THE EFFECT OF JOB ATTRIBUTE INFORMATION ON RECRUITMENT EFFECTS

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ABSTRACT

Recruitment research suggests that recruiter affect and information about job attributes affect the inferences applicants formed about organizations and their attraction to those organizations. This study examines the information provided by recruiters to job applicants, the information job applicants report receiving in an interview, and the effects of this information on recruitment effects. In addition, we examined matched pairs of recruiters and applicants to assess the accuracy of information provided and received in recruitment interviews.

INTRODUCTION

Recruitment is one area where the amount of information may exceed a manager's capabilities to process. Technology now allows potential applicants and potential employers to send volumes of information to each other easily [1]. With one click of the mouse applicants can send their updated resumes, their latest blog creation, papers they have written, reports they have generated, and the social media campaign they built at their last employer [9].

In the reverse stream, organizations may also send potential employees a great amount of information regarding the firm [2] [8] [12]. It is fairly simple for a recruiter to electronically send applicants company documents such as annual reports. In addition a recruiter may send links of video or programs that feature their firm. Organizations may also send potential employees information about employee benefits electronically. This would include links to pension plan programs, special programs offered by the company to employees, health care plans, health care providers, etc. This may lead to organizations providing too much information to applicants. The voluminous amount of material may be too much for the applicant.

Past research has suggested that recruiters' recommendations are likely to have a positive effect on actual hiring decisions [3]. For example, many of those responsible for making final hiring decisions have reported that recruiters' recommendations are one of the most important factors in making their final decision. While recruitment activities are usually very closely related to a firm's strategic planning [5], the emphasis an organization places on recruitment activities often varies with the job market. When job markets are tight, organizations are forced to look towards their recruitment activities and employment inducements in order to attract qualified job candidates .When finding qualified job candidates is easy, organizations may place less emphasis on recruitment activities [5]. Interest in recruitment activities has also followed this same ebb and flow trend.

The results from studying the effects of recruitment activities and employment inducements on applicant reactions have varied greatly. While some studies suggest that recruitment activities may influence

applicant reactions [10] [4] [11], other studies have found that recruitment effects are usually overshadowed by employment inducements [10] [7] [11]. The operationalization of recruitment activities and employment inducements varied greatly in the above-mentioned studies leading to the need to study the effects of recruitment activities and employment inducements in the same study. Each study operationalized the employment inducements using different sets of job attributes. The majority of these studies were conducted in field settings where it is difficult to control the amount and favorability of job attribute information applicants receive. Furthermore, previous research has not differentiated among the different types of job and organizational attributes which comprise employment inducements [6].

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