Dissertation Report on

"Effective Recruitment: Factors influencing applicants' attraction to organizations"

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CERTIFICATE FROM THE INSTITUTE

This is to certify that the Project Report titled **"Effective Recruitment: Factors influencing applicants' attraction to Organizations"**in Human Resource Management, is a bonafide work carried out by Ms. Namita Jhamb of MBA 2012-2014 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi - 42 in partial fulfillment of the requirement for the award of the Degree of the Masters of Business Administration.

Signature of Guide   Signature of Head (DSM)

Place: Seal of Head

Date:

DECLARATION

I Namita Jhamb, student of MBA 2012-2014 of Delhi School Of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that the project dissertation report on **"Effective Recruitment: Factors influencing applicants' attraction to Organizations"** in Human Resource Management submitted in partial fulfillment of Degree of Masters of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge. This report is not being submitted to any other university for award of any other Degree, diploma and Fellowship.

Place: Namita Jhamb

Date:

ACKNOWLEDGEMENT

I would like to express my sincerest gratitude to my guide Dr. Shikha N Khera for constant support and valuable guidance throughout the duration of this project.

I thank her for the constant encouragement and support at every stage. I also laud her for the patience, keen research insights and scrutinizing eye for detail towards the successful completion of this project that has served as a tremendous value addition to our HR curriculum.

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EXECUTIVE SUMMARY

Recruitment has become a top priority for many organizations today as they struggle to cope with labour shortages and the so-called ''war for talent.'' Demographic trends such as the decline in the number of young workers combined with the retirement of baby boomers will make it increasingly difficult for organizations to fill job openings. As a result, attracting and retaining talent has become a major concern and a pressing problem for many organizations. In fact, some organizations now face a greater challenge in recruiting than in selecting employees. According to Taylor and Collins, recruitment has become the most critical human resource function for organizational success and survival. Organizational recruitment involves practices and activities carried out by an organization to identify and attract potential employees (Barber 1998). The primary objective of recruitment is to attract top applicants and increase their chances of accepting a job offer. This requires an understanding of the effects of recruitment information on applicant attraction.

Hence, this research tries to find out how the various factors, namely, **job and organization characteristics; recruiter characteristics and behaviour; perceptions about the recruitment process; and company visibility,** influence a candidate's decision while applying for a particular organization and the managerial implications of the same.

To facilitate this research, a quantitative investigation was conducted through the use of a questionnaire to collect the response of 150 management students from colleges in and around Delhi, on the above mentioned parameters. The responses were analyzed with the help of SPSS and recommendations from my side were added.

1. INTRODUCTION

1.1   Recruitment

Recruitment refers to the process of attracting, screening, selecting, and on-boarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an 'employee offering'.

The stages of the recruitment process include: job analysis and developing a person specification; the sourcing of candidates by networking, advertising, or other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and on boarding of new employees.

Depending on the size and culture of the organization recruitment may be undertaken in-house by managers, human resource generalists and / or recruitment specialists. Alternatively parts of all of the process might be undertaken by either public sector employment agencies, or commercial recruitment agencies, or specialist search consultancies.

1.2 Recruitment Process

1.2.1 Job analysis

In situations such as where one or more new jobs are to be created and recruited to for the first time, a job analysis and/or in some cases a task analysis might be undertaken to document the actual or intended requirements of the job. From these the relevant information is captured in such documents as job descriptions and job specifications. Often a company will already have job descriptions that represent a historical collection of tasks performed. Where already drawn up, these documents need to be reviewed or updated to reflect present day requirements. Prior to initiating the recruitment stages a person specification should be

finalized to provide the recruiters commissioned with the requirements and objectives of the project.

1.2.2 Sourcing

Sourcing is the use of one or more strategies to attract or identify candidates to fill job vacancies. It may involve internal and/or external advertising, using appropriate media, such as local or national newspapers, specialist recruitment media, professional publications, window advertisements, job centers, or in a variety of ways via the internet. Alternatively, employers may use recruitment consultancies to find otherwise scarce candidates who may be content in their current positions and are not actively looking to move companies may be proactively identified. This initial research for so-called passive candidates, also called name generation, results in contact information of potential candidates who can then be contacted discreetly to be screened and approached.

1.2.3 Screening and selection

Suitability for a job is typically assessed by looking for relevant skills, knowledge, aptitude, qualifications and educational or job related experience. These can be determined via: screening résumés (also known as CVs); job applications; interviews. More proactive identification methods include performance assessments, psychological, aptitude, numeracy and literacy testing. Many recruiters and agencies use applicant tracking systems to perform the filtering process, along with software tools for psychometric testing and performance based assessment. Performance based assessment is a process to find out if job applicants perform the responsibilities for which they are applying. In many countries, employers are legally mandated to ensure their screening and selection processes meet equal opportunity and ethical standards.

In addition to the above selection assessment criteria, employers are likely to recognize the value of candidates who also have the so-called 'soft skills', such as interpersonal or team leadership and have the ability to reinforce the company brand through their behavior in front of customers and suppliers. Multinational organizations and those that recruit from a range of nationalities are also concerned candidates will fit into the prevailing company 'culture'.

1.2.4 Lateral hiring

"Lateral hiring" refers to a form of recruiting; the term is used with two different, almost opposite meanings. In one meaning, the hiring organization targets employees of another, similar organization, possibly luring them with a better salary and the promise of better career opportunities. An example is the recruiting of a partner of a law firm by another law firm. The new lateral hire then has specific applicable expertise and can make a running start in the new job. In some professional branches such lateral hiring was traditionally frowned upon, but the practice has become increasingly more common. An employee's contract may have a non-compete clause preventing such lateral hiring.

In another meaning, a lateral hire is a newly hired employee who has no prior specific applicable expertise for the new job, and for whom this job move is a radical change of career. An example is the recruiting of a university professor to become chairman of the board of a company.

1.2.5 On-boarding

"On-boarding" is a term which describes the process of helping new employees become productive members of an organization. A well-planned introduction helps new employees become fully operational quickly and is often integrated with a new company and environment. On-boarding is included in the recruitment process for retention purposes. Many companies have on-boarding campaigns in hopes to retain top talent that is new to the company; campaigns may last anywhere from 1 week to 6 months.

1.2   Recruitment Approaches

There are a variety of recruitment approaches and most organizations will utilize a combination of two or more of these as part of a recruitment exercise or to deliver their overall recruitment strategy. In summary five basic models more commonly found are:-

- An in-house personnel or human resources function may in some case still conduct all stages of the recruitment process. In the smallest organizations recruitment may be left to individual managers. More frequently whilst managing the overall recruitment exercise and the decision-making at the final stages of the selection process external service providers may undertake the more specialized aspects of the recruitment process.

- Outsourcing of recruitment to an external provider may be the solution for some small businesses and at the other extreme very large organizations

- Employment agencies are established as both publicly funded services and as commercial private sector operations. Services may support permanent, temporary, or casual worker recruitment. They may be generic agencies that deal with providing unskilled workers through to highly skilled managerial or technical staff or so-called niche agencies that specialize in a particular industrial sector or professional group.

- Executive search firms for executive and professional positions. These firms operate across a range of models such as contingency or retained approaches and also hybrid models where advertising is also used to ensure a flow of candidates alongside relying on networking as their main source of candidates.

- Internet recruitment services including recruitment websites and job search engines used to gather as many candidates as possible by advertising a position over a wide geographic area. In addition social network sourced recruitment has emerged as a major method of sourcing candidates.

2. PROJECT WORK UNDERTAKEN (THEORETICAL BACKGROUND OF THE PROJECT)

2.1 Objective

- The objective of the study is to determine the various factors that influence applicants' attraction to organizations and the extent to which these factors influence their decisions.
- The study also aims to see the effect of moderating factors of gender and work experience on the applicants' perception about the attractiveness of a particular job.

The primary research was done using the quantitative approach where questionnaires were floated to students of various MBA institutes in and around Delhi and their responses were recorded. These responses were then analyses using MS Excel and SPSS in order to determine the factors that influence their decision the most. This was then followed by correlation and factor analysis to study the effect of moderating factors.

Immense literature review (secondary research) was done using various research papers, journals and articles to identify the most common factors that affect an applicants' perception towards the attractiveness of a job. These factors were then individually studied and converted into a questionnaire for obtaining the primary data for the research.

3. LITERATURE REVIEW

3.1 Definition of Recruitment

Rynes (1991) defined recruitment as "encompassing all organizational practices and decisions that affect either the number, or types, of individuals that are willing to apply for, or to accept, a given vacancy". Breaugh (1992) provided a similar definition "Employee recruitment involves those organizational activities that (1) influence the number and/or types of applicants who apply for a position and/or (2) affect whether a job offer is accepted".

Barber (1998) proposed a narrower definition of recruiting that only includes purposeful actions taken by the organization; however, this description excludes important unintended influences on applicant attraction such as applicant reactions to selection procedures (e.g., Gilliland, 1993) and organizational image (e.g., Turban & Greening, 1997).

In the research paper **"Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes" byDerek S. Chapman, Krista L. Uggerslev, Sarah A. Carroll, Kelly A. Piasentin, and David A. Jones,** the authors describe the following four recruiting outcome variables:

- *Job pursuit intentions:* Applicant intentions to pursue a job or to remain in the applicant pool are typically measured early in the recruitment process.
- *Job-*organization attraction: The applicant's overall evaluation of the attractiveness of the job and/or the organization.
- *Acceptance intentions:* Measures of acceptance intentions assess the likelihood that an applicant would accept a job offer if one was forthcoming, and they are frequently assessed when actual job choice information cannot be obtained.
- *Job Choice:* Choosing whether to accept a real job offer involving an actual job.

3.2 Six different predictors of applicants' attraction towards organizations

1. **Job and Organizational characteristics:** Objective factor theory (Behling, Labovitz, & Gainer, 1968) contends that applicants base their job choices largely on their evaluations of the job attributes or vacancy characteristics of the position being evaluated. The paper categorized these broader attributes into those attributes that are specific to a job (e.g., pay, benefits, type of work) and those attributes that are more broadly reflective of the organization (e.g., company image, size, work environment, location, familiarity). Thus, job–organization attributes relate to what specific attributes applicants seek.

2. **Recruiter characteristics:** Critical contact theory (Behling et al., 1968) suggests that because applicants often have insufficient information about job attributes, they have difficulty making meaningful comparisons among jobs. Therefore, applicants may be influenced more by the recruiter than by attributes of the job (Harris & Fink, 1987). Applicants' perceptions of a recruiter comprise characteristics of the recruiter (e.g., age, function) and the recruiters' behavior (e.g., friendly, competent), which may provide signals about the attractiveness of a given position (Rynes et al., 1991). Thus, recruiter characteristics encompass both who does the recruiting and how the recruiter behaves.

3. **Perceptions of the recruitment process:** Researchers have examined applicants' perceptions of the recruiting–selection process, typically described as applicant reactions, as focal predictors of recruiting outcomes (Ryan & Ployhart, 2000). Research questions relating to the recruitment process include whether applicants perceive they are receiving appropriate interpersonal treatment and timely information during the recruitment process and whether the selection instruments are perceived to be face valid and procedurally fair. Thus, perceptions of the recruitment process reflect how the recruitment–selection process should be conducted.

4. **Perceived fit:** Thus far, the predictors that we have considered have been limited to those that are presumed to have simple, linear relationships with applicant attraction. A more complex view, with its origins in Schneider's (1987) attraction selection attrition paradigm and Behling et al.'s (1968) subjective factors theory, suggests that applicants seek a fit with the organization (person– organization [P-O] fit) or with the type of job being filled (person–

job fit; e.g., Cable & Judge, 1996, 1997; Judge & Bretz, 1992; Kristof, 1996; Tom, 1971). Applicants are proposed to interpret characteristics of the job, organization, and recruiter in light of their own needs and values to determine fit. In other words, applicants' perceived fit results from their appraisal of the interaction between their personal characteristics and needs and job–organizational characteristics and supplies (Kristof, 1996).

5. Perceived alternatives: Several researchers (e.g., Bauer, Maertz, Dolen, & Campion, 1998) have examined the extent to which applicants perceive viable alternative employment opportunities (sometimes referred to as "perceived marketability"). More perceived available opportunities are thought to have a negative effect on attraction to any one specific opportunity; however, findings pertaining to this question are mixed (Barber, 1998).

6. Hiring expectancies: Expectancy theory (Vroom, 1966) has played an important role in applicant attraction research, although few researchers have examined the model fully by including measures of instrumentality, valence, and expectancy. Nonetheless, researchers have found supportive results for the role of hiring expectancies in applicant attraction, which are typically operationalized as applicants' evaluations of the likelihood of being offered a position in an organization. Positive hiring expectancies are predicted to lead to greater applicant attraction (e.g., Rynes & Lawler, 1983).

The paper also discusses the moderating effect of the gender, race and applicant type on above factors.

The paper "**INFLUENCES OF CAMPUS RECRUITING ON APPLICANT ATTRACTION TO FIRMS" by DANIEL B. TURBAN and THOMAS W. DOUGHERTY, University of Missouri,** examined the influences of recruiter behaviors and characteristics and interview focus and structure on applicants' attraction to firms. The paper measured attraction to firms as expectancy and valence perceptions. According to the authors, Recruiters may influence applicant attraction through influencing (1) applicants' expectations of receiving a job offer—their expectancy perceptions— or (2) the perceived attractiveness of the jobs: their valence perceptions (Rynes, 1989, 1991; Taylor & Bergmann, 1987). Recruiters can influence expectancy perceptions by behaving in a manner leading applicants to believe job offers will be forthcoming. Expectancy perceptions influence attraction in that applicants are more likely to pursue jobs by, for instance, going on second interviews, or

making site visits when they perceive a high probability that such effort will lead to job offers (Rynes, 1989). Recruiters can influence the perceived attractiveness, or valence, of a job through their behaviors, which applicants tend to interpret as signals about working conditions in a firm; a friendly recruiter is seen as indicating a warm, friendly work environment. In addition, recruiters influence attractiveness through providing applicants with information about job and organizational attributes. Finally, recruiters with certain characteristics might be perceived as having high organizational status, therefore making jobs appear more attractive (Rynes, 1989). The paper gives an insight into the extent to which recruiters' behaviors, their demographic characteristics and an interview's focus and structure, explain applicant attraction to interviewing firms.

CHRISTOPHER J. COLLINS and CYNTHIA KAY STEVENS in their paper, **RECRUITMENT AND DECISION-MAKING: THE EFFECTS OF EARLY RECRUITMENT PRACTICES ON THE DECISION TO APPLY TO AN ORGANIZATION,** explored the relationship between early recruitment practices (company visibility, social networking, campus presence and traditional practices) and decision making during the initial phase of the recruitment process. Results indicated that the relationship between early recruitment practices and decisions to apply were mediated by attraction and perceptions of organizational attributes.

4. RESEARCH & ANALYSIS

4.1 Data Collection using Questionnaire

The questionnaire was divided into four parts, each of which checked the influence of the following factors on the perception of the candidates towards job attractiveness.

- Job and organization characteristics
- Recruiter characteristics and behaviors
- Perceptions about the recruitment process
- Company Visibility

The questions were designed to evaluate the responses on a scale of 1 to 5, which gave the relative importance of the factors.

4.2 Sampling Method

The sample was chosen based on judgemental sampling techniques. The questionnaire in the form of a survey was floated online. Responses were taken in by people over a timeline of 15 days. In total 150 responses were collected**.**

4.3 Graphs and Analysis

4.3.1 Sample Size Selection

Sample size selection was done on the basis of the objective of the project. Since the project talks about the various factors that influence applicants' attraction to organizations and the extent to which these factors influence their decisions. The study also aims to see the effect of moderating factors of gender and work experience on the applicants' perception about the attractiveness of a particular job.

Therefore the ratio of male and female respondents has been considered while doing the survey.
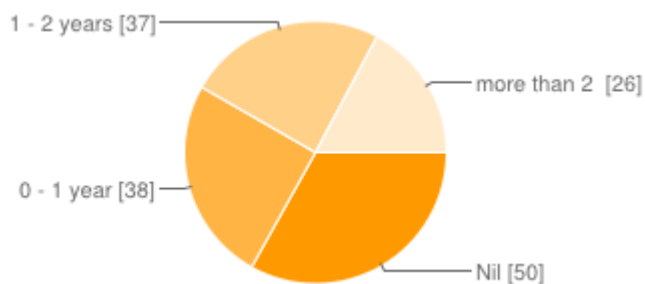
Gender
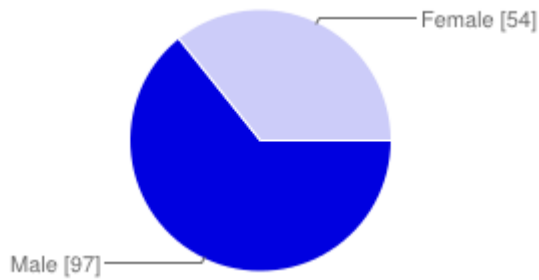
Male	**97**	64%
Female	**54**	36%

The above gender graph shows the percentage of male and female respondents considered for filling out the questionnaire.

Work experience

Nil	**50**	33%
0 - 1 year	**38**	25%
1 - 2 years	**37**	25%
more than 2 years	**26**	17%

The above graph shows the range of work experience of the candidates who were selected for filling out the questionnaire.

4.3.2 Part 1: On a Scale of 1 to 5, what importance do you give to the following job and organization's characteristics before applying for a particular job?
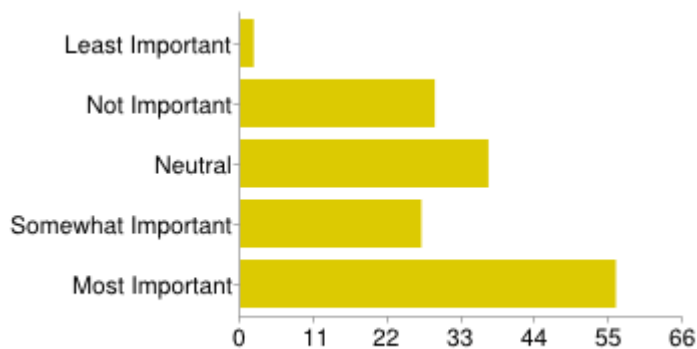
Compensation and Advancement
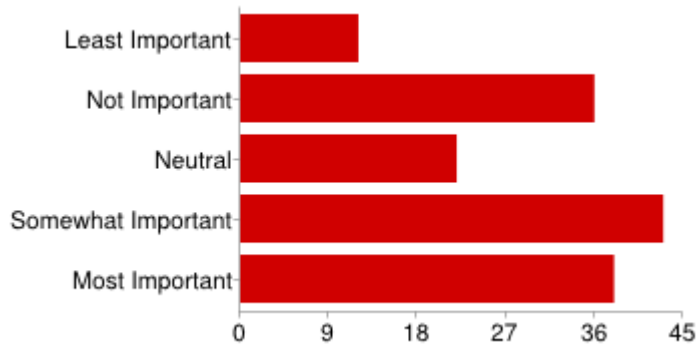
Least Important	**12**	8%
Not Important	**36**	24%
Neutral	**22**	15%
Somewhat Important	**43**	28%
Most Important	**38**	25%

The above graph shows that for more than half of the respondents, compensation and advancement are the important factors before applying for the particular job.
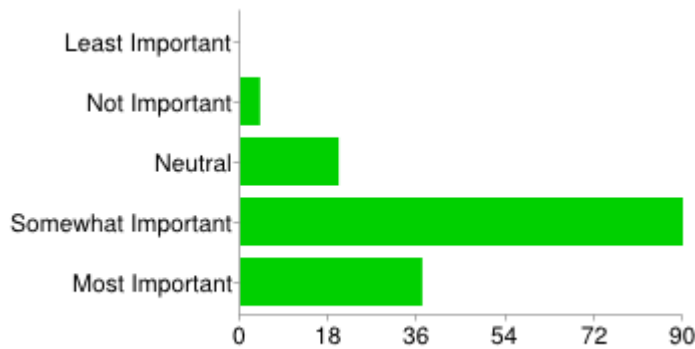
Type of Work

|		
Least Important	**2**	1%
Not Important	**29**	19%
Neutral	**37**	25%
Somewhat Important	**27**	18%
Most Important	**56**	37%

The above graph shows that for more than half of the respondents, the job profile matters to a great extent before applying to a particular job.
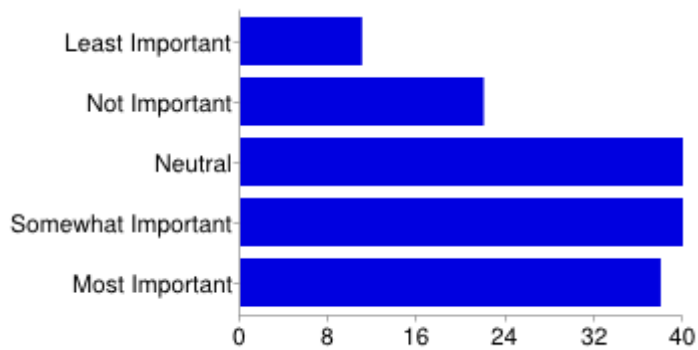
Work Environment

Least Important	**0**	0%
Not Important	**4**	3%
Neutral	**20**	13%
Somewhat Important	**90**	60%
Most Important	**37**	25%

Organization's Image
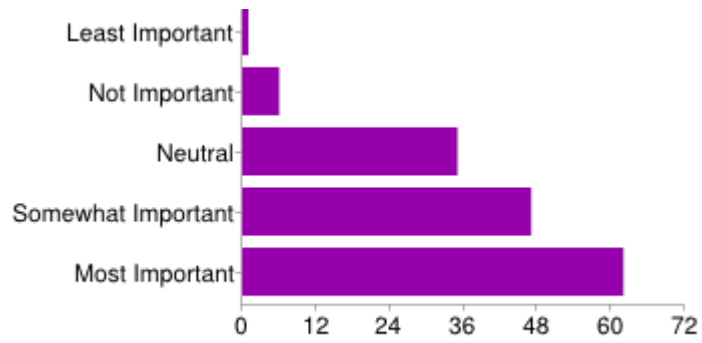
Least Important	**1**	1%
Not Important	**6**	4%
Neutral	**35**	23%
Somewhat Important	**47**	31%
Most Important	**62**	41%

Location Offered

Least Important	**11**	7%
Not Important	**22**	15%
Neutral	**40**	26%
Somewhat Important	**40**	26%
Most Important	**38**	25%

The above graph shows that for half of the percentage of the respondents, location is a big considerable factor whereas this is not the case for 22% of the population.

Size of the Organization
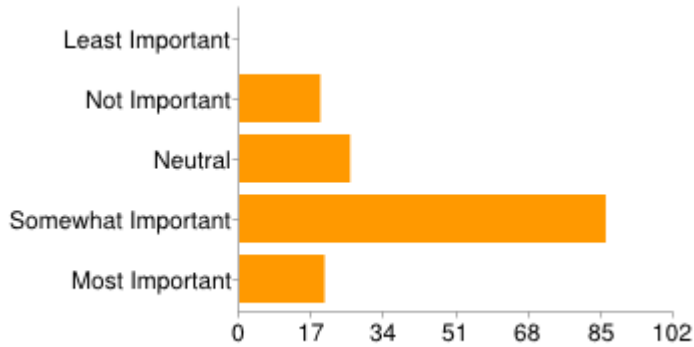
Least Important	**0**	0%
Not Important	**19**	13%
Neutral	**26**	17%
Somewhat Important	**86**	57%
Most Important	**20**	13%

This factor seems like the most considerable factor among all. 70 % of the respondents consider the size of the organization before applying for the particular job. This shows that companies that fall into the category of startups are less preferable.

Hours and timings of Work
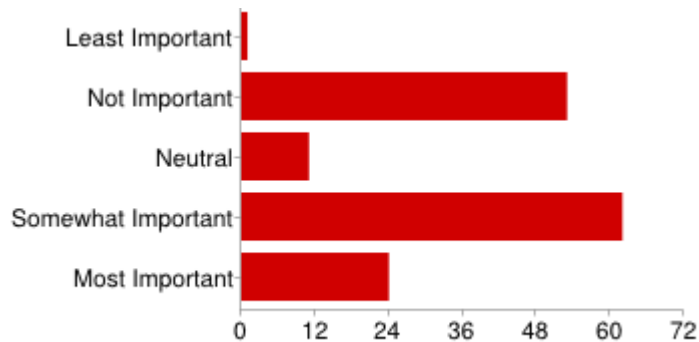
Least Important	**1**	1%
Not Important	**53**	35%
Neutral	**11**	7%
Somewhat Important	**62**	41%
Most Important	**24**	16%

The above analysis shows that hours and timings of work are not the significant factors for the respondents before applying to a particular job.

4.3.2 Part 2: According to you, do the following recruiter characteristics and behaviors influence your decision of applying for a particular job or organization?

Young Recruiters are easier to connect with and give a better picture of the organization.
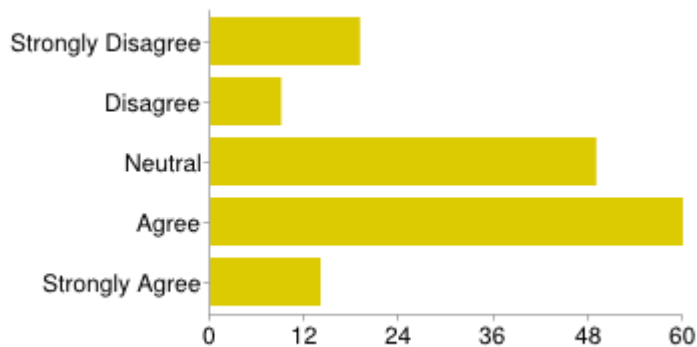
Strongly Disagree	**19**	13%
Disagree	**9**	6%
Neutral	**49**	32%
Agree	**60**	40%
Strongly Agree	**14**	9%

22

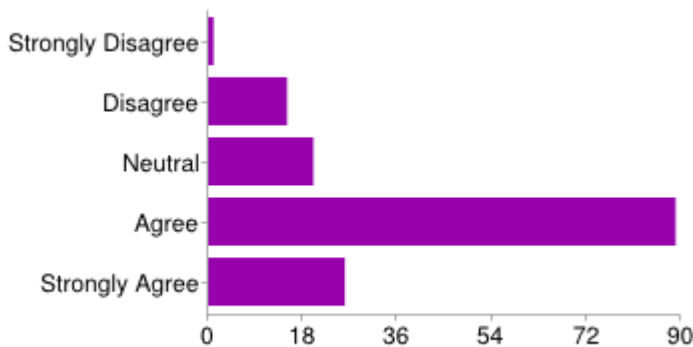The graph shows that 49% of the respondents support the factor.

Male recruiters are better as compared to their female counterparts when it comes to giving a realistic picture about the job and the organization.
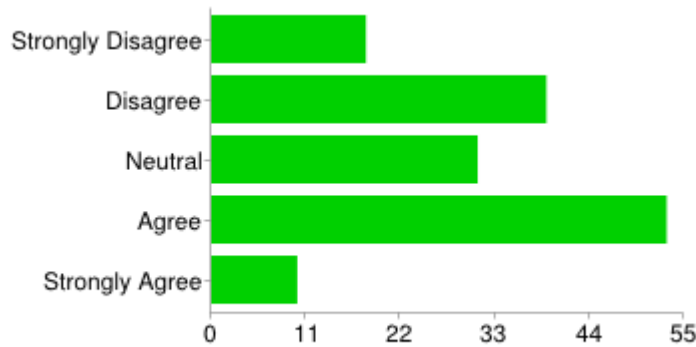
Strongly Disagree	**18**	12%
Disagree	**39**	26%
Neutral	**31**	21%
Agree	**53**	35%
Strongly Agree	**10**	7%

The graph shows that 42% support the factor.

A recruiter's knowledge and competence shows the organization in a better light

Strongly Disagree	**1**	1%
Disagree	**15**	10%
Neutral	**20**	13%
Agree	**89**	59%
Strongly Agree	**26**	17%

The graph shows that 76% of the respondents support the factor.

## Recruiters who give an elaborate pre-placement talk give a better idea of their organization
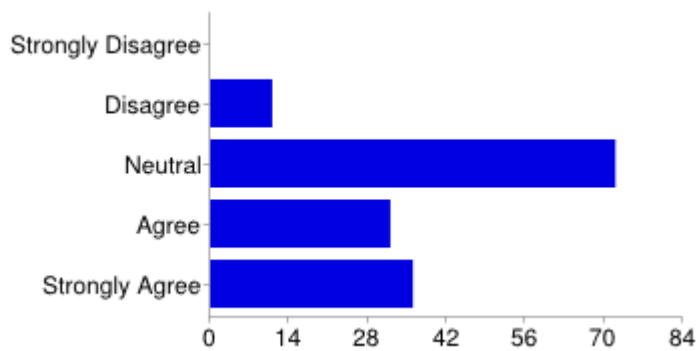
Strongly Disagree	**0**	0%
Disagree	**11**	7%
Neutral	**72**	48%
Agree	**32**	21%
Strongly Agree	**36**	24%

The graph shows that 45% of the respondents support the factor but at the same time there is no strong disagreement to it.

Recruiters who are warm and friendly represent a friendly organizational culture.
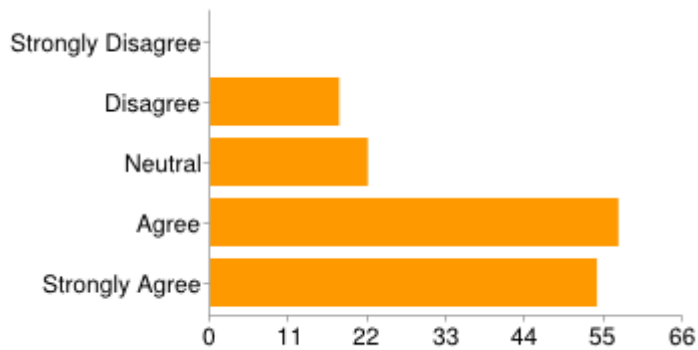
Strongly Disagree	**0**	0%
Disagree	**18**	12%
Neutral	**22**	15%
Agree	**57**	38%
Strongly Agree	**54**	36%

The graph shows that more than half of the respondents support this factor.

Part 3: Do the following perceptions about the recruitment process affect your decisions of applying for a job or accepting a job offer?
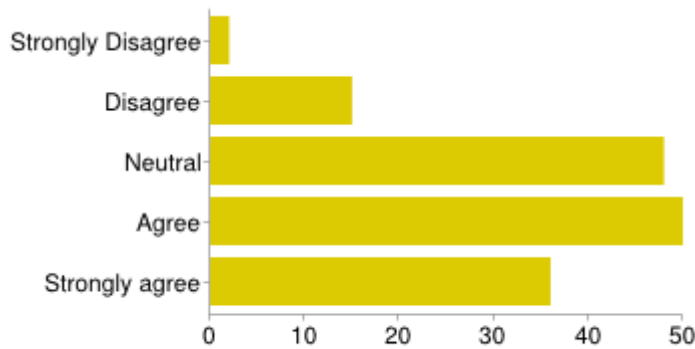
According to you, is a well-laid out recruitment procedure necessary for an organization?
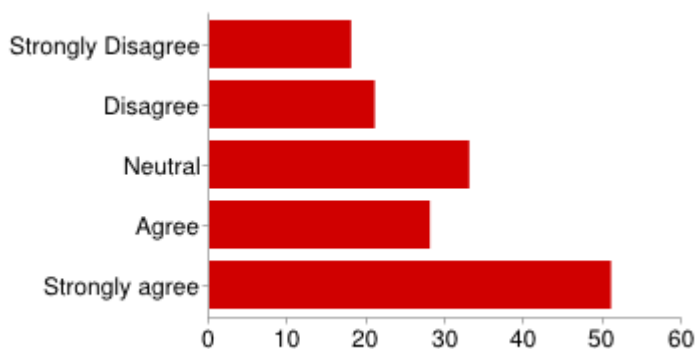
Strongly Disagree	**18**	12%
Disagree	**21**	14%
Neutral	**33**	22%
Agree	**28**	19%
Strongly agree	**51**	34%

The analysis shows that more than half of the respondents support the above factor.

According to you, is it necessary for organizations to give a detail of their judgement parameters?

Strongly Disagree	**2**	1%
Disagree	**15**	10%
Neutral	**48**	32%
Agree	**50**	33%
Strongly agree	**36**	24%

The above graph shows that hardly 11% of the respondents does not support the factor.

According to you, an organization that gives timely response during the placement process is a good organization to work with?
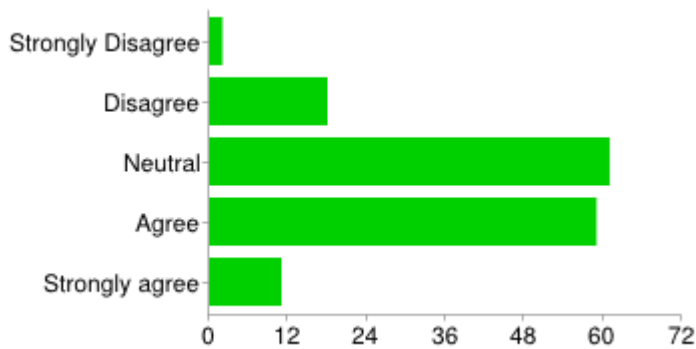
Strongly Disagree	**2**	1%
Disagree	**18**	12%
Neutral	**61**	40%
Agree	**59**	39%
Strongly agree	**11**	7%

The % of respondents giving neutral response and those who agree to this factor are nearly the same.

According to you, is it important for a good organization to use valid and procedurally fair selection instruments during the process?
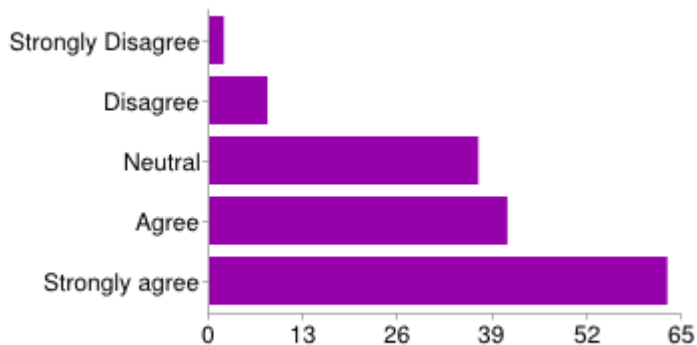
Strongly Disagree	**2**	1%
Disagree	**8**	5%
Neutral	**37**	25%
Agree	**41**	27%
Strongly agree	**63**	42%

The analysis says more than half of the respondents support this factor.

Part 4: According to you, how important are the following factors in shaping up an organization's image in your mind?

A well-designed website
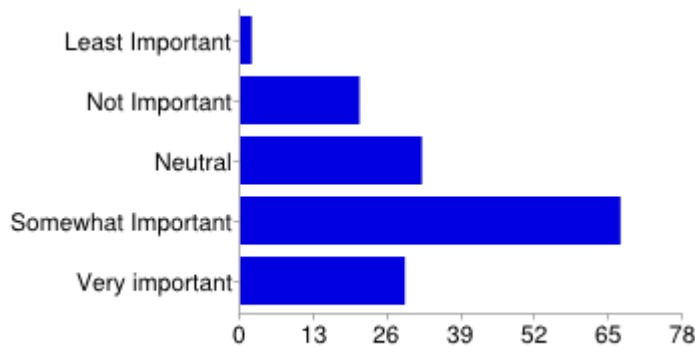
Least Important	**2**	1%
Not Important	**21**	14%
Neutral	**32**	21%
Somewhat Important	**67**	44%
Very important	**29**	19%

The above graph shows that more than half of the respondents support this factor.

Organization's presence on social media
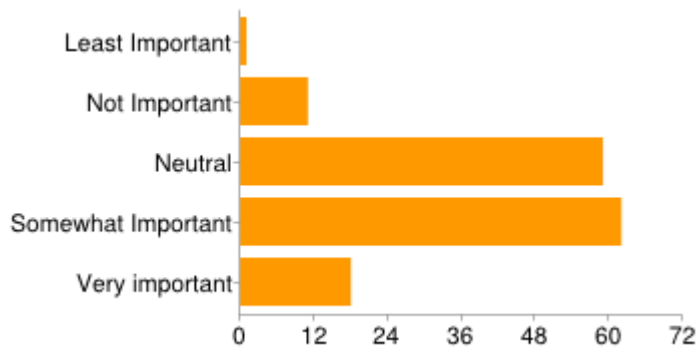
Least Important	**1**	1%
Not Important	**11**	7%
Neutral	**59**	39%
Somewhat Important	**62**	41%
Very important	**18**	12%

The graph shows that half of the respondents support this factor.

Campus Presence
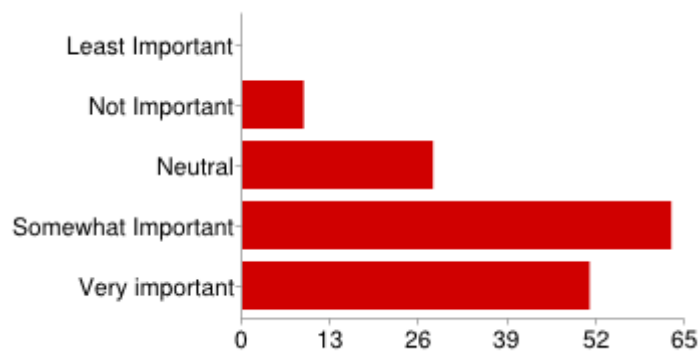
Least Important	**0**	0%
Not Important	**9**	6%
Neutral	**28**	19%
Somewhat Important	**63**	42%

Very important   **51**   34%

The graph shows that campus presence of an organization is an attractive factor before applying for it.

Newer Recruitment methods
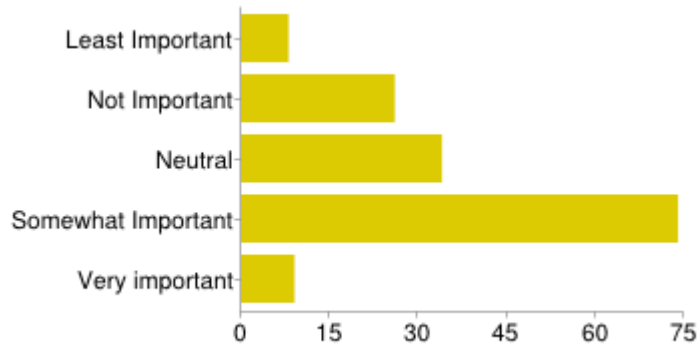
Least Important	**8**	5%
Not Important	**26**	17%
Neutral	**34**	23%
Somewhat Important	**74**	49%
Very Important	**9**	6%

This factor is supported by more than half of the respondents.

5. INTERPRETATIONS & FINDINGS

5.1 SPSS Analysis

5.1.1 Reliability Test

Firstly, a reliability test was conducted to test for the validity of the data. The cronbach's alpha value was 0.689 which satisfactorily validates the reliability of the data.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.689	.690	20

Mean

For finding out the factors that most attracted the consumers towards a particular organization, means of the individual factors were calculated.

5.1.2 Job and Organization Characteristics

Compensation and Advancement	3.39	1.310	150
Type of Work	3.71	1.196	150
Work Environment	4.06	.697	150
Organization's Image	4.08	.931	150
Location Offered	3.47	1.224	150
Size of the Organization	3.71	.856	150
Hours and timings of Work	3.36	1.143	150

The means for the factors organization's image and work environment are the maximum indicating that these factors are considered the most while choosing an organization or a job offer while factors such as compensation and hours and timings of work are the factors that least affect such decisions.

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5.1.3 Recruiter characteristics and behaviors

Young Recruiters are easier to connect with and give a better picture of the organization	3.27	1.129	150
Male recruiters are better as compared to their female counterparts when it comes to giving a realistic picture about the job and the organization	2.98	1.167	150
A recruiter's knowledge and competence shows the organization in a better light	3.82	.860	150
Recruiters who give an elaborate pre-placement talk give a better idea about their organization	3.61	.933	150
Recruiters who are warm and friendly represent a friendly organizational culture	3.97	.996	150

The results indicate that recruiters who are warm and friendly as well as recruiters who appear to be competent and knowledgeable show the organization in a better light and hence attract applicants towards the organization whereas not much emphasis is laid upon the gender or age of the recruiters.

5.1.4 Perceptions about the recruitment process

According to you, is a well-laid out recruitment procedure necessary for an organization?	3.49	1.394	150
According to you, is it necessary for organizations to give a detail of their judgement parameters?	3.69	.991	150
According to you, an organization that gives timely response during the placement process is a good organization to work with?	3.39	.843	150
According to you, is it important for a good organization to use valid and procedurally fair selection instruments during the process?	4.03	.999	150

Applicants consider it very important for an organization to use valid and procedurally fair selection instruments during the process and give a detail of their judgement parameters as well, in order to attract the applicants' interest in the organization and the job offered.

5.1.5 Company Visibility

A well-designed website	3.67	.980	150
Campus Presence	4.03	.878	150
Organization's presence on social media	3.57	.823	150
Newer Recruitment methods	3.33	1.007	150

Most emphasis from this category is placed on the Campus presence of an organization as well as the website of the organization both of which attract majority of the applicants towards it.

5.1.6 Effect of moderating factors

		Gender
Pearson Correlation	Gender	1.000
	Work Environment	.065
	Organization's Image	.095
	A recruiter's knowledge and competence shows the organization in a better light	.021
	Recruiters who are warm and friendly represent a friendly organizational culture	.078
	According to you, is it necessary for organizations to give a detail of their judgement parameters?	.071
	According to you, is it important for a good organization to use valid and procedurally fair selection instruments during the process?	.123
	A well-designed website	.076
	Campus Presence]	-.019

The correlation matrix shows that there is not much correlation between the given factors and gender which goes on to prove that gender does not play an important role in moderating the effect of these factors on the applicants' attraction towards organizations.

6. CONCLUSIONS AND RECOMMENDATIONS

On the basis of the data obtained and analyzed for various factors, it is observed that the following factors were the most influential in attracting applicants towards an organization or a job offer:

Job and Organization characteristics

It is observed that the perceived work environment and the organization's image have the strongest relationship with job-organization attraction while other factors such as compensation offered, location offered or the hours and timings of work are not that important when it comes to applicants' decisions of applying for a particular job or organization.

Hence, it becomes necessary for organizations to improve the employer brand in order to attract the talent pool and win in the war for talent. Improving the work culture in the organization and the organization's image in the market are the two steps that can prove to be very helpful to improve these factors.

Recruiter characteristics and behaviors

It is seen that recruiter demographics such as age and gender do not bear much connection to the applicants' perception about the organization. However, more competent and knowledgeable recruiters as well as recruiters who are warm and friendly give a better picture of the organization to the candidate and hence organizations should focus on hiring recruiting managers who appear to be warm, friendly and personable and then train them to improve their knowledge about the organization and technical competencies.

Perceptions about the recruitment process

It is observed that candidates usually look out for organizations that use procedurally valid and fair selection tools and also give a detail of the judgement parameters that form the basis of the selection process. So it is recommended that organizations

should use selection tools which display a high level of validity and fairness and at the same time maximum efforts should be made in order to keep the entire recruitment process as transparent as possible. This increases the organization's image in the mind of the applicants and helps in attracting a better talent pool.

Company Visibility

The results indicate that the presence of the organization on the campus as well as its website should be well maintained as it goes a long way in shaping the organization's image in the minds of the applicants. Hence it is recommended that organizations should try and stay in the minds of the potential candidates by registering its presence on the campus in the form of job fairs, career quests and other activities.

7. LIMITATIONS

1. The major limitation of the study is that it is restricted only to students of MBA institutes in and around Delhi, which lacks broader exploration of the perceptions of students from other MBA institutes located in different parts of the country.

2. Also, a sample size of 150 is too small for generalization of the results.

3. There is no check for personal as well as research biases which might have cropped in unnoticed. This is another big limitation for the study.

4. Also, there could have been other factors that influence an applicants' attraction towards firms which might not have been taken into account in the study.

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9. APPENDIX

Questionnaire

factors influencing applicants' attraction to firms

*Required

Gender *

- ○ Male
- ○ Female

Work experience *

- ○ Nil
- ○ 0 - 1 year
- ○ 1 - 2 years
- ○ more than 2 years

On a Scale of 1 to 5, what importance do you give to the following job and organization's characteristics before applying for a particular job? *

	Least Important	Not Important	Neutral	Somewhat Important	Most Important
Compensation and Advancement	○	○	○	○	○
Type of Work	○	○	○	○	○
Work	○	○	○	○	○

	Least Important	Not Important	Neutral	Somewhat Important	Most Important
Environment					
Organization's Image	○	○	○	○	○
Location Offered	○	○	○	○	○
Size of the Organization	○	○	○	○	○
Hours and timings of Work	○	○	○	○	○

According to you, do the following recruiter characteristics and behaviors influence your decision of applying for a particular job or organization? *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Young Recruiters are easier to connect with and give a better picture of the organization	○	○	○	○	○

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Male recruiters are better as compared to their female counterparts when it comes to giving a realistic picture about the job and the organization	○	○	○	○	○
A recruiter's knowledge and competence shows the organization in a better light	○	○	○	○	○
Recruiters who give an elaborate pre-placement talk give a better idea about their organization	○	○	○	○	○
Recruiters who are warm and friendly represent a friendly organizational culture	○	○	○	○	○

Do the following perceptions about the recruitment process affect your decisions of applying for a job or accepting a job offer?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
According to you, is a well- laid out recruitment procedure necessary for an organization?	○	○	○	○	○
According to you, is it necessary for organizations to give a detail of their judgement parameters?	○	○	○	○	○
According to you, an organization that gives timely response during the placement process is a good organization to work with?	○	○	○	○	○
According to you, is it important for a good organization to use valid and	○	○	○	○	○

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
procedurally fair selection instruments during the process?					

According to you, how important are the following factors in shaping up an organization's image in your mind? *

	Least Important	Not Important	Neutral	Somewhat Important	Very important
A well-designed website	○	○	○	○	○
Organization's presence on social media	○	○	○	○	○
Campus Presence	○	○	○	○	○
Newer Recruitment methods	○	○	○	○	○