RECRUITMENT
Personnel Psychology – subfield of I/O psychology focusing on the management of human resources

- **Recruitment**
  - Selection
  - Placement
  - Psychometrics
  - Individual differences
  - Criterion development
  - Performance appraisal

- **Training and development**
  - Team selection and training
  - Legal issues - Equal Employment Opportunity, Title VII, CRA 1991
Applicant/employee flow through and interactions with various PERSONNEL systems
Recruitment

• process by which individuals are solicited to apply for jobs

• activities companies engage in to identify potential employees, communicate job and organizational attributes to them, and convince qualified individuals to apply for existing openings in the company

• sales activity
  – opportunity to sell organization, job, and maybe even community
Recruitment

• attraction
  – selection ratio

• retention
  – perseverance
  – reactions
    • acceptance/rejection
    • goodwill/actions
Definition

• **Recruitment**: actions organizations take to generate applicant pools, maintain viable applicants, and encourage desired candidates to join those organizations.
Recruitment Stages

Generating → Maintaining → Closure

Application Decision

Job Offer
Model of the recruitment process

Recruitment Objectives
- Filling "X" Number of Positions
- Type of Applicants Sought:
  - education
  - knowledge, skills, ability
  - work experience
  - interests
  - diversity
- Time Frame for Filling Positions
- Number of Applicants
- Job Performance of New Hires
- New Hire Retention Rate
- Job Satisfaction of New Hires

Recruitment Activities
- Recruitment Methods Used
  - information conveyed:
    - completeness
    - realism
    - timeliness
  - recruiters used
  - hosting the site visit.
  - extending the job offer

Intervening Job Applicant Variables
- Applicant Attention
- Message Credibility
- Applicant Interest:
  - position attractiveness
  - expectancy of job offer
  - alternative opportunities
  - person-job/organization fit
- Accuracy of Applicant’s Position Expectations
- Applicant Self Insight
- Applicant Decision-making Process

Strategy Development
- Whom to Recruit?
- Where to Recruit?
- Timing of Recruitment Activities?
- How to Reach Targeted Individuals?
- What Message to Communicate?
- Whom to use as Recruiters?
- Nature of Site Visit?
- Nature of Job Offer?
- Budget Considerations?

Recruitment Results
(see Recruitment Objectives)

Breaugh et al. (2008), International Review of Industrial and Organizational Psychology, 23, 45-58.
Another Model

Job Choice

- Personnel policies
- Recruiter traits and behaviors
- Recruitment sources

Vacancy characteristics

Applicant characteristics

Recruitment Influences
Critical Contextual Factors

• Firm Contextual Considerations
  – links marketing and recruitment domains
  • brand image, organizational image, reputation, firm personality, firm knowledge
    – Sponsorship, word-of-mouth, publicity, general recruitment advertising
    • Influences quality and quantity of applicant pool, candidate’s information recall, anticipated pride, and lower salary requirements
Critical Contextual Factors

• instrumental versus symbolic characteristics
  – symbolic characteristics are becoming increasingly important
    • organizational support
    • training and development
    • organizational personality
    • work/life benefits
Critical Contextual Factors

- recruitment efforts and tactics vary as a function of firm image
  - high reputation
  - no discernable image
  - low reputation
Critical Contextual Factors

• labor market
  – job seekers with more or less options act very differently
    • active versus passive candidates
    • “free agents”
Critical Contextual Factors

• firm and labor market characteristics influence
  – quantity of applicants
  – quality of applicants
    • objective indicators
  – P/O fit
    • P/J, P/E, P/T, P/G fit
    • ASA
    • performance?
    • turnover and attitudinal outcomes

• target recruiting
Recruitment Stages

Generating → Maintaining → Closure

Application Decision → Job Offer
Generating Viable Candidates

- involves targeting strategies and message content
  - targeting speaks to whom and when
  - content speaks to where and how
  - outcomes consist of high-quality and diverse applicant pools, and high levels of pursuit intentions
Generating Viable Candidates

- targeting tactics include
  - person-to-person communication
  - referral policies
  - relational approaches
    - alumni networks
  - mass communication
  - no targeting
  - celebrity effects
Generating Viable Candidates

• internal versus external recruitment
  – poaching and talent raiding
Message Content

• message orientation
  – recruitment versus screening orientation
• realistic job previews

Wastewater Treatment Plant Operator

At times, environmental factors may lead to the work being performed in surroundings which are very unstable and highly unpleasant due to extensive exposure to severely disagreeable environmental elements. Some of the duties are performed outdoors during times of extreme cold or heat, and exposure to rain and wind. This job is performed in conditions where there is frequent and prolonged exposure to pollutants including gases, dust, and strong, unpleasant odors. The incumbent is also required to work in conditions which are extremely noisy due to the presence of operating machinery.
Diversity Advertising

• recruitment tactics that express desire for diversity
  – integration: diverse ads, recruiting at traditionally minority institutions, targeted media
Social Networking

- social networking
  - conduit for job information
  - resources for individual decisions
  - strong ties
  - weak ties
Word-of-mouth

- word-of-mouth communication
  - informal social networks
  - more credible than web-based testimonials
- social networks
World Wide Web

• easier for job seekers to find information and apply for jobs
• “internet misuse”
• internet selection??
• web-based orientation
  – recruitment versus screening
Recruitment Stages

Generating → Maintaining → Closure

Application Decision

Job Offer
Maintaining

• ensure viable high-quality candidates maintain interest

• recruitment during selection process
  – interviews
  – site visits
  – signaling intentions
  – fairness perceptions
    • timely decisions
Maintaining

• recruiter characteristics and interaction
  – similar to me effects
    • central versus peripheral processing

• on-site visits
Recruitment Stages

Generating → Maintaining → Closure

- Application Decision
- Job Offer
Closure

• recruiting sources vary
  – direct applicants (8.1%), employee referrals (12.4%), newspaper (1.1%)
    colleges (1.3%), job fairs (4.8%)
  – nature of work (37.6%), location (37.6%),
    company culture (36.5%), advancement opportunities (25.8%)
Effective?

- effectiveness
  - # of applicants
  - # of employment offers
  - # of acceptances
  - total cost
  - turnover after 1 yr (quality?)
  - avg performance rating after 1 yr (quality?)
  - diversity
Effective?

- cost-effectiveness
  - cost/benefit ratio

- yield ratios
  - effectiveness in terms of number selected to number applied

- cost-per-hire
  - sum of all recruiting costs (e.g., advertising, travel, search-firm fees, and background checks) divided by number of new hires

- time-to-fill
  - length of time from job opening announcement until someone begins to work in the job