

organization's advantage not to attract too many applicants, because of the costs associated with processing all the applications.

Sufficient Quality

Recruiting methods that link employers to a database of employees with exceptional skills will enable an employer to save money on screening and selection processes. But if the search is too narrow, the organization will likely be engaged in a long-term process of looking.

Cost

The costs of any method of recruiting are the direct expenses involved in contacting job seekers and processing their applications. Some sources, such as radio advertisements, search firms, and sophisticated website portals that customize information and provide employees with feedback, are quite expensive to develop. These methods may be worth the cost if the organization needs to attract a large number of individuals, if KSAOs for a job are in short supply, or if the job is crucial to the organization's success. On the other hand, organizations that need fewer employees or that require easily found KSAOs discover that lower-cost methods like applicant-initiated recruiting or referrals are sufficient to meet their needs. Some fee-based services, like employment agencies, are able to process applications inexpensively because the pool of applicants is prescreened for relevant KSAOs.

Impact on HR Outcomes

A considerable amount of research has been conducted on the effectiveness of various recruitment sources and can be used as a starting point for which sources are likely to be effective. Research has defined effectiveness as the impact of recruitment sources on increased employee satisfaction, job performance, diversity, and retention. Evidence suggests that, overall, referrals and job trials are likely to attract employees who have a better understanding of the organization and its culture, and therefore they tend to result in employees who are more satisfied, more productive, and less likely to leave. Conversely, sources like employment agencies can produce employees who are less satisfied and productive. Any general conclusions regarding the effectiveness of recruitment sources should be tempered by the fact that the location of an organization, the compensation and benefits packages provided, the type of workers, and the typical applicant experience and education levels will moderate the efficacy of these practices.

TRANSITION TO SELECTION

Once a job seeker has been identified and attracted to the organization, the organization needs to prepare the person for the selection process. In preparation, applicants need to be made aware of the next steps in the hiring process and what will