

Section II

Redesigning HR Administrative Processes

Copyright © 2005, Idea Group Inc. Copying or distributing in print or electronic forms without written permission of Idea Group Inc. is prohibited.

Chapter IV

E-Recruiting: Categories and Analysis of Fortune 100 Career Web Sites

In Lee, Western Illinois University, USA

Abstract

Since the mid-1990s, a number of e-recruiting methods such as job boards, corporate career Web sites, and e-recruiting consortia have been introduced into the labor market. Recruiting through the corporate career Web site has been touted as the most efficient and cost-effective recruiting method among them. While most large and medium-sized organizations have deployed corporate career Web sites, many of them have failed to achieve the maximum benefits because they do not have the appropriate e-recruiting practice in place. After identifying six categories of e-recruiting sources, this study analyzes the corporate career Web sites of the Fortune 100 companies. Thirty-three attributes that characterize the

corporate career Web sites were identified, named, and analyzed around four major categories: recruiting methods, job search tools, job application tools, and information on organizational attributes.

Introduction

Currently, e-recruiting is one of the most successful e-commerce applications as a method for quickly reaching a large pool of the potential job seekers. The capability of advanced e-recruiting tools has enabled recruiters to quickly identify and hire qualified candidates, and to build ongoing relationships with prospective employees. According to Forrester Research (www.forrester.com), the average cost of hiring an employee via the Internet is US\$183, whereas the average cost of hiring an employee via the traditional methods (i.e., newspapers or magazines) is \$1,383. Forrester Research predicted that corporate recruiters would increase the e-recruiting budget by 52% by 2004, while cutting the budget for traditional recruitment by 31%.

Major advantages cited for the successful adoption of e-recruiting methods include cost savings, efficiency, and convenience for both recruiters and job seekers (Tomlinson, 2002; Miller, 2001; Gale, 2001). In a 2001 poll of 400 recruiters by Recruiters Network (www.recruitersnetwork.com), 46% indicated that e-recruiting was the most effective way to get the most hires and best résumés, followed by referrals (35%) and newspaper classifieds (11%).

There has been a fundamental shift in the way companies use the e-recruiting methods since their inception in the mid-1990s. While most companies utilize at least one of the third-party job boards, more and more companies are creating their own corporate career Web sites. According to iLogos' research (<http://www.ilogos.com>), 29% of Global 500 companies had corporate career Web sites and 57% subscribed to the third-party job boards in 1998. In 2002, the figure had changed to 91% and 9%, respectively.

The main purposes of this chapter are to classify the various e-recruiting sources and to analyze the content of Fortune 100 companies' career Web sites. This chapter is organized as follows: The first section compares the traditional recruiting and e-recruiting processes. Six major categories of the e-recruiting sources are then discussed, followed by a content analysis of the Fortune 100 companies' career Web sites. The chapter concludes with future e-recruiting trends.

Background: Traditional Recruiting vs. E-Recruiting Processes

The traditional recruiting process consists of the following iterative phases: identification of hiring needs; submission of job requisition and approval; job posting; submission of job applications; screening of résumé/application; interviewing; pre-employment screening; and job offer and employment contract. Both hiring managers and recruiters rely on hard-copy documents and conventional delivery mechanisms to complete the recruiting process.

The traditional recruiting process is typically a step-by-step sequential process whereby the subsequent phase starts the required tasks only after the previous phase completes its tasks. Labor-intensive hiring tools like face-to-face interviews, paper and pencil tests, and job previews are widely used in traditional recruiting. The traditional process has been fraught with task delays and miscommunications, which result in the long hiring process and high hiring cost.

Computers had been used in the traditional recruiting process even before the introduction of e-recruiting. However, computer applications were limited to the automation of internal processes rather than the rationalization of the process. Software packages could not communicate with each other, and the quantity and quality of the job applications remained the same. Even with automation, most recruiting processes were still batch processes. The advent of e-recruiting moved the computer application of the recruiting process to a higher level. The e-recruiting system is a Web-enabled, "anytime-anyplace," ubiquitous system for both job seekers and recruiters.

We define the e-recruiting as *practices and activities carried on by the organization that utilizes a variety of electronic means to fill open positions effectively and efficiently*. The e-recruiting process consists of the following iterative steps: identification of hiring needs; submission of job requisition; approval of the job requisition via a job database; job posting on the Internet; online search of the job database by job seekers; online pre-screening/online self-assessment; submission of applications by applicants directly into an applicant database; online search of the applicant database for candidate selection; online evaluation of résumé/application; interviewing by recruiters/hiring managers; online pre-employment screening; and job offer and employment contract.

While traditional recruiting is characterized as a sequential batch process, e-recruiting is characterized as a continuous and online process in which some of the recruiting activities may be performed concurrently. The benefits of e-recruiting are accomplished with the extensive use of a centralized job database and an array of Web-enabled integrated applications. For example, when there is a need for a new employee, hiring managers may prepare the job requisition by entering the predefined job code into the job analysis database and retrieving a detailed list of the job requirements. The submission of the retrieved job requisition to division managers is electronically processed. Once the job requisition is approved, the job requisition data are used for the job posting at the career Web site. The job requisition data are also used to search résumés based on specific criteria/keywords. The qualified candidates are further narrowed down with an additional screening process that utilizes various online

Table 1. Summary of six categories of the e-recruiting sources: Recruiters' perspectives

E-Recruiting Source	Advantages	Disadvantages	Sample Participants
General-Purpose Job Board	Brand recognition; E-recruiting experience; High traffic; Industry best tools; Large candidate base; Large recruiter base	Relatively high job posting cost; Potentially low quality applications; Limited content control; Stickiness of the job board; Limited candidate relationship	Monster.com; HotJobs.com; CareerBuilder.com
Niche Job Board	Gathering of passive job seekers; Focused search; Community of professionals	Low brand recognition; Possibility of identity theft	Dice.com; Erecruiting.com; Taon-line.com; JournalismJobs.com; MarketingJobs.com; TexasJobs.com
E-Recruiting Application Service Provider	Low application development cost for recruiters; Quick application development	Integration issues with existing systems; Possibility of closure due to competition; Possibility of lock-in; Low traffic	Recruitsoft; Bossing; RecruitUSA; PeopleClick; TalentFusion; Lawson
Hybrid Recruiting Service Providers	Expertise in advertising industry; Portfolio of recruiting media; Price bundling with conventional media	Strong image as a conventional media; Low traffic; Low technology	New York Times; Wall Street Journal; Chronicle of Higher Education
E-Recruiting Consortium	Low service cost; Direct and immediate link to corporate career site	Potential conflicts among members; Low exposure; Low technology	DirectEmployers.com; NACElink
Corporate Career Web Site	Candidate relationship management; High interest in jobs by job applicants; Integration with existing systems	Needs for IT specialists; High up-front development cost	94% of Fortune 100 companies; 81% of Fortune 500 companies

and off-line interview and test tools, and then the company conducts an online pre-employment background check and makes a job offer to the best candidate.

Categories of E-Recruiting Sources

Corporate recruiters tend to be interested in such factors as whether certain recruiting sources are more likely to yield a higher percentage of new hires, whether certain sources are likely to generate minority applicants, and whether the quality of job applicants is higher for certain recruiting sources (Barber, 1998). While numerous e-recruiting sources have been introduced to improve the recruiting effectiveness since the mid-1990s, no formal classification system for e-recruiting sources has been developed yet.

In order to give recruiters and job seekers a better understanding of the e-recruiting methods, we surveyed a wide range of recruiting sources. Based on this analysis, we identify six basic categories of the e-recruiting sources: (1) general purpose job board, (2) niche job board, (3) e-recruiting application service provider, (4) hybrid (online and off-line) recruiting service provider, (5) e-recruiting consortium, and (6) corporate career Web site. Table 1 summarizes the six categories of the e-recruiting sources.

The *general-purpose job board* provides a comprehensive online recruiting solution to both employers and job seekers across different industries. Monster, HotJobs, and Careerbuilder are leaders in this category. Job seekers can search for jobs by category, experience, education, location, or any combination of these job attributes. Most of the leading general-purpose job boards employ an agent technology to increase utility for the job seekers and recruiters. Personalized job agents match job seekers' profiles with the latest job postings and e-mail the list of the matched jobs to the job seekers.

The recruiters can search the job boards' database based on the skill, experience level, job preference, salary, education, and any combination of keywords to find qualified candidates. To address job seekers' and recruiters' rising dissatisfaction with services and costs, the general-purpose job board has evolved into an array of comprehensive career services, offering customized placement services, applicant assessment, and candidate relationship management.

The *niche job board* serves highly specialized job markets such as a particular profession, industry, education, location, or any combination of these specialties. Sample profession-oriented niche job boards include JournalismJobs.com, MarketingJobs.com, AllRetailJobs.com, and JobsInLogistics.com. Location-oriented niche job boards include NJ.com, TexasJobs.com, and ArizonaJobs.com. The advantage of the niche job board is a focused search with which recruiters can reach a large pool of qualified candidates most effectively. Most niche job boards operate specialized online communities or newsgroups that draw professionals, such as engineers, programmers, and journalists who share specific interests, skills, experience, and knowledge.

Both the general-purpose and niche job boards generate revenue by providing recruiters with applicant tracking service, hiring tools, job posting, Web site hosting, pre-screening tools, and advertisements. As the success of the job boards depends on the critical mass of job applicants, the job boards typically provide job seekers with free access to the services. Advanced services such as résumé writing and interview guidance may be accessible to the job seekers for a fee. The advantages of using the job boards include access to a large pool of recruiters and job seekers, and availability of state-of-the-art e-recruiting tools. Medium- and small-sized recruiters with low name recognition can access a large pool of qualified job applicants at a reasonable cost.

Because of the relative ease of entry into the e-recruiting market, the general-purpose and niche job boards overcrowded the e-recruiting industry in the late 1990s, and went through a series of mergers and acquisitions in the early 2000s. For example, TMP, the parent company of Monster, acquired FlipDog in 2001 to gain competitive advantage in the general-purpose job board market. Careerbuilder acquired CareerPath in 2000 and Headhunter.net in 2001. Yahoo! acquired HotJobs, which became a wholly owned subsidiary of Yahoo!

The *e-recruiting application service provider (ASP)* develops and markets to recruiters and job boards a combination of specialized services in recruitment software, recruitment process management, education and training, and management expertise. Specialized recruitment software for the in-house development of larger-scale e-recruiting Web sites is available for recruiters who want to quickly develop career Web sites on their own servers. Some service providers also support the hosting of the corporate career Web sites. Widely known e-recruiting application service providers include Recruitsoft, BrassRing, RecruitUSA, PeopleClick, TalentFusion, Lawson, and Development Dimensions International Inc. These e-recruiting application service

providers are competing with larger enterprise system developers such as Oracle, PeopleSoft, and SAP, which have been developing recruiting software as a part of their enterprise-wide systems.

The *hybrid (online and off-line) recruiting service provider* is the traditional media or recruiting firm that provides e-recruiting services to both recruiters and job seekers. Employment advertising in newspapers has suffered significant percentage declines as recruiters switch to the more efficient and cost-effective recruiting methods. The Help Wanted Index, a measurement of how many help wanted ads run in newspapers, has registered a continuous decline in the past few years. In the face of losing significant revenue sources, media organizations such as the publishers of the *New York Times*, *Chronicle of Higher Education*, and the *Wall Street Journal* now provide e-recruiting services as well as paper-based job advertisement services in order to compensate for the loss of job ad revenue.

The traditional media companies have reduced job ad prices and introduced new recruiting services to differentiate themselves from the job boards and corporate career Web sites. The *New York Times* now offers a variety of e-recruiting services including résumé builders, search engines, and job market research reports to both employers and job seekers. CareerJournal.com, developed by the *Wall Street Journal*, focuses exclusively on the career needs of executives, managers, and professionals, leveraging the *Wall Street Journal* brand. CareerJournal.com provides recruiters and job seekers with a database of job openings and résumés, as well as salary information, career news, and industry trends. The advantage of the hybrid recruiting service provider comes from the leveraging of existing resources and expertise developed in the traditional job ad industry. The premier content of CareerJournal.com comes from the editorial resources of the *Wall Street Journal* as well as from the CareerJournal.com editorial team.

An *e-recruiting consortium* is a cost-effective alternative to the services provided by the job boards. DirectEmployers.com, the first cooperative, employer-owned e-recruiting consortium, was formed by DirectEmployers Association, a non-profit organization created by executives from leading U.S. companies. According to a 2003 press release by Recruiters Network (www.recruitersnetwork.com), DirectEmployers Association achieved a 500% increase in membership within just one year after its launch in February 2002. While the job boards place much importance on the “stickiness” of their Web sites (because job seekers who stay longer will be more likely to read the

employment opportunities), DirectEmployers' search engine merely drives traffic directly to members' corporate career Web sites. A vast majority of members reported that DirectEmployers.com is driving more traffic to their Web sites than any other job board.

NACELink is another e-recruiting consortium that was created as a result of an alliance between the DirectEmployers Association and the National Association of Colleges and Employers (NACE) (<http://www.nacweb.org>). NACELink — a national, integrated, Web-based college recruiting system — was designed to better meet the placement and recruiting needs of colleges, students, and employers. In the fall of 2003, 137 colleges were using the NACELink system, and more colleges are joining daily. Cost saving was the greatest incentive for forming NACELink. For example, depending on company size, the members of DirectEmployers Association pay annual dues of \$6,000 to \$60,000, which is only a fraction of the job ad costs paid to the job boards.

The *corporate career Web site* is the hiring source most widely used by Fortune 500 companies (2002 iLogos Research study). While the majority of the companies (64%) used a combination of the job boards and their career Web sites to advertise job openings, they posted more jobs on their career Web sites than on the job boards. On average, the corporate career Web sites listed 184 jobs, compared with 118 on CareerBuilder, 99 on Monster, and 37 on HotJobs. The deployment of the corporate career Web site is a natural extension of the e-commerce applications when companies have already established high-traffic e-commerce Web sites. The exposure of the corporate career Web site to visitors is almost as great as the exposure of the existing e-commerce Web site as long as the e-commerce Web site has a hyperlink to the career Web page.

The cost of posting an additional job opening on the corporate career Web site is marginally increased, whereas the fee for posting the additional job opening is considerably higher on the job boards. The career Web site also has a cost advantage and flexibility compared with the job boards in publishing other corporate information — such as university recruiting, workplace, diversity, benefit, career, and culture — with which the applicants can make an informed decision about the job applications. In view of the significant impact of the corporate career Web site on the corporate recruiting strategy, the following section discusses the evolution of the corporate career Web site.

Table 2: Composition of industries by Fortune 100 companies

Industry	Number of Companies
Retail/Distribution	19
Manufacturing	20
Finance (Banking, Insurance)	24
Telecommunication	6
Chemical (Oil, Pharmaceutical)	12
IT (Computer Manufacturing, Consulting)	8
Food	7
Others (Broadcasting, Entertainment, Healthcare)	4

A Content Analysis of Fortune 100 Career Web Sites

In this section, we analyze e-recruiting practices of the Fortune 100 companies. Data were collected from the career Web sites of the Fortune 100 companies listed by the 2003 *Fortune* magazine (<http://www.fortune.com/fortune/fortune500>). All attributes analyzed were derived and developed from the reviews of the Fortune 100 companies' career Web sites. Thirty-three attributes were selected, named, and organized around four major categories: recruiting methods, job search tools, job application tools, and information on organizational attributes. We divided the statistics of the Fortune 100 companies into two groups (Fortune 1 to 50 company group and Fortune 51 to 100 company group) to investigate the relationships between the company size and the characteristics of the career Web sites. Each of the Fortune 100 companies' Web sites was visited to determine the content of the corporate career Web sites. Table 2 shows the composition of the industries in the Fortune 100 companies.

Findings

We searched each company's homepage for information on career opportunities (or jobs). If information on the career opportunities was not found, search engines were used to identify the existence of the career-related Web pages. Once the career Web pages were accessed, the contents were analyzed and

Table 3: Summary of the content analysis of Fortune 100 companies'

Category	Attribute		Fortune 1-50	Fortune 51-100	Total (%)
E-recruiting methods	Corporate career Web site		46	48	94
	No corporate career Web site*		4	2	6
	Homepage's hyperlink to career Web site		37	35	72
	Use of third-party job boards	Hotjobs	38	38	76
		Monster	39	32	71
		Careerbuilder	31	27	58
Job search tools	Job search engine	Category	40	38	78
		Location	38	36	74
		Type (part/full time)	17	8	25
		Experience level	10	7	17
	Posting of featured (hot) jobs		11	2	13
Job application tools	Job posting[] No job search engine provided		5	5	10
	Online résumé submission		42	41	83
	Profile update		25	26	51
	Job basket		21	15	36
	Job agent		17	14	31
	E-mail application		8	13	21
	Regular mailing application		2	8	10
	Fax application		1	5	6
Corporate information	Pre-screen/online interview		3	2	5
	Benefit		41	35	76
	Privacy/security policy		39	26	65
	Work environment		28	27	55
	Diversity		34	20	54
	Core value/vision		27	22	49
	Career development		20	18	38
	FAQ		13	16	29
	Culture		15	14	29
	Employee testimonials		13	11	24
	Training		14	9	23
	Interview tips		7	9	16

recorded with respect to all 33 attributes. In order to analyze the use of the three major job boards (i.e., HotJobs, Monster, and Careerbuilder), we searched each job board and identified the job postings placed by each of the Fortune 100 companies. Table 3 summarizes the result of the content analysis.

The first category is the e-recruiting methods adopted by the Fortune 100 companies. The results show that all the Fortune 100 companies use at least one of the e-recruiting methods. The most widely used method is the corporate career Web site: 94% of the companies have corporate career Web sites. The remaining six companies subscribe to the third-party job boards. Overall, the findings are similar to those of iLogos' 2002 research, which reported that 90% of the Global 500 companies had corporate career Web sites. Of these 94 companies, 72 post employment opportunities on their homepages and have hyperlinks to the career Web sites to provide job seekers with detailed job information. The other 22 companies have a hyperlink to the career Web sites through the "About our Company" or "Corporate Overview" Web page. For example, ChevronTexaco has a hyperlink to the career Web page through the "About ChevronTexaco" Web page.

While some job seekers prefer the corporate career Web site when looking for job openings, others prefer the third-party job boards. One of the advantages of the third-party job boards is that job seekers can apply for multiple jobs with only one submission of the résumé. The third-party job boards maintain a list of prospective employers and hyperlinks. While most companies use corporate career Web sites, they also supplement with the third-party job board: 96 of the Fortune 100 companies subscribe to at least one of the three general-purpose job boards we studied. On average, each company subscribes to two out of the three job boards.

Our analysis indicates that the Fortune 100 companies are more actively utilizing the job boards than the Global 500 companies surveyed by iLogos in 2002. Our study also found that HotJobs.com, a subsidiary of Yahoo.com, has the largest number of Fortune 100 companies as customers (76 Fortune 100 companies), followed by Monster.com (71 companies) and Careerbuilder.com (58 companies). This result is consistent with the recent poll conducted by Recruiters Network in November 2002, in which HotJobs.com is ranked as the most popular job board among job seekers (45%), followed by Monster.com (37%) and Careerbuilder.com (8%). Overall, we found no significant difference in terms of the use of the recruiting methods between Fortune 1-50 and 51-100 companies.

The second category is the search capability of the corporate career Web sites. Eighty-four out of the 94 companies employ a search engine. Category and Location are the most widely supported job attributes by the search engine (78 and 74 Web sites, respectively). Searches for Job Type and Experience are the least supported (25 and 17 Web sites, respectively). Thirteen Web sites

provide a list of featured ("hot") jobs. Ten companies provided a list of jobs without the support of search engines. Overall, the Fortune 1-50 companies provide more sophisticated search engines than the Fortune 51-100 companies.

The third category is the job application tools. Eighty-three companies allow online résumé submissions via online forms and résumé builders. The résumé is transmitted to an internal database to be used for automated candidate management. Fifty-one companies provide profile updating. Thirty-six companies utilize job baskets, and 31 companies employ job agents. Several companies such as Merck and Washington Mutual explicitly indicate that they do not accept job applications via fax and regular mail due to the cost and difficulty in transferring data from hard copy into the résumé database. Other companies such as State Farm, MassMutual Financial Group, and Dell allow job seekers to use a variety of application tools such as fax, mail, e-mail, or online résumé builders.

It is surprising that only five companies utilize pre-screen/online interview tools to screen out candidates. The corporate career Web sites are quite often flooded with job applications, due to the fact that applicants can apply for as many jobs as possible to different companies at the same time. The pre-screening/self-assessment tools can quickly separate qualified job applicants from unqualified ones by accurately matching applicants' skills and experience to the job requirements. In a 2000 survey of more than 1,500 visitors to the career Web sites of four Fortune 500 companies, iLogos Research found that a large majority (88%) of job seekers are willing to answer questions and provide information about their skills. Job seekers wanted to utilize the self-service to expedite the process of matching themselves with the appropriate job opportunity. The pre-screening/self-assessment tools give the job seekers a more accurate picture of what a job will entail and better insight into their own capabilities. As the e-recruiting technologies and management practices improve, we expect that leading companies will deploy pre-screening/self-assessment tools more extensively in the near future. It is noted that a larger number of the Fortune 51-100 companies accept the traditional submission methods, such as fax, e-mail attachments, and regular mail, than the Fortune 1-50 companies.

The fourth category is the information on organizational attributes. During the job search, job seekers frequently lack information on organizational attributes (Breaugh & Starke, 2000). Barber and Roehling (1993) reported that job seekers who had more information about the job and/or organization were

more attracted to the organization. The information provided most frequently is about benefits (76 Fortune 100 companies). While privacy and security is the most important concern to job seekers who use the e-recruiting services, 39 companies from the Fortune 1-50 and 26 companies from the Fortune 51-100 include their privacy and job security statements on their career Web sites. Most of the companies share the same privacy/security statements across different purposes (e.g., customers, suppliers, and job seekers). Work environment, diversity, and core value/vision follow next. While job seekers typically are interested in training, information on training is provided by only 23% of the companies.

Overall, companies can improve this category significantly. The employee-organizational fit is important for long-term retention and job satisfaction. Barber and Roehling (1993) found that job applicants pay more attention to specific than to general information. Other research also suggested that specific information and more information have positive effects on job seekers (Yuce & Highhouse, 1998; Mason & Belt, 1986). The Fortune 1-50 companies provide more information on their organizations than the Fortune 51-100 companies.

Conclusions

The purposes of this chapter were to classify e-recruiting sources and to analyze the content of the Fortune 100 companies' corporate career Web sites. We classified e-recruiting methods into six categories: (1) general purpose job board, (2) niche job board, (3) e-recruiting application service provider, (4) hybrid (online and off-line) recruiting service provider, (5) e-recruiting consortium, and (6) corporate career Web site. Among them, the corporate career Web site is the most popular recruiting method used by the Fortune 100 companies. We expect that with the growth of Internet users and advances in e-recruiting technologies, the deployment of the corporate career Web site will increase. The career Web site has a cost advantage and flexibility compared with the job board in publishing corporate information such as university recruiting, workplace, diversity, benefits, career, and culture with which applicants can make an informed decision about their job applications.

In recognition of the significant impact of the corporate career Web site on the corporate recruiting strategy, our chapter conducted the content analysis of the Fortune 100 companies' career Web sites. All the Fortune 100 companies practice e-recruiting. However, the content analysis indicates that most of them need to develop better e-recruiting systems to improve their recruiting performance. Specific areas of improvement include deployment of advanced e-recruiting technologies such as job agent and job basket. In addition, companies need to provide as much specific information about the job and organization as possible on their career Web sites to attract better-qualified applicants.

Hiring the most qualified employees is one of the most critical organizational decisions in the knowledge-based economy. Moving one step ahead of competitors in recruiting is a source of strategic advantage. The technology advances very quickly, and with it, the recruitment practices should change accordingly. As more people search and apply for jobs through the corporate career Web site, the timely development and management of the corporate career Web site becomes more important. As each organization may have different e-recruiting needs, the best fit between the technological options and the organization should be identified.

One of the disadvantages of the e-recruiting methods is a lack of the human touch, such as face-to-face meetings or conference calls. Even though embracing the most current e-recruiting technology is crucial to companies competing for the best candidates, the human touch is still indispensable (Cappelli, 2001). Giving applicants a feeling that they have an ongoing relationship with the company through a "virtual human touch" will enhance the chance of the job acceptance and post-recruitment performance.

While there are numerous opportunities in e-recruiting, there are also a number of drawbacks to an electronic recruiting system, not the least of which is legal defensibility. The problems with discouraged job applicants, differential access to e-recruiting technologies across ethnic groups, and the differences in access by other demographic features have not been well understood yet. Research in the perception of the job seekers on the different e-recruiting methods and job attributes can give recruiters valuable design guidelines. The longitudinal study of e-recruiting methods and job performance may provide important information that can be used to optimize the mix of recruiting methods and budget allocations.

Acknowledgment

The author gratefully acknowledges helpful comments from the anonymous reviewers, which resulted in this improved version.

References

- Barber, A.E. (1998). *Recruiting employees*. Thousand Oaks, CA: Sage Publications.
- Barber, A.E., & Roehling, M.V. (1993). Job posting and the decision to interview: A verbal protocol analysis. *Journal of Applied Psychology*, 78(5), 845-856.
- Breaugh, J.A., & Starke, M. (2000). Research on employment: So many studies, so many remaining questions. *Journal of Management*, 26(3), 405-434.
- Cappelli, P. (2001). Making the most of on-line recruiting. *Harvard Business Review*, 79(3), 5-12.
- Gale, S.F. (2001). Internet recruiting: Better, cheaper, faster. *Workforce*, 80(12), 74-77.
- Gill, J. (2001). Now hiring apply on-line. *Businessweek*, (July 18).
- Mason, N.A., & Belt, J.A. (1986). The effectiveness of specificity in recruitment advertising. *Journal of Management*, 12(3), 425-432.
- Miller, S.M. (2001). Help wanted: Is the on-line job market working for your business? *Office Solutions*, 18(4), 27-29.
- Tomlinson, A. (2002). Energy firm sharpens recruiting, saves money with in-house job board. *Canadian HR Reporter*, 15(20), 7-8.
- Yuce, P., & Highhouse, S. (1998). Effects of attribute set size and pay ambiguity on reactions to "Help Wanted" advertisements. *Journal of Organizational Behavior*, 19(4), 337-352.