

Industrial/Organizational Psychology

- The amount of money spent on a recruitment campaign divided by the number of people that subsequently apply for jobs as a result of the recruitment campaign
- 3. Examine the number of qualified applicants
- 4. Considering the cost per qualified applicant
- Amount of money spend on a recruitment campaign divided by the number of qualified people that subsequently apply for jobs as a result of the recruitment campaign
- ❖ It is theorized that rehires or applicants who are referred by other employees receive more accurate information about the job than do employees recruiter by other methods
- ❖ Another theory postulates that differences in recruitment-source effectiveness are the result of different recruitment sources reaching and being used by different types of applicants
- Support and reliability of this theory is questionable
- No variables consistently distinguished users of one recruitment method from users of another method
- It is unlikely that a certain type of person responds only to newspaper ads, while another type goes only to employment agencies
- ❖ A third theory is that people tend to be attracted to those who are similar to themselves
- An employee recommending a friend for a job will more than likely recommend one similar to his- or herself

REALISTIC JOB PREVIEWS

- **Realistic job preview** – a method of recruitment in which job applicants are told both the positive and the negative aspects of a job. It involves giving an applicant an honest assessment of a job
- The logic behind it is that even though telling the truth scares away many applicants,

especially the most qualified ones, the one who stay will not be surprised about the job

- It is thought to be effective because they communicate to the applicant that the company is willing to be honest, and can be trusted
- Perception of company honesty was the prime drive of RJP success
- **Expectation-lowering procedure** – A form of RJP that lowers an applicant's expectations about the various aspects of the job

EFFECTIVE EMPLOYEE SELECTION TECHNIQUES

- Many techniques can be used to select the best person from a pool of applicants
- Effective employee selection systems share three characteristics
 - Valid
 - Reduce the chance of a legal challenge
 - Cost effective
- A valid selection test is one that is
 - based on job analysis (Content validity)
 - predicts work related behavior (Criterion validity)
 - measures the construct it purports to measure (Construct validity)
- Selection tests will reduce the chance of a legal challenge if their content appears to be job related (Face validity)
 - The questions don't invade an applicant's privacy, and adverse impact is minimized

EMPLOYMENT INTERVIEW

- **Employment interview** – A method of selecting employees in which an interviewer asks questions of an applicant and then makes an employment decision based on the answers to the questions as well as the way in which the questions were answered
 - Most commonly used method to select employees

TYPES OF INTERVIEWS

Structure

- ❖ **Structured interviews** – questions are based on a job analysis, every applicant is asked the same questions, and there is a standardized scoring