*CHAPTER 6*

*Recruiting a Diverse Workforce*

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# Suggested answers to chapter quiz exercises

# Quiz 8.1 – What do males and females want from their work?

In a study of 8,000 leaders in 27 countries, researchers asked participants to rank order what they wanted in their jobs. The results indicated that both men and women are quite similar and both want a supportive work environment, challenging work, and wanting a good fit between life on and off the job. However, women were more likely to say that they planned to leave their jobs, but if women's values were fully realized in their jobs, they were no more likely to leave than men were. Compare your answers with research evidence.[[1]](#endnote-1) Rankings were:

|  |  |  |
| --- | --- | --- |
|  | Men | Women |
| A supportive work environment. | ½ tie | 1 |
| A challenging job. | ½ tie | 2 |
| A good fit between life on and off the job | 4 | 3 |
| Being well compensated | 3 | 4 |
| Working in an organization that has high values | 6 | 5 |
| Having the opportunity for high achievement. | 5 | 6 |

Research on the differences between what men and women want in their work offer conflicting results. Some researchers suggest that women are more likely to value social interactions*[[2]](#endnote-2)* and attachment to work, financial security and self-interest.*[[3]](#endnote-3)* However, other studies suggest that any differences in gender attitudes are more likely to be explained by age, education and occupation, and other socio-economic variables.*[[4]](#endnote-4)*

1. What is your perception of the differences?
2. How might age, education and occupation, and other socio-economic variables mediate the differences?

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# Quiz 8.2—Thinking about Getting Recruited

Most individuals at some stage in their life will be looking for a job and will rely on various sources such as job advertisements in newspapers, web advertisements, and ideas from friends or mentors. In finding a job, some sources are better than others.

The results presented in the text and below were based on research before on-line organizational advertisements were used.

|  |  |  |
| --- | --- | --- |
|  | Percentage of times recruitment sources used[[5]](#endnote-5) |  |
|  | Public organizations | Private organizations |
| Newspapers | 35.5% | 30.1% |
| College recruiters | 7.9% | 19.0% |
| Professional journals | 6.1% | 6.0% |
| Employment agencies | 3.5% | 6.2% |
| Employment referrals | 8.4% | 14.0% |
| Walk-ins | 15.0% | 13.4% |
| Help-wanted ads | 7.8% | 2.4% |
| Computer resume services | .5% | .2% |
|  |  |  |

There are significant differences in the use of college recruiters and employee referrals for public and private organizations.

James A. Breaugh (2013) provided a seminal article on recruitment in the Annual Review of Psychology.[[6]](#endnote-6) He did not provide a ranking of the methods used in recognizing that there is a great deal of variation in the employer’s use of recruitment methods. However, he provided a very useful summary of the state of the field.

*Employee referrals.* Employers continue to rely on current employees for generating job applicants and the evidence suggests that referrals were superior in terms of credentials, were more likely to be hired and performed at a higher level.

*College campus recruiting.* While college recruitment is beneficial to attracting applicants, there is evidence to indicate that a number of actions prior to visiting campuses provide added value. These include general recruitment advertising, sponsorship, detailed recruitment ads, and employee endorsements.

*Use of employer’s website.* A concern about website is that the employer might be inundated with applications from individuals who are not qualified for positions and, for this reason, it is difficult to accurately gauge whether employers are recognizing the value of websites in attracting good applicants. People with more experience in job search process will have a higher ability to process recruitment information on the website. And, people with less experience in the use of websites are more influenced by peripheral website characteristics (attractiveness of the website).

*Job boards and other non-employer websites*. Given the ease and minimal cost of constructing websites, many employers use websites to recruit. However, if the organization does not have great visibility, reliance of the website might result in a small pool of applicants.

*Recruiter behaviour.* Individuals who rate recruiters as personable, competent informative, and trustworthy are more likely to rate a job opening as being attractive and indicate a greater likelihood of accepting a job.

*Recruitment media.* There is some evidence to support the potential benefits of utilizing face-to-face communication in recruitment.

*Job applicant’s site visit.* Although the site visit has not received a great deal of attention in research, site visits are reported to be very useful for the job applicant in making the final decision. Possibly, while applicants may react positively to the opportunity to talk to current employees, there is a need for a better understanding of factors defining a positive site visit.

## What recruitment sources are most effective from a job applicant’s perspective?

From a job applicant’s standpoint, recruitment sources might judged on their effectiveness in attracting the applicant’s attention and on whether or not an applicant was successful in being interviewed for a job (or whether the applicant received the job).

The following information provides a general snapshot how candidates who learn about a position. The top sources are referrals, proactive outreach and organizational websites. [[7]](#endnote-7)

|  |  |  |
| --- | --- | --- |
|  | Rank of importance | Percentage of candidates learn about position |
| Referrals | 1 | 23% |
| Other | 2 | 28% |
| Proactive outreach | 3 | 15% |
| Organizational employment site | 4 | 13% |
| Search firm | 5 | 11% |
| 3rd party website | 6 | 10% |
| Career college center | 7 | 5% |
| Newspaper ads | 8 | 4% |
| Help wanted ads | 9 | 1% |

Based on research by Breaugh, Greising, Taggart, and Chen (2003)[[8]](#endnote-8), the following table provides additional evidence that employee referrals and direct applicants (proactive outreaching) were more likely to receive job offers and result in people being hired. In the table below, direction applications (i.e., unsolicited résumés) were a significant number of applications received and are important for job applicants. The numbers in parenthesis ( ) reflect success and indicate yield ratio or pickup (success). For example, 8.1% or 51 of the 628 applicants (51 divided by 628) who applied were hired .

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Source | Applicants | Applicants contacted | Applicants  interviewed | Job offered | People hired |
| Employee referral | 628 | 199 (31%) | 176 (28%) | 70 (11.2%) | 51 (8.1%) |
| College placement | 75 | 21 (36%) | 21 (28%) | 1 (1.3%) | 1 (1.3%) |
| Job fairs | 183 | 88 | 63 (19%) | 17 (5.2%) | 16 (4.8%) |
| Newspaper ads | 183 | 13 | 22 (12%) | 3 (1.6%) | 2 (1.1%) |
| Direct applications | 121 | 34 | 32 (26%) | 20 (16.5%) | 15 (12.4%) |

1. Given this information, how do we best use referrals and direct applications?
2. How can we use websites more effectively?

# References

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