

knows whether his or her credentials will receive further review and whether he or she needs to take any additional steps to secure employment.

Even when an applicant is rejected for a position, there are record-keeping responsibilities. The applicant's file should be stored in the event that another search arises that requires someone with the applicant's qualifications. Such storage should be for a maximum of one year (see "Legal Issues" at the end of the chapter).

APPLICANT REACTIONS

After the organization has a clear idea of its strategic plan, the possible reactions of applicants should be considered. Organizations should try to collect as much information about potential applicant reactions at all phases of the process, including initial intentions to apply, interest in taking a job if offered, and final choice. Different factors can be important at different stages. For example, the influence of the recruiter on the applicant is more likely to occur in the initial stage rather than the latter stages of the recruitment process. In the latter stages, actual job characteristics carry more weight in the applicant's decision.

Understanding how applicants will react to various features of the recruiting process will help determine which type of communication message content and media should be employed, as well as help facilitate implementation of effective strategies. Thus, we review applicant reactions to job and organization characteristics, recruiters, the recruitment process, and diversity issues in turn before turning to communicating a message and receiving applications.

Reactions to Job and Organizational Characteristics

In a marketing sense, the job and the organization are the products the organization is trying to "sell" to potential applicants, so any recruiting strategy will have to take these characteristics into account.

At the job level, research suggests that applicants are most interested in working for organizations that offer sufficient wages, opportunities for growth and development, and interesting work characteristics.¹² In particular, opportunities for challenge and development are most strongly associated with applicant attraction. Of course, not all jobs have these desired features, so managers will need to decide exactly how much information about the job should be shared. This issue will be discussed in detail shortly. In some industries, the payment strategy may also help attract candidates who match the job demands. For example, to attract entrepreneurial financial advisors, some financial services firms entice potential applicants with a well-publicized opportunity to run their shops independently and keep 100% of their advisory fees.¹³ Attracting such individuals supports an organizational strategy that focuses on innovation, personal initiative, and achievement.