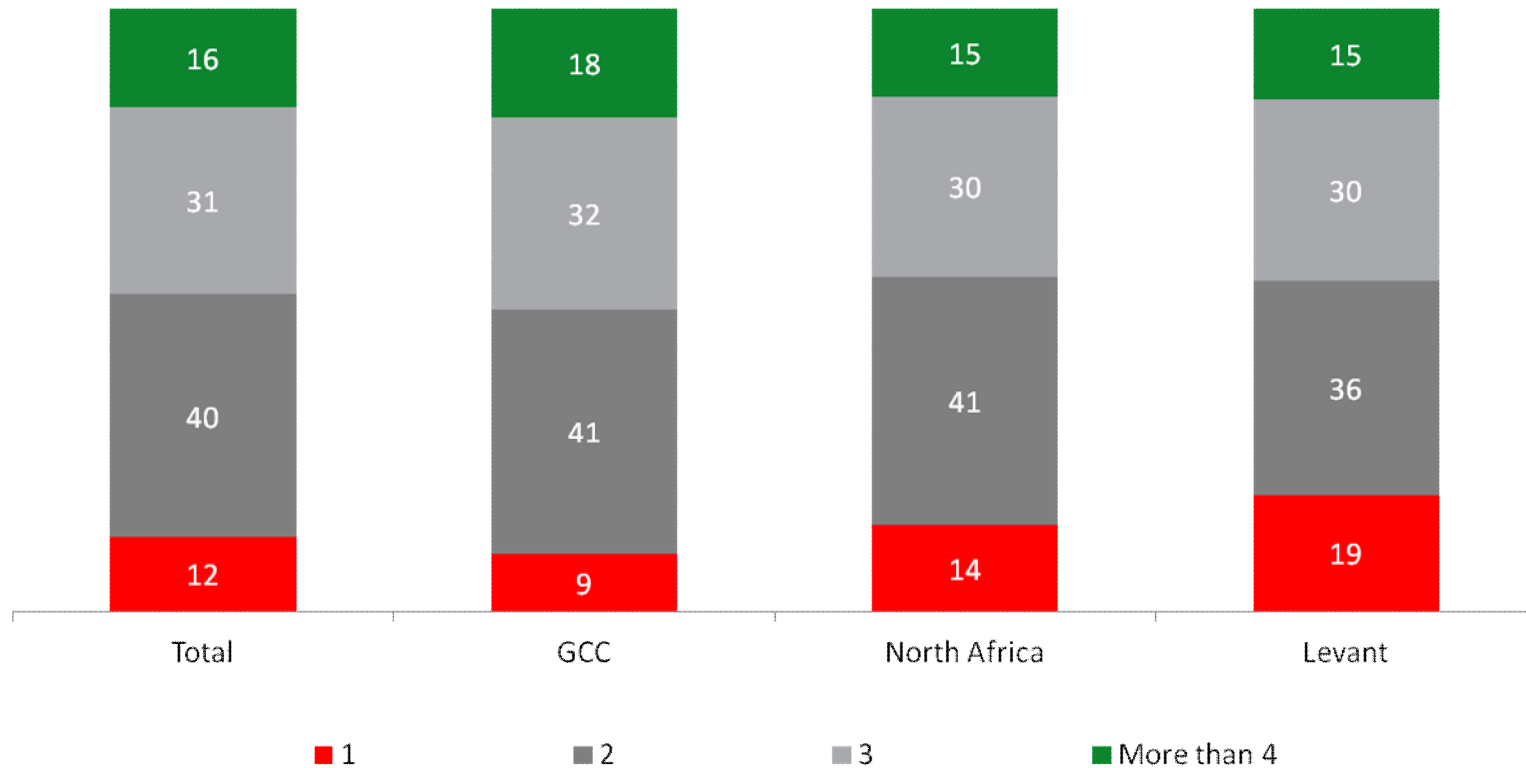
Q. On average, how long does a typical interview in your company last?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Number of different people who interview the candidate

- For majority of organizations (71%) 2-3 people interview the potential candidate.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

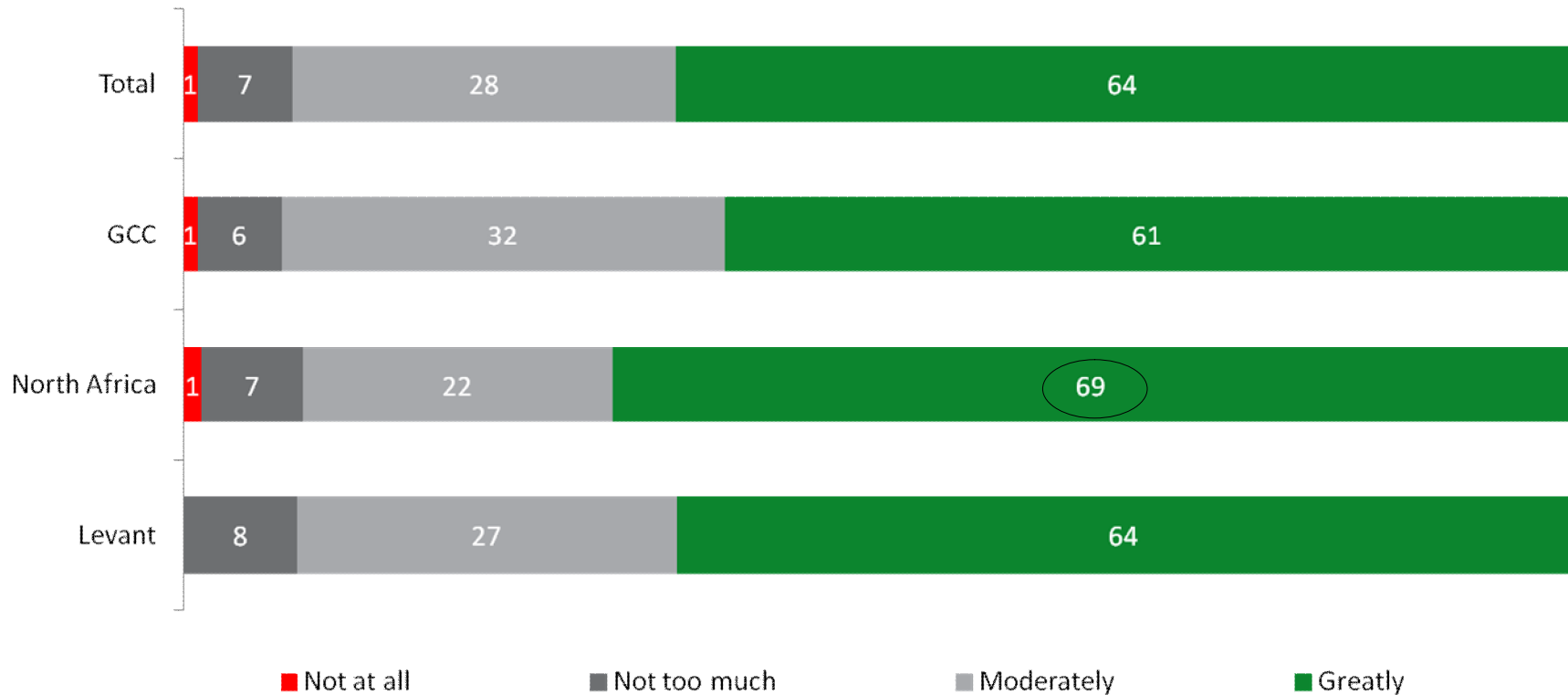
Q. Throughout the hiring process, on average how many different people interview the candidate?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Extend to which first impressions matter in a job interview

- Organizations in North Africa are more likely to believe that first impressions matter greatly in a job interview (69%).



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

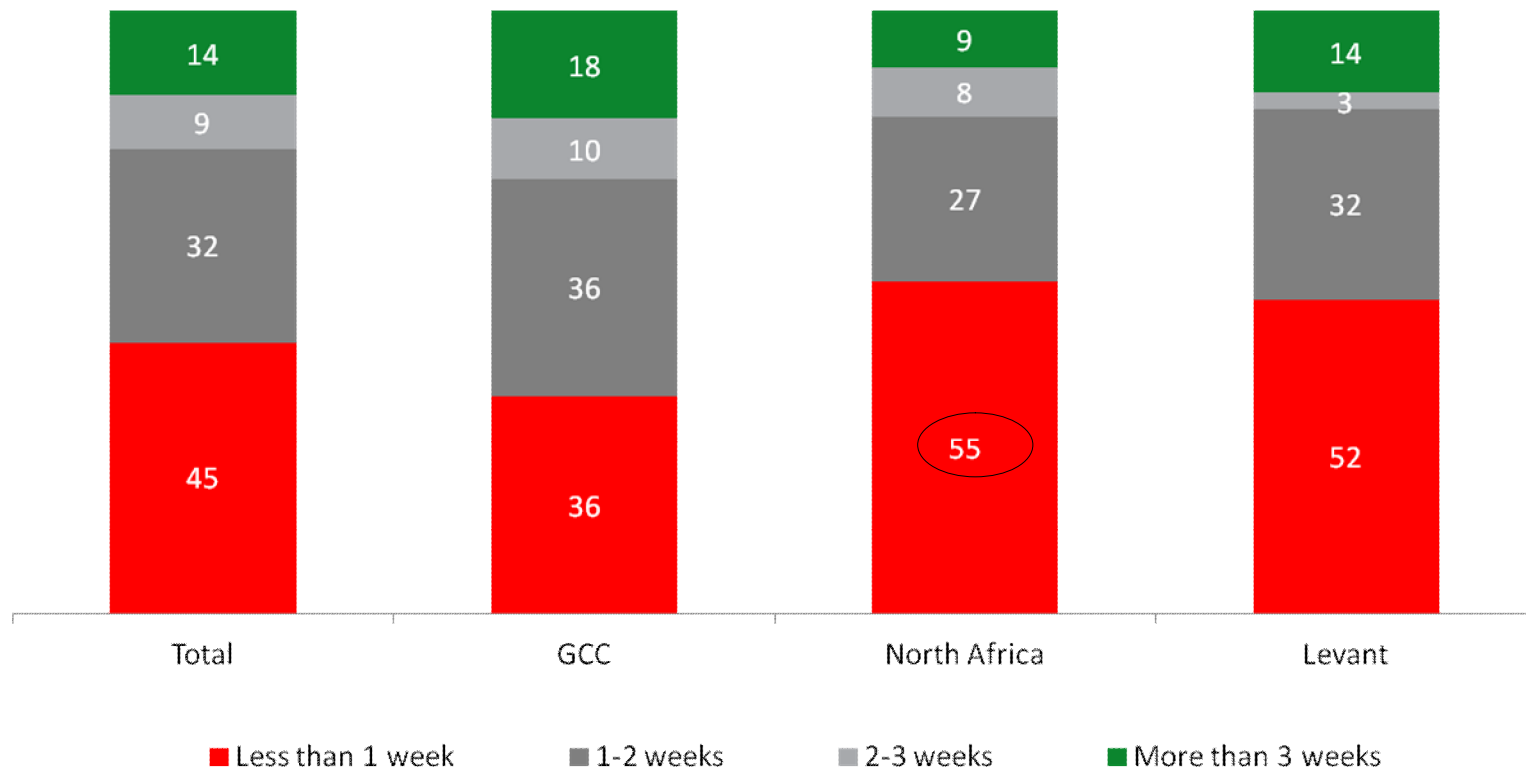
Q. To what extent do first impressions matter in a job interview?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Time to make the hiring decision

- Organizations in North Africa tend to take less time to make a hiring decision after having interviewed all prospective candidates with majority of them (55%) needing less than 1 week to decide.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

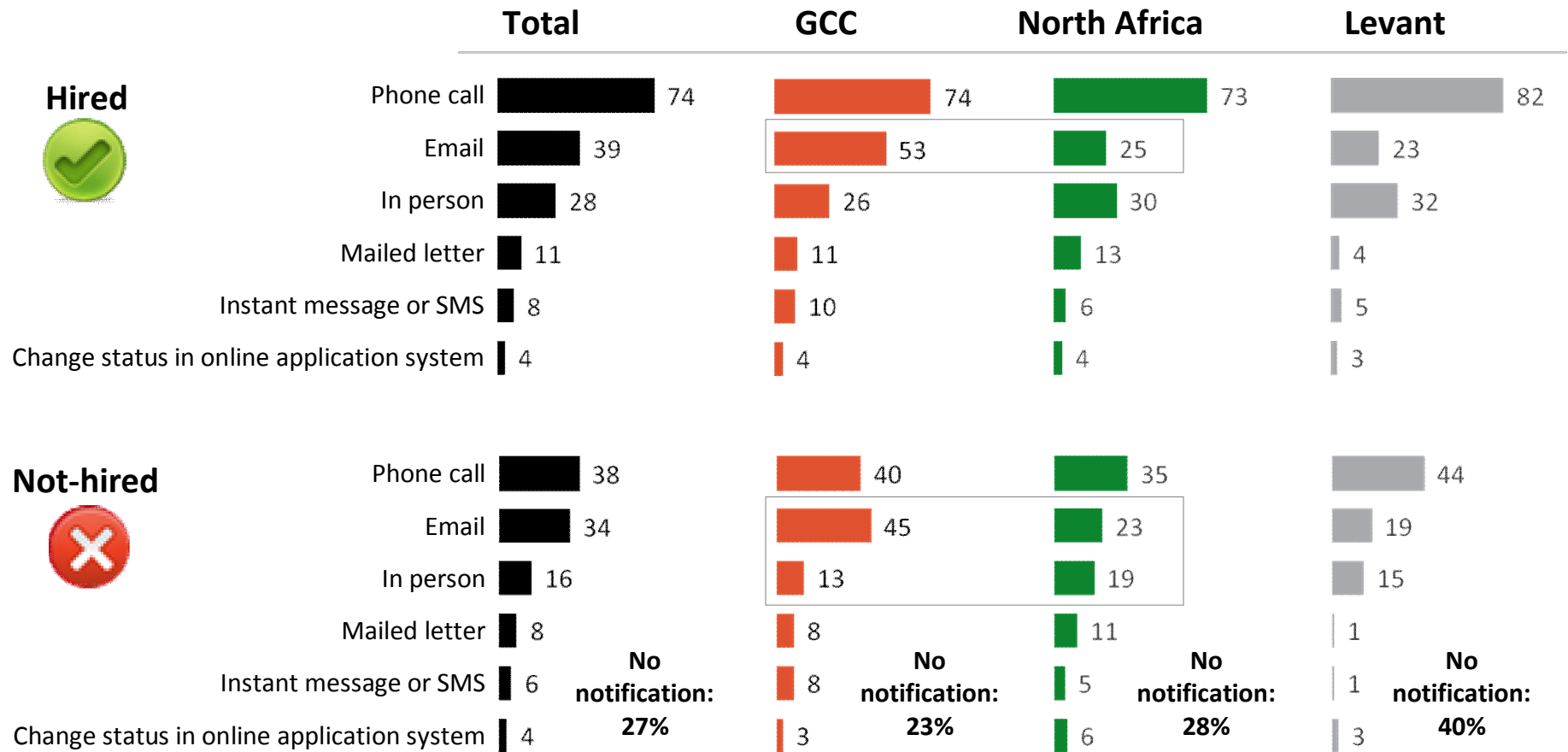
Q. After having interviewed all prospective candidates, how long does it take to make the hiring decision?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Ways of informing a candidate

- Phone call is the most popular method of informing successful candidates for a non-managerial position (74%). Email is more popular in the GCC than in North Africa for informing both successful and unsuccessful candidates.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

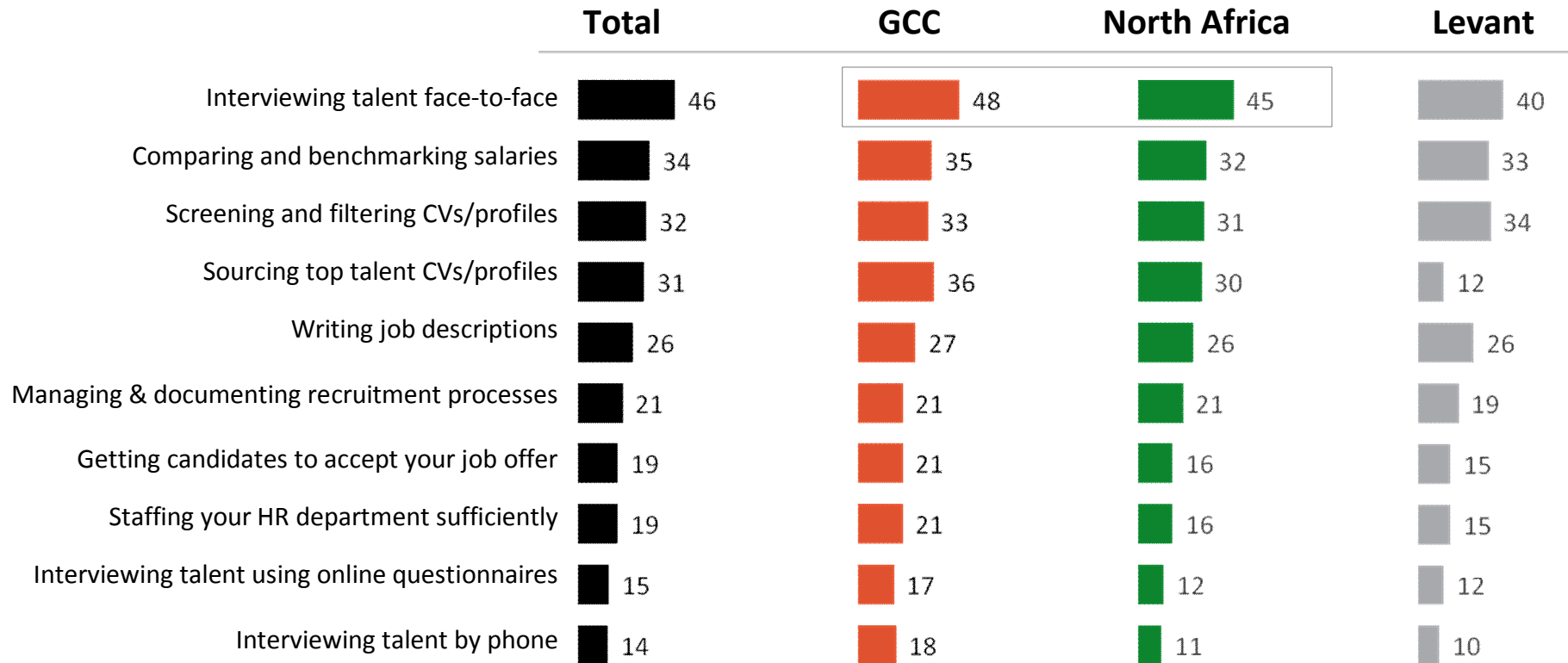
Q. How do you inform a prospective candidate that he/she is selected for the position?/ How do you inform a prospective candidate that he/she is not selected for the position?/ How do you inform a prospective candidate that he/she is not selected for the position?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Help from specialists

- 46% of organizations expressed they needed added help from specialists for face-to-face interviews.



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

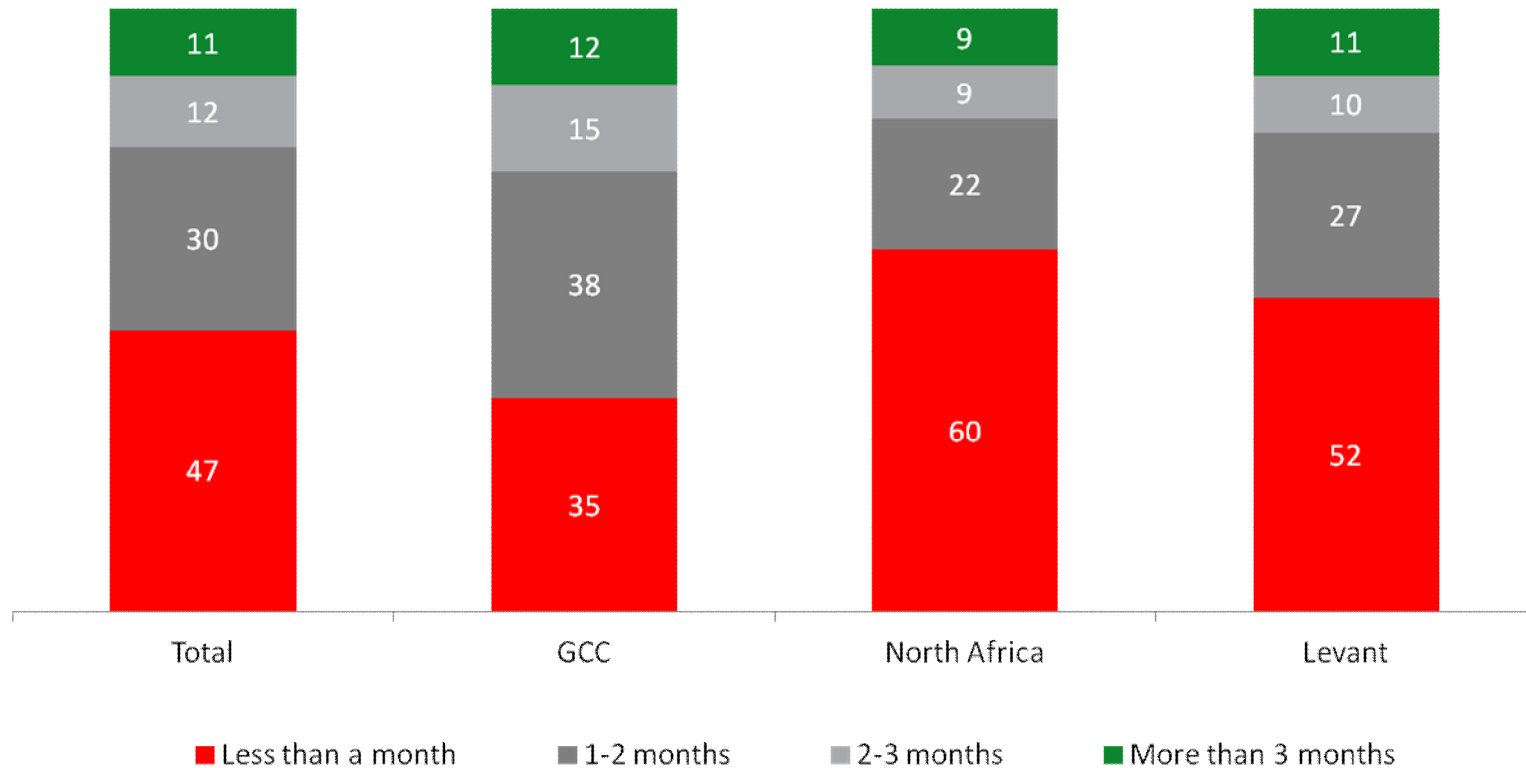
Q. In what aspect of recruitment do you think you need added help from specialists?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Length of hiring process

- Hiring process in the GCC tend to be longer than in North Africa with majority of organizations in the GCC needing at least 1 month (65%).



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

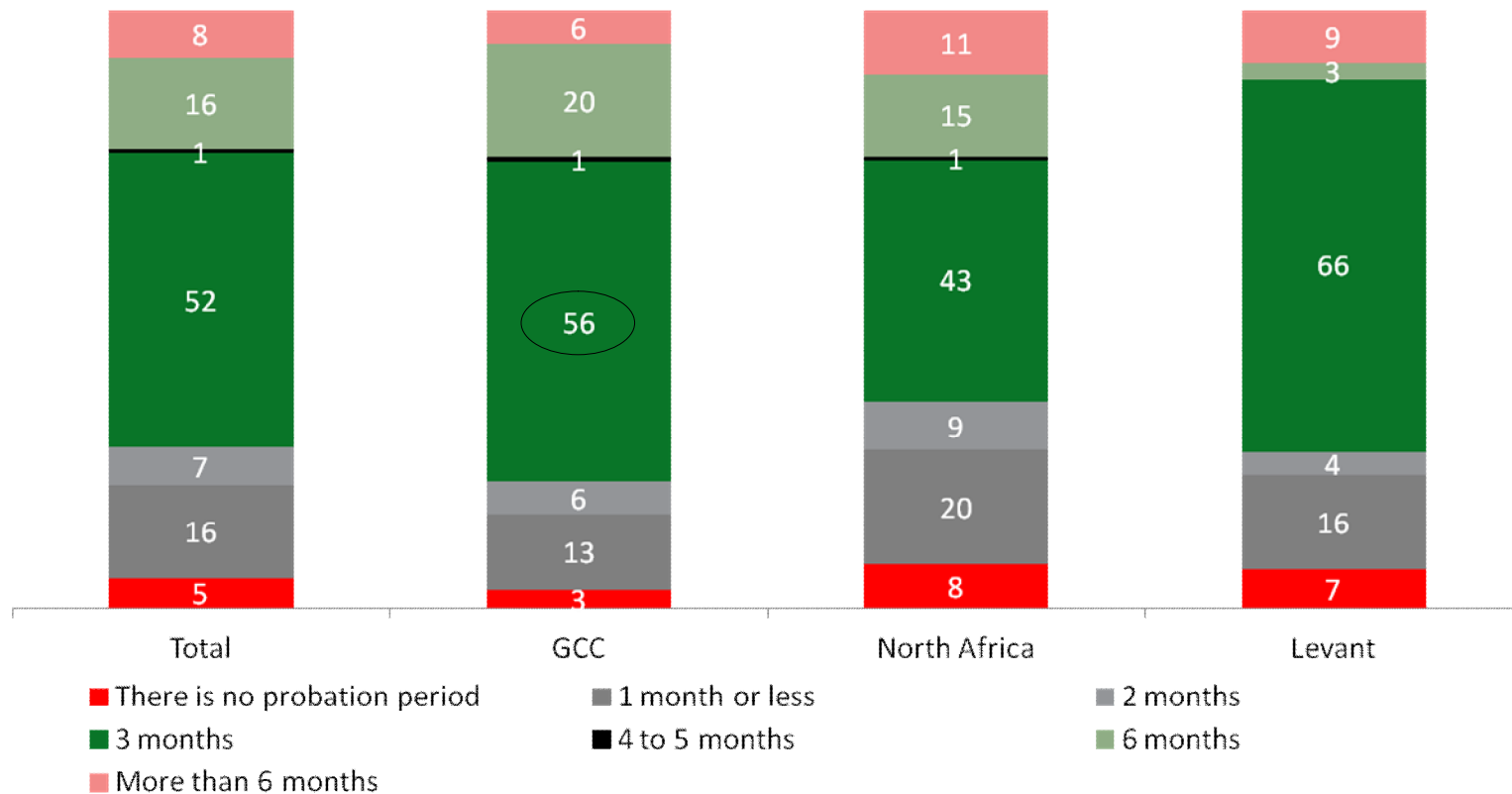
Q. Overall, how long does the hiring process at your company last? Please think of the time needed from the date a job opening is approved until an offer is accepted

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

Probation period

- A little over half put new hires for non-managerial positions under probation for 3 months (52%). GCC organizations (56%) are more likely to use a 3-month probation period than those in North Africa (43%).



Base: Respondents involved in the hiring process of non-managerial employees (765), GCC (392), North Africa (300), Levant (*73)

Q. What is the probation period for new hires in your organization?

All figures are %'s

(*) Small sample size for Levant. The results are indicative.

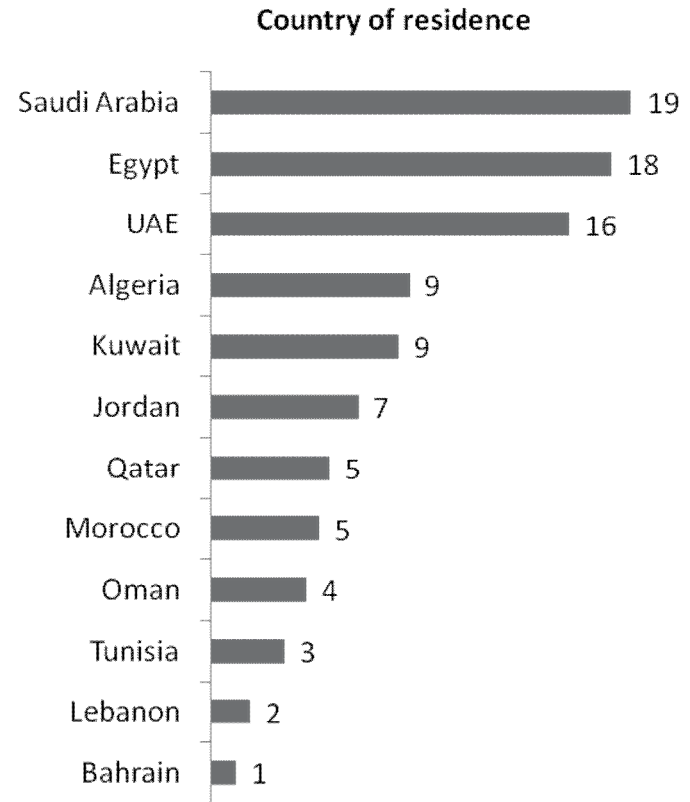
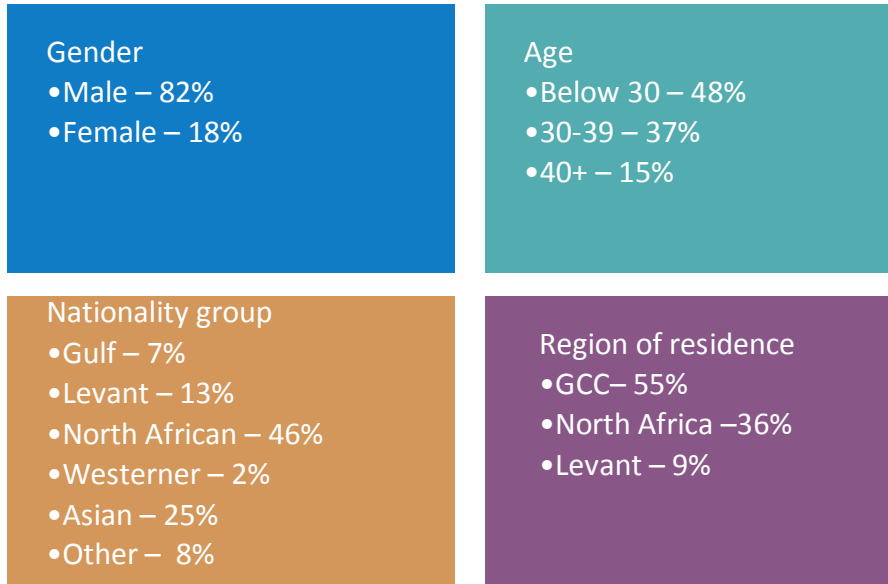
Section 2c

LAST JOB HUNT FOR THOSE EMPLOYED

Summary

- More than half respondents (57%) found their job within 3 months, while for 14% the job hunt lasted more than a year.
- While 1 out of 4 of respondents had only one interview before finding their job, another 23% were interviewed more than 5 times.
- 42% of respondents used general online job sites when searching for a job. Offline networking and university online career sites were more used in North Africa and Levant than in GCC.
- 62% of respondents used a professional CV writing service, while cover letter and online CV/public profile on top job sites are at 38% and 26% respectively.

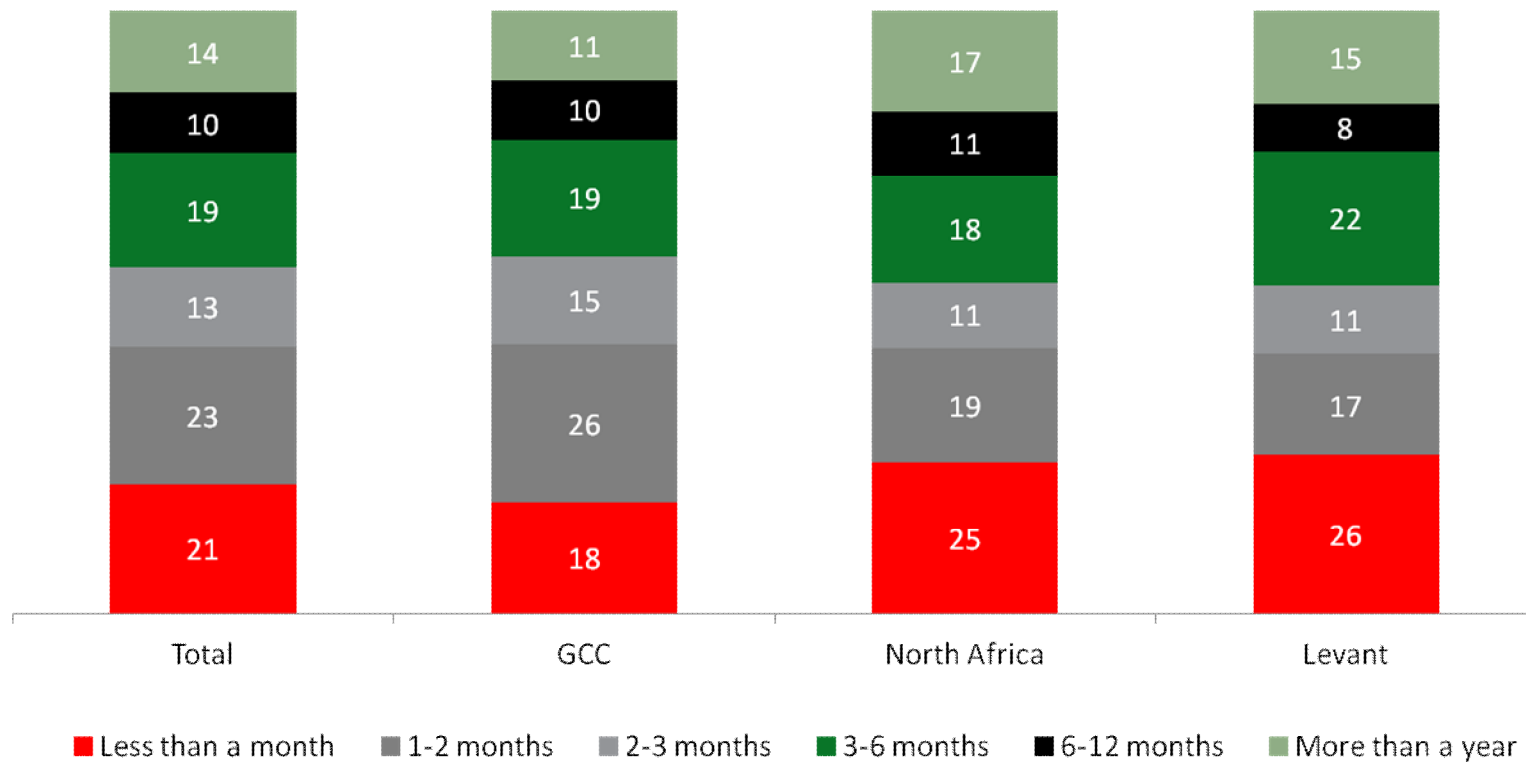
Respondent Profile



All figures are %'s

Length of the last job hunt

- More than half respondents (57%) found their job within 3 months, while for 14% the job hunt lasted more than a year.



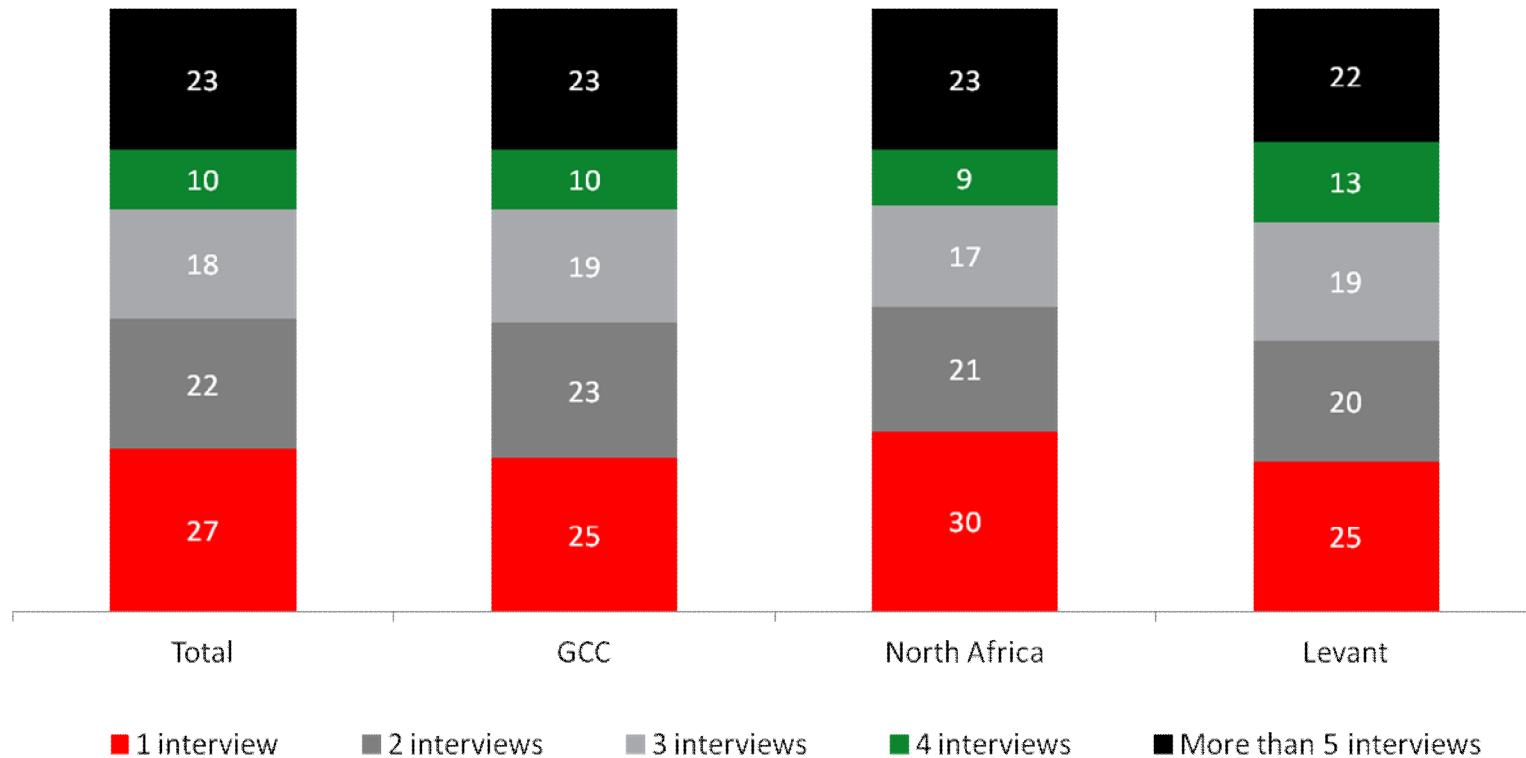
Base: Those who have been working with current employer for up to 4 years (1658), GCC (916), North Africa (593), Levant (149)

Q. Overall, how long did the job hunt last? Please think of the time needed from the date you started searching for a job until you accepted the offer.

All figures are %'s

Total number of interviews

- While 1 out of 4 of respondents had only one interview before finding their job, another 23% were interviewed more than 5 times.



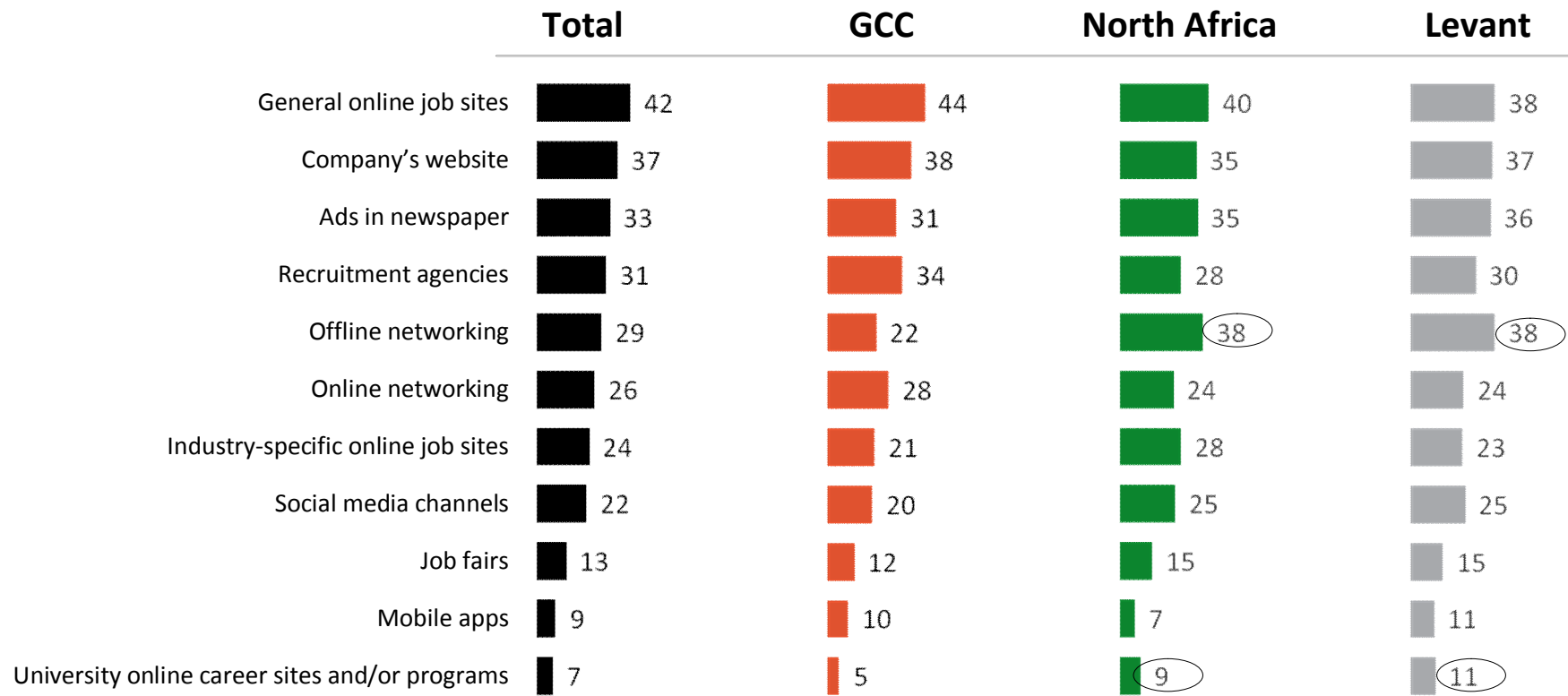
Base: Those who have been working with current employer for up to 4 years (1658), GCC (916), North Africa (593), Levant (149)

Q. In total, how many interviews did you have before finding your job?

All figures are %'s

Job search strategies used

- 42% of respondents used general online job sites when searching for a job. Offline networking and university online career sites were more used in North Africa and Levant than in GCC.



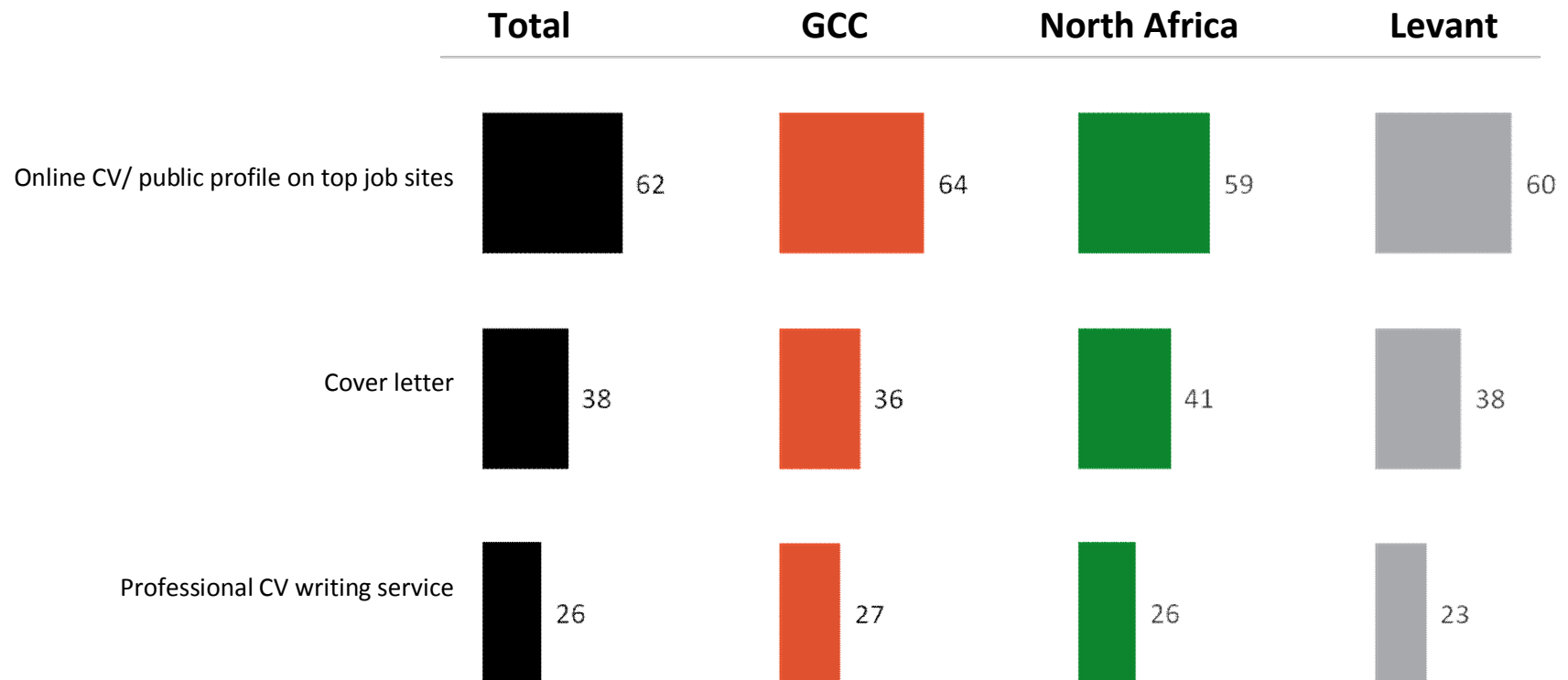
Base: Those who have been working with current employer for up to 4 years (1658), GCC (916), North Africa (593), Levant (149)

Q. Which of the following job search strategies did you use?

All figures are %'s

Job hunting tools used

- 62% of respondents used a professional CV writing service, while cover letter and online CV/ public profile on top job sites are at 38% and 26% respectively.



Base: Those who have been working with current employer for up to 4 years (1658), GCC (916), North Africa (593), Levant (149)

Q. Which of the following job hunting tools did you use?

All figures are %'s

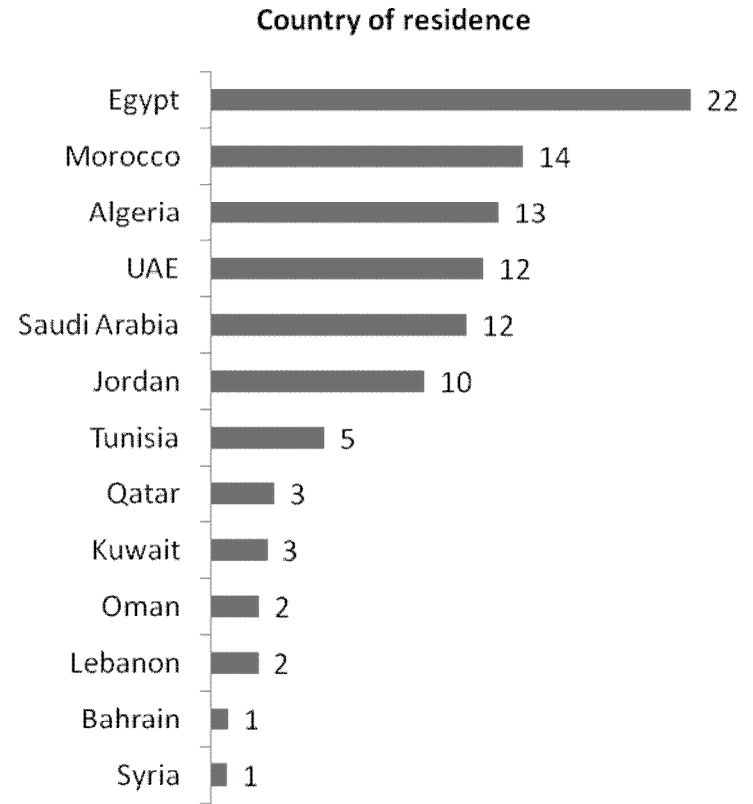
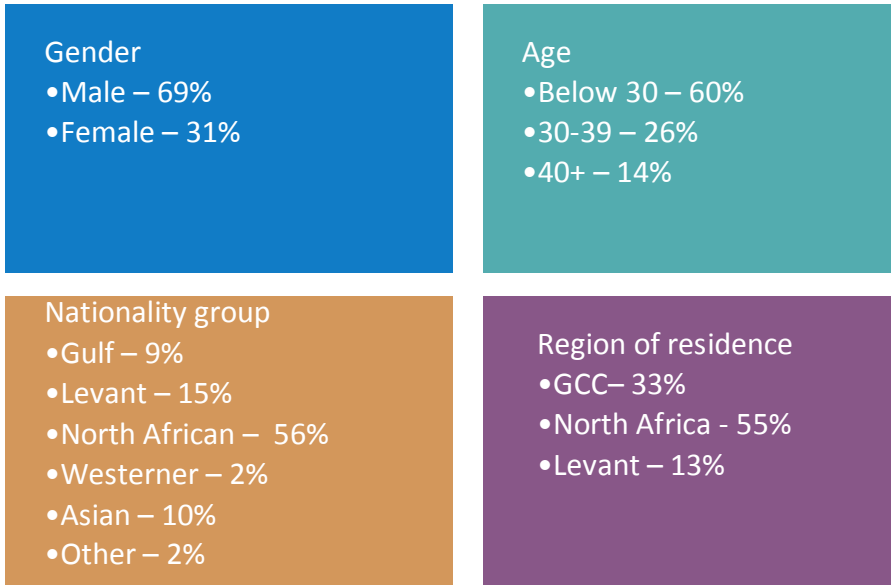
Section 2d

JOB HUNT FOR UNEMPLOYED RESPONDENTS

Summary

- Overall, general online job sites (62%) is the most popular job search strategy for unemployed respondents, followed by company website (47%), recruitment agencies (39%) and industry-specific online job sites (38%). Unemployed respondents in North Africa are more likely to use ads in newspapers (41%) than unemployed respondents in other regions. On the other hand, those in GCC are more likely to use mobile apps (22%).
- An online CV is the most popular job hunting tool among unemployed respondents (72%). A cover letter is more popular among unemployed respondents in GCC (48%) than those in North Africa (31%) and Levant (35%).

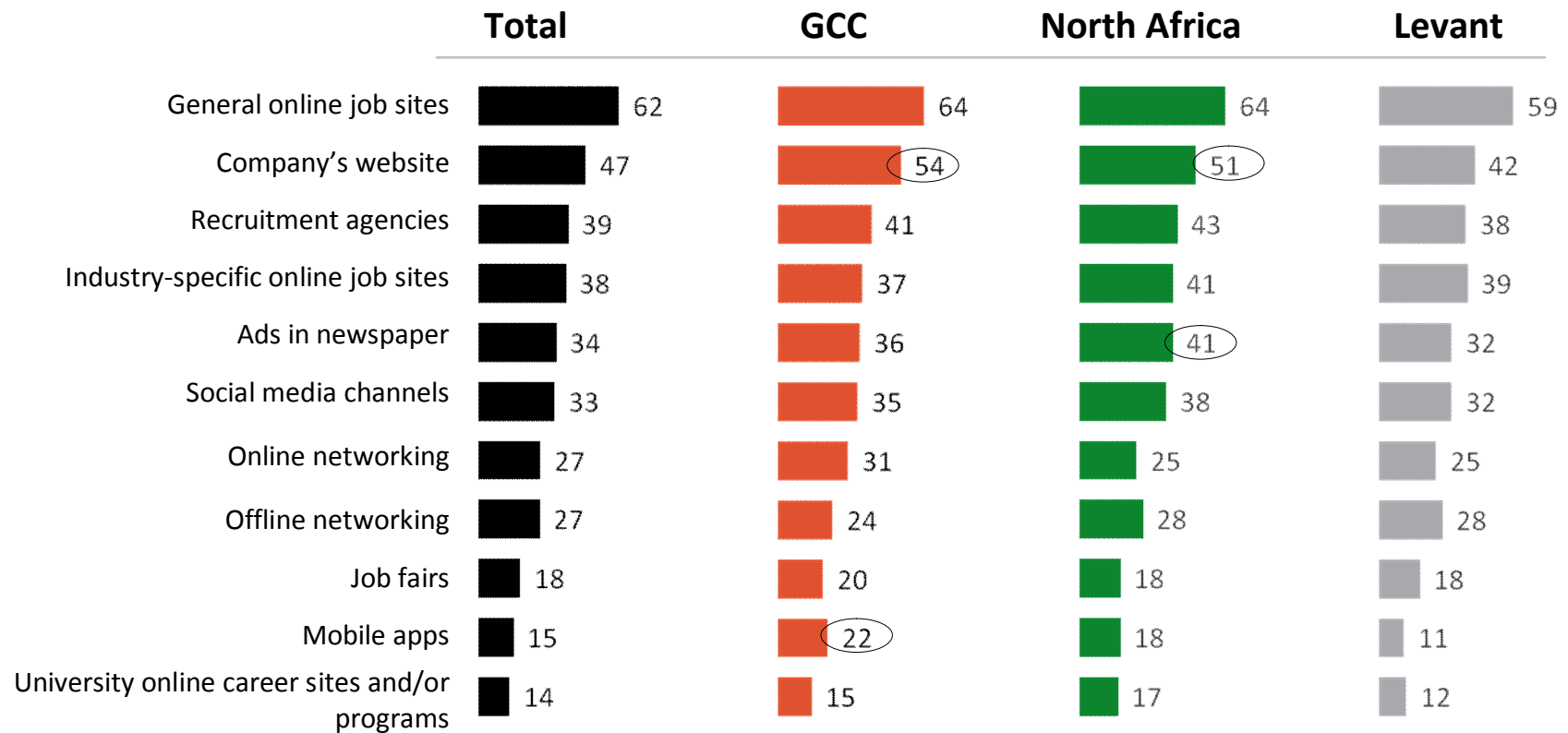
Respondent Profile



All figures are %'s

Job search strategies used/ plan to use

- Overall, general online job sites (62%) is the most popular job search strategy for unemployed respondents, followed by company website (47%), recruitment agencies (39%) and industry-specific online job sites (38%). Unemployed respondents in North Africa are more likely to use ads in newspapers (41%) than unemployed respondents in other regions. On the other hand, those in GCC are more likely to use mobile apps (22%).



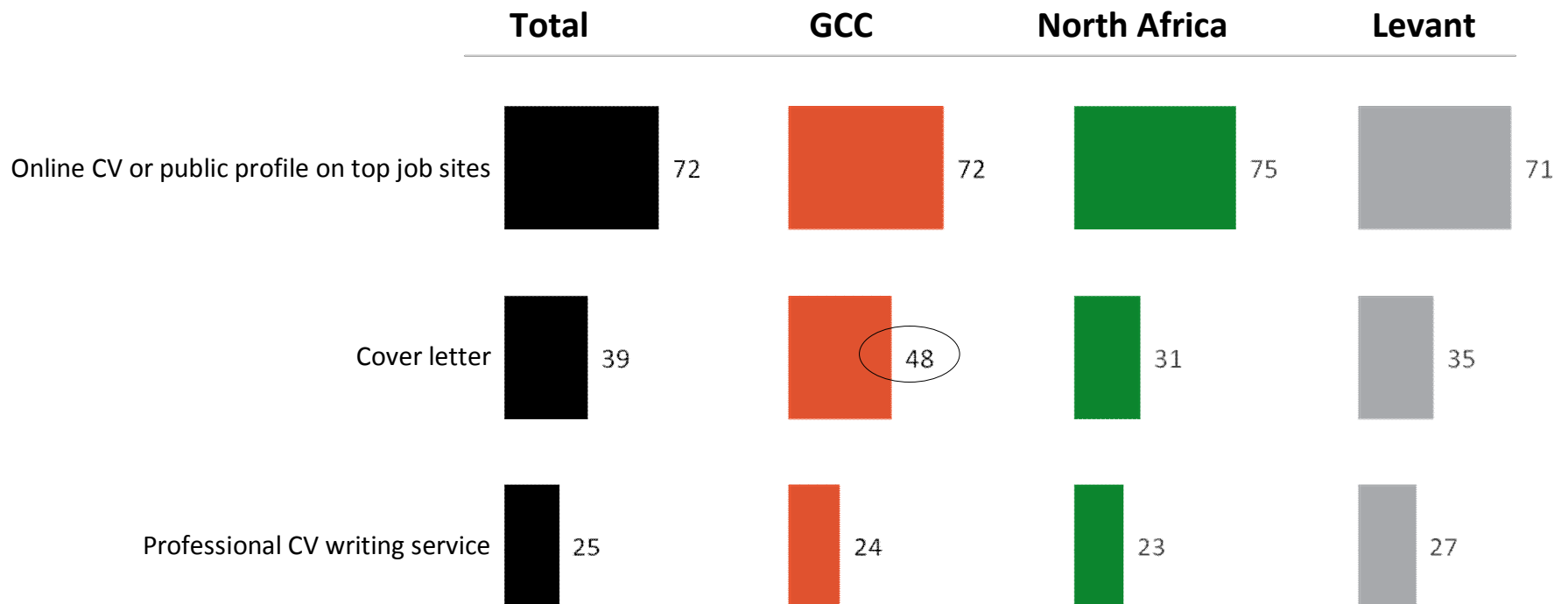
Base: Unemployed respondents (2201), GCC (720), North Africa (1202), Levant (279)

Q. Which of the following job search strategies do you use/plan to use, when searching for a job?

All figures are %'s

Job hunting tools used/ plan to use

- Online CV is the most popular job hunting tool among unemployed respondents (72%). Cover letter is more popular among unemployed respondents in GCC (48%) than those in North Africa (31%) and Levant (35%).



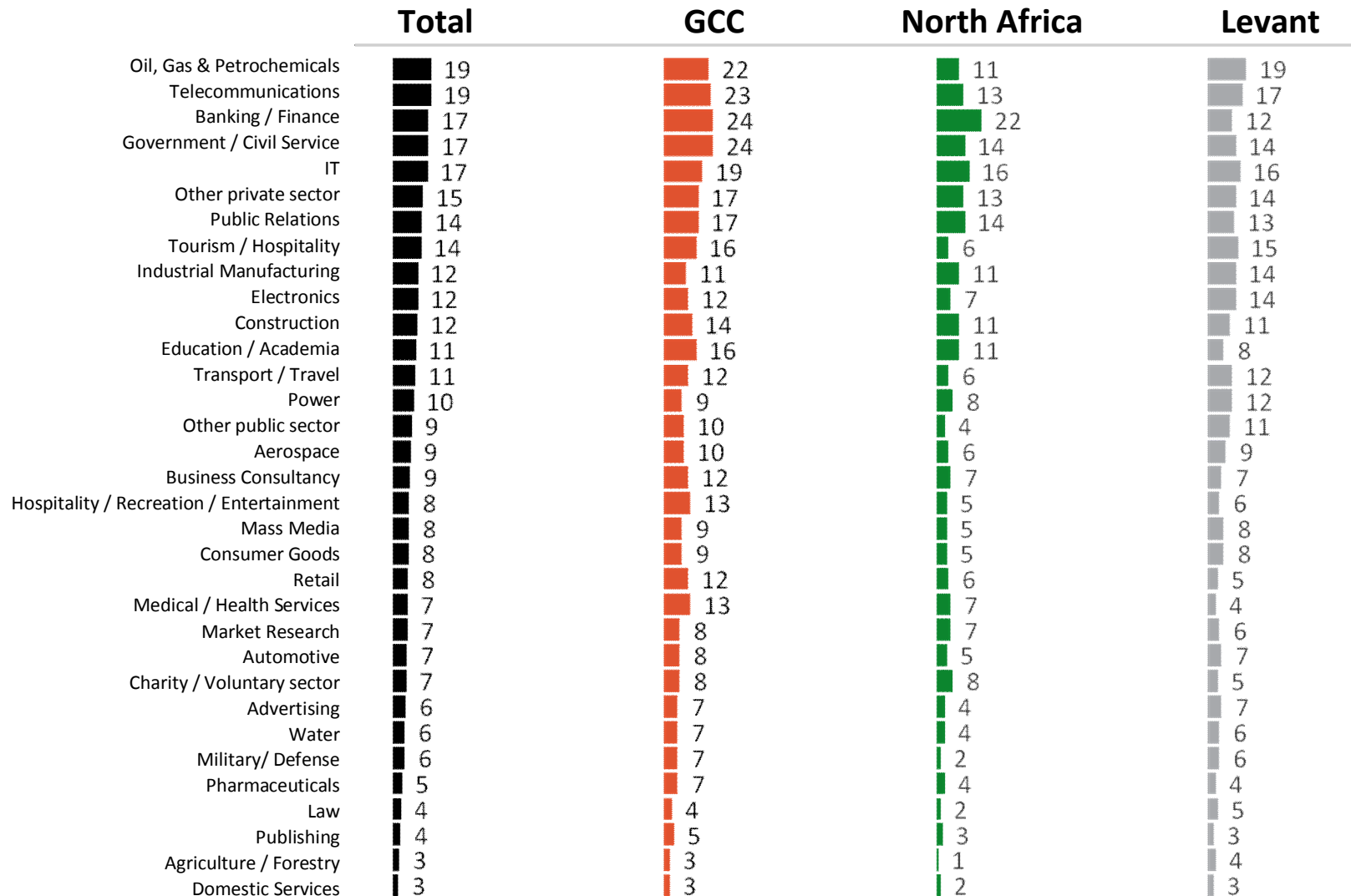
Base: Unemployed respondents (2201), GCC (720), North Africa (1202), Levant (279)

Q. And which of the following tools do you use/plan to use?

All figures are %'s

(*)Very small sample size for Levant. The results are indicative

Industry looking/ planning to look for a job



Q. In which industry/industries are you looking/planning to look for a job?

Base: Unemployed respondents (2201), GCC (720), North Africa (1202), Levant (279)

All figures are %'s

Thank you!