

A Conceptual Model of Military Recruitment

Presented at NATO Technical Course HFM 180 – Strategies to
Address Recruiting and Retention Issues in the Military

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October, 2009

Based on *A Proposed Model Of Military Recruitment* (Schreurs & Syed, 2007)

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Major Objectives

- Support military HR managers in developing their recruit policy
- Develop a conceptual framework based on empirical evidence in the literature for further research

Presentation of the Model

- Definition of recruitment
- Relationships between variables
- Presentation of model in parts
- Suggestions for future research
- Practical recommendations

Definition of Recruitment

Broad Definition

Rynes (1991)

- 1) Recruitment described as “encompassing all organizational practices and decisions that affect either the number, or types, of individuals that are willing to apply for, or to accept, a given vacancy”

Definition of Recruitment

Broad Definition

Breaugh (1992)

- 2) “Employee recruitment involves those organizational activities that (1) influence the number and/or types of applicants who apply for a position and/or (2) affect whether a job offer is accepted”

Definition of Recruitment

Narrow definition

Barber (1998)

“Recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees”

Definition of Recruitment

Saks (2005)

“Recruitment involves actions and activities taken by an organization in order to identify and attract individuals to the organization who have the capabilities to help the organization realize its strategic objectives. In particular, such activities should generate a pool of desirable candidates; enhance their interest and attraction to the organization as an employer; and increase the probability that they will accept a job offer”

Relationships in Model

Between:

- 1) Antecedents

- 2) Predictor Variables
(Organizational-level & Individual-level)

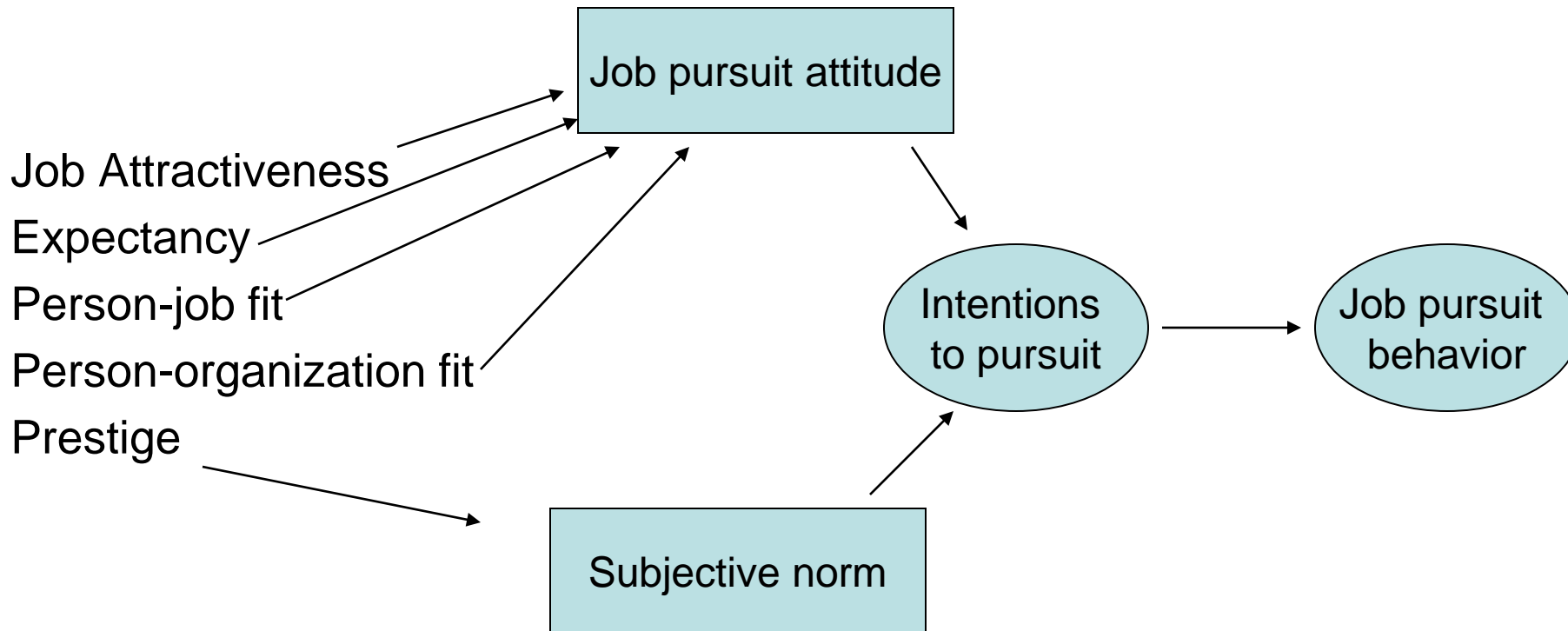
- 3) Outcomes
(Job Pursuit)

Recruitment Outcomes

- Soft outcomes
 - Non-behavioral indirect measures
- Hard outcomes
 - Behavioral direct Measures

Recruitment Outcomes Cont'd: Theoretical Model on Applicant Reaction Consequences Based on (TRA)

- TRA (Azjen & Fishbein, 1980; Fishbein & Azjen, 1975)

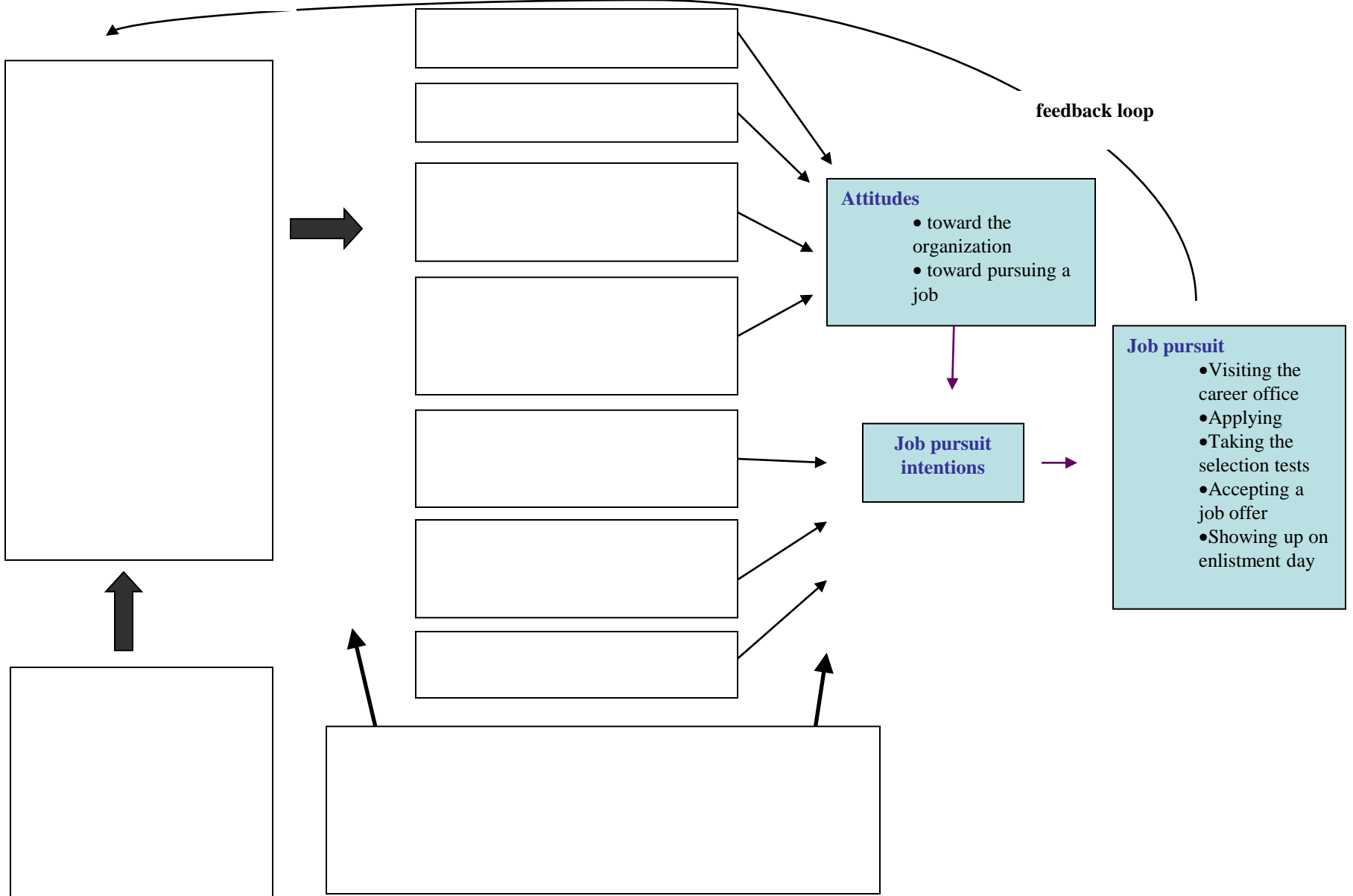


Partial Model I

Organizational-level variables

Individual-level variables

Outcome variables



Predictors of Job Pursuit

- Organizational-level predictor variables
 - objective factors
 - relate to the actual environment in terms of objective job (e.g. pay level) and organizational characteristics (e.g. size)
- Individual-level predictor variables
 - subjective factors
 - refer to the perceived environment in terms of individuals' subjective interpretation of the job and organizational characteristics (e.g. image, familiarity)

Organizational-level Variables: Job & Organizational Characteristics



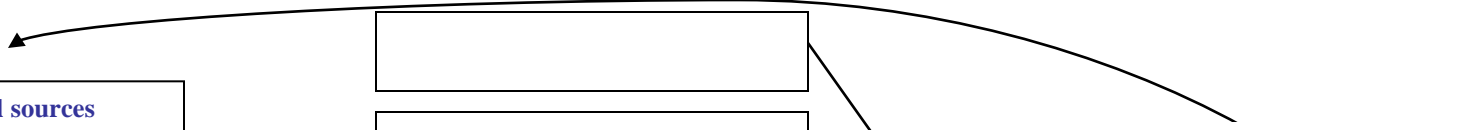
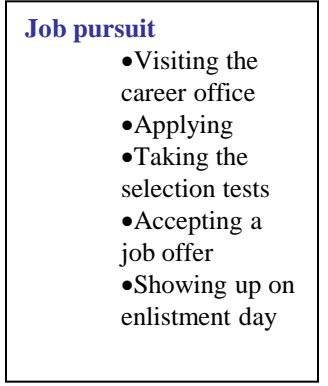
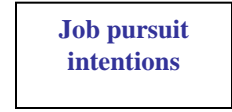
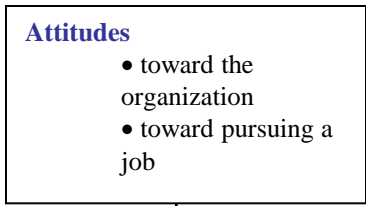
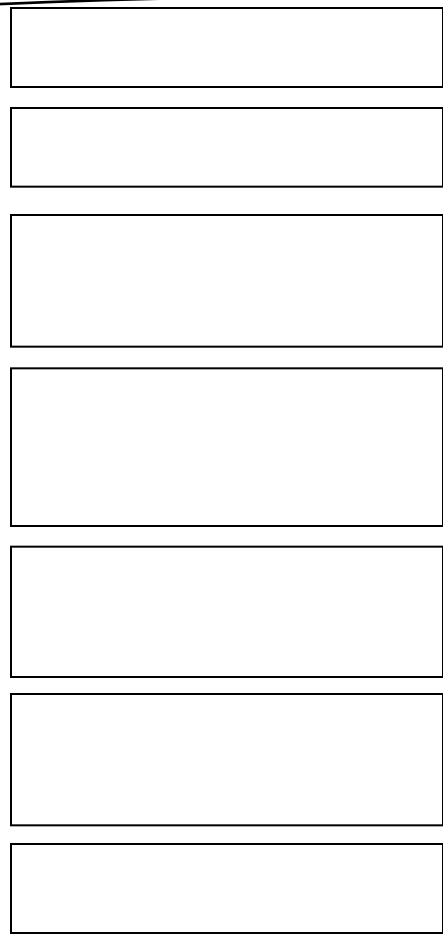
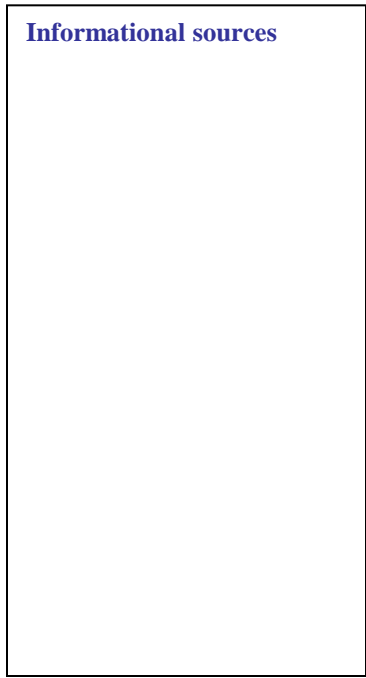
- Pay & Benefits
- Educational Opportunities
- Frequency of Deployment or Operations Tempo (OPTEMPO)
- Relocation

Partial Model II

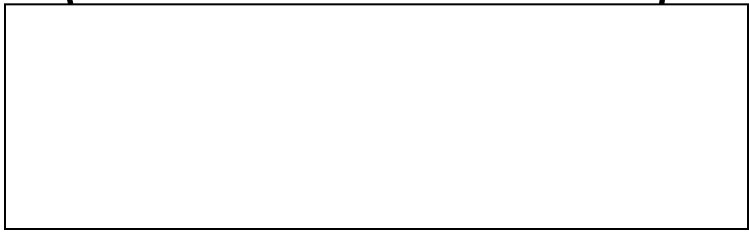
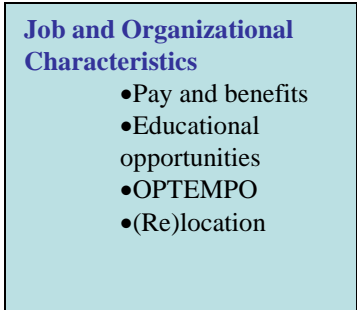
Organizational-level variables

Individual-level variables

Outcome variables



feedback loop



Individual-level Variables

- Familiarity
 - “level of awareness that a job seeker has of an organization” (Cable & Turban, 2001, p. 24) in constituting image/reputation
- Hiring Expectancies
 - Expectancy (VIE) Theory (Vroom, 1996) states individuals choose among a set of employment alternatives on the basis of the motivational force of each alternative

Individual Level Variables Cont'd

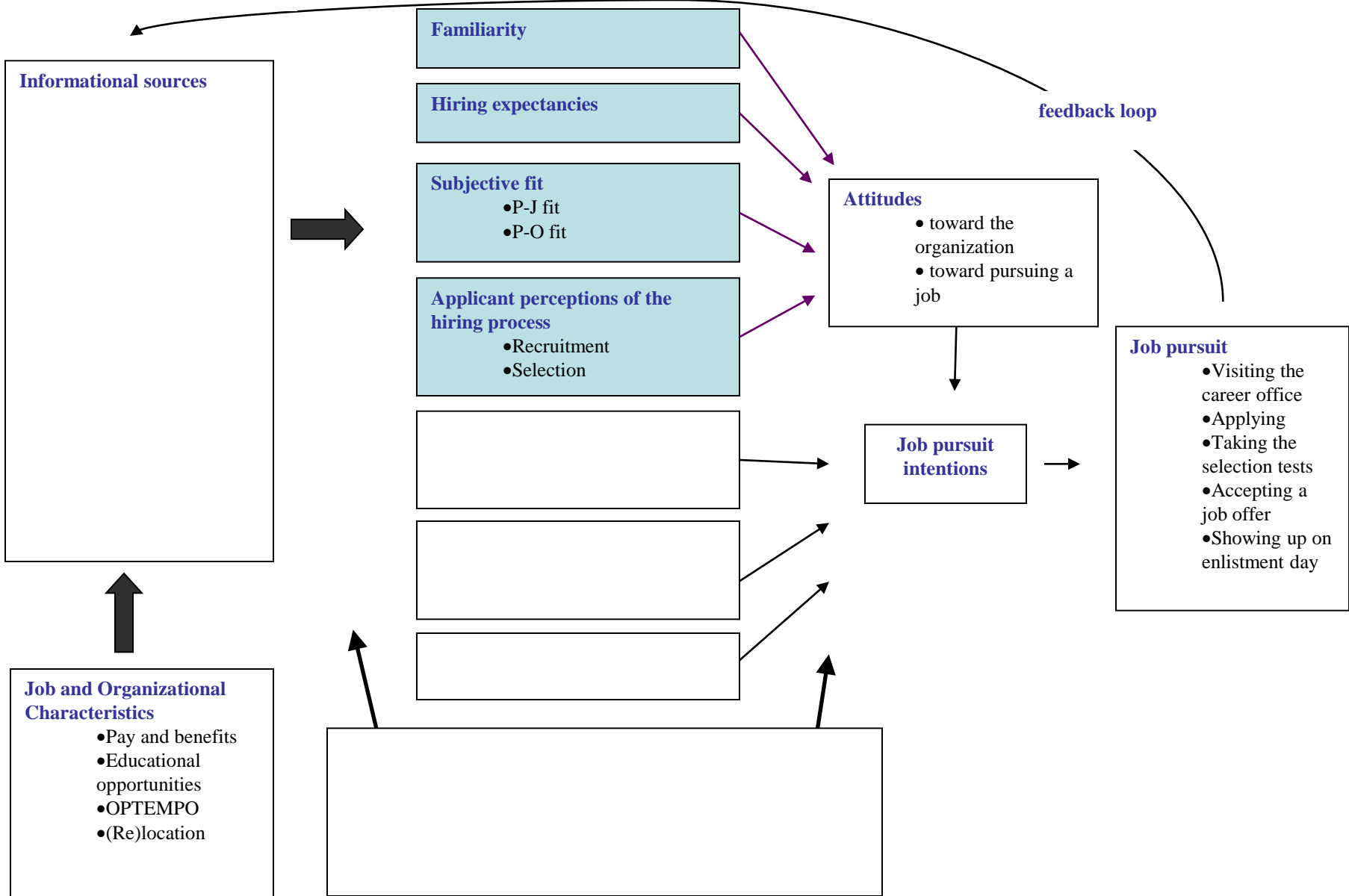
- Subjective Fit (P-J Fit & P-O Fit)
 - Person-Job Fit: compatibility between a person's characteristics such as knowledge, skills, abilities and needs, and the requirements of the job or tasks that are performed at work
 - Person-organization Fit: compatibility between people and entire organizations in terms of values, goals, and personality
- Applicant Perceptions of the Hiring Process
 - Perception of recruitment & selection processes for hiring

Partial Model III

Organizational-level variables

Individual-level variables

Outcome variables



Individual Level Variables

Cont'd



- Organizational Image
 - The content of beliefs that potential applicants hold about the organization as an employer (Cable & Turban, 2001; Highhouse et al 1999)
 - Instrumental attributes: describes the job/organization in terms of objective, concrete attributes a job/an organization either has or does not have (e.g., pay, benefits, bonuses)
 - Symbolic attributes: imagery and trait inferences (e.g., innovativeness, prestige) that applicants assign to a particular organization

Individual Level Variables

Cont'd

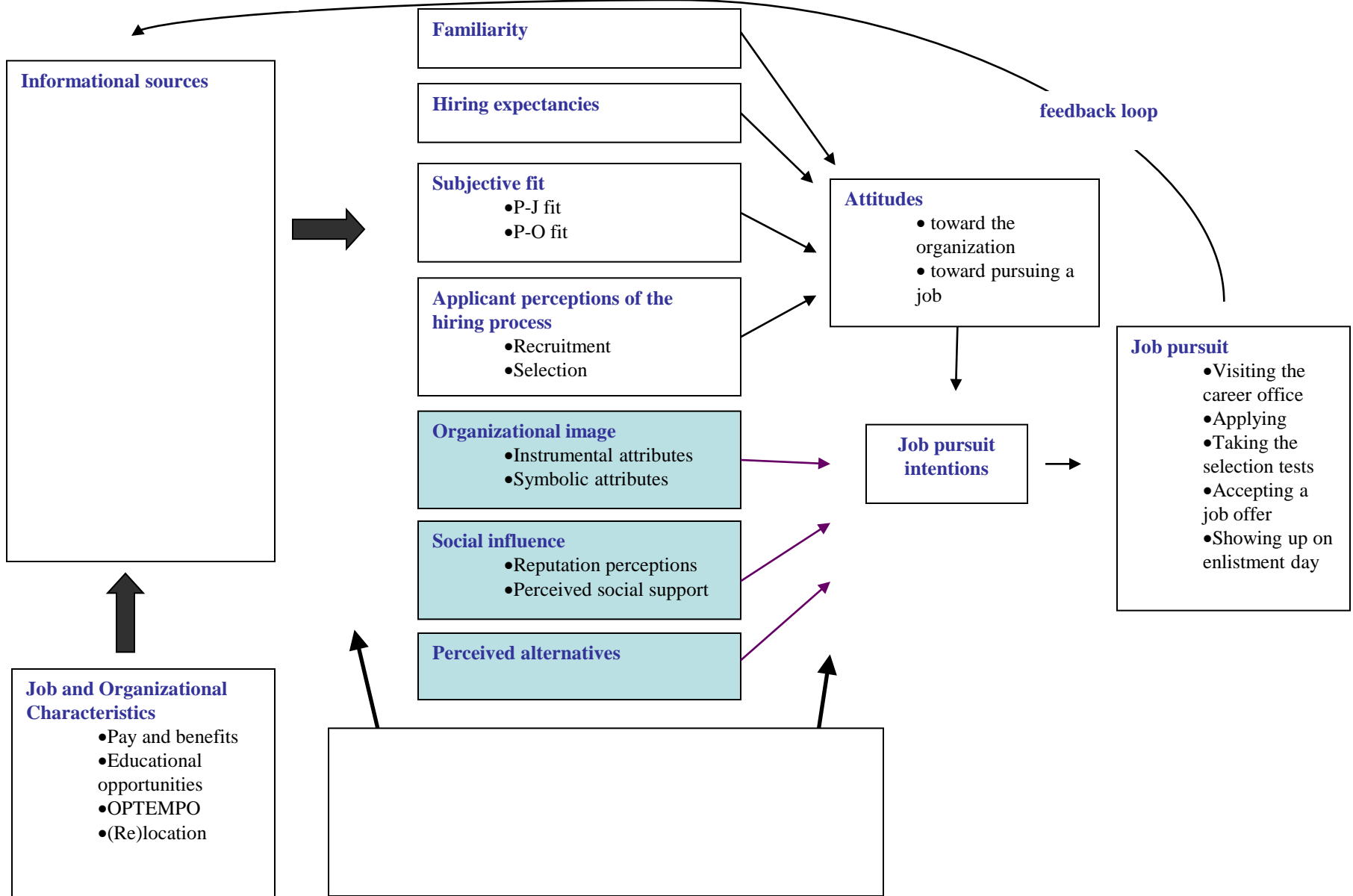
- Social Influence
 - Corporate Reputation: the “affective or emotional reaction – good or bad, weak or strong, of... the general public to the company’s name” (Fombrun, 1996, p. 37)
 - Perceived Social Support: support from significant others (e.g. parents) about the organization
- Perceived alternatives
 - applicants perception of his or her employment alternatives

Partial Model IV

Organizational-level variables

Individual-level variables

Outcome variables



Moderating Variables

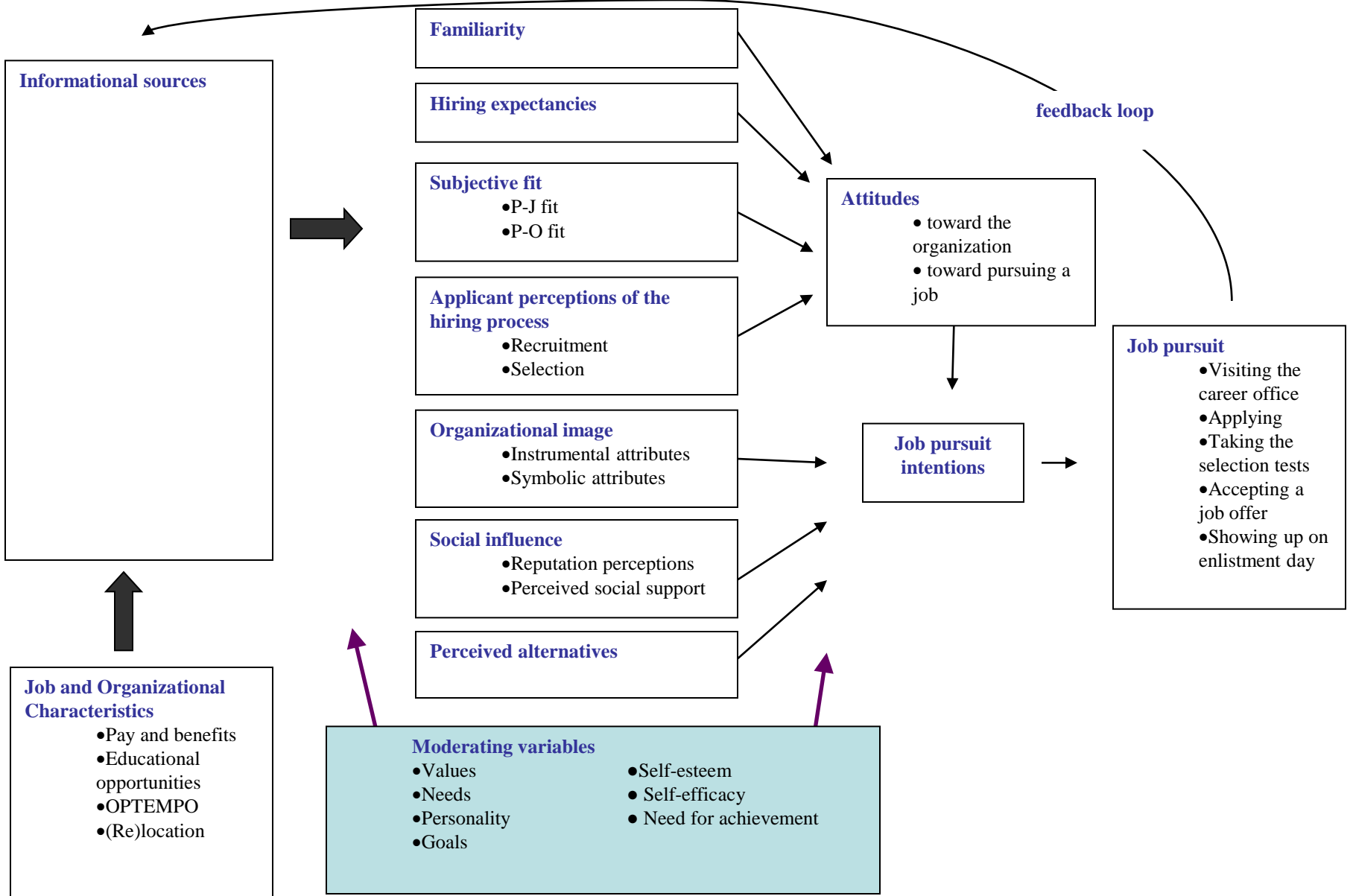
- Individual variables:
 - values, needs, personality, goals, self-esteem, self-efficacy, need for achievement
- Attractiveness of job and organizational characteristics differs across individuals

Partial Model V

Organizational-level variables

Individual-level variables

Outcome variables



Informational Sources

- Recruitment
 - series of activities, any of which is a potential source of information and can affect an applicant's decision to (continue to) pursue employment with an organization (Barber, 1998)
- Critical Contact Perspective
 - job pursuit decisions are based on the interpretation of various aspects of the recruitment and selection process (e.g. characteristics of the recruiter, perceived job relatedness of selection tests) (Behling et al., 1968)

Internal Information Sources

- Recruitment advertising
 - any paid form of non-personal presentation and promotion of an organization as an employer by the organization itself (Kotler, 2000)
- Company web pages
 - Internet-based recruitment
- Recruiter characteristics/behaviours
 - applicant reactions to recruiters conducting the initial screening interview

Internal Information Sources Cont'd

- Military career office
 - first interpersonal contact with potential applicants
- Selection activities
 - organizations, often unintentionally, convey information to applicants through their selection practices
- Realistic job previews
 - designed expressly for the purpose of conveying realistic information about the job and/or organization to applicants (Anderson & Ostroff, 1997)

External Information Sources

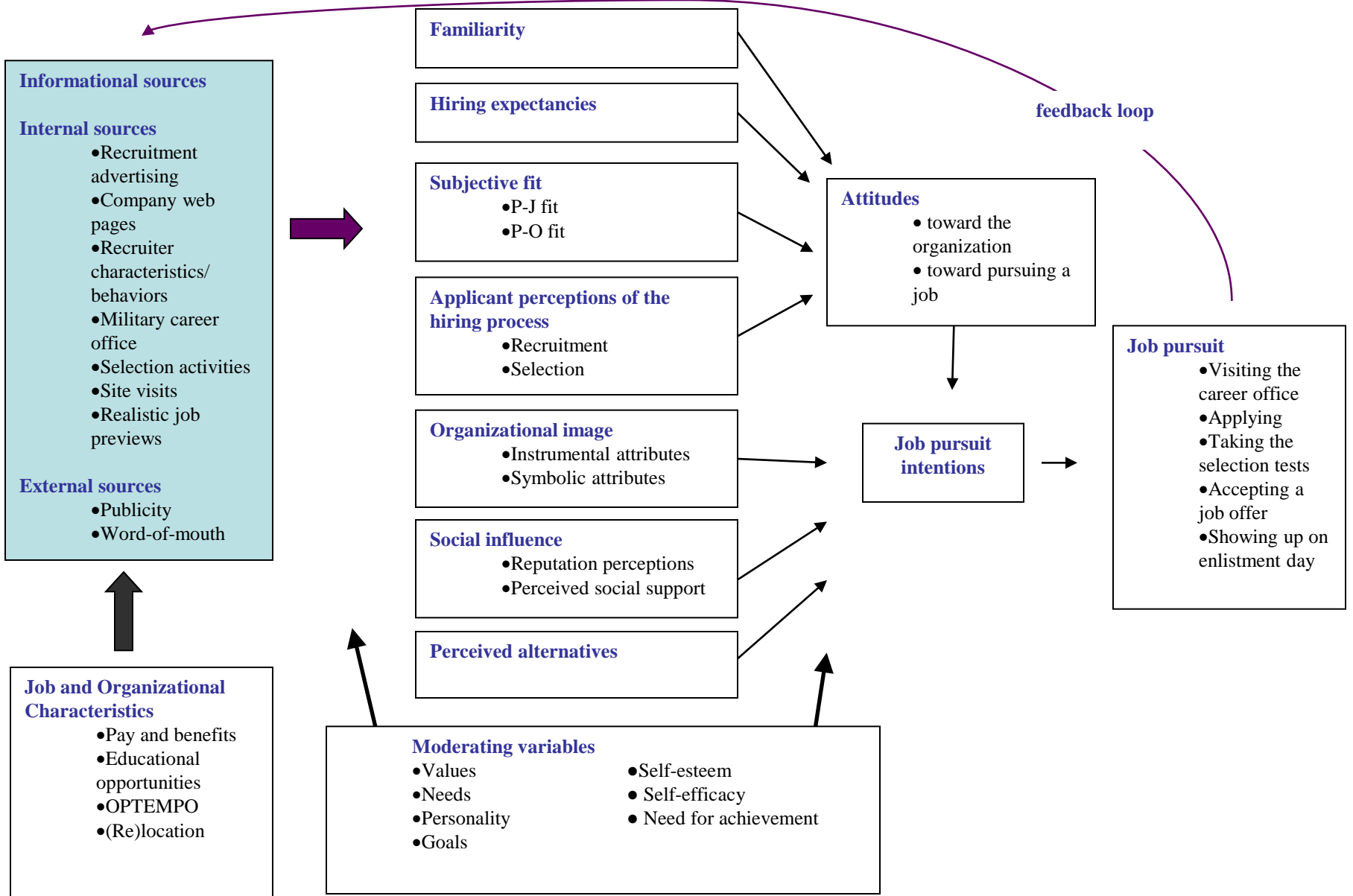
- **Publicity**
 - information about an organization as an employer, typically conveyed by editorial media, such as newspaper articles and television news items, and usually not under the direct control of the organization (Collins & Stevens, 2002; Van Hoyer & Lievens, 2005)
- **Word-of-Mouth**
 - “Word-of-mouth involves an interpersonal communication, independent of the organization’s recruitment activities, about the organization as an employer or about specific jobs” (Van Hoyer & Lievens, 2005, p.180)

Partial Model VI

Organizational-level variables

Individual-level variables

Outcome variables



Suggestions for Future Research

- Explore the effects of recruitment-related technology on applicant attraction
- Examine how information sources other than recruitment practices influence job seekers' early impressions of employing organizations
- Investigate the impact of short-term monetary incentives on post-hire outcomes

Practical Recommendations

- Job and organizational characteristics
 - Offer flexible work arrangements, opportunities for training, benefits, and, if possible, high pay
 - Recruit within the area in which the job is located or within areas that are similar to the job's location in terms of city size, climate, recreational opportunities, and so forth
 - Conduct job satisfaction and employee opinion surveys to modify those job and organizational characteristics that are most likely to result in discontent among employees

Practical Recommendations Cont'd

- Image
 - Develop a strong recruitment image by focusing on attributes that differentiate the military from competing organizations
 - Conduct image audits on a regular basis to gather information regarding which subjective attributes to focus on

Practical Recommendations Cont'd

- Familiarity
 - Use a variety of recruitment sources to increase job seekers' familiarity with the military

Practical Recommendations Cont'd

- Recruitment & advertising
 - Provide adequate concrete information on what the organization offers. Consider advertising starting salaries.

Practical Recommendations Cont'd

- Perceived alternatives
 - Explore what the most popular employment alternatives are according to military applicants, and why (qualified) applicants prefer one organization over another

Practical Recommendations Cont'd

- Realism
 - Provide realistic information and involve jobholders in fine-tuning and updating the recruitment materials
 - Examine the views of current employees to get an indication of the 'internal image' of the military

Practical Recommendations Cont'd

- Recruiters
 - Select recruiters that are knowledgeable about the entire organization who can provide correct and detailed information
 - Select recruiters that have a customer-oriented attitude
 - Invest in recruiter training

Practical Recommendations Cont'd

- Selection
 - Use work samples, situational judgment tests, and assessment centers to inform applicants about their future jobs
 - Ensure that equipment and materials used in the selection process are of good quality and use up-to-date technology

Practical Recommendations Cont'd

- Time Delays
 - Avoid long delays between selection hurdles as much as possible
 - Maintain contact with applicants throughout the process

Comments/Questions

Full Model

Organizational-level variables

Individual-level variables

Outcome variables

