

market, and how to identify what candidates want. In developing their marketing skills, recruiters can be shown how to link up with other departments, such as marketing and public relations. Recruiters may be able to collaborate with marketing efforts to achieve a brand image that not only sells products to customers but sells the organization to prospective hires as well. Interpersonal skills training should include practice scripts, strategies to put recruits at ease, and role-playing exercises.

Finally, in their efforts to recruit more creatively, recruiters need training on ethical issues in recruitment. Is it ethical for a recruiter to recruit at a competitor's place of business? In parking lots? At weddings or funerals? Some recruiters will even lie to applicants in an effort to lure them. To ensure that recruiters behave ethically, standards should be developed and recruiters should be trained on these standards.<sup>18</sup>

### Reactions to the Recruitment Process

Only some administrative components of the recruitment process have been shown to have an impact on applicant reactions.<sup>19</sup> Research suggests that above all else, applicants want a system that is fair. First, job applicants are more likely to have favorable reactions to the recruitment process when the screening devices used to narrow the applicant pool are seen as job related. That is, the process used should be closely related to the content of the job as spelled out in the job requirements matrix. Applicants also see recruiting processes as more fair if they have an opportunity to perform or demonstrate their ability to do the job.

Second, delays in the recruitment process have a negative effect on applicants' reactions. In particular, when long delays occur between the applicant's expression of interest and the organization's response, the applicant forms negative reactions about the organization but not about himself or herself. For example, an applicant who experiences a long delay between an on-site visit and a job offer is more likely to believe that something is wrong with the organization rather than with his or her personal qualifications. This is especially true of the better-qualified candidate, who is likely to act on these feelings by accepting another job offer.

Finally, though little research is available, the increasing use of the Internet in recruitment, and that it is often the applicant's first exposure to an organization, suggest that applicants' reactions to an organization's website will increasingly drive their reactions to the recruitment process.

Indeed, studies reveal that applicants are able to locate more relevant jobs on the Internet than in traditional sources such as print media. Moreover, applicants generally like using the Internet for evaluating companies and submitting applications, if some provisos are kept in mind. As with general recruiting, perhaps the most important factor is the degree and speed of follow-up; delays greatly harm the image of the recruiting organization, so organizations need to make sure that online applications are followed up. Also, research shows that job seekers are more satisfied with organization websites when specific job information is provided and security precautions are taken to preserve the confidentiality of the