

Recruitment

- Recruitment
 - refers to the process of attracting applicants to apply for open positions.
 - maintaining applicant interest throughout the selection process
 - Recruitment procedures are a direct determinant of selection ratio.
- Selection Ratio:
 - the number of job openings, relative to the number of applicants.
 - Organizations strive to have low selection ratios
 - low selection ratios allow organizations to be more selective when making hiring decisions
 - We usually do not have much control over the number of openings, thus we are using recruitment strategies to increasing the number of applicants
- recruitment is important for ensuring a large number of applicants, thereby reducing selection ratio
- attract applicants by emphasizing things like a positive work environment and organizational image
- to further diversity goals by targeting members of under-represented groups in recruitment materials.
- although pay is important, other factors such as an organization's reputation and perceived fit with the organization may be more important predictors of applicant attraction

Applicant Attraction

features of the job and the organization

- type:
 - Pay (weakest predictor of attraction among job/org features)
 - Type of work
 - Work environment
 - Location
 - Organization Image
 - Familiarity

- summary:
 - This isn't to say that pay is not important, yet other factors seem to be more important for determining attraction.
 - There is some evidence that pay may be more important later in the process, when applicants have been offered a job and are considering acceptance

Recruiter

- type:
 - personableness
 - competence
 - informativeness
 - trustworthiness
- recruiters should be sure to include all relevant information about the job
 - pay
 - opportunities for advancement
 - location
- recruiters must balance the need to create a positive image of the organization with the need to be realistic about the potentially negative aspects of the job
- Recruiters should use realistic job previews (RJP)
 - be clear and honest about the less-than-desirable features of the job

Justice perceptions

- justice perceptions refer to the degree to which applicants find the selection process to be fair.

Person-org fit

- Fit perceptions refer to the degree to which an applicant perceives his or her own values, working style, and preferences to align with the organization's
- individuals tend to be highly sensitive to information that indicates a mismatch between themselves and the hiring organization

Hiring expectancy

- individuals are likely to be attracted to jobs for which they believe they have a strong chance of being hired
- individuals tend to allocate their time and energy to the jobs for which they feel they are most likely to receive an offer

organizations have an interest in attracting highly qualified applicants

- One way organizations can recruit high-quality applicants is via referrals from current employees.
- Relying on referrals may have a negative impact on the organization's diversity goals

it is considered to be legally permissible to target members of traditionally under-represented groups during recruitment

- recruitment materials (e.g., advertisements) that include under-represented individuals can be effective for attracting minority applicants, particularly if these individuals are shown in **leadership** positions

Other strategies include using phrases like "innovative" and "progressive" when describing the organization in recruitment materials

organizations often wish to target specific groups of individuals and individuals with specific KSAs

- attract individuals with high GMA to apply by describing the work as "challenging" and "stimulating," and by stating that the job requires "quickthinking" and "intelligence."
- organizations can attract individuals with high conscientiousness by using phrases such as "hard-working," "reliable," and "self-disciplined" in their job advertisements

Utility

- Utility is the degree to which a selection system is useful and cost-effective.