

The effect of organization recruitment tactics on entry level applicants: are they appealing to the right audience?



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Abstract

This study examines Person Organization fit based on soon-to-be college graduates. We are testing whether candidate communication style and decision process (high or low thought) relate to messages intended to attract the best candidates through highly specific recruitment messages focusing on clear opportunities for long term career progression and a pure meritocracy.

Methods

Norton's 1978 Communicator Style Measurement (CSM)

- 51 questions to assess participants' types.
- Ex: "Under pressure, I come across as a relaxed person."
 - Potential answers: NO!; no; ?; yes; YES!
- Consists of nine independent variables and one dependent variable
 - Independent variables: descriptive of one's style
 - Dependent variable: evaluative consequence of the independent variables

Independent Variables

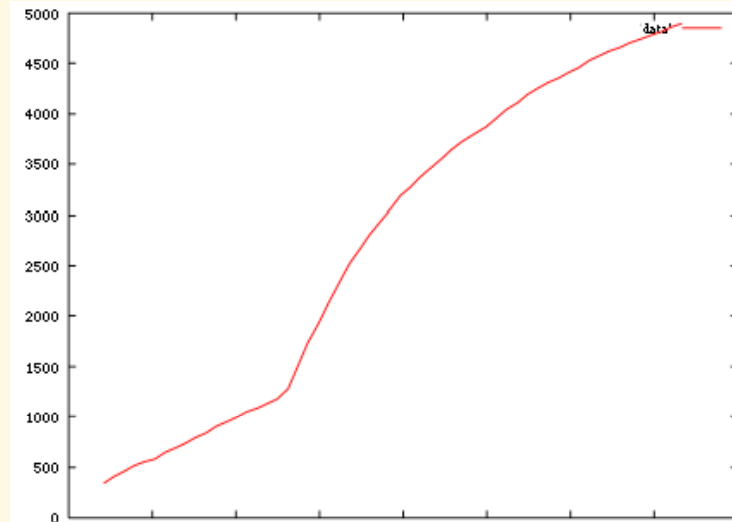
- Dominant
- Dramatic
- Contentious,
- Animated,
- Impression
- Leaving
- Relaxed
- Attentive
- Open
- Friendly

Dependent Variable

- Communicator Image

- Assessed participants' tendency for messages containing a greater amount of specificity versus little specificity using a series of compare/contrast questions
- Participants asked to rate the messages on levels of attractiveness
 - not at all attractive, not attractive, neutral, attractive, very attractive.

Results



Discussion

This study examines Person Organization fit based on soon-to-be college graduates. We are testing whether candidate communication style and decision process (high or low thought) relate to messages intended to attract the best candidates through highly specific recruitment messages focusing on clear opportunities for long term career progression and a pure meritocracy.

Future Research

- We suggest that future research explores:
- A more expansive demographic
 - A greater number of organizational attributes
 - The use of different measurement instruments