

for jobs of lower worth. The job may be of such importance to the organization that it is willing to pay a premium through inducements to attract well-qualified candidates.

In regard to the effectiveness of certain messages, some applicants are less likely than others to be influenced in their attitudes and behaviors by the recruitment message. For example, one study showed that a realistic message is less effective for those with considerable previous job experience.³¹ Highly experienced candidates are more likely to be persuaded by high-quality, detailed advertisements than are less experienced candidates.³² A targeted message does not work very well if the source is seen as not credible.³³ Other tactics have varying degrees of effectiveness as well. Inducements, for example, may not be particularly effective with applicants who do not have a family or who have considerable wealth.

Communication Media

Not only is the message itself an important part of the recruitment process, so, too, is the selection of media to communicate the message. The most common communication media include advertisements, organizational websites, videoconferencing, and direct contact. Although these are all potential ways to get the message out, the most common method of learning about a job is through word of mouth, which is a difficult communication medium for an organization to manage.

Effective communication media are high in richness and credibility. Rich media channels allow for timely personal feedback and a variety of methods for conveying messages (e.g., visual images, text, figures and charts), and they are customized to each respondent's specific needs. Credible media channels transmit information that is honest, accurate, and thorough. Research has shown that respondents will have more positive images of organizations that transmit information that is rich and credible.³⁴ If the information is seen as coming directly from the employees, rather than from the organization's recruiting offices, the message will likely be seen as more honest and unbiased. Experts on advertising advise recruiters to remember that they need to constantly promote their brand to potential employees, because sheer repetition and consistency of a promotional message increase its effectiveness.

Our review of communication media below proceeds from the media that tend to have the least credibility and richness to the media that have the most credibility and richness. Research has shown that greater employer involvement with prospective applicants is likely to improve the image of the organization. In turn, a better image of the organization is likely to result in prospective applicants pursuing employment with the organization.³⁵ The media with the least richness and credibility usually have an advantage in that they can reach a large number of people at low cost, so they should not be overlooked. Given the various advantages and disadvantages of the methods we review below, organizations usually select a vari-