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ATTRACTION AND MOTIVATION IN POLICE RECRUITMENT: A COMPLEX SYSTEMS THEORY FRAMEWORK

by

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September 2022

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13. ABSTRACT (maximum 200 words)

Year after year, police agencies across the nation continue to see a drop in the number of applicants applying to work in the police profession. Recruitment practices that once worked are no longer attracting applicants to the profession charged with providing security to members of their communities. This research examines the police recruitment process regarding applicant attraction and generational motivation and how recruiters can update police recruitment models. This thesis synthesizes the predictors of applicant attraction and motivation factors, called recruitment predictors, as the foundation of any police recruitment practices. The research also indicates there are no recruitment process models available that provide police organizations with guidance on influence, evaluation, and correction during the recruitment process. This thesis provides this guidance by building a conceptual systems theory framework for the recruitment process. This framework synthesizes recruitment process research into an all-encompassing process model. With these factors changing over time, this framework, the recruitment predictors, and practices utilizing recruitment predictors can be reviewed, analyzed, and corrected by police organizations to allow the best opportunity to attract and maintain applicants throughout the recruitment process.

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**ATTRACTION AND MOTIVATION IN POLICE RECRUITMENT:
A COMPLEX SYSTEMS THEORY FRAMEWORK**

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ABSTRACT

Year after year, police agencies across the nation continue to see a drop in the number of applicants applying to work in the police profession. Recruitment practices that once worked are no longer attracting applicants to the profession charged with providing security to members of their communities. This research examines the police recruitment process regarding applicant attraction and generational motivation and how recruiters can update police recruitment models. This thesis synthesizes the predictors of applicant attraction and motivation factors, called recruitment predictors, as the foundation of any police recruitment practices. The research also indicates there are no recruitment process models available that provide police organizations with guidance on influence, evaluation, and correction during the recruitment process. This thesis provides this guidance by building a conceptual systems theory framework for the recruitment process. This framework synthesizes recruitment process research into an all-encompassing process model. With these factors changing over time, this framework, the recruitment predictors, and practices utilizing recruitment predictors can be reviewed, analyzed, and corrected by police organizations to allow the best opportunity to attract and maintain applicants throughout the recruitment process.

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EXECUTIVE SUMMARY

The profession charged with protecting our homeland's American way of life is finding itself in a staffing and recruitment crisis.[1] However, staffing and recruitment are not just a policing issue; they are affecting other non-related occupations.[2] With the changing dynamics in the policing profession, including public scrutiny and other demands, the traditional methods of recruiting individuals to a policing career seem to be no longer working.[3] With a lack of research on what works and does not work in attracting and motivating individuals to enter the police profession, a deeper look at attraction and motivation may assist in understanding what may or may not work in the organization's effort at recruiting. With the complexities involved in these psychological and sociological aspects of recruitment, a systems theory framework to assist in this foundational understanding could help recruitment practitioners implement attraction and motivational predictors in practices of police recruitment.

Recruitment is critical for any organization's success as the catalyst for attracting individuals to a profession.[4] The recruitment process's desired outcome is hiring someone for a position. However, the essential duty of the organization's recruitment effort is to first attract individuals to the job and the organization.[5] Three predictors of applicant attraction emerged as predictors of specific and desirable outcomes in the recruitment process. First, the job itself and organizational characteristics are important factors that influence the

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[1] International Association of Chiefs of Police, *The State of Recruitment: A Crisis for Law Enforcement* (Alexandria, VA: International Association of Chiefs of Police, 2020), https://www.theiacp.org/sites/default/files/239416_IACP_RecruitmentBR_HR_0.pdf.

[2] International Association of Chiefs of Police, *The State of Recruitment.*

[3] Jennifer C. Gibbs, "Diversifying the Police Applicant Pool: Motivations of Women and Minority Candidates Seeking Police Employment," *Criminal Justice Studies* 32, no. 3 (September 2019): 207, https://doi.org/10.1080/1478601X.2019.1579717.

[4] Derek S. Chapman et al., "Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes," *Journal of Applied Psychology* 90, no. 5 (September 2005): 928–29, https://doi.org/10.1037/0021-9010.90.5.928.

[5] Sara L. Rynes and Robert D. Bretz Jr., "The Importance of Recruitment in Job Choice: A Different Way of Looking," *Personnel Psychology* 44, no. 3 (September 1991): 510, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=9609192353&site=ehost-live&scope=site.

attraction of potential applicants.[6] This predictor includes organizational brand and image and the characteristics of the position the applicant is applying for. Second, the characteristics of the recruiter are more important than the demographics of the recruiter.[7] Characteristics, such as having personable qualities, have an important role in attracting individuals to an organization. The last and most important predictor of applicant attraction is person-organization fit (P-O fit).[8] P-O fit is how the applicant perceives their compatibility with the organization.[9] Further research corroborated this and furthered the predictors as having differential influence at different stages of the recruitment process.[10]

Organizations must understand the forces that trigger attraction. For example, what characteristics must an organization have that trigger the attraction to the organization's image or brand? More specifically, what motivational factors motivate someone to consider attraction to something in the first place? Generational motivation is highly studied in the workplace, indicating what aspects of this motivation appeal to individuals. Most of today's workforce comprises three generational cohorts: Gen X, Gen Y, and Gen Z.[11] Because of this generational diversity, organizations must understand how each generation may be affected by a motivational factor that has positive motivational outcomes in recruitment. In research, the factors that have been found to have an important role in motivation and attraction are the *work itself, training, the opportunity for growth, recognition and praise, work-life balance, certain extrinsic motivations (pay, benefits, etc.), organizational brand,* and *communication*. There are many crossovers between the psychological aspects of attraction and the sociological aspects of generational motivation, allowing organizations to relate how motivation factors fit into the three predictors of

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[6] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 928.

[7] Chapman et al., 928.

[8] Chapman et al., 938.

[9] "Person-Organization Fit," Psychology, February 1, 2016, http://psychology.iresearchnet.com/ industrial-organizational-psychology/recruitment/person-organization-fit/.

[10] Krista L. Uggerslev, Neil E. Fassina, and David Kraichy, "Recruiting through the Stages: A Meta-Analytic Test of Predictors of Applicant Attraction at Different Stages of the Recruiting Process," *Personnel Psychology* 65, no. 3 (September 2012): https://doi.org/10.1111/j.1744-6570.2012.01254.x.

[11] Kristin Lyon, Stephen Legg, and Paul Toulson, "Generational Cohorts," *International Journal of Diversity in Organisations, Communities & Nations* 5, no. 1 (September 2005): EBSCOhost.

applicant attraction. This paper refers to them as *recruitment predictors* for differentiating these motivation factors from the simple motivational schema of generational workers to factors that affect attraction and predict positive recruitment outcomes.

Without a practical implementation of these predictors of applicant attraction, police organizations will have difficulty maximizing their efforts in attracting individuals to the organization. Viewing the base of recruitment as a three-prong process allows police organizations to implement practices and utilize recruitment predictors in those practices. Barber labels this three-prong process as *the applicant generation stage, the applicant maintenance stage*, and *the organization's influence on job choice*.[12] Delivery of the recruitment predictors is accomplished through *targeting, messaging*, and *recruiter behaviors*. Targeting is the first step in the hiring process and the initial transfer of information to the potential applicant. Messaging is found to have a positive or negative effect during the recruitment process, depending on the information, how much of it, and the type of information delivered.[13] And recruiter behaviors significantly affect credibility and maintenance of that credibility throughout the recruitment process. These three delivery methods are the mechanisms recruitment predictors are delivered throughout the recruitment process. Hiring processes also differ across the policing profession, both in duration and steps.

Because of the complexity of the recruitment process in policing, a complex systems theory model of recruitment is introduced in this paper. This model could give police organizations a helpful foundation in modeling the relationships synthesized through this research. Police organizations face different recruitment problems from jurisdiction to jurisdiction.[14] The foundation of police recruitment tends to be attempts at implementing practices that worked in one jurisdiction but may not work in another. This conceptual

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[12] Alison E. Barber, *Recruiting Employees: Individual and Organizational Perspectives* (Thousand Oaks, CA: SAGE Publications, 1998), 6.

[13] David G. Allen et al., "Web-Based Recruitment: Effects of Information, Organizational Brand, and Attitudes Toward a website on Applicant Attraction," *Journal of Applied Psychology* 92, no. 6 (November 2007): 1705, http://dx.doi.org/10.1037/0021-9010.92.6.1696.

[14] Jeremy M. Wilson et al., *Police Recruitment and Retention for the New Millennium: The State of Knowledge* (Santa Monica, CA: RAND, 2010): 63, https://www.rand.org/pubs/monographs/MG959.html.

model can help structure the recruitment process, allowing for an understanding of relationships and feedback in the system for correction and adjustment. Because such a systems theory approach in police recruitment is non-existent, this paper incorporates all the aspects discussed, giving guidance on how the parts relate to the whole of the recruitment system. This model is represented in Figure ES-1.
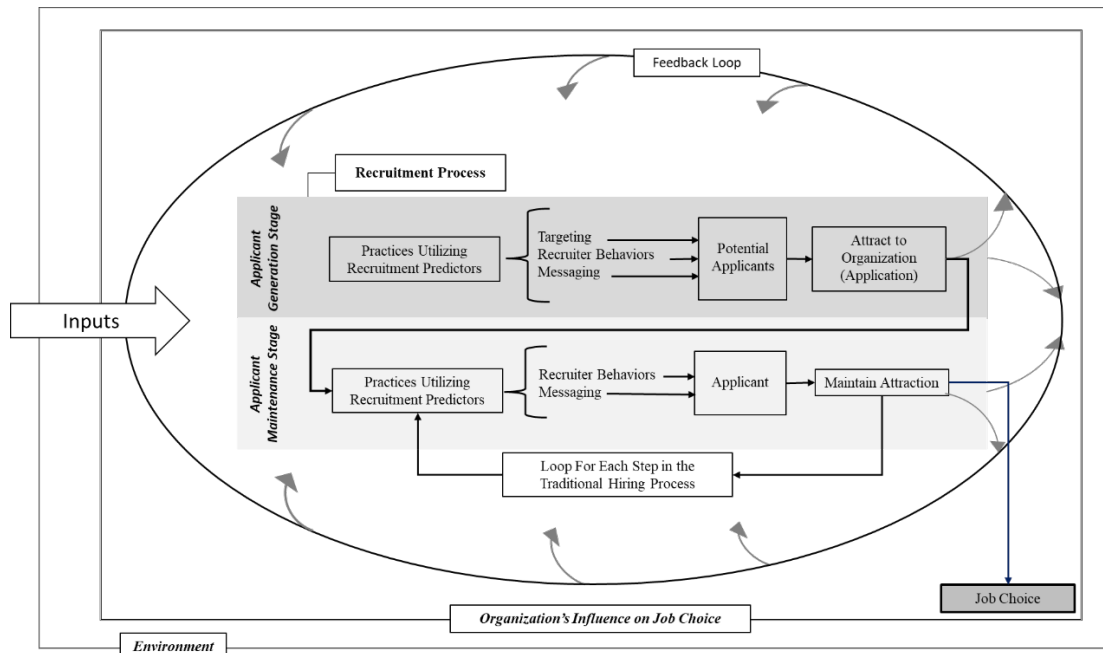
Figure ES-1.   Proposed Systems Theory Recruitment Process Framework

A few decades ago, policing organizations had the benefit of selecting applicants from large applicant pools and did not have a specific focus on recruitment.[15] Police organizations currently utilize practices (which are elaborated upon in this paper) in their recruiting efforts; however, the relationship they have to recruitment predictors is missing from the implementation of these practices, which could maximize the chances of attraction to the police profession. Foundational knowledge of these predictors and how they guide the practices offers a structure currently not present in policing today. This paper explains each recruitment predictor and how they fit into the many practices currently being

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practiced and the proposed systems theory framework. These practices can be adapted, changed, and refined to benefit each police organization in attracting individuals to the organization.

The recruitment process is multidisciplinary and complex. Adopting the following recommendations can assist in a foundational understanding of what attracts or does not attract an individual to the police profession.

- Maintain consistent effort in understanding recruitment predictors and their relationship to motivation and attraction.

- Consider adoption of the combined systems theory conceptual framework.

- Purposefully adapt practices considering recruitment predictors through viewing practices from a motivational and attraction standpoint

- Select recruiters that are personable and effective communicators, or train recruiters in those traits.

- Train recruiters and all other members of your police organization on recruitment predictors, practices, and combined systems theory framework.

- Develop an everybody is a recruiter model.

- Obtain support from community groups in recruitment efforts.

- Prioritize recruitment in budgeting for governmental support.

Policing serves the public and cannot fail to provide this service. If current trends in police staffing continue, police organizations can reach that point of failure. A rethinking of recruitment is long overdue and is needed before the problems in staffing are irreversible. Innovation in policing is constantly on the horizon, and now is the time for this innovation to include a dedicated effort at quelling the recruitment crisis in policing.

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I.   INTRODUCTION

Across the country, the number of qualified individuals applying for jobs in policing is decreasing, with most police agencies reporting this shortage as a crisis.[1] Although more police officers are on the job today, in the early 2020s, than twenty years ago, the ratio of residents to officers has steadily declined as the population has increased.[2] As a result, agencies cannot recruit enough officers to maintain staffing levels in their organizations, reporting many contributing factors they believe are causing this effect. Some factors affecting recruitment include generational differences, the public image of policing, and the hiring process, to name a few.[3] Thus, the shortage has many causes.

Several aspects naturally affecting the police profession will keep policing under the microscope. These include, but are not limited to, the expectations of the public, increased transparency, and the growth of video technology. Increased demands on the job affect funding and the ability to recruit individuals interested in a policing career. The change in dynamics and public scrutiny of police seem to outweigh traditional motivations like salary and benefits when considering a policing career.[4] Given the lack of empirical research on police motivation to enter the police profession, viewing recruitment in terms of attraction and motivation may assist agencies in finding applicants interested in policing as a career.

Most research centers around police officers' characteristics to help determine ways to recruit qualified police applicants. However, with younger generations entering the workforce, what motivates them becomes important in implementing police recruitment models. Most research involving the motivation to seek a policing career is dated, and much

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[1] International Association of Chiefs of Police, *The State of Recruitment: A Crisis for Law Enforcement* (Alexandria, VA: International Association of Chiefs of Police, 2020): 2, https://www.theiacp.org/sites/default/files/239416_IACP_RecruitmentBR_HR_0.pdf

[2] International Association of Chiefs of Police, 2.

[3] International Association of Chiefs of Police, 4.

[4] Gibbs, Jennifer C., "Diversifying the Police Applicant Pool: Motivations of Women and Minority Candidates Seeking Police Employment," Criminal Justice Studies 32, no. 3 (September 2019): 207, https://doi.org/10.1080/1478601X.2019.1579717.

less research addresses the motivators of current generational cohorts.[5] Over time, preferences and expectations in a career change, and as this occurs in policing, the need to update recruitment to appeal to younger individuals also applies.

Recruitment activities and models in policing are traditionally based on trial and error by departments across the country.[6] The diversity of these activities and models of recruitment are as broad as the police agencies in this country. Although many organizations outside of policing share the same challenges, many do not. Reviewing which aspects affect the recruitment of qualified individuals is long overdue in law enforcement. Suppose the purpose of a recruitment model is to attract those skilled and capable to the profession. In that case, the underlying factors of that attraction, including motivation, need to be the basis for the recruitment model. These underlying factors and motivations are all but absent on the surface of modern police recruitment research.

Police agencies implement practices in recruitment without a system that would allow for adjustment in recruitment methods when recruitment outcomes are not favorable or help understand the process when those outcomes are either favorable or not. This foundational structure of recruitment is missing in police recruitment. Knowledge of what attracts individuals to a given profession and the motivations for the attraction cannot be fully realized and implemented if a method or structure in implementation is not present. General systems theory allows for this structure and is synthesized to help build a complete framework for recruitment.

A.   RESEARCH QUESTION

How can predictors of applicant attraction and generational motivation factors update police recruitment models?

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[5] Gibbs.

[6] International Association of Chiefs of Police, *The State of Recruitment*

B.   LITERATURE REVIEW

As this thesis addresses police recruitment and generational motivations in police recruitment, understanding the research on general workforce recruitment, generational motivation, and police recruitment practice is crucial. The strain on current police officers and their departments necessitates an understanding of current recruitment efforts and an understanding of research using generational motivations in current police recruitment models. The first section of this literature review will review post-2000 recruitment research in general as a baseline of recent research. The following section will review generational motivation from an overall perspective. A more specific research assessment regarding generational motivation used in pre-employment and recruitment efforts follows. Lastly, this review will cover research available on recruitment models that could assist police agencies in implementing a recruitment process that allows police agencies to adjust to both positive and negative recruitment outcomes.

1.   Modern Recruitment Research

The strain on applicant pools across many professions requires continued research to better understand and attract qualified applicants. Current research on recruitment is diverse, from large-scale analyses involving recruiting outcomes and predictors of those outcomes to aspects of online technology used in recruitment. One significant study in the last twenty years is Chapman et al.'s metanalytic study that examines applicant attraction to determine which aspects of recruitment predict outcomes. These outcomes are the applicants' attraction, intentions, and choice in accepting the job.[7] The study finds that the "job-organization characteristics, recruiter behaviors, perceptions of the recruiting process, perceived fit, and hiring expectancies" are predictors of attraction.[8] Although broad in its findings, this study lays the groundwork of applicant attraction by teasing apart what influences and motivates applicant behavior.

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[7] Derek S. Chapman et al., "Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes," *Journal of Applied Psychology* 90, no. 5 (September 2005): 928, https://doi.org/10.1037/0021-9010.90.5.928.

[8] Chapman et al., 1.

In contrast to the broad influences on applicant behavior in Chapman et al.'s study, another study aims to analyze the specific parts of the recruitment process to determine which aspects of that process have more influence. Uggerslev, Fassina, and Kraichy built on the previous study's findings by analyzing which stages of the recruitment process better predict applicant behavior.[9] Uggerslev, Fassina, and Kraichy's findings show that specific predictors in Chapman et al.'s study have differing levels of influence on behavior. For example, the Chapman et al. study indicates that the *perceived fit* predictor significantly influences attraction to a job; however, Uggerslev, Fassina, and Kraichy find it to be less of a factor in predicting whether the applicant actually takes the job.[10] The two meta-analytic studies above provide an empirical basis for how motivation in the recruitment process affects applicant behavior. These studies provide a foundational framework for this thesis.

Another direction in current recruitment research focuses on the use of online technology. Much of this research links this recruitment to motivations of behavior as established in other research. For example, Feldman and Klaas study the significance of internet usage, recommending how organizations may use it for recruiting.[11] This study finds motivators, such as *feedback*, have more influence on younger than older generations.

Other studies have examined whether applicants hired over the internet perform acceptably on the job. In Suvankulov's analysis, they do.[12] Scholars agree that using the internet as a recruitment tool is gaining popularity, and if employers wish to attract good

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[9] Krista L. Uggerslev, Neil E. Fassina, and David Kraichy, "Recruiting through the Stages: A Meta-Analytic Test of Predictors of Applicant Attraction at Different Stages of the Recruiting Process," Personnel Psychology 65, no. 3 (September 2012): 597, https://doi.org/10.1111/j.1744-6570.2012.01254.x.

[10] Uggerslev, Fassina, and Kraichy, 634.

[11] Daniel C. Feldman and Brian S. Klaas, "Internet Job Hunting: A Field Study of Applicant Experiences with on-Line Recruiting," *Human Resource Management* 41, no. 2 (Summer 2002), https://doi.org/10.1002/hrm.10030.

[12] Farrukh Suvankulov, "Internet Recruitment and Job Performance: Case of the U.S. Army," *International Journal of Human Resource Management* 24, no. 11 (September 2013), https://doi.org/10.1080/09585192.2012.725068.

employees, they must enhance their online recruitment.[13] Research is expanding beyond simple internet recruitment efforts towards whether those efforts affect job performance.

Technological research in recruitment ranges from the general use of the internet, as in Feldman and Klaas, to more specific theoretical research. Alden and Harris study online recruitment through the lens of social networking.[14] The authors use actor-network theory (ANT), which examines the relationship of people with shared interests.[15] This study recommends organizations build their e-recruitment based on achieving a "positive candidate experience."[16] No matter the network, the authors indicate that attraction and motivation drive that experience. Lyon, Legg, and Cohen explicitly define a generational cohort as a group that shares similar experiences and are themselves the very definition of a social network.[17]

2.   Generational Difference and Motivation: An Overall Perspective

Research about generational differences dates to as early as the 1950s. Mannheim makes the first attempt at defining what today would be called a generational cohort.[18] This definition is two-fold: the first factor is a *commonality in time*, and the other, a necessary element, is *shared experiences*.[19] Most research since defines the generational cohort using similar factors. Today, research has shown generational differences in generational cohorts; however, much of this research is somewhat fragmented.[20] Parry and Urwin point out that

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[13] Wendy Ming-Yen Teoh, Sy-Cha Tan, and Siong Choy Chong, "Factors Influencing Perceptions of University Students towards Internet Recruitment," *Asian Academy of Management Journal* 18, no. 1 (January 2013): 123, EBSCOhost.

[14] Natasha Allden and Lisa Harris, "Building a Positive Candidate Experience: Towards a Networked Model of E-Recruitment," *Journal of Business Strategy* 34, no. 5 (September 2013), https://doi.org/10.1108/JBS-11-2012-0072.

[15] Allden and Harris.

[16] Allden and Harris, 10.

[17] Kristin Lyon, Stephen Legg, and Paul Toulson, "Generational Cohorts," *International Journal of Diversity in Organisations, Communities & Nations* 5, no. 1 (September 2005), EBSCOhost.

[18] Karl Mannheim, "The Problem of Generations," *Psychoanalytic Review* 57, no. 3 (Fall 1970): ProQuest.

[19] Emma Parry and Peter Urwin, "Generational Differences in Work Values: A Review of Theory and Evidence," *International Journal of Management Reviews* 13, no. 1 (March 2011), https://doi.org/10.1111/j.1468-2370.2010.00285.x, 92, 82.

[20] Parry and Urwin.

much of the research on these differences in generational cohorts is based on sociological theory and lacks the evidence needed for practitioners.[21] In this article, Parry and Urwin contend that previous research findings do not empirically show that the differences in generational behavior are factors of a specific generation instead of being a factor of nothing more than age.[22] Parry and Urwin also suggest that research designs on generational differences are limited by their design. Some research looks at generational cohort motivation, in a broad way that describes tendencies towards behavior, whereas other studies analyze specific behaviors of the individuals in those cohorts, in a manner that encompasses actual specific motivations towards behavior.

For example, Glass explicitly defines generational cohort by age.[23] However, when discussing generational motivations in the workplace, the discussion is vague and broad in what that generational motive entails, using general descriptors instead of specific ones. An example of this vagueness is Glass' findings, through a review of research, that Gen X members seek to improve themselves or that Millennials need to see their work is meaningful and valuable.[24] But the work fails to describe how Gen X might address what makes work meaningful or valuable to Millennials. In contrast, Bosco and Harvey report specific behaviors through questionnaires.[25] However, their descriptors are biased and subjective because other generational cohorts lay out the behaviors, not the given cohort itself. In other words, Generation X describes millennials, etc. In using these descriptors, Bosco and Harvey provide a foundation of possible behavioral differences, not a practical insight into those behaviors. This type of research is several decades old but still lacks cohesion in furthering the understanding of generational behavior and its value for organizations.[26] Scholars agree on

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[21] Parry and Urwin.

[22] Parry and Urwin.

[23] Amy Glass, "Understanding Generational Differences for Competitive Success," *Industrial & Commercial Training* 39, no. 2 (March 2007), https://doi.org/10.1108/00197850710732424.

[24] Glass.

[25] Susan M. Bosco and Diane M. Harvey, "Generational Effects on Recruitment and Workplace Productivity," *Proceedings of the Northeast Business & Economics Association*, 2013, EBSCOhost.

[26] Parry and Urwin, "Generational Differences in Work Values."

behavioral differences in generational motivations and that further research is needed to understand these differences better but lack much specificity.

Most studies of generational motivations lean heavily toward perceptions among the different generations, as is evident in Baker and Hastings' analysis.[27] The findings of this study provide similar broad generational motivational factors to behavior as in Glass' work and other generational studies. In contrast to other studies, this study features interviews with leaders of organizations, giving their perceptions of generational cohorts. This methodology concerns only the perceptions of others and does not include evidence of the different motivational factors.

Perception in generational behavior research does not address why different motivations influence generational behavior—attempts at understanding the 'why' are scarce. Lyons and Kuron review generational difference research and conclude that most studies regarding generational motivation merely describe differences and lack a theoretical foundation.[28] This study argues that more research using a theoretical basis is necessary to further studies on generational differences. A cognitive approach to research, which examines the thought processes behind the behavior and why specific motivators have more influence than others, exemplifies this more nuanced study. An example of this approach is found in Van Rossem's study.[29] In it, he reviews all primary research on generational differences and motivators, arguing that understanding the individual cohort's perception of that motivator is necessary to differentiate between what motivates a generation.[30] This study found specific motivators, using a cognitive approach, that are perceived differently among three different generational cohorts, "such as meaningful work, access to social media, formation and

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[27] Rosa Nicole M. Baker and Sally O. Hastings, "Managing Millennials: Looking beyond Generational Stereotypes," *Journal of Organizational Change Management* 31, no. 4 (2018), https://doi.org/10.1108/JOCM-10-2015-0193.

[28] Sean Lyons and Lisa Kuron, "Generational Differences in the Workplace: A Review of the Evidence and Directions for Future Research," *Journal of Organizational Behavior* 35 (February 2014): S139, https://doi.org/10.1002/job.1913.

[29] Annick Van Rossem, "Introducing a Cognitive Approach in Research about Generational Differences: The Case of Motivation," *The International Journal of Human Resource Management* 32, no. 14 (2021), https://doi.org/10.1080/09585192.2019.1616592.

[30] Van Rossem, 2944.

training, feedback and freedom."[31] Scholars studying generational differences and motivation in the last decade all agree further foundational and theoretical research is needed, and only recently has there been research heading in that direction.

3.   Generational Motivation: Pre-Employment and Recruitment

Research on generational motivation is causing managers to examine methods of doing business, such as recruitment.[32] With declines in applicant pools in many occupations, researchers seek to understand those declines and adjust recruitment models accordingly. However, specific recruitment modeling and research based on generational motivation and attraction are scarce. Recruitment research in generational motivations and attraction to a particular profession is relatively new. Still, it does show promise in understanding what is needed to attract different generational cohorts to a given job. In Dutta and Mishra's survey of two specific generational cohorts, some elements affect the attraction of Gen-X and millennial members of a profession differently.[33] The article uses what other generational studies conclude are generational motivators as the basis for their analysis. Although from outside the United States, this article points out that little research regarding generational attraction to a profession is available, including a scarcity in western research.[34] Dutta and Mishra take a whole-picture approach to what attracts different generations to a career; however, much research is directed towards single recruitment factors that could have generational attraction implications.

Most recruitment method research focuses mainly on single recruitment methods and less on generational cohort differences in attraction, such as in Allden and Harris' study. As discussed in section one of this literature review, Allden and Harris conclude that the use of

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[31] Van Rossem, 2945.

[32] Germano Glufke Reis and Beatriz Maria Braga, "Employer Attractiveness from a Generational Perspective: Implications for Employer Branding," *Revista de Administração* 51, no. 1 (2016): 103, https://doi.org/10.5700/rausp1226.

[33] Debolina Dutta and Sushanta Kumar Mishra, "Predictors of Applicant Attraction Among Gen-X and Millennials: Evidence from an Emerging Economy," *International Journal of Manpower* 42, no. 8 (2021), https://doi.org/10.1108/IJM-04-2020-0169.

[34] Dutta and Mishra.

e-recruitment must contain a "positive candidate experience."[35] However, research on what motivators would assist in such an experience is lacking. Further research in recruitment methods involving generational attraction to professions is needed.

4.   Recruitment Models

Recruitment practices and the models for implementation of those practices differ in structure, practice, and literature. These recruitment models are fragmented and geared toward specific stages, outcomes, and methods used in the recruitment process. An example is the recruitment model proposed in Hayati's article. This article includes three stages of recruitment (recruitment, recruiter behaviors, and post-interview). Still, it does not account for correction, influence, or other factors that would allow the structure to implement practices in that model.[36] A lot of research also integrates a recruitment model placing individual processes and practices as the model itself.[37] Some research also takes individual factors of motivation and messaging methods, then builds a model of that method. An example of this is taking aspects such as feedback and building a model focused on continuous candidate engagement.[38] These models offer ways of implementing specific practices; however, they do not offer a foundation model that would allow the insertion of practices into the model to assist with evaluation and correction in the process.

There is no literature on a structured recruitment model that provides guidance on influence, evaluation, and correction, regardless of the practice used. In reviewing the literature on processes, general systems theory allows for the organization of a complex system process.[39] Systems theory posits an understanding of the recruitment process and the

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[35] Allden and Harris, "Building a Positive Candidate Experience," 43.

[36] Neuneung Ratna Hayati, "Building a Conceptual Framework for Recruitment Process," *Global Business & Management Research* 11, no. 1 (2019), EBSCOhost.

[37] Adam Sulich, "Mathematical Models and Non-Mathematical Methods in Recruitment and Selection Processes." *Mekon* (2015).

[38] Matt Singer, "The New Model for Modern Recruiting: Continuous Candidate Engagement™," *Today's Recruiting Trends* (blog), January 16, 2018, https://www.jobvite.com/blog/candidate-engagement/the-new-model-for-modern-recruiting-continuous-candidate-engagement.

[39] Kenneth E. Boulding, "General Systems Theory--The Skeleton of Science," *Management Science* 2, no. 3 (April 1956), https://doi.org/10.1287/mnsc.2.3.197.

relationship and behavior of its parts.[40] Systems theory offers the ability to break down problems and predict outcomes, which can benefit recruitment.[41]

C. RESEARCH DESIGN

With police applicant numbers declining, this thesis analyzes what motivations attract applicants to a profession through a generational perspective and compares those to current practices in policing.[42] By evaluating the alternatives to those practices, the aim is to assist agencies in assessing and updating recruitment practices. Formal research efforts to analyze recruitment efforts in policing are scarce; therefore, this thesis provides analysis of general practice, what motivates people towards a career, and how motivators can fit in police recruitment.

This thesis utilizes a systematic review of recruitment research with a comparative and qualitative analysis framework. This review will follow the framework through two perspectives, first, from the standpoint of applicant attraction, motivation, and recruitment in general, then, from the narrower perspective of police recruitment. Understanding current problems with recruitment will precede determining what motivators/predictors affect recruitment to a profession, the utilization of those motivators/predictors in the recruitment process, and how they serve as the basis for this comparative analysis.

The first phase of this analysis includes general research related to applicant attraction and the recruitment process. Recruiting qualified applicants to the job force is becoming increasingly difficult and expected to worsen in the future.[43] Understanding the state of recruitment and applicant attraction across many professions is necessary to build the foundation of this comparative analysis' problem evidence. Although research surrounding generational motivation, applicant attraction, and recruitment was broad early on, it is

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[40] Kevin MacG. Adams et al., "Systems Theory as the Foundation for Understanding Systems," *Systems Engineering* 17, no. 1 (March 2014), https://doi.org/10.1002/sys.21255.

[41] Adams et al.

[42] International Association of Chiefs of Police, *The State of Recruitment*.

[43] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 928.

becoming more scientific and practical. This thesis analyzes this research and compare it to the narrow field of police recruitment and motivators related to applicant attraction.

This analysis builds the foundation for comparison by analyzing the recruitment process and generational motivation/predictor research. Where to apply motivators or predictors of applicant attraction, in the recruitment process, is essential in building the evidence and determining viable predictors in this analysis. With the goal of recruitment, to a profession considered in crisis, such as policing, the recruitment process is the foundation for applying motivators and predictors of applicant attraction.[44] This foundation building includes a comprehensive breakdown of two meta-analyses, Chapman et al.[45] and Uggerslav et al.,[46] through a synthesis of the recruitment process and what parts of the process matter. This synthesis serves as a framework for comparison to the recruitment process in policing.

Organizations are starting to understand the need to address the differences in generational cohort needs and motivations in recruitment and the workplace.[47] The second phase of this thesis is an evaluation and comparative analysis of generational motivation and predictor research. A systematic review of research and the synthesis of this review serves as elements in the comparison with phase one findings and those of phase three: police recruitment methods. Separation of the synthesis by generational cohort will allow for comparisons that could identify gaps or constancy in the recruitment process.

The third phase of this analysis addresses police recruitment and applicant attraction, more specifically, through motivators/predictors, in the same manner as above. With scarce modern academic research on what works in police recruitment, research includes literature not based on academic research and literature lacking proper evaluation of importance of predictors in the recruitment practice. This synthesis includes governmental sources, who indicate the limitations of their non-academic research in their writings.[48] This analysis

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[44] International Association of Chiefs of Police, *The State of Recruitment*.

[45] Chapman et al., "Applicant Attraction to Organizations and Job Choice."

[46] Uggerslev, Fassina, and Kraichy, "Recruiting through the Stages."

[47] Lyon, Legg, and Toulson, "Generational Cohorts."

[48] Jeremy M. Wilson et al., *Police Recruitment and Retention for the New Millennium: The State of Knowledge* (Santa Monica, CA: RAND, 2010): 1, https://www.rand.org/pubs/monographs/MG959.html.

develops alternatives to the police recruitment process utilization of motivators/predictors related to applicant attraction through a comparative analysis of these two perspectives.

This thesis builds a conceptual recruitment model to assist in the implementation of practices based on applicant attraction and motivational factors. The foundation of the conceptual model is constructed through the applicant attraction and generational motivation chapters. The combined framework, along with a general systems theory chapter, follows, culminating in a system theory recruitment model to give structure to recruitment practices and the recruitment process itself. The design of this model and overall thesis is to provide a practical foundation for implementing practices utilizing applicant attraction and generational motivation factors.

Findings developed through this analysis are analyzed against the feasibility of implementation in the policing profession. Most police agencies are budgeted through local government entities and are limited in what they can spend on recruitment efforts. Therefore, the cost associated with those efforts may hinder the implementation of practices that would otherwise assist with positive recruitment outcomes. Secondly, police agencies are public service entities. The missions of those public service entities, community influence, and political influence all play a role in what activities individual police agencies practice. Therefore, those influences must be considered by police leaders in the recruitment process. When implementing any type of recruitment practice or process, fairness and equity are also considerations police leaders must be cognizant of. Fairness in salary, promotions, career growth, supervision, leadership, and discipline are all factors that must be considered in any police organizational process, notwithstanding recruitment.[49] Although this thesis does not explicitly address diversity, this factor must also be considered in all practices a police organization implements in recruiting. Police organizations must strive to represent the diversity of their communities, keeping the concept of diversity as a necessary criterion in any efforts in the recruitment process.[50]

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[49] Wilson et al., 37.

[50] Wilson et al.

II.   RECRUITMENT TO THE WORKFORCE: ATTRACTION

A common factor that is essential to effectiveness in nearly all professions is the importance of adequate staffing. Not only is the policing profession finding itself in a staffing crisis, so are other occupations.[51] Recruitment, a catalyst for attracting applicants to a profession, is also crucial in the effectiveness and success of the organization.[52] Understanding this attraction and keeping up with trends in recruitment becomes integral for any organization. Breaugh defines recruitment as "an employer's actions that are intended to (1) bring a job opening to the attention of potential job candidates who do not currently work for the organization, (2) influence whether these individuals apply for the opening, (3) affect whether they maintain interest in the position until a job offer is extended, and (4) influence whether a job offer is accepted."[53] This definition puts the responsibility on the organization to attract applicants. It also illustrates that influencing and keeping the applicant's interest throughout the recruitment process are necessary elements in building and maintaining a workforce.

The purpose of this chapter is a breakdown of individual parts of recruitment practices and predictors and how they influence applicant attraction and job choice. The first part of this chapter reviews the concerns and the trends in recruitment of qualified applicants. Current concerns regarding recruitment and what is currently being advocated for, by research, will help lay the background for a more in-depth look at the recruitment process itself. The second part of this chapter breaks down the recruitment process to understand how recruitment affects employee attraction to a job and the elements that matter in this attraction. With *"Pre-Hire Outcomes" and "Post-Hire Outcomes"* being the criteria used in evaluation of the recruitment process, the scope of this thesis will primarily

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[51] Bureau of Labor Statistics, U.S. Department of Labor, Police and Detectives, 2008, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=28094762&site=ehost-live&scope=site.

[52] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 928.

[53] James A. Breaugh, "Employee Recruitment: Current Knowledge and Important Areas for Future Research," *Human Resource Management Review* 18, no. 3 (September 2008): 103–104, https://doi.org/10.1016/j.hrmr.2008.07.003.

be on the recruitment process up to a job offer and the pre-hire outcomes.[54] Although retention is a concern, post-hire outcomes exceed the scope of this analysis.

A.   RECRUITMENT: THEN AND NOW

Recruitment of qualified applicants, in the past, may have looked like this: (a) an announcement or posting of a job somewhere; (b) someone seeking a job puts in an application or inquires further into the job opening; (c) an evaluation of the applicant's qualifications for the position and applicants' evaluation of whether the job is acceptable; (d) some version of an interview between the applicant and the employer; and (e). the employer extends an offer of employment followed by an acceptance or declination of the job. This method assumes that organizations do not need to attract applicants to fill positions and assumes qualified individuals would see the posting and be attracted to the job. Of course, this is a simplified explanation of recruitment; however, perceptions of what works to attract applicants outside a theoretical basis are the foundation for traditional recruitment. In the past, the hiring and recruitment processes were the same, today they are thought of differently. Peek defines the hiring process as finding an applicant and filling a vacancy.[55] He then defines the recruitment process as utilizing research to find qualified individuals and it should be done regularly.[56]

With competition for talent in the workforce, researchers began to address how applicants react to specific parts of the recruitment process, advocating for further research in the last decade.[57] Modern approaches to recruitment are more focused on organizations

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[54] James A. Breaugh, "Employee Recruitment," *Annual Review of Psychology*, no. 64 (2013), https://www.annualreviews.org/doi/abs/10.1146/annurev-psych-113011-143757

[55] Sean Peek, "Hiring vs. Recruiting: What's the Difference?," https://www.uschamber.com/co, August 1, 2019, https://www.uschamber.com/co/co/run/human-resources/difference-between-hiring-and-recruiting, 1.

[56] Peek, 1.

[57] Breaugh, "Employee Recruitment," 2013.

attracting applicants and understanding what causes that attraction. Attraction in recruitment is defined as getting an applicant to view a potential employer positively.[58]

1.   Predictors of Attraction and Desired Outcomes

The essential factor in the recruitment process is attracting a potential applicant to the job.[59] Although this has been known for the last thirty years, there is no general theory of recruitment that would integrate an all-encompassing relationship between recruitment and applicant attraction.[60] However, post-2000, researchers have offered a more heuristic and segmented view of recruitment, based on theoretical approaches to fill this gap.[61] In the early 2000s, researchers began to look at attraction theory and how these theories explain the attraction as the basis for understanding recruitment.[62] See Appendix A for an example and explanation of this theoretical analysis, as developed by Ehrhart and Ziegert.[63] Given attraction to an organization is a critical factor in the recruitment process, the next step is to determine what attracts a person to apply to an organization. The purpose of these theoretical frameworks and analyses is to understand the relationship attraction has to specific outcomes in the recruitment process and the predictors of those outcomes, which will be analyzed in this paper. Predictors, in this sense, are activities the organization engages in that cause positive attraction outcomes.

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[58] Ian O. Williamson et al., "Firm Reputation, Recruitment websites, and Attracting Applicants," *Human Resource Management* 49, no. 4 (August 7, 2010): 669, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=52442380&site=ehost-live&scope=site.

[59] Sara L. Rynes and Robert D. Bretz Jr., "The Importance of Recruitment in Job Choice: A Different Way of Looking," Personnel Psychology 44, no. 3 (September 1991): 286, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=9609192353&site=ehost-live&scope=site.

[60] Breaugh, "Employee Recruitment," 2013.

[61] Brian R. Dineen, Steven R. Ash, and Raymond A. Noe, "A Web of Applicant Attraction: Person-Organization Fit in the Context of Web-Based Recruitment," *Journal of Applied Psychology* 87, no. 4 (August 2002), https://doi.org/10.1037/0021-9010.87.4.723.

[62] Karen Holcombe Ehrhart and Jonathan C. Ziegert, "Why Are Individuals Attracted to Organizations?," *Journal of Management* 31, no. 6 (December 1, 2005), https://doi.org/10.1177/0149206305279759.

[63] Jonathan C. Ziegert and Karen Holcombe Ehrhart, "A Theoretical Framework and Guide for Future Research on Applicant Attraction," in *Academy of Management Proceedings* (Academy of Management, 2004), https://doi.org/10.5465/AMBPP.2004.13863087.

Instead of looking at the outcome of the entire recruitment process, viewing the recruitment process as individual parts and the outcomes of those parts concerning attraction are necessary for a robust recruitment process.[64] The first significant attempt at predictor/outcome evaluation of the recruitment process came in 2005, in Chapman et al. In evaluating the outcomes, researchers narrowed down predictors that most influenced recruitment process outcomes. As there is a diversity in the labels given to outcomes and predictors in research, this paper utilizes those labels provided in the meta-analysis by Chapman et al.[65] Table 1 shows these outcomes and predictors.

Table 1.   Outcomes and Predictors in Recruitment Process.[66]

Outcomes	Description
Job Pursuit Intentions	The outcome variables related to pursuing a job and applying
Job-Organization Attraction	Measures on how the applicant views the organization
Acceptance Intentions	Outcome related to the likelihood of applicant accepting a job
Job Choice	The decision of applicant when an applicant is offered a job
Predictors of Attraction	**Description**
Job and Organizational Characteristics	Specific Attributes: "(Pay, Benefits, Type of Work)"
	Broad Attributes: "(Company Image, Size, Work Environment, Location, Familiarity)"
Recruiter Characteristics	Attributes of perception of a recruiter as a matter of who the recruiter is and the behaviors of the recruiter
Perceptions of the Recruitment Process	How the recruitment process is managed in reference to factors related to fairness, etc.
Perceived Fit	Complex and subjective fit between applicant and organization or applicant and the job
Perceived Alternatives	The extent of the applicant's perception of alternative opportunities in employment
Hiring Expectancies	Applicants' perception of whether or not an offer of employment will be offered

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64 Chapman et al., "Applicant Attraction to Organizations and Job Choice."

65 Chapman et al.

66 Adapted from Chapman et al.

In Chapman et al., they found in their meta-analysis that "applicant attraction outcomes were predicted by job-organization characteristics, recruiter behaviors, perceptions of the recruiting process, perceived fit, and hiring expectancies, but not recruiter demographics or perceived alternatives."[67] The authors discuss three factors they believe are significant in the research. The following summarizes these three overall findings of the Chapman et al. meta-analysis.[68]

1.　There is evidence that both the job itself and the organization's characteristics affect applicant attraction. The study advises these two factors are important predictors affecting recruitment outcomes.

2.　The organization's process in recruiting is critical; however, the demographics of who does the recruiting are not as important as the recruiter having personable qualities.

3.　Lastly, the perception of fit, person-organization fit (P-O fit), is one of the most important predictors of applicant attraction. Essentially, the perception of compatibility between the applicant and the organization.[69]

A second meta-analysis was completed in 2012, further elaborating on Chapman et al., determining what stages in the recruitment process are stronger predictors of positive applicant outcomes.[70] Uggerslev et al. found, in this meta-analysis, that the findings of Chapman et al. differ at different stages of the recruitment process. This study found: P-O Fit was the strongest predictor of applicant attraction, recruiter behaviors were more important early in the recruitment process, and organizational characteristics were more important in the later stages of the recruitment process.[71] The following is a synthesis of these predictors of applicant attraction and their relation to the recruitment process.

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[67] Chapman et al., 928.

[68] Chapman et al., 938.

[69] "Person-Organization Fit," Psychology, February 1, 2016, http://psychology.iresearchnet.com/industrial-organizational-psychology/recruitment/person-organization-fit/.

[70] Uggerslev, Fassina, and Kraichy, "Recruiting through the Stages."

[71] Uggerslev, Fassina, and Kraichy, 597.

a. *Perceived Fit and Organizational Characteristics*

Person-Organization Fit is further defined as the compatibility and needs fulfillment between the person and the organization.[72] It can encompass similarities in the applicant's personality and current employees in the organization to goal similarities.[73] Chapman et al. notes that even though P-O Fit is ranked as the strongest predictor of applicant attraction, the difference in strength is slight.[74] This finding is important because the amount of resources needed to meet individual P-O Fit is higher than it would be to accomplish broader goals with those same resources.[75] However, suggestions made in the practical application of P-O Fit include showing parts of the job or aspects of the organization individually to the applicant.[76] Although researchers call for more research on this predictor of applicant attraction, a high P-O Fit has positive effects on attraction.[77]

The characteristics of an organization are strongly related to P-O Fit in the recruitment process. This attraction is based on the perceived environment the applicant would be working in and is the strongest predictor.[78] In comparison, the image or brand of the organization is less a predictor than the environment but still a decisive factor in attraction.[79] Also, there is strong evidence that an organization's reputation is a significant factor in attracting an applicant to an organization.[80] The characteristics of an organization are a strong predictor of applicant attraction when the applicant positively perceives those characteristics. Subsequently, there is a necessity of effort inside and outside the organization to maintain positive characteristics. P-O Fit can be further categorized into

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[72] Psychology, "Person-Organization Fit."

[73] Psychology.

[74] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 938.

[75] Chapman et al., 938.

[76] Daniel A. Newman and Julie S. Lyon, "Recruitment Efforts to Reduce Adverse Impact: Targeted Recruiting for Personality, Cognitive Ability, and Diversity," *Journal of Applied Psychology* 94, no. 2 (March 2009): http://dx.doi.org/10.1037/a0013472.

[77] Psychology.

[78] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 940

[79] Chapman et al., 940.

[80] Breaugh, "Employee Recruitment," 2013, 394–395.

person-job fit and person-organizational fit.[81] Person-job fit is related to the overall satisfaction the individual has for the job itself, and person-organizational fit relates the overall commitment the individual has with the organization.[82]

b.   *Recruiter Behaviors*

Recruiter behavior is defined as the behaviors the recruiter uses during the recruitment process.[83] Chapman et al. correlate these recruiter attributes to the outcome of *Job Pursuit Intentions*.[84] Researchers find recruiter behavior to be more critical in the first part of the recruitment process. There is not enough data to determine its significance in the latter parts of the process.

A more practical view of the methods used by organizations in the recruitment process, and these methods' relationship to predictors of applicant attraction, is needed before building a framework for comparison. The following section reviews current research on specific recruitment activities and their utilization in the recruitment processes of organizations.

B.   RECRUITMENT ACTIVITIES: A RESEARCH REVIEW OF WHAT WORKS

The next question is: what is being done by organizations to maximize applicant attraction in the recruitment process? As many organizations have different hiring processes, much as policing does, this section looks specifically at activities organizations engage in throughout the recruitment process. Researchers recommend organizations build their stages of recruitment that include consistent messaging throughout.[85] An important point organizations should remain mindful of during the recruitment process is that

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[81] Christopher Smith et al., "Generational Differences in the Importance, Availability, and Influence of Work Values: A Public Service Perspective," *Canadian Journal of Administrative Sciences (John Wiley & Sons, Inc.)* 36, no. 2 (2019), https://doi.org/10.1002/cjas.1485.

[82] Smith et al., 180.

[83] Uggerslev, Fassina, and Kraichy, "Recruiting through the Stages," 599.

[84] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 935.

[85] Hayati, "Building a Conceptual Framework," 243.

applicants constantly receive and evaluate information.[86] This analysis will use Barber's three stages of the recruitment process to assist in building the recruitment model framework. Barber's stages are the *Applicant Generation Stage*, the *Applicant Maintenance Stage*, and the *Organization's Influence on Job Choice*.[87] This three-prong approach by Barber consists of two actual stages in the recruitment process. The third, *Organizations Influence on Job Choice*, for purposes of this thesis, will be considered as the overall influence the organization has on the choice the applicant makes to accept or refuse employment. The activities of *targeting*, *messaging*, and *recruiter activities* in the recruitment process are the basis for how organizations actively engage with the applicant. An example of consistent messaging throughout would place targeting as mostly a stage 1 activity. Whereas messaging and recruiter activities might be utilized throughout all three prongs of the recruitment process. The three prongs in the recruitment process are introduced now to assist in conceptualizing a recruitment model.

1.   Targeting

Applicant attraction is important in all recruitment activities and is also the first step.[88] Breaugh breaks down applicant attraction into two phases: First, the organization lets the potential applicant know a position exists, and secondly, the applicant understands and acts on that information.[89] This beginning stage requires targeting the applicant and delivering a message. This first stage is the most complex and least researched; however, some general guidelines are offered. These guidelines include targeting former employees or individuals who have held a job like those being recruited for—secondly, targeting applicants who perceive the employees as similar to themselves and targeting individuals who do not need to relocate. These are some precursors to recruitment found to successfully achieve applicant attraction to an organization.[90]

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[86] Hayati, 242.

[87] Alison E. Barber, Recruiting Employees: Individual and Organizational Perspectives (Thousand Oaks, CA: SAGE Publications, 1998), 6.

[88] Breaugh, "Employee Recruitment," 2013.

[89] Breaugh, 391.

[90] Breaugh.

The methods of targeting applicants are diverse in the literature. Several methods studied consistently include employee referrals, job fair or college campus recruiting, and online targeting.[91] Applicants referred to the organization by current employees were found to be attracted to a job at a higher rate than non-referred applicants. These referrals are extensively studied and show applicants targeted in this manner show better promise to the organization in terms of attraction and performance.[92] This type of targeting is strongly related to how the applicant views the organization and how the applicant views the job, their P-O Fit.[93] Applying this practice is beneficial in the first stage of the recruitment process.[94]

Research in job fairs and campus recruiting reveals that an important factor influencing applicant attraction is the organization's reputation.[95] Messaging, image, and credibility of the organization are also important in conducting job fairs and campus recruiting-type activities.[96] This recruitment activity as a predictor of applicant attraction is related to the first finding of Chapman et al., which states the organization's characteristics are important in applicant attraction and the premise that organizations influence job choice.

With online networking increasing through the last few decades, online targeting has been extensively studied post-2000. Some of the first studies show that online/internet recruitment was not as strong a predictor of attraction as referrals; however, significantly more effective than postings through other media.[97] The main predictor of online recruiting

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[91] Breaugh.

[92] Breaugh, 398.

[93] Christopher J. Collins and Cynthia Kay Stevens, "The Relationship Between Early Recruitment-Related Activities and the Application Decisions of New Labor-Market Entrants: A Brand Equity Approach to Recruitment," *Journal of Applied Psychology* 87, no. 6 (December 2002): 1121, https://doi.org/10.1037/0021-9010.87.6.1121.

[94] Roberto M. Fernandez and Nancy Weinberg, "Sifting and Sorting: Personal Contacts and Hiring in a Retail Bank," in *American Sociological Review*, vol. 62, 6 (American Sociological Association), 883, accessed February 6, 2022, https://doi.org/10.2307/2657345.

[95] Daniell B. Turban and Daniel M. Cable, "Firm Reputation and Applicant Pool Characteristics," *Journal of Organizational Behavior* 24, no. 6 (September 2003): 733, https://doi.org/10.1002/job.215.

[96] Breaugh, "Employee Recruitment," 2013.

[97] Feldman and Klaas, "Internet Job Hunting," 175

is the content and messaging; essentially, the information is passed on to the applicant and interpreted positively.[98] This finding gives credibility that the internet is merely a means of relaying information in today's connected society. Studies show online recruitment is also effective as a predictor of applicant attraction through the applicant's experience in the activity, leaning heavily towards the organization's brand (information received about the organization) portrayed to the applicant.[99] Electronic recruitment (E-Recruitment) through job search websites, programs such as LinkedIn, and other targeted online means, reach farther than traditional postings as more and more potential applicants are utilizing the Web in their lives as a way of obtaining information and staying connected.[100] The make-up of the website or online source is also essential and shown to be an indicator of attraction.[101] However, relationship building through these avenues is complex because of cost and longevity. Today's networked society requires organizations to engage in online recruitment to reach all potential applicants.

2.   The Message

The messages portrayed by organizations to potential applicants during targeting and the rest of the recruitment process have been heavily studied. Studies show that applicants frequently received too little job-related information, which Allen et al. found as a negative predictor of attraction.[102] The more positive information the organization discloses about the job during the recruitment process, the more positive the effect of attracting applicants.[103] However, the content of this information must include job

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[98] Teoh, Tan, and Chong, "Factors Influencing Perceptions of University Students," 123.

[99] Allden and Harris, "Building a Positive Candidate Experience," 144.

[100] Allden and Harris.

[101] David G. Allen et al., "Web-Based Recruitment: Effects of Information, Organizational Brand, and Attitudes Toward a website on Applicant Attraction," Journal of Applied Psychology 92, no. 6 (November 2007): 1707, http://dx.doi.org/10.1037/0021-9010.92.6.1696.

[102] Allen et al., "Web-Based Recruitment," 1707.

[103] Sabrina Falk et al., "Different Degrees of Informational Asymmetry on Job Markets and Its Impact on Companies' Recruiting Success," *Zeitschrift Für Betriebswirtschaft* 83, no. 4 (May 2013): 295, http://dx.doi.org/10.1007/s11573-013-0654-8.

characteristics and ascribe to a positive organizational image.[104] Much research over the last half-century shows that attraction is more positive when the applicant has a positive image of the organization and its brand.[105]

Another method of messaging in the recruitment process is Word-Of-Mouth (WOM) information and how it affects attraction. This information is messaging about an organization that is not part of the recruitment process itself and comes from outside the organization.[106] Through their study, Van Hoye and Lievens found that negative information obtained from WOM has a more substantial negative effect on attraction than positive information conveyed in a similar matter.[107] The authors did study ways to counteract this information. They found that "receiving positive employment information through word-of-mouth early in the recruitment process was positively associated with perceptual (organizational attractiveness) and behavioral outcomes (actual application decisions), beyond potential applicants' exposure to other recruitment sources."[108] This aspect of organizational attractiveness is directly related to an organizations' brand, including general attitudes about the organization and perceptions of the job itself.[109] Collins and Stevens also found WOM as being strongly related to organization brand, and this activity, early in the recruitment process, does have a positive effect on attraction.[110] With WOM information being intrinsically external and not coming from the organization itself, attempts should be made to quell negative WOM. Van Hoye and Lievens suggest proactive actions by the recruiters in portraying a positive image of the organization, getting people close to the applicant involved in the recruitment process, and having open

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[104] Allen et al., "Web-Based Recruitment," 1707.

[105] Allen et al.

[106] Greet Van Hoye and Filip Lievens, "Recruitment-Related Information Sources and Organizational Attractiveness: Can Something Be Done About Negative Publicity?," *International Journal of Selection and Assessment* 13, no. 3 (September 1, 2005): 185–87, https://doi.org/10.1111/j.1468-2389.2005.00313.x.

[107] Van Hoye and Lievens, 185–187.

[108] Greet Van Hoye, Filip Lievens, "Tapping the Grapevine: A Closer Look at Word-of-Mouth as a Recruitment Source," *Journal of Applied Psychology* 94, no. 2 (March 2009): 341, http://dx.doi.org/10.1037/a0014066.

[109] Collins and Stevens, "The Relationship Between Early Recruitment-Related Activities."

[110] Collins and Stevens, 1121.

houses to include friends and family.[111] Since messaging implications and outcomes are directly related to predictors and applicant attraction, recruiters should always consider proper messaging.

3.   Recruiters

As the recruiters themselves have a responsibility for attracting applicants to a particular organization, their roles and behaviors are crucial in the recruitment process. From the start of the recruitment process, recruiters need to exhibit the following personable attributes: fairness, trust, competence, and convey information effectively.[112] While what constitutes the desired level of personable qualities listed is not studied or examined yet, and is a subjective factor based on the applicant's perception, organizations can use consensus on who exhibits these attributes as a starting point in developing their recruiters. Organizations can accomplish this by either selecting recruiters with these desired attributes or training them to display these desired attributes.[113] Although Uggerslev et al. found recruiter behaviors are stronger predictors of applicant attraction during the initial stages of recruitment, credibility and maintenance of applicant attraction require continued emphasis on these personable attributes of the recruiter throughout the entire recruitment process.[114] It is suggested that recruiters maintain the positive qualities above by giving accurate, timely, and abundant information about the applicant's recruitment process and responding to inquiries from the applicant without delay.[115] Also, traditionally recruiters spend most of their time and effort during the applicant generation and applicant maintenance stages.[116] Their influence on job choice is unknown because it is not studied, and there is a lack of data.[117]

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[111] Van Hoye, Lievens, "Tapping the Grapevine," 349.

[112] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 940.

[113] Chapman et al., 940.

[114] Uggerslev, Fassina, and Kraichy, "Recruiting through the Stages," 597.

[115] Chapman et al., "Applicant Attraction to Organizations and Job Choice."

[116] Uggerslev, Fassina, and Kraichy, "Recruiting through the Stages."

[117] Uggerslev, Fassina, and Kraichy.

As recruiters represent the organization, applicants take the behaviors and attributes of recruiters as a reflection of the organization itself.[118] Demographics of the recruiter are also a consideration in the recruitment process. Research on whether race or gender similarities to applicants play a role in favorable applicant attraction indicates no evidence of such a relationship. Chapman et al. outline that recruiter attributes play an applicant attraction role regardless of race, gender, or position in the organization.[119]

C.   CONTRIBUTION TO FRAMEWORK

In the review of research surrounding applicant attraction, understanding what works in the recruitment process is heavily studied and hypothesized. Several key factors are found to be significant in the research. Applicant attraction is predicted by the perceptions of the applicant concerning the specific job and organizational characteristics, the recruiter's behavior as opposed to their demographics, and the applicants perceived P-O Fit in the organization.[120] To build a conceptual framework of recruitment for comparison to the recruitment process of policing, a generic three-prong recruitment process was introduced, consisting of the *Applicant Generation Stage*, the *Applicant Maintenance Stage*, and the *Organization Influence on Job Choice*.[121] Next was a look at the activities organizations partake in during the recruitment process on how these activities are related to applicant attraction predictors. While looking at specific strategies, such as online recruitment, job fairs, and so on, organizations use three encompassing processes to accomplish these activities: *targeting*, *messaging*, and *recruiters*. These activities play different roles and have different outcomes as processes of achieving predictors of applicant attraction throughout each of the three prongs of the recruitment process.

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[118] Hayati, "Building a Conceptual Framework."

[119] Chapman et al., "Applicant Attraction to Organizations and Job Choice."

[120] Uggerslev, Fassina, and Kraichy, "Recruiting through the Stages."

[121] Barber, *Recruiting Employees*.

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III.   GENERATIONAL ADJUSTMENT IN RECRUITMENT

Potential entry-level applicants in most professions, especially policing, involve applicants in different age brackets or generations. The problem organizations find themselves in is determining what motivates and attracts different generations to a profession.[122] In developing and implementing a recruitment strategy, broad definitions of what attracts a person to an organization are not enough. Recruitment strategy needs to go beyond general attraction to understanding how predictors of applicant attraction are related to generational motivation and the effect they have on different generational cohorts.

This chapter will synthesize research on generational motivation, emphasizing motivation in the specific age groups that would most likely be entering the workforce at an entry-level position. Researchers generally agree there are differences in what factors motivate different generations.[123] However, as with applicant attraction, there is no universal theory of motivation related to workplace motivation.[124] The first part of this chapter will define generational cohorts and establish the background on motivation among generational cohorts in the recruitment process. The why and how generational cohorts are separated sets the foundation for understanding why different cohorts respond to motivation differently. The next part of this chapter will examine research on what is generally accepted as motivation to different generational cohorts. This includes the differences and similarities in motivation among the cohorts. In discussing motivation, especially in recent literature, scholars refer to person-job fit and person-organization fit (P-O Fit) when discussing generational motivation, which shows a link between applicant attraction and motivation.

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[122] Jennifer White, Jeremy Stafford, and Jana Beaver, "Toward More Effective Recruitment of Millennials According to Job Interest: A Comparison of Job Titles Versus Job Action Statements," *International Journal of the Academic Business World* 13, no. 1 (2019): 3, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=137837998&site=ehost-live&scope=site.

[123] Van Rossem, "Introducing a Cognitive Approach in Research About Generational Differences."

[124] Van Rossem, 2915.

A.   GENERATIONAL COHORT IDENTIFICATION

For more than fifty years, researchers have separated generational units based on shared historical and sociological factors.[125] These factors include shared experiences and value priorities based on shared historical events.[126] These factors are merely the determination of the time, in years, given to the specific cohort, not the determination of whether a person belongs to a specific generational cohort. This separation makes generational cohorts unique as each has different life experiences.[127] Currently, there are four distinct generations in the workforce, generally referred to as *Baby Boomers, Generation X (Gen X), Generation Y (Gen Y or Millennial),* and *Generation Z (Gen Z).*[128] In today's workforce, workers mainly encompass the last three generations: Gen X, Gen Y, and Gen Z. This paper will focus on these three generations, who have specific age boundaries; however, these boundaries are used for research and are not steadfast in the findings of motivation research as members of one generation may carry the same motivations as other generations[129] The year boundaries of each generation are simply guidelines for research.[130] See Table 2 for a description of these age boundaries.

Table 2.   Generational Cohort Identification

Generation	Birth Years	Approximate Current Age (as of 2022)
Gen X	1965 to 1979/80	Mid 50s to Early 40s
Gen Y	1980 to 1994/6	Early 40s to Mid 20s
Gen Z	1997 to 2012	Mid 20s to Pre-teen

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[125] Mannheim, "The Problem of Generations."

[126] Carolyn P. Egri and David A. Ralston, "Generation Cohorts and Personal Values: A Comparison of China and the United States," *Organization Science* 15, no. 2 (April 3, 2004): 210, https://doi.org/10.1287/orsc.1030.0048.

[127] Gill Jones, Anoop Nayak, and Brian Davies, review of *Review of Generations, Culture and Society*, by June Edmunds and Bryan S. Turner, *British Journal of Sociology of Education* 24, no. 4 (2003): 528, http://www.jstor.org/stable/3593320.

[128] Lyon, Legg, and Toulson, "Generational Cohorts," 91.

[129] Ali B. Mahmoud et al., "'We Aren't Your Reincarnation!' Workplace Motivation Across X, Y and Z Generations," *International Journal of Manpower* 42, no. 1 (January 2021): 194, https://doi.org/10.1108/IJM-09-2019-0448.

[130] Mahmoud et al.

Gen Y (millennials) is the most studied generation in generational motivation studies. As most of the research in generational motivation has been in the last 20 years, the generational cohort entering the workforce during that time was Gen Y. It stands to reason the research would favor that generation. It has not been until the last few years that motivational research started to include Gen Z. With generations changing consistently over time and the next generation *(Gen A)* entering the workforce in the next decade, research on motivation will continue.

B.   GENERATIONAL MOTIVATION

Merriam-Webster defines *attraction* as "the action or power of drawing forth a response [and] something that attracts or is intended to attract people by appealing to their desires and tastes."[131] Although attraction has been used as another word for recruitment, for the purposes of applicant attraction in recruitment, it needs to be separated. Hence, recruitment activities should be seen as the method of attracting candidates. Whereas motivation is defined as being "concerned with the energetic forces that originate both within and beyond an individual's being that influence the initiation, direction, intensity, and duration of action."[132] Although attraction and motivation are not necessarily the decision-making reason for a specific behavior, such as accepting the job, they are both precursors to actual behavior. Research shows attraction to a job may influence intentions to engage in a behavior (intention to accept a job). However, research has not been able to link those attractions and motivations to the actual behavior of accepting a job.[133]

As generational motivation research becomes more prevalent, the labels and broad categories of motivation start to overlap with predictors of applicant attraction. Smith et al., in breaking down the values of generational cohorts, and their differences, utilizes many

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[131] *Attraction*, Merriam-Webster," accessed February 25, 2022, https://www.merriam-webster.com/dictionary/attraction.

[132] Craig Pinder, *Work Motivation in Organizational Behavior* (Upper Saddle River, NJ: Prentice Hall, 1998).

[133] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 940.

of the criteria researchers use in applicant attraction.[134] These include aspects of P-O Fit under the platform of *Person-Environment Fit,* and separate these motivational predictors in an *intrinsic* and *extrinsic* manner.[135] This is also true of organizational branding and its importance in generational motivation.[136] A brief description of these predictors will assist in understanding the manner motivation is perceived by the applicant.

Intrinsic motivation is when an individual engages in a behavior because they enjoy it; it comes from within and is usually spontaneous.[137] Also, this type of motivation is obtained from the job itself. Ryan and Deci define *intrinsic motivation* "as the doing of an activity for its inherent satisfactions rather than for some separable consequence."[138] Intrinsically motivated individuals also are more satisfied as external factors do not drive them.[139] Intrinsic rewards appear to have value in motivation across all cohorts.[140]

Extrinsic motivation refers to individuals engaging in behavior because there is something to gain from it, such as money or popularity.[141] What differentiates extrinsic motivation from intrinsic is that extrinsic motivations usually involve some separate outcome and, at times, are driven by social demands.[142] Extrinsic motivation is subcategorized as being internal and external, such as doing something for an internal goal, or doing something to avoid punishment.

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[134] Smith et al., "Generational Differences in the Importance, Availability, and Influence of Work Values."

[135] Smith et al.

[136] Mahmoud et al., "We Aren't Your Reincarnation!"

[137] Richard M. Ryan and Edward L. Deci, "Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness," *Sociologicky Casopis* 55, no. 3 (2017): 56, ProQuest.

[138] Richard M. Ryan and Edward L. Deci, "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions," *Contemporary Educational Psychology* 25, no. 1 (January 2000): 56, https://doi.org/10.1006/ceps.1999.1020.

[139] Ryan and Deci, "Intrinsic and Extrinsic Motivations," 65.

[140] Smith et al., "Generational Differences in the Importance, Availability, and Influence of Work Values," 179.

[141] Ryan and Deci, "Self-Determination Theory," 60.

[142] Ryan and Deci, "Intrinsic and Extrinsic Motivations," 60.

All cohorts are influenced by extrinsic and intrinsic motivation. However, the individual extrinsic and intrinsic motivation attributes are perceived differently between generational cohorts and will be the focus of this section.[143] An example of this is what motivation attributes cause satisfaction in a job or what level of pay a person believes would be enough to be motivated to pursue a career. Recognizing these differences and preferences among generations is necessary for organizations.[144] However, from an overall perspective, recognizing the similarities of motivation is also essential for a complete framework. This will be addressed shortly. First, a brief explanation of *value* is necessary to understand its place in generational motivation.

Research has not fully distinguished differences in the value assigned to motivational attributes by the different generational cohorts.[145] In research, the measure of a generational cohort's actual value on a motivation factor is based on a *more* or *less* standard. Scholars point out that individuals' values on workplace motivation are based on their typical life values translated to the workplace.[146] Also, location and cultural differences influence an individual's value on motivation attributes.[147] Therefore, these values can be considered precursors to how individuals engage in motivational activities.[148] Because of this, Van Rossem suggests organizations should focus on "how generations perceive motivators and other work-related aspects, and how these should be operationalized."[149]

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[143] Van Rossem, "Introducing a Cognitive Approach in Research About Generational Differences."

[144] D Gursoy, TA Maier, and CG Chi, "Generational Differences: An Examination of Work Values and Generational Gaps in the Hospitality Workforce," *International Journal of Hospitality* 27 (2008): 448–58.

[145] Van Rossem, "Introducing a Cognitive Approach in Research About Generational Differences," 2911.

[146] Maria Ros, Shalom H. Shwartz, and Shoshana Surkiss, "Basic Individual Values, Work Values, and the Meaning of Work," *Applied Psychology: An International Review* 48, no. 1 (1999): 69.

[147] Duane F. Alwin and Ryan J. McCammon, "Rethinking Generations," *Research in Human Development* 4, no. 3/4 (September 2007): 264, https://doi.org/10.1080/15427600701663072.

[148] Laura Parks and Russell P. Guay, "Personality, Values, and Motivation," *Personality and Individual Differences* 47, no. 7 (November 1, 2009): 675–84, https://doi.org/10.1016/j.paid.2009.06.002.

[149] Van Rossem, "Introducing a Cognitive Approach in Research About Generational Differences," 2944.

## 1.	Differences

Perception of what constitutes meaningful work differs among the three cohorts. Gen X's perception rests mainly on the work's autonomy and freedom (from supervisors).[150] They perceive the training attributes of the job as a path to getting to this autonomy.[151] Whereas Gen Y's perception of the work is varied and challenging, perceiving the work as a matter of routine versus change. Gen Y views training as a path to progressing in the organization.[152] Gen Z perceives meaningful work as the satisfaction of the work itself and is more intrinsically motivated than the other two generations.[153] However, Gen Z is also motivated by opportunities for growth within the organization.[154] This illustrates that organizations need to be more aware of the individual aspects rather than what cohorts are more motivated by, rather than strictly extrinsic or intrinsic motivation.

Gen X tends to be more socially oriented in the job and is motivated by recognition and praise.[155] On the other hand, Gen Y and Gen Z actively separate aspects of the job with aspects of their personal life, more mindful of their work-life balance.[156] Much literature states that extrinsic factors, such as pay and benefits, significantly affect Gen Y's motivation.[157] However, Smith et al. emphasize that even though Gen Y are more affected by extrinsic motivation, extrinsic motivations do have a motivational effect on all three

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[150] Van Rossem, "Introducing a Cognitive Approach in Research About Generational Differences," 2940.

[151] Van Rossem, 2940.

[152] Van Rossem, 2941.

[153] Mahmoud et al., "We Aren't Your Reincarnation!," 205.

[154] Ravikiran Dwivedula and Poonam Singh. 2020. "What Motivates Gen Z at Work? An Empirical Analysis." Journal of HRM 23 (2): 49. https://search-ebscohost-com.libproxy.nps.edu/ login.aspx?direct=true&db=bth&AN=149302477&site=ehost-live&scope=site.

[155] Mahmoud et al., "We Aren't Your Reincarnation!," 205.

[156] Shauna Larkin, "What Motivates Millennials and Gen Z?: An Investigation into the Motivation and Associated Rewards Which Impact the Two Generational Age Cohorts; Millennials and Gen Z." (masters, Dublin, National College of Ireland, 2017): 18, http://norma.ncirl.ie/2799/.

[157] Smith et al., "Generational Differences in the Importance, Availability, and Influence of Work Values," 185.

cohorts.[158] To illustrate this, Gen Zers have been found, when seeking employment, to put a high value on the potential financial stability of the job.[159]

Organization brand is another perceived motivational attribute in generational motivation research. Organizations must show the potential applicant that specific motivations are present to attract someone to the organization, and this is accomplished through the organization's brand.[160] Because Gen Y and Gen Z are more astute in technology, they view this attribute with higher regard than Gen X.[161] Organizations are learning that using new ways to communicate their organizational brand involves the very same technology the Gen Y and Gen Z grew up using.[162] In their generational motivation study of Gen X, Y, and Z, Mahmoud et al. recommend that employers put much effort into building the organizational brand to help motivate current employees and attract younger generations to the organization.[163] These motivation attributes show many of the characteristics of the job and organization, and how they are perceived differently by the generational cohorts. The attributes discussed in this section are elements of motivation that come up repeatedly in generational motivation studies. Although those motivation attributes are perceived differently, they all play a positive role in motivation across all three generations.

2.   Similarities

Ertas refers to specific attributes of P-O Fit characteristics that have positive motivational effects, including the perception of promotion, the importance of the job, and the level of autonomy in the job.[164] Dwivedula and Singh similarly refer to "recognition,

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[158] Smith et al., 185.

[159] Corey Seemiller and Meghan Grace, *Generation Z: A Century in the Making*, 1st ed. (Routledge, 2018): 217, https://doi.org/10.4324/9780429442476.

[160] Mahmoud et al., "We Aren't Your Reincarnation!," 193.

[161] Mahmoud et al., 197.

[162] Mahmoud et al., 205.

[163] Mahmoud et al., 193.

[164] Nevbahar Ertas, "Turnover Intentions of Volunteer Resource Managers: The Roles of Work Motivations, Person–Organization Fit, and Emotional Labor," *International Journal of Public Administration* 42, no. 9 (July 4, 2019): 741, https://doi.org/10.1080/01900692.2018.1506935.

promotion, and communication between colleagues" as important factors in generational motivation.[165] They advise that with people entering the workforce and having many decades of work ahead, those in the early stages of their career would be motivated by career development and advancement.[166] This illustrates that most motivational attributes may be tied to whether or not they are close to entering the workforce, not necessarily their age.[167] An example of this is that older workers tend not to view training as a positive motivator as much as younger workers in the early stages of their career and want to advance.

What is similar among all the generational factors is that all the listed ones positively affect motivation across the three generations listed. However, the perception of those motivations can differ in perception and value between generational cohorts. Following is a summary of those motivational factors and further synthesis of these factors concerning utilization in generational motivation. See Table 3 for an overview of the positive motivational factors repeatedly found in the research and are motivational factors to all three generational cohorts.

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[165] Dwivedula and Singh, "What Motivates Gen Z at Work?," 46.

[166] Dwivedula and Singh, "What Motivates Gen Z at Work?," 46.

[167] Dorien T. A. M. Kooij et al., "Age and Work-Related Motives: Results of a Meta-Analysis," *Journal of Organizational Behavior* 32, no. 2 (February 2011): 216–217, https://doi.org/10.1002/job.665.

Table 3.   Combined Motivational Factors and Relationship to Gen X, Gen Y, and Gen Z[168]

Motivational Attribute	Gen X	Gen Y	Gen Z
Work Itself	Autonomy	Challenging & Varied	Satisfaction In the Work
Training	Path to Autonomy	Path to Progression & Development	Path to Progression
Opportunity for Growth	Somewhat	Value More than X	Value More than X
Recognition and Praise	Prefer Social Rewards	Prefer Material Rewards	Prefer Material Rewards
Work-Life Balance		Clear Separation with Work and Personal Life	Clear Separation with Work and Personal Life
Extrinsic - pay, benefits, etc.	Yes	Value the Most	Value More than X
Organizational Brand	Yes	Value More than X	Value More than X
Communication	Prefer Face to Face Communication	Prefer Text Communication	Prefer Text Communication

3.   Positive Motivational Factors

As Table 3 illustrates, motivational attributes related to the workplace positively affect each generation, with slightly different perceptions of that motivator. Because motivation is held as a perception of the individual being or attempting to be motivated, this list is not all-inclusive of all things that would motivate an individual to engage in some activity. However, they are the main factors discussed and studied in current research and appear to have strong ties to motivation in the workplace. This section discusses the above factors to illustrate their place in generational and workplace motivation.

a.   The Work Itself

What determines meaningful work for one cohort may be different for another cohort.[169] As mentioned earlier, one cohort may be motivated by the work being satisfying,

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[168] Adapted from Annick Van Rossem, "Introducing a Cognitive Approach in Research about Generational Differences"; Mahmoud et al., "We Aren't Your Reincarnation!"; Dwivedula and Singh, "What Motivates Gen Z at Work?"; Larkin, "What Motivates Millennials and Gen Z?"; Kooij et al., "Age and Work-Related Motives"; Kristof, "Person-Organization Fit"; Smith et al., "Generational Differences in the Importance, Availability, and Influence of Work Values"; Greenhaus, Collins, and Shaw, "The Relation Between Work–Family Balance and Quality of Life"; Stankevičienė et al., "The Mediating Effect of Work-Life Balance"; Kalińska-Kula and Stanieć, "Employer Branding and Organizational Attractiveness"   .

[169] Van Rossem, "Introducing a Cognitive Approach in Research About Generational Differences."

another cohort being motivated by the work being challenging, and yet another cohort views the work as motivational if it has characteristics of autonomy.[170] Some research indicates that social contact and challenge in work are also important factors in the work itself.[171] How the work is viewed is also an important inclusion in the P-O Fit of an organization. A job that does not contribute to positive compatibility between the individual and the organization will not have a positive P-O Fit and therefore, not contribute to applicant attraction. The work the applicant will be doing is a strong motivational factor in determining attraction to a profession.

b.   Training

Training is a valuable extrinsic motivation factor, especially for younger generations and those entering the organization at the entry-level. The organization expressing the training available and how it is offered would assist the individual in satisfying the desire for how progression works and the challenges available.[172] Accomplishing this during the recruitment process has its challenges, as it is before employment. Organizations could accomplish this through specific messaging regarding how training operates within the organization, gearing the message towards the aspects of training that have a positive motivational influence on the particular generation.

c.   Opportunity for Growth

Opportunity for growth as motivation is different from training, as training is just a part of growth within an organization. This factor is more in line with contributing to P-O Fit. Opportunity for growth is a factor that can determine the fit or misfit of the individual within the organization.[173] Growth as a motivator within an organization and current

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[170] Van Rossem, 2921–2922.

[171] Van Rossem, 2940.

[172] Smith et al., "Generational Differences in the Importance, Availability, and Influence of Work Values," 189.

[173] Amy L. Kristof, "Person-Organization Fit: An Integrative Review of Its Conceptualizations, Measurement, and Implications," *Personnel Psychology* 49, no. 1 (Spring 1996): 1–49, https://doi.org/ 10.1111/j.1744-6570.1996.tb01790.x.

employees tends to decrease with age.[174] However, these findings are specific to current employees. As mentioned earlier, Dwivedula and Singh found that opportunity for growth was a motivational factor for entry-level personnel, regardless of generational barriers.[175] Because of these findings, organizational messaging of growth opportunities is essential during the recruitment process.

d. Recognition and Praise

Recognition is also found to be a motivational factor in the workplace. Most research shows Gen Y and Gen Z as the generations that value this motivational factor the most.[176] However, the form of recognition changes which is motivated. For example, specific rewards may influence Gen Y and Gen Z more than older generations but changing the recognition to social praise or other similar recognition positively affects the older generation's motivation.[177] This form of motivation can be implemented during the recruitment process by showing potential applicants the recognition process of the organization and possibly involving them in its process. An example would be proper messaging of awards and recognition recently given by the organization. Praise can be a form of feedback or recognition and will be discussed more in the communication section. About recognition, praise is an indicator to individuals of good work and serves as a form of motivation.[178]

e. Work-Life Balance

Work-life balance is defined differently by several different scholars and researchers. Some scholars define work-life balance as an individual spending equal time between their personal life and their work life.[179] However, some scholars state work-life

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[174] Kooij et al., "Age and Work-Related Motives," 197.

[175] Dwivedula and Singh, "What Motivates Gen Z at Work?"

[176] Larkin, "What Motivates Millennials and Gen Z?," 50.

[177] Mahmoud et al., "We Aren't Your Reincarnation!," 205.

[178] Larkin, "What Motivates Millennials and Gen Z?," 50.

[179] Anja-Kristin Abendroth and Laura den Dulk, "Support for the Work-Life Balance in Europe: The Impact of State, Workplace and Family Support on Work-Life Balance Satisfaction," *Work, Employment & Society* 25, no. 2 (2011): 236, http://www.jstor.org/stable/23749308.

balance is when someone achieves a sense of harmony in these two areas of their lives.[180] Greenhaus et al. define this balance as "the extent to which an individual is equally engaged in—and equally satisfied with—his or her work role and family role."[181] Greenhaus et al. state the following are three dimensions of this balance:

- Time balance: an equal amount of time devoted to work and family roles.

- Involvement balance: an equal level of psychological involvement in work and family roles.

- Satisfaction balance: an equal level of satisfaction with work and family roles.[182]

This definition is accepted as a proper definition of work-life balance among researchers.[183] Aspects such as flexible time schedules and stress reduction efforts are some measures organizations can take to assist in individuals achieving a proper work-life balance.[184] An example of these efforts is offering healthy work environments the individual has an influence on building.[185] Other organizational influence includes findings that indicate supervisor assistance on problems occurring at work are more important than that support coming from outside of work.[186] Helping individuals, and in this case, applicants, achieve a balance in this regard would positively influence motivation.

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[180] Asta Stankevičienė et al., "The Mediating Effect of Work-Life Balance on the Relationship Between Work Culture and Employee Well-Being," *Journal of Business Economics & Management* 22, no. 4 (August 2021): 992, https://doi.org/10.3846/jbem.2021.14729.

[181] Jeffrey H. Greenhaus, Karen M. Collins, and Jason D. Shaw, "The Relation Between Work–Family Balance and Quality of Life," *Journal of Vocational Behavior* 63, no. 3 (December 2003): 513, https://doi.org/10.1016/S0001-8791(02)00042-8.

[182] Greenhaus, Collins, and Shaw, 513.

[183] Stankevičienė et al., "The Mediating Effect of Work-Life Balance," 513.

[184] Stankevičienė et al., 526.

[185] Stankevičienė et al., 528.

[186] Amanda S. Bell, Diana Rajendran, and Stephen Theiler, "Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict Among Australian Academics," *E-Journal of Applied Psychology* 8, no. 1 (December 19, 2012): 32, https://doi.org/10.7790/ejap.v8i1.320.

f.   *Certain Extrinsic Factors – Pay, Benefits, etc.*

Certain extrinsic factors, such as pay and benefits, can be somewhat different from extrinsic factors, such as reward and recognition. Although there may be stronger motivational factors than these factors, if they do not meet a minimum, they tend to influence individuals' attraction to civil service-type jobs negatively.[187] This is indicated through Maslow's Hierarchy of Needs, which provides for foundational needs that have to be met for higher-level needs to be met. Pay is a security need in the basic need's foundation of the hierarchy.[188] The specific extrinsic factors in this positive motivational factor have been linked to predicting P-O Fit aspects, such as job satisfaction.[189]

g.   *Organizational Brand*

Organizational brand as a motivation factor is related to the organization showing potential applicants the existence of other motivational factors.[190] Because employees of an organization with a strong brand have better attitudes, this helps attract individuals to the organization.[191] Branding is a marketing strategy about the image of the organization created by the organization, intended to influence the customer.[192] In this case, the customer is the potential future employee of the organization. Branding has a strong influence on helping align people who feel a career is a calling with that organization.[193]

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[187] Mikaela Ellenwood, "Addressing FEMA's Recruitment Challenges: Lessons from Teach for America" (Monterey, CA, Naval Postgraduate School, 2021): 2, http://https://calhoun.nps.edu/handle/10945/67706

[188] Saul Mcleod, "Maslow's Hierarchy of Needs," SimplyPsychology.org, 2022, www.simplypsychology.org/maslow.html.

[189] Nancy Da Silva, Jennifer Hutcheson, and Gregory D. Wahl, "Organizational Strategy and Employee Outcomes: A Person-Organization Fit Perspective," *The Journal of Psychology* 144, no. 2 (April 2010): 145–61, http://dx.doi.org/10.1080/00223980903472185.

[190] Mahmoud et al., "We Aren't Your Reincarnation!," 193.

[191] Mahmoud et al., 205.

[192] Magdalena Kalińska-Kula and Iwona Staniec, "Employer Branding and Organizational Attractiveness: Current Employees' Perspective," *European Research Studies* 24, no. 1 (2021): 584–585, https://www.proquest.com/docview/2529339829/abstract/A82355DEF8D84353PQ/8.

[193] Wilson et al., *Police Recruitment and Retention for the New Millennium*, 75.

Kalińska-Kula and Stanieć's research model on employer branding is broken down into external and internal branding, its relation to employer image, and the effects of this image on employer attraction.[194] Their research found "that external employer branding activities strongly influence employer attractiveness, while internal activities directed at employees have a major impact on both employer attractiveness and employer image."[195] Internal branding efforts are directed inside the organization, towards current employees, such as training, communication, mentorship programs, and other similar activities.[196] This would indicate that some of the other motivational factors discussed in this thesis would contribute to the organization's image. External branding is the organizational efforts towards building a positive image outside the organization and includes activities like advertising, job fairs, recruiters, and the like.[197] Kalińska-Kula and Stanieć's research also found that organizational brand is necessary for this attractiveness.[198] Overall, they found internal branding efforts to be stronger predictors of attractiveness than external, but both affect organizational attractiveness.[199]

h.   *Communication*

Communication by an organization has many different dynamics, including communication among employees, between organization and applicant, and feedback between the previous two dynamics. All aspects of motivation include some form of communication in the efforts. Outside of strictly communicating, the more specific communication, known as feedback, is widely studied and found important in motivation. Deci et al., in their meta-analysis, showed that positive feedback directly influences

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[194] Kalińska-Kula and Stanieć, "Employer Branding and Organizational Attractiveness."

[195] Kalińska-Kula and Stanieć, 597.

[196] Kalińska-Kula and Stanieć, 597.

[197] Kalińska-Kula and Stanieć.

[198] Kalińska-Kula and Stanieć, 598.

[199] Kalińska-Kula and Stanieć, 598.

intrinsic motivation.[200] Through feedback, organizations can relay information back to applicants or themselves to maintain attraction or improve processes.

C.   CONCLUSION

Generational motivation is widely studied and continues to be widely studied. Recent research is starting to integrate generational motivation factors into applicant attraction to be better understood. This chapter attempts to provide an understanding of the individual roles the motivational factors play in motivation and their relationship to applicant attraction predictors. The above factors of motivation can be implemented by police organizations through several means. Some practices, and relationship to these motivational factors, will be further explored in the next section, showing their place in the recruitment process and framework combining applicant attraction, motivational factors, and the recruitment process.

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[200] Edward L. Deci, Richard Koestner, and Richard M. Ryan, "A Meta-Analytic Review of Experiments Examining the Effects of Extrinsic Rewards on Intrinsic Motivation," *Psychological Bulletin* 125, no. 6 (November 1999): 657, http://dx.doi.org.libproxy.nps.edu/10.1037/0033-2909.125.6.627.

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IV. COMBINED SYSTEMS THEORY FRAMEWORK FOR COMPARATIVE ANALYSIS

In Chapter II, the combined systems theory framework's foundation was introduced and established based on the three main applicant attraction predictors of *job-organization characteristics*, *recruiter behavior*, and *perceived fit* of the applicant. These predictors are applied in the recruitment process through *targeting, messaging,* and *recruiter behavior.* The framework consists of the three-prong recruitment process, referred to as the *applicant generation stage, the applicant maintenance stage*, and the *organization's influence on job choice*. In reviewing generational motivation literature, a synthesis of this framework can be created using motivational attributes found to positively influence Gen X, Gen Y, and Gen Z cohorts. This chapter discusses *systems theory*, which will be used to build the conceptual framework. Following the systems theory section will be the synthesis of generational motivation and applicant attraction in the recruitment process. Utilizing systems theory will allow this framework to be based on a well-developed foundation and help structure the recruitment process.[201]

A. THE RECRUITMENT PROCESS AS A SYSTEM

The conceptual framework proposed in this thesis comprises many different variables not usually thought of as having a direct relationship. *General Systems Theory* was chosen as the most useful foundation to model these relationships. There have been many definitions of systems theory throughout the last seventy years. Table 4 shows the most prevalent of these definitions.[202] As indicated by the definitions below, systems theory allows for the integration of many nonrelated variables to be conceptually viewed as a related system and framework. Definition provided in 2014 by Adams et al. provides for propositions that can be utilized in building this framework.

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[201] Adams et al., "Systems Theory as the Foundation."

[202] Source: Charles B Keating et al., "A Systems Theory Based Examination of Failure in Acquisition System Reform," *Acquisition Research Program, NPS*, 2018, 26.

Table 4.   Definitions of Systems Theory[203]

The formal correspondence of general principles, irrespective of the kinds of relations or forces between the components, lead to the conception of a "General Systems Theory" as a new scientific doctrine, concerned with the principles which apply to systems in general.
General systems theory is the skeleton of science in the sense that it aims to provide a framework or structure of systems on which to hang flesh and blood of particular disciplines and particular subject matters in an orderly and coherent corpus of knowledge.
A new way of looking at the world in which individual phenomena are viewed as interrelated rather than isolated, and complexity has become a subject of interest.
General Systems Theory and the Systems Approach grapple with the issue of "simplicity" and "complexity" by which the relationships among systems and subsystems are decided. The problems of "optimization" and "suboptimization" are central to explaining the fruitless efforts of systems designers who reach for the "summum bonum" while settling for a "second best."
Systems theory is a unified group of specific propositions which are brought together to aid in understanding systems, thereby invoking improved explanatory power and interpretation. It is precisely this group of propositions that enables thinking and action with respect to systems.

Adams et al. proposed seven axioms of systems theory to aid in applying systems theory in a process.[204] The propositions attached to each axiom will show the recruitment process as a system, and are used to frame the proposed recruitment model in this section. These seven axioms are derived from the 42 fields of science classified by the Organization for Economic Co-operation and Development (OECD).[205] This classification is widely accepted internationally and is the basis of Adams et al.'s proposed axioms. These axioms were derived from a list of propositions that Adams et al. organized into the seven axioms of a system. Through this organization of propositions, a system can be better explained and its ability to predict outcomes is increased.[206] These propositions allow for "thinking,

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[203] Adapted from Adams et al.

[204] Adams et al.

[205] OECD, *Revised Field of Science and Technology (FOS) Classification in the Frascati Manual* (Paris: Organization for Economic Cooperation and Development, 2007).

[206] Adams et al., "Systems Theory as the Foundation," 115.

decision, action, and interpretation with respect to systems."[207] The propositions give order in terms of axiom meaning so complex systems can be broken down into their parts and better understood. For a list of these propositions, the research they are derived from, and axiom/proposition organization see Appendix B, as taken from Adams et al.[208] Table 5 lists these axioms, a brief description of axioms in terms of propositions, and the axioms' relationship to the recruitment process. It should be noted that the propositions and axioms are dependent upon each other in the system.[209]

Table 5.   Seven Axioms and Propositions with Recruitment Process Comparison

Axiom	Description[210]	Relation to Recruitment Process System
Centrality Axiom	Central to all systems are two propositions: 'emergence and hierarchy' and 'communication and control'.	The recruitment process has an entry point through targeting and application and is a step process. The process is structured and based on feedback throughout the process.
Contextual Axiom	System meaning is informed by the circumstances and factors that surround the system.	At the immediate level, the organization influences the process, and at the higher levels, different environmental factors affect the process as well.
Goal Axiom	Systems achieve specific goals through purposeful behavior using pathways and means.	The parts of the recruitment process have lower-level goals, with a single end goal culminating with an applicant going to work for the organization.
Operational Axiom	Systems must be addressed in situ, where the system is exhibiting purposeful behavior.	Every part of the recruitment process has a purpose.
Viability Axiom	Key parameters in a system must be controlled to ensure continued existence.	Steps in the recruitment process are controlled to maintain such aspects as equity and fairness.

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207 Adams et al., 120.

208 Adams et al., "Systems Theory as the Foundation," 119.

209 Adams et al., 119.

210 Source: Adams et al.

Axiom	Description[210]	Relation to Recruitment Process System
Design Axiom	System design is a purposeful imbalance of resources and relationships.	The recruitment process depends on funding levels, allocation of personnel, etc., which affect the success of the process.
Information Axiom	Systems create, possess, transfer, and modify information.	The recruitment process creates information as it's a learning process, and its function is directly related to the processing, maintaining, and updating of information.

Below is a description of each part of the proposed framework and its representation in the systems framework model. This chapter concludes with an overall conceptual view of the framework model of the recruitment process that is used in the comparative analysis of recruitment practices in policing.

1. Integration of Generational Motivation Factors with Predictors of Applicant Attraction

The first of the three predictors of applicant attraction are job-organization characteristics. Chapman et al. break these characteristics down into the categories of *specific* and *broad attributes*.[211] In applicant attraction research, the particular attributes are referred to as "Pay, Benefits, [and] Type of Work."[212] Whereas the broad attributes are referred to as "Company Image, Size,[and] Work Environment."[213] In generation motivation research, extrinsic aspects of the job, such as pay, benefits, and organizational brand, play an important role in positive motivation among all three generations. Another predictor of application attraction is the job itself. The job itself, as a motivation, was broken down further by the perceptions of the three generations that affect motivation. The three generation's overall perception of the job itself included autonomy, challenge, and satisfaction obtained from the job. These perceptions further elaborate on applicant

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[211] Chapman et al., "Applicant Attraction to Organizations and Job Choice."

[212] Chapman et al., 929.

[213] Chapman et al., 929.

attraction and provide the organization with a foundation of actual recruitment activities and should be included in a recruitment framework.

The second predictor of applicant attraction is recruiter behavior during the recruitment process. The motivational attribute of *communication* is the most obvious factor in this predictor. Every part of the process is communicated by the recruiters themselves (through many different mediums) and reinforces all applicant attraction predictors and their subset motivational factors. As discussed in Chapter II, recruiters need to exhibit fairness, trust, and competence and convey information effectively.[214] However, they must also integrate all motivational attributes in these behaviors. An example of this integration in recruiter behavior is with the *Work Itself* positive motivational factor. Recruiters must be competent in the work the applicant would be doing. They must know all the desirable and undesirable parts of the job to develop trust properly; they must know how assignments are made and must be able to convey that information to the applicant. In other words, be able to tell the enjoyment vs. non-enjoyment aspects of a particular position to a Gen Z, or describe how the job itself prepares the applicant for progression in the future to a Gen Y or Gen Z. Another important example related to both recruiter behavior and a positive generational motivation factor is the inclusion of *feedback* in the recruitment process.[215]

Finally, perceived fit, a predictor of applicant attraction, is an important factor in motivation. P-O Fit was defined earlier as the perceived compatibility with the job and the organization. To clarify the difference between P-O Fit and person-organizational characteristics above, P-O Fit is more directly related to the needs and subjective perception of the individual.[216] Person-organization characteristics are more general on the part of the organization, aimed at the overall attraction of more than just the individual.[217] As discussed in this chapter, motivational attributes are directly related to

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[214] Chapman et al., "Applicant Attraction to Organizations and Job Choice."

[215] Van Rossem, "Introducing a Cognitive Approach in Research About Generational Differences," 2942.

[216] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 938.

[217] Chapman et al.

the individual's perceived fit with the organization and the job itself. This portion of the proposed framework will be represented as generational motivation factors integrated into P-O Fit, reflected in the recruitment behaviors, and geared towards positive job-organization characteristics. These combined factors, *recruitment predictors*, and the practices involved in using these factors, will be referred to as *Practices Utilizing Recruitment Predictors* in this framework. Practices will be further synthesized in the next chapter.

a.   *Recruitment Predictors and the Systems Theory Axioms*

These factors fit into the system theory as they are derived from multi-disciplines. There fit into the seven axioms that allow for inclusion in the recruitment process is discussed in this section. To build the construct of the combined systems theory framework, each element hereinafter discussed will be integrated with the systems theory axioms. Because the recruitment predictors are derived from multiple disciplines, the systems theory axioms illustrate their relationship to the recruitment process.

- Centrality: The recruitment predictors contribute to and influence entrance into the recruitment process system. This attraction and motivation to enter the recruitment process is the initial desired outcome of these recruitment predictors, accounting for the emergence into the system. Utilization of the recruitment predictors at each step in the combined systems theory recruitment process are marked by such factors as initial interest, application, and follow through in the system. Adjustment to the recruitment predictors can be made in the system based on outcomes at each step in the system, and the systems use of the feedback mechanism.

- Contextual: Some of the recruitment predictors have the intent to influence factors outside the system that have an effect on the system. This is accomplished through all three of the predictors of applicant attraction. For example, organizational characteristics, such as branding and image, not only have the ability to attract a potential applicant into the system, but it also influences external perceptions of the organization that may affect

the attraction in the first place. These external perceptions, such as from the public or parent government, have a major part in enabling or constraining the system.[218]

- Goal: Practices utilizing recruitment predictors are the means and pathways by which recruitment is accomplished. These recruitment predictors all have the specific goals of attraction and maintenance of that attraction throughout the recruitment process. More specifically, the purposeful and intentional behaviors expressed in the utilization of recruitment predictors are the mechanism for achieving the desired outcome in the combined systems theory framework.

- Operational: Operationally, recruitment predictors are the foundation of the practices that make up the behavior of the system. Depending on the outcomes of the system, these are factors that must be addressed in order to maintain continued operation of the recruitment system.

- Viability: Evaluation and correction, through the effectiveness of the recruitment predictors, is a key element in the recruitment process. This contributes to the viability of the entire recruitment process system. Although the recruitment process is still a system without the recruitment predictors, the system's desired outcomes are a key element of the system itself. Without which the system's viability would diminish and seize to exist.

- Design: Recruitment predictors and resources will differ across organizations. Because of this difference, these recruitment predictors play an important role in the planning and evolution of the recruitment process. If enough resources existed in the recruitment process, then its balancing

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[218] Adams et al., "Systems Theory as the Foundation," 119.

agent, the recruitment predictors would not be needed as there would be no need to have a recruitment process in the first place.

- Information: "Creat[ing], possess[ing], transfer[ing], and modify[ing] information" through recruitment predictors are a foundation of the system itself.[219]

2. Targeting and Messaging: Incorporating Generational Motivation

Targeting and messaging are two of the three mechanisms organizations use to influence motivation and applicant attraction. The third, recruiter behaviors, was discussed in the previous section. As previously discussed in Chapter II, many targeting methods are shown to influence an organization's reputation positively.[220] Those applicant attraction findings mimic the findings related to generational motivation factors. These methods include *employee referral* (positive effect on P-O Fit), *job fairs* and other similar events (positive effect on employer branding), and *electronic recruitment* (positive effects on job-organizational characteristics).

Through messaging, an organization reaches potential applicants and actively engages in the process of attracting applicants. Falk et al. mention that the more positive information an organization puts out about aspects such as the job itself, through messaging, the higher the level of applicant attraction.[221] Incorporating these in the organization messaging is needed because positive generational motivation factors relate to the job itself and the organizational brand. With the broader findings of applicant attraction, compared to the specific findings of generational motivation, the targeting and messaging in the recruitment process needs to incorporate what is found to influence generational motivation positively.

After integrating generational motivation factors into the three predictors of applicant attraction, those factors will need a method to be delivered in the recruitment

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[219] Adams et al., 119.

[220] Turban and Cable, "Firm Reputation and Applicant Pool Characteristics."

[221] Falk et al., "Different Degrees of Informational Asymmetry."

process. Organizations can accomplish this through targeting, messaging, and recruiter behaviors.

a.   *Targeting, Messaging, and Recruiter Behaviors and the Systems Theory Axioms*

- Targeting, messaging, and recruiter behaviors are not only the mechanisms recruitment predictors are delivered in the recruitment process, but they are also the organization's method of communication throughout the combined systems theory recruitment process framework. A brief understanding of their place in the systems theory axioms shows their place and importance in the framework.

- Centrality: Central to all systems is communication within the system. This communication is accomplished through targeting, messaging, and recruiter behaviors. It is through these mechanisms that allow entry into the system itself. Without messaging the recruitment process system is available, entry into the system would not be possible. Recruiter behaviors control the systems functions.

- Contextual: The role of these mechanisms is directly related to this axiom. Through targeting, messaging, and recruiter behaviors, the organization is attempting to influence the external factors that may have a direct influence on the systems outcomes.

- Goal: As mentioned before these mechanisms control the system. This is accomplished through the pathways available through targeting, messaging, and recruiter behaviors. In the combined systems theory framework, each part has specific goals, such as application to the profession and eventual job choice. They provide the means for accomplishing the goal.

- Operational: These mechanisms provide the operational basis of the system framework. All targeting, messaging, and recruiter behaviors have

a purpose in the system. These purposes include but are not limited to communication for attraction, feedback to the applicant, feedback in the system, correction in the system, and evaluation of the system.

- Viability: This combined systems theory framework is designed for evaluation and correction in the system. Targeting, messaging, and recruiter behaviors provide the mechanism for change in the system when factors in the system are not functioning as designed.

- Design: Targeting, messaging, and recruiter behaviors balance the system, utilizing available resources to accomplish the desired goals of the system.

- Information: Targeting, messaging, and recruiter behaviors are the mechanisms by which information is pervaded inside and outside the system.

3. The Three Prongs of Recruitment Process in the Framework

Within the three prongs of the recruitment process, positive generational motivation factors can be integrated with the organization's overall activities. For example, the organization's purpose during the *applicant generation stage* is to target and attract individuals to the organization. They accomplish this by targeting and messaging, utilizing factors that have a positive applicant attraction and motivational influence. However, these attributes of attraction and motivation can be modified depending upon the organization's purpose, specifically, adjusted to match the desired outcomes during the applicant maintenance and the organization's influence on job choice prongs in the recruitment process.

With the first two stages focused on applicant generation and maintenance, they will be represented separately in the framework model. The third prong, the organization's influence on job choice, will be represented throughout the recruitment process. Although the desired outcome is ultimately the applicant accepting a job, the organization should strive to influence the job choice throughout the process.

a.		***Applicant Generation, Applicant Maintenance, and Organization's Influence on Job Choice and the Systems Theory Axioms***

The applicant generation and applicant maintenance stages, represent all seven axioms proposed by Adams et al. Whereas the organization's influence on job choice is best represented as being part of the contextual axiom as the proposed combined systems theory framework contains this prong of the recruitment process as an overall influence on the system, not a specific step, stage, or mechanism in the process. The rest of this section illustrates the two stages in relation to the seven axioms.

- Centrality: Emergence into the system begins at the beginning of the first stage, the applicant generation stage. This stage is the first part of the hierarchical system, and only when the desire outcome, application to the organization is made, does the process proceed to the second stage, the maintenance of the applicant in the system.

- Contextual: The applicant generation and maintenance stages are within the system and designed for evaluation and understanding of external influences that affect the system. These two stages allow for adaptation to those influences.

- Goal: The two stages in the combined systems theory framework have specific end points that culminate with application to the organization and job choice, the goals.

- Operational: The applicant attraction and applicant maintenance stages have the specific purposes previously described. These two stages are the main operational stages in the combined system theory framework.

- Viability: Each part of the two stages contains mechanisms for evaluation and correction in the system through feedback. Depending on any possible threat to the stages, they can be isolated and more easily evaluated for corrective purposes, to avoid failure of the system.

- Design: These two stages are designed to function regardless of balance of resources available to the system.

- Information: The stages are separated to maximize the movement of information through the system.

B. CONCEPTUAL SYSTEMS THEORY RECRUITMENT MODEL

With hiring processes differing across organizations, the systems recruitment process must also account for the several steps in the process. In policing, while there is some variation from agency to agency, overall, the hiring process is very similar. Figure 1 is an example of a traditional police hiring process. The hiring process contains many stages and usually occurs over time.
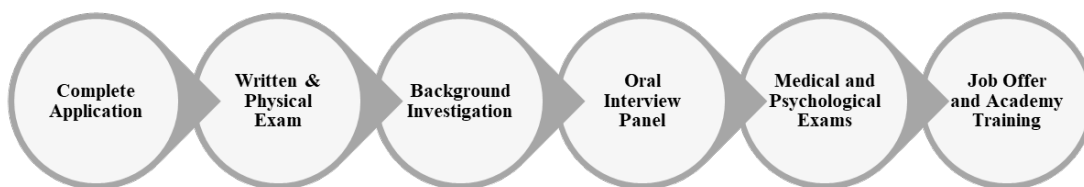
Figure 1.   Traditional Hiring Process in Policing [222]

The first step in the traditional hiring process is represented in the systems theory recruitment framework as the *Application* process in the applicant generation stage. The last step in the traditional hiring process is represented by the *Job Choice* process at the end of the framework. All traditional hiring steps in between are represented by a loop from the *Maintain Attraction* process to the *Practices Utilizing Recruitment Predictors* process in stage 2 of the framework. Figure 2 illustrates the proposed systems theory recruitment process framework.

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[222] Source: Mark L. Haynes, "It Starts at Home: Internal Actions Police Agencies Can Take to Improve Staffing" (master's Thesis, Naval Postgraduate School, 2020), http://hdl.handle.net/10945/66655.
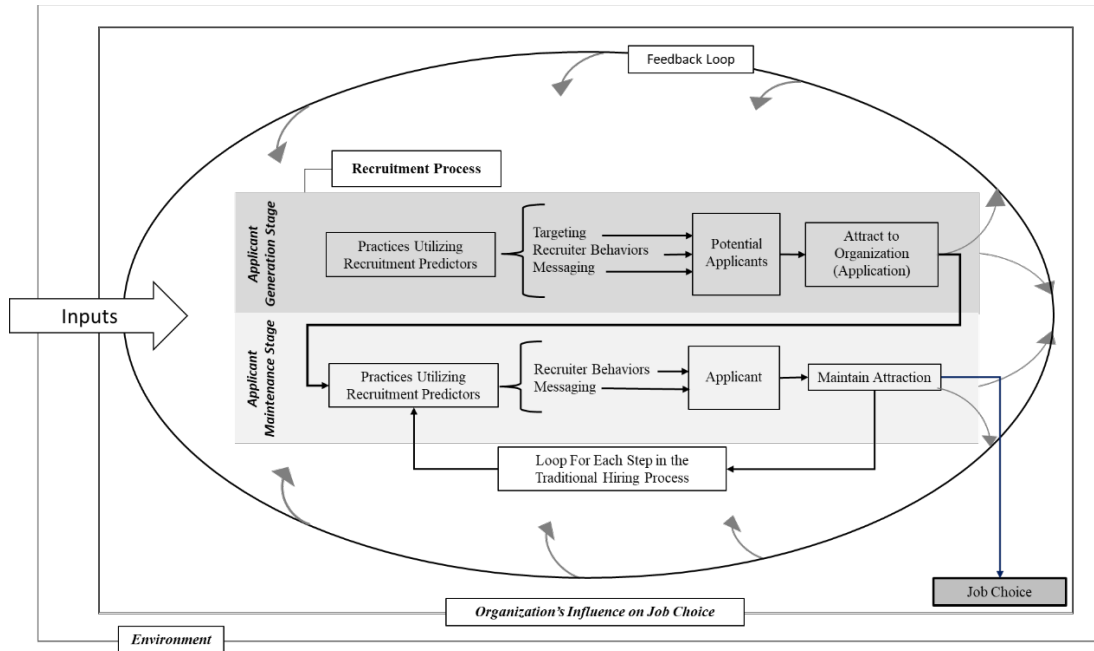
Figure 2.   Proposed Systems Theory Recruitment Process Framework

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V. POLICE RECRUITMENT PRACTICE: RELATIONSHIP TO ATTRACTION AND MOTIVATION

In the past law enforcement leaders benefited from large applicant pools and did not need to focus as much on recruitment.[223] With the large applicant pools disappearing, recruitment focus is now vital. Police recruitment practice is challenging because causes of recruitment problems may differ from jurisdiction to jurisdiction.[224] Knowing how to meet those challenges is a barrier to current police recruitment practice. In Recruitment in general, and specifically in police recruiting, these challenges are constantly met with changes in trends, and police departments are lacking in keeping up with those changes.[225]

The purpose of this chapter is to discuss current recruitment modeling, or lack thereof, and relate this modeling and practice to recruitment predictors discussed in the previous chapter. Literature on modern police recruitment touches on aspects of the *recruitment predictors*; however, this chapter will discuss the foundational role these predictors play, which is absent in the literature. The relationship of these practices with predictors needs to be brought to the surface of police recruitment so police leaders can adjust their practices to assist in recruitment and staffing into the future.

The first section of this chapter will discuss current thoughts on the recruitment problems facing policing and current recruitment practices. Emphasis will be placed on the guidance given to police leaders regarding suggested practices. This section will also discuss the current perspective of police recruitment. The second section will relate all the thoughts and practices discussed to the recruitment predictors and systems recruitment model.

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[223] W. Dwayne Orrick, Best Practices Guide for Recruitment, Retention, and Turnover of Law Enforcement Personnel (International Association of Chiefs of Police, 2008), 1.

[224] Wilson et al., *Police Recruitment and Retention for the New Millennium*, 63.

[225] Wilson et al., 64.

A.   CURRENT TRENDS IN POLICE RECRUITING

In 2020, the International Association of Chiefs of Police (IACP) stated that recruiting improvements occur "through innovative policies,[and] new approaches to recruiting…"[226] In this same document, the IACP discusses some of these new approaches police have undertaken to help improve recruitment.[227] In the last few years efforts have been made by police leaders to improve their practices by implementing practices other agencies have found success with.[228] However, police leaders implement these practices with little guidance.[229] Because the purpose of this thesis is to build a foundation, a look at the perceptions of police leaders and researchers, as to the cause of recruitment issues, is necessary.

1.   Why Is It a Problem

In IACP's article, respondents' perception of why police agencies are having problems with recruitment is twofold: First, is the quality of applicants pursuing a career in policing is diminishing. The number of applicants overall continues to drop, while at the same time more and more applicants are not qualified.[230] Second, are specific reasons why qualified applicants are not applying to work in the policing field.[231] Police leaders are attributing recruitment problems to generational issues, the image of policing, and challenges during the hiring process.[232] Orrick (2008), in his article published by the IACP, attribute the problems to turnover, salary, leadership, poor job fit, generational differences, lack of growth opportunity, and problems with feedback, recognition, and training.[233] Orrick's article addresses aspects that are related to recruitment predictors

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[226] International Association of Chiefs of Police, *The State of Recruitment*, 5.

[227] International Association of Chiefs of Police.

[228] International Association of Chiefs of Police.

[229] International Association of Chiefs of Police.

[230] International Association of Chiefs of Police, 2.

[231] International Association of Chiefs of Police.

[232] International Association of Chiefs of Police, 3–5.

[233] Orrick, *Best Practices Guide*.

when discussing problems with recruitment. While police leaders appear to broadly understand some recruitment predictors, there is nothing in the literature pertaining to guidance and understanding of why certain practices and predictors attract applicants. Other researchers attribute the recruitment crisis differently, as being related to a decrease in applicants due to drug use, physical condition, debt, changes in generational preferences, competition, increased police responsibilities, and organizational characteristics.[234] With such a multitude of possible factors related to recruitment problems in policing, and police leaders finding themselves overwhelmed in having to address all aspects, the crisis does not seem to be getting better.

2.   Current Recruitment Practices

This section discusses the practices the literature suggests police agencies utilize in their recruitment process. It should be noted that most of the literature touches on recruitment predictors but does not elaborate on those predictors nor give explanations regarding any nuance of those predictors, leaving interpretation to individual police leaders. This is because most of the literature available to police leaders is through organizations like the IACP and the U.S. Department of Justice Community Oriented Policing Services (COPS), which is geared more towards guidance than research and explanation. Due to this, most of the literature focuses on broad implementation of recruitment practices rather than the underlying foundation of the predictors associated with that practice.

Literature on police recruitment dates back several decades, with concerns related to attracting candidates.[235] Wilson et al. advocates for building employee referral networks with the idea of these referrals building organizational reputation and realistic views of work.[236] They also advocate for having a unit dedicated to recruitment.[237] These are more internally driven practices the police organization can implement. Externally, practices

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[234] Wilson et al., *Police Recruitment and Retention for the New Millennium*, xvii-xviii

[235] Wilson et al.

[236] Wilson et al., 71.

[237] Wilson et al., 71–72.

frequently encouraged include the use of the internet in recruitment, other electronic media, efforts at branding the organization and profession, using the community as outreach, job and career fairs, on site visits, and youth programs.[238] In Wilson et al., the article concludes with practices they feel are promising to police recruitment and retention, in list form.[239] In this list, the practices that specifically relate to recruitment include "offering realistic job preview[s]….employ[ing] pretrained officers…flexibility in compensation… longevity pay… quality training… tuition and relocation reimbursement… child care… fitness facilities… take-home cars… feedback opportunities… collaborative work and mentoring opportunities… job shadowing, rotating assignments and cross-training… recognize exceptional work… analyze recruitment…[and] improve communication."[240]

More recently, the IACP discusses police agencies giving possible applicants opportunities to experience parts of the job, such as ride-a-longs, outreach to schools, and ways for officers to communicate with recruits.[241] They also discuss compensation and education packages, lowering applicant qualifications, relaxing time commitments to assist in "life-work" balance to help entice applicants, using the internet for outreach, time leave policies, and recruitment campaigns.[242] Aspects of mentoring are also suggested in the literature and implemented by police organizations.[243] Most of the available literature on police recruiting echo the above practices for recruitment.

B.   PRACTICE AND RECRUITMENT PREDICTORS

Missing from the practices above are their relationship to, or the elaboration of, the foundational recruitment predictors. This elaboration and understanding assists police leaders in understanding the importance of the practice in attraction. The articles are geared

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[238] Wilson et al., 70–71

[239] Wilson et al.

[240] Wilson et al., 88–89.

[241] International Association of Chiefs of Police, *The State of Recruitment*, 5.

[242] International Association of Chiefs of Police, 6.

[243] Jake V. Burke, ed., *Community Oriented Policing: Background and Issues*, Social Issues, Justice and Status (New York: Nova Science Publishers, 2010).

more towards a practical application of the practices.[244] The knowledge of these predictors gives guidance to the practice itself. Structuring the police recruitment process with this understanding, based on research behind the proposed recruitment predictors, offers a structure that is not present in police recruitment today. Police leaders need to know these relationships to adjust to changes in the process. This section breaks down the recruitment strategies discussed in the previous section and relates them to recruitment predictors.

1.   Relationship to Recruitment Predictors

The current practices listed below are not all-inclusive of all recruitment practices in policing. Nor do all the practices only relate to the recruitment predictors in the following tables. This section aims to show the relationships of the practices to recruitment predictors. Also, many of the practices shown relate to more than one recruitment predictor. These illustrations seek to structure the two aspects of recruitment predictors and recruitment process practices. It is important to note that, as generational motivation research illustrates, individuals perceive practices differently and are motivated by these recruitment predictors differently. When reviewing the practices that contribute to these recruitment predictors, conceptualizing the practices in terms of generational motivation will assist in perceiving the context and content of the practice itself. The systems approach introduced may assist in adjusting to those differences. The practices below also fit into one of the predictors of applicant attraction, and these relationships should not be separated from the practice. Recruiter behaviors are also part of this mechanism.

a.   *Work Itself*

As discussed in Chapter III, the *Work Itself* recruitment predictor relates to how the applicant views meaningful work. It is essentially the perception of compatibility that is the most important aspect of this predictor. Table 6 illustrates how the recruitment practices can affect the applicant's compatibility to the work itself. For Gen X potential applicants, the practice can be geared in its content and context to appeal to the job's individualistic nature. The practice can be to show the enjoyment and satisfaction of the job itself for Gen

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[244] International Association of Chiefs of Police, *The State of Recruitment*.

Z potential applicants or emphasize how certain aspects of the job are challenging and the experiences on the job vary from day to day for Gen Y applicants.

Table 6.   Recruitment Practices and Relationship to Work Itself Recruitment Predictor[245]

Work Itself		
Practice	Relationship	Source
Employee Referral System (ERS)	Employees contribute to finding applicants who have characteristics and compatibility with organization.	Wilson et al., Orrick
Realistic Job Previews (RJP)	Can help applicant understand the job.	Wilson et al., Orrick, IACP
Enhanced Work Experiences Rotations Job Shadowing Cross Training	Increase job Satisfaction.	Wilson et al., Orrick
Open Doors and On-site Visits	Exposes candidate to work atmosphere.	Wilson et al.
Relaxing Candidate Disqualifiers	Allows for those who want to enter policing the opportunity that would otherwise not be present.	IACP
Career Assessment and Counseling	Planning for future can affect job satisfaction.	Orrick
Education Incentives	Enhances job satisfaction.	Wilson et al.
Feedback	Directly related to job satisfaction.	Wilson et al.
Career Fairs	Interaction and connection is more meaningful.	Wilson et al.

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245 Adapted from Wilson et al., *Police Recruitment and Retention for the New Millennium*; Orrick, Best Practices Guide; International Association of Chiefs of Police, *The State of Recruitment*.

b.   *Training*

Practices geared toward training have their challenges in the recruitment process as the applicant is not employed with the organization. Expressing what training is available, and how it is offered can have motivational affects.[246] Table 7 illustrates some practices organizations can engage in to assist applicants' desire for training in the workplace. Several of the practices mentioned, such as mentoring, can be utilized during the recruitment process directly with the applicant. For generational adjustment in the *training* recruitment predictor, recruiters can emphasize how specific training can lead to preparedness for progression in the organization. This would appeal to Gen Y and Gen Z applicants and potential applicants.

Table 7.   Recruitment Practices and Relationship to the Training
Recruitment Predictor[247]

Training		
Practice	**Relationship**	**Source**
Enhanced Work Experiences		
Rotations	Increase knowledge, skills, and experience to help with job satisfaction or progression desires.	Wilson et al., Orrick, IACP
Job Shadowing		
Cross Training		
Mentoring	Expresses instruction and desire for organization to train.	Burke, Wilson et al., Orrick
Education Incentives	Enhances Job Skills and Knowledge and assists in satisfaction and progression.	Wilson et al.
Feedback	Affects performance and can uncover training needs.	Orrick

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246 Smith et al., "Generational Differences in the Importance, Availability, and Influence of Work Values," 189.

247 Adapted from Wilson et al., *Police Recruitment and Retention for the New Millennium*; Orrick, Best Practices Guide; International Association of Chiefs of Police, The State of Recruitment; Burke, Community Oriented Policing.

c. *Opportunity for Growth*

Opportunity for growth is in line with contributing to P-O Fit instead of just training.[248] Progression is important in general but is valued more by younger generations. More specific targeting of younger generations regarding growth opportunities could assist organizations in having a more favorable recruitment outcome. Messaging available opportunities for growth during the recruitment process is important even though those opportunities do not come until employed. This could be accomplished by messaging how promotions work, service time requirements for promotion, qualifications for promotion, availability, specialized assignment qualifications, training opportunities to meet specific requirements, etc. However, with the hiring process in policing including aspects that could include improvement, such as entrance testing, practices deployed in the recruitment process could assist the applicant in this regard. Table 8 illustrates how some of these practices can contribute to the organization's growth.

Table 8.　Recruitment Practices and Relationship to the Opportunity for Growth Recruitment Predictor[249]

Opportunity for Growth		
Practice	**Relationship**	**Source**
Enhanced Work Experiences 　Rotations 　Job Shadowing 　Cross Training	Assist with progression in department.	Wilson et al., Orrick
Mentoring	Opportunity to learn skills necessary for growth.	Burke, Wilson et al., Orrick
Career Assessment and Counseling	Helps prepare for growth and progression in career.	Orrick

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[248] Kristof, "Person-Organization Fit," 4.

[249] Adapted from Wilson et al., *Police Recruitment and Retention for the New Millennium*; Burke, Community Oriented Policing; Orrick, Best Practices Guide.

Opportunity for Growth		
Practice	**Relationship**	**Source**
Education Incentives	Enhances opportunities for growth through gained knowledge and opportunities.	Wilson et al.
Feedback	Needed as individuals are anxious to improve deficiencies.	Orrick

d.   *Recognition and Praise*

Recognition and praise positively motivate all generations. However, this recruitment predictor must be messaged differently to generational cohorts through practices the police organization uses. In the recruitment process, messaging through the practices could emphasize the camaraderie among specialized units when good work is accomplished for an older applicant or emphasize the awards policy and its benefits to a younger applicant. Recognition can be achieved through many practices not mentioned in this table, sometimes as simple as verbal communication. Table 9 illustrates how some practices that would otherwise be initially placed in another recruitment predictor category can be modified to influence another recruitment predictor.

Table 9.   Recruitment Practices and Relationship to the Recognition and Praise Recruitment Predictor[250]

Recognition and Praise		
Practice	**Relationship**	**Source**
Enhanced Work Experiences		
Rotations	Can be a form of award for performance.	Wilson et al., Orrick
Job Shadowing		
Cross Training		

[250] Adapted from Wilson et al., *Police Recruitment and Retention for the New Millennium*; Orrick, Best Practices Guide.

Recognition and Praise		
Practice	**Relationship**	**Source**
Recognizing Good Performance through Morale Meetings	Feeling valued is a basic human need.	Orrick
Awards Ceremonies	Reinforces behavior and performance.	Wilson et al.

e.   *Work-Life Balance*

As a reminder, Greenhaus et al. list the following dimensions of work-life balance: Time balance, Involvement balance, and Satisfaction balance.[251] Greenhaus et al. found that a work-family balance does not necessarily mean the balance is based on equality between work and family.[252] What is important in this predictor is that this balance affects the quality of life, stress, satisfaction, etc. An awareness of this factor is important in recruitment. Table 10 shows some practices that can assist the police organization in addressing this dichotomy. In the *work-life balance* recruitment predictor, the practice contributes to the balance paradigm. For younger generation applicants, the practices listed below and all recruitment practices can include some type of messaging that indicates a separation of work and personal life. Research has not shown that this balance is a predictor for older generations. The practices listed are specific to this recruitment predictor; however, messaging can be done through other practices.

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[251] Greenhaus, Collins, and Shaw, "The Relation Between Work–Family Balance and Quality of Life," 513.

[252] Greenhaus, Collins, and Shaw, 510.

Table 10.   Recruitment Practices and Relationship to the Work-Life Balance Recruitment Predictor[253]

Work-Life Balance		
Practice	**Relationship**	**Source**
Employee Referral System (ERS)	Can give information on how this balance is affected.	Wilson et al
Time-Leave Programs/Flexibility	Assists with balance between work and home.	IACP, Wilson et al.

f.   Extrinsic – pay, benefits, etc.

Pay, benefits, etc., meet a basic need in attracting an individual to a specific organization. These specific extrinsic recruitment predictors must be met before higher motivation levels will occur. There is a link between these predictors and predicting job satisfaction.[254] The practices in Table 11 show some practices and efforts police organizations can and are using to message this predictor to applicants. Specific *extrinsic* factors such as pay and benefits attract and motivate all three generations. Although the value given to each generation in this type of motivation is different, this recruitment predictor is important to all three generations.

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[253] Adapted from Wilson et al., *Police Recruitment and Retention for the New Millennium*; International Association of Chiefs of Police, The State of Recruitment.

[254] Da Silva, Hutcheson, and Wahl, "Organizational Strategy and Employee Outcomes."

Table 11.   Recruitment Practices and Relationship to Pay, Benefits, etc.
Recruitment Predictor[255]

Extrinsic-Pay, Benefits, etc.		
Practice	**Relationship**	**Source**

Material Perks
  Take-home Cars
  Clothing Allowances
  Uniform Options, etc.
	Increases motivation.	IACP

Equity in Compensation	When absent becomes demotivation.	Wilson et al., Orrick
Compensation Incentives	Attracts to organization.	IACP

g.   *Organizational Brand*

Mahmoud et al. describe organizational brand as the organization being able to show the applicant the existence of the other predictors.[256] With this in mind, external branding has a significant influence on the attractiveness to an organization.[257] This recruitment predictor illustrates the importance of organizations engaging in practices involving other recruitment predictors, as it directly influences attractiveness. Table 12 includes some practices that influence brand; however, all practices must play a role in this predictor. The more positive the image and brand, the more attractive the organization is to the applicant. Both Gen Y and Gen Z value the image and brand of an organization more than Gen X; however, this recruitment predictor is important to all generations. Messaging in this predictor can be directed towards more prevalent pathways to each of the generations. For example, if younger generations are the desired applicant pool, then

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[255] Adapted from International Association of Chiefs of Police, *The State of Recruitment*; Wilson et al., Police Recruitment and Retention for the New Millennium; Orrick, Best Practices Guide.

[256] Mahmoud et al., "We Aren't Your Reincarnation!," 205.

[257] Kalińska-Kula and Stanieć, "Employer Branding and Organizational Attractiveness," 598.

organizational brand and *image* can be messaged towards cultural avenues, such as social media, that younger generations adhere to.

Table 12.   Recruitment Practices and Relationship to Organizational Brand Recruitment Predictor[258]

Organizational Brand		
Practice	**Relationship**	**Source**
Employee Referral System (ERS)	Can affect reputation of organization.	Wilson et al.
Open Doors and On-site Visits	Realistic view of organization.	Wilson et al.
Gain Employee Participation	Represent the organization and can relay its values.	Orrick
Clarify Unique Characteristics of Organization	Helps brand stand out.	Orrick
Use Internet Media Community Outreach Advertising	All influence brand of organization.	Orrick, Wilson et al., Burke
Youth Programs	Instills branding to younger community members.	Wilson et al.
Feedback	Affects organizational characteristics.	Wilson et al.

h.   Communication

The primary mode of delivery of recruitment predictors between the organization and the applicant is through some type of communication. The practices listed in Table 13 are methods of that delivery. These are not all the methods of communication an organization should use to communicate with potential applicants or maintain applicant

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[258] Adapted from Wilson et al., *Police Recruitment and Retention for the New Millennium*; Orrick, Best Practices Guide; Burke, Community Oriented Policing; Orrick, Best Practices Guide.

attraction throughout the process. Types of communication, such as *feedback*, do have a direct influence on motivation and attraction. Communication amongst the three generations researched in this thesis show differences between the oldest generational entering the workforce and the two younger generations. Younger generations prefer electronic communications, such as text and social media; however, they do not prefer older technology such as email. Gen X prefer communication face-to-face and more personal. Practices should be adapted for these differences.

Table 13.   Recruitment Practices and Relationship to Communication Recruitment Predictor[259]

Communication		
Practice	**Relationship**	**Source**
Open Doors and On-site Visits	Allows one on one communication with candidate.	Wilson et al.
Feedback	Critical link to workforce and learning.	Orrick
Web-based Outreach	Internet is a major mode of communication.	IACP, Orrick, Wilson et al.
Career Fairs	Allows for messaging through connection.	Orrick, Wilson et al.

2.   Relationship to Combined Systems Theory Framework

The practices above, in and of themselves, are unstructured, in the overall picture of the recruitment process. Not everything works all the time, and police leaders need to adjust practices within the organization when it is clear that one approach is not working. The proposed systems theory recruitment framework accounts for the structure needed to make those adjustments. This section will integrate the police recruitment process into the

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[259] Adapted from Wilson et al., *Police Recruitment and Retention for the New Millennium*; Orrick, Best Practices Guide; International Association of Chiefs of Police, The State of Recruitment.

systems theory recruitment framework. Figure 3 illustrates the location, in the combined systems theory framework, of the practices that utilize recruitment predictors.
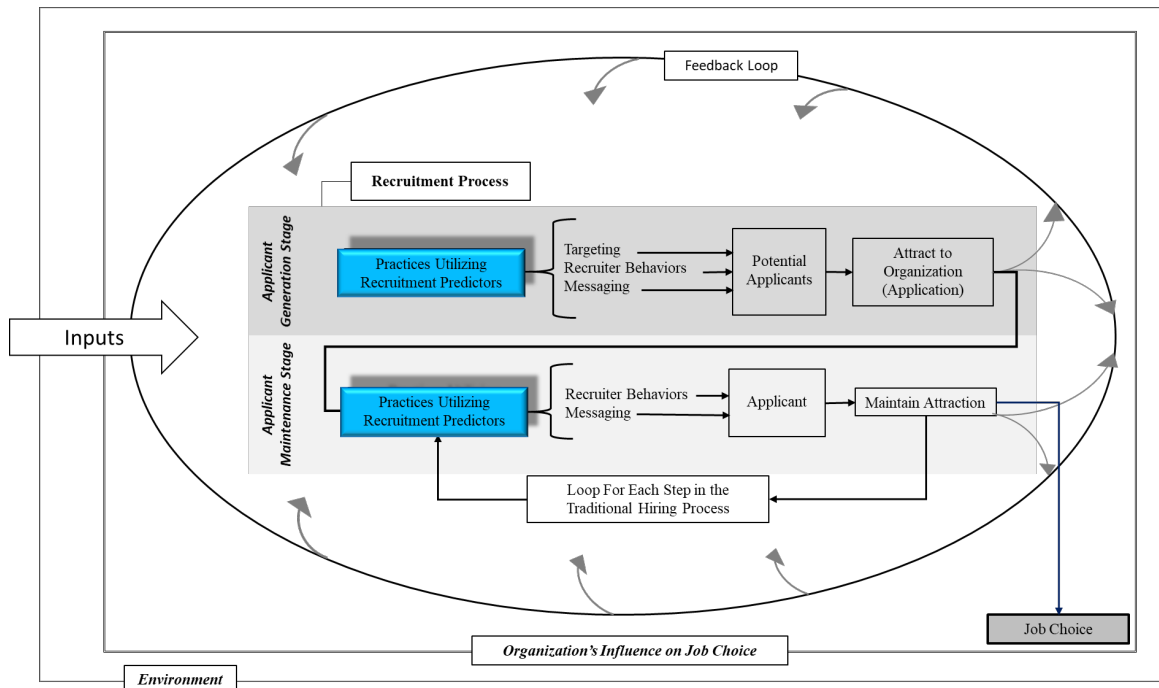
Figure 3.   Location of Practices Utilizing Recruitment Predictors in
Combined Systems Theory Framework

a.   *Applicant Generation Stage*

The recruitment outcome goal of prong 1 is to attract applicants to the point of putting in an application for employment and is more P-O fit oriented than the other prongs. Practices utilized in this stage of the recruitment process should be geared to gaining initial attraction through the three methods of delivery: *targeting, messaging*, and *recruiter behaviors*. The police organization can engage in applicant specific practices (ie. career fairs, ERS, on-site visits, mentoring, etc.), or broader practices. These broader practices could include those practices that could increase organizational brand or others geared towards more extrinsic factors, such as compensation adjustments, community outreach, etc.

Depending on outcome of this stage, police organizations can utilize the feedback loop to correct, adjust, or repeat practices. This stage is not structured to be finite as feedback can and should be used on both the process itself and on the applicant, until application to the organization is made. It is at this stage that organizations can learn what works and what does not work and adjust accordingly. After attraction and application are made then the organization can move into stage 2 with the applicant. Figure 4 illustrates the location of the applicant generation stage in the combined systems theory framework.
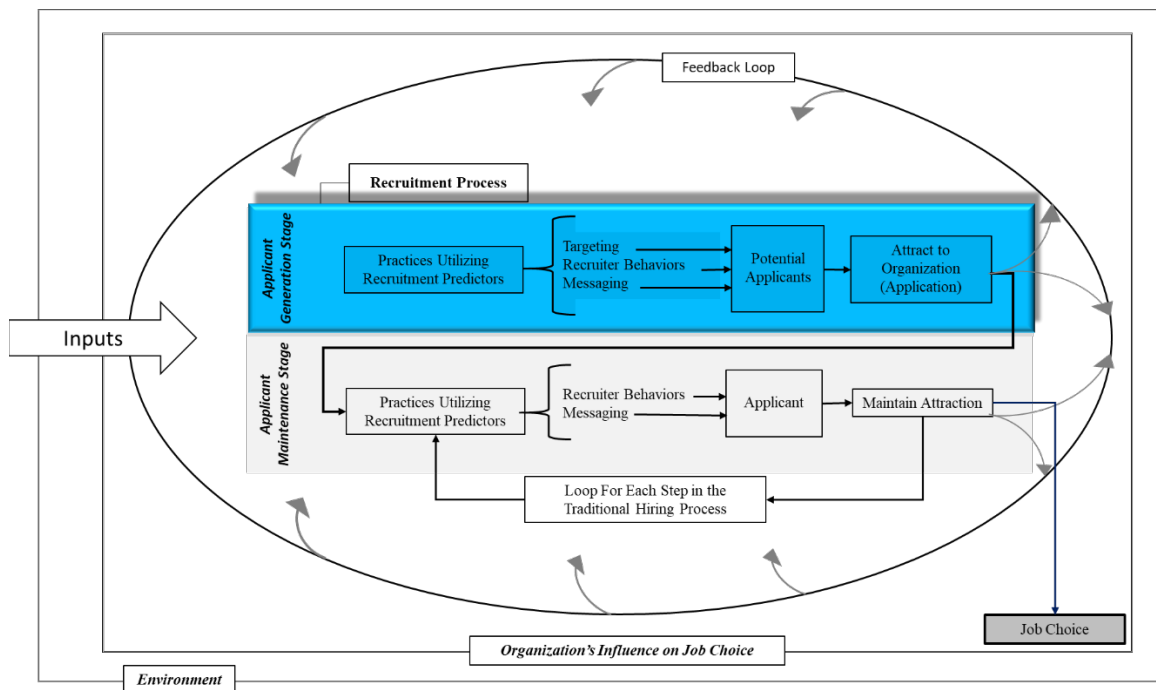
Figure 4.　Location of Applicant Generation Stage in Combined Systems Theory Framework

b.　*Applicant Maintenance Stage*

This stage has specific barriers that police organizations need to overcome. Long and complicated hiring processes make it difficult to maintain applicant attraction.[260] During this stage recruiters can focus on the practices that contribute to enhancing the

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[260] International Association of Chiefs of Police, *The State of Recruitment*, 4.

characteristics of the organizations. With steps in the process taking long periods of time, the policing profession is a good example of the need to use recruitment predictors in the maintenance stage as just as much as they are used in the initial attraction stage.

Each step in the hiring process must include a loop back to the *Practices Utilizing Recruitment Predictors* process to maintain attraction during the long police hiring process. Also important is the feedback loop in the framework. Police leaders and recruiters need to recognize that feedback goes both ways in the recruitment process, both from the applicant to the organization and the organization to the applicant. Once steps in the hiring process are completed, and attraction maintained, then the applicant makes the choice to accept the job or not. Figure 5 illustrates the location and makeup of the applicant maintenance stage in the combined systems theory framework.
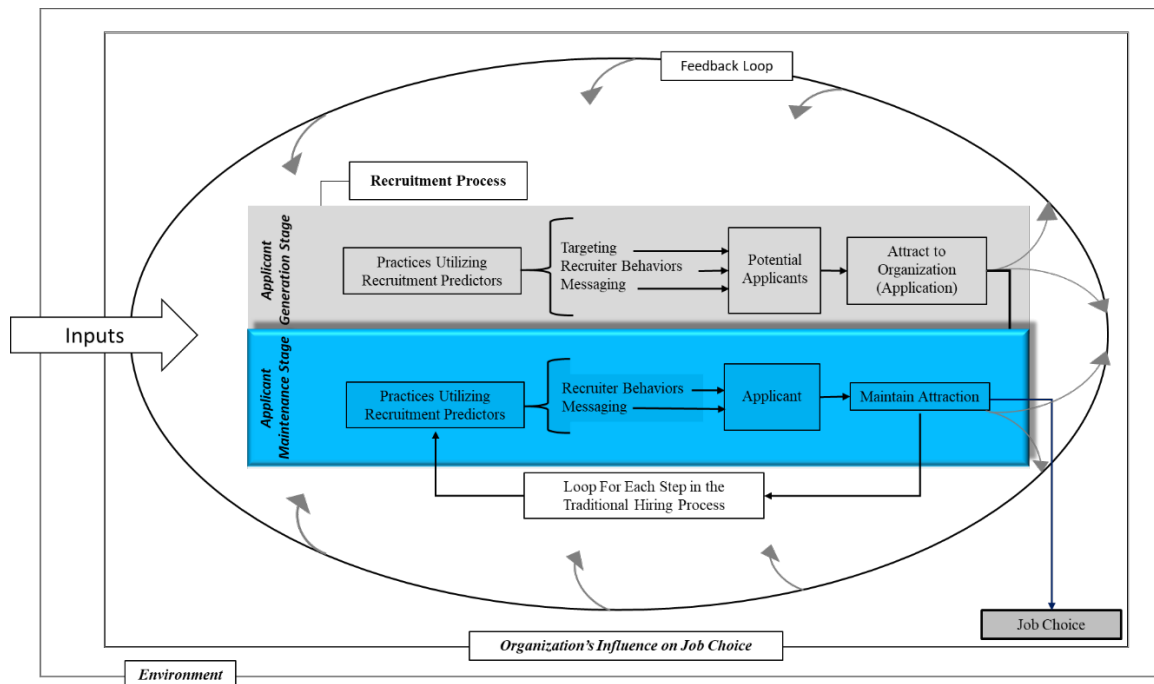

Figure 5.   Location of Applicant Maintenance Stage in Combined Systems Theory Framework

c.   *Organization's Influence on Job Choice*

Just as the environment affects the system process in recruitment so does the third prong, both inside and outside of the recruitment process. Through branding and image, which includes content and practice utilization through recruitment behaviors, the organization influences job choice, one way or the other. This stage encompasses the entire recruitment process framework. This stage is situated inside the influence of the environment, because for the purposes of recruitment, the goal of the police organization in this system is to influence the perception of the applicant. An argument can be made for influencing the environment itself, but that is outside the boundaries of this system and any influence on the environment that would influence the perception of the applicant would already be incorporated in the environment influence section of this framework. An example of this is through the previously discussed issues regarding negative word-of-mouth and through suggested recruiter attributes. Staying in close communication with the applicant during the entire process can assist in influencing a more positive outcome in the recruitment process.[261] This communication must be accurate, timely, and abundant to maintain credibility of the organization.[262] Figure 6 illustrates the third prong of the recruitment process, the organization's influence on job choice in the combined systems theory framework.

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[261] Van Hoye and Lievens, "Recruitment-Related Information Sources and Organizational Attractiveness," 349–350.

[262] Chapman et al., "Applicant Attraction to Organizations and Job Choice," 929.
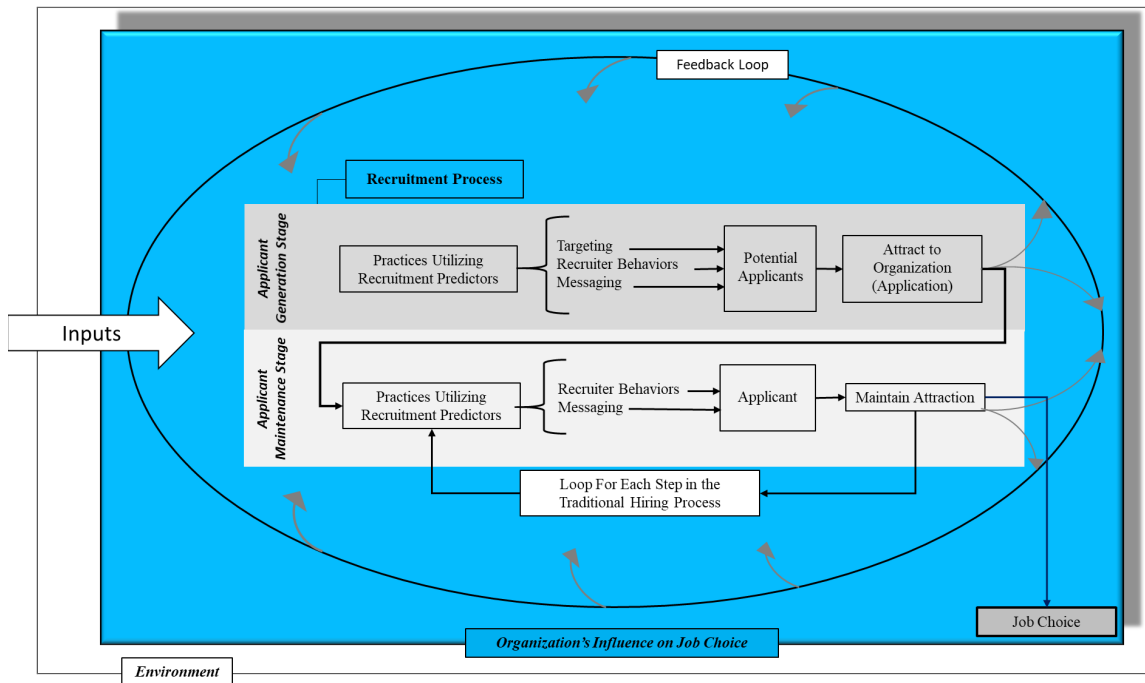
Figure 6.   Location of Organization's Influence on Job Choice Prong in
Combined Systems Theory Framework

C.   CONCLUSION

The section compares police recruitment practices to recruitment predictors derived from generational motivation and predictors of applicant attraction. It shows these practices can be changed and adapted to address the recruitment predictors both in general and more specifically to address generational differences. Also, practices can be utilized to include more than just one recruitment predictor in the process. The synthesis of this chapter was intended to bring further understanding that underlying all practices are the attraction and motivational aspects of the recruitment predictors. Because of the complexity and needed structure of the recruitment process, this chapter further elaborates on a systems recruitment process framework to plug those practices in to. A structure that could give police leaders a better chance at recruiting more applicants, and better qualified applicants. Because a systems approach to police recruitment is non-existent in policing, this chapter incorporates the combined systems theory framework into the whole of the recruitment process.

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VI. SUMMARY AND RECOMMENDATIONS

A. INTRODUCTION

Police recruitment today is a culmination of information about what works and does not work in the police field. Organizations conduct surveys and publish the results for police leaders. What appears to be missing is the link between the purpose of practice and its relation to recruitment predictors. Police leaders across the country implement these recruitment strategies without understanding why these strategies work, do not work, or any basis on how to adjust the practice. Although there is some discussion regarding these predictors, structure in the recruitment process is absent. Police-specific literature lacks guidance, structure, and a foundational understanding of these predictors. Understanding recruitment predictors and structurally implementing those predictors would help police leaders better understand the attraction and make changes to processes to help overcome obstacles.

There are numerous reasons attributed to the police recruitment crisis culminating in the last several decades. This growing problem indicates the methods of recruitment police departments traditionally use to attract potential applicants are no longer working.[263] The practices utilized by policing today are built on attraction and motivation research; however, more than just implementing practices is needed. Police leaders, and all police personnel involved in recruitment, need to look at recruitment as more than just specific practices that may or may not attract individuals to a policing career. They need to understand the purpose of recruitment practices and have a systematic way to adjust and change to increase the effectiveness of practices and positive recruitment outcomes.

This thesis attempted to answer whether predictors of applicant attraction and generational motivation can update police recruitment models. The research indicates that predictors already play an underlying role in the recruitment process and the recruitment practices utilized. However, the role of predictors of applicant attraction and generational motivation factors in recruitment practices remained in the background of police

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[263] Haynes, "It Starts at Home:," 22.

recruitment practices. This thesis attempts to isolate the motivational factors that are known to predict a positive recruitment outcome and, at the same time, recognize how these motivational factors fit into predictors of applicant attraction. The resulting factors, including their relationship to applicant attraction, were named *recruitment predictors* in this thesis. Police leaders' exposure to the underlying reasons individuals are attracted to a profession is limited and does not maximize the potential of recruitment practices because of a lack of literature on these subjects.

Attempting to find a recruitment structure to assist police leaders in implementing practices that would allow correction, change, and a better understanding of the practices led to the development of the combined systems theory recruitment process framework. This framework offers guidance and does not account for all the intricacies police leaders face in the recruitment process. The framework also provides a structure for the organization of police recruitment efforts and assists in identifying issues in the process earlier.

B. RECOMMENDATIONS

Police agencies across the country are diverse, as are the recruitment problems those agencies face. Without the current processes working, police leaders need to start thinking about recruitment differently. This section provides recommendations to police leaders and personnel involved in the recruitment process, and researchers focused on the police recruitment field and researchers outside policing. For a cursory implementation plan, see Appendix C.

1. Recruitment Predictors, Practices, and Framework Model

Understanding the foundational reasons why known recruitment practices attract individuals to policing is necessary for police leaders to attract individuals to the organization effectively. This knowledge allows for efficiency in recruitment and possible innovation in adjusting, changing, or building recruitment practices based on positive outcomes of the process. Because the recruitment process is multidisciplinary and complex in nature, understanding this process as a system adds coherence and a foundation to this

understanding.[264] Police leaders and recruiters should remain mindful of the three predictors of applicant attraction (organizational characteristics, recruiter behavior and personableness, and P-O fit) and how the recruitment predictors discussed contribute to their basis of attraction. These are steps a police leader can take to understand recruitment predictors and their place in the recruitment practice.

- Research the recruitment predictors further to build a working knowledge of their relationship to motivation and attraction, including nuances associated with each generational cohort. Research on generational motivation is ongoing, and as culture and society change, so will the factors that motivate individuals. Because the applicant perceives motivation and attraction, and many factors contribute to that perception, researchers continue to learn more about them and how they can be translated into practice.

- Adopt the combined systems theory recruitment framework as a model for utilizing practices. Structuring the recruitment process as a system and using that system to implement, evaluate, and correct recruitment practices continuously can assist police organizations in achieving more positive recruitment outcomes.

- Actively review current practices other organizations adopt regarding how the recruitment predictors are related to the practice. Chapter V showed how practices could be associated with numerous recruitment predictors. Then evaluate those practices in terms of your organizational needs. Implement if feasible.

- Select recruiters that are personable and effective communicators or train those recruiters in the desirable traits. Implementing a recruitment unit can assist in responsibility and accountability in maintaining a recruitment program. With the recommendations of this thesis requiring dedication, a

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[264] Adams et al., "Systems Theory as the Foundation."

recruitment unit can provide the focus needed to achieve positive outcomes in the recruitment process.

- Train recruiters, and other personnel, on recruitment predictors, practices, and combined systems theory framework concerning specific nuances of your organization's hiring process. Although the traditional hiring process may be similar amongst all agencies, some factors are not. Resources, timeframes, budgeting, available applicant pools, and so on may be different for different organizations. Initial planning on how the individual organization will utilize the framework in terms of such factors as mechanisms available for messaging, targeting, time restrictions on feedback, and so on can assist in overcoming barriers that may be encountered.

- Impress upon employees the importance and significance of recruiting potential applicants to the profession. Developing an everybody is a recruiter mindset is directly related to attraction and is considered one of the most important predictors of a positive recruitment outcome.

- Obtain support from community groups in recruitment efforts to assist in furthering the staffing mission of the organization. Actively engage the community through organizationally sponsored meetings regarding recruiting and staffing for police. This engagement can also include in-house programs such as Citizen's Police Academy, volunteer programs, etc.

- Prioritize recruitment for budgeting and governmental support. Without quality staffing the police organization cannot carry out its mission to its full potential. There are financial costs associated with organizations engaging in recruitment practices. With limited budgeting among most police agencies, and without prioritizing recruitment efforts, organizations

may struggle to engage in recruitment practices that have high potential for attraction.

- Fairness, equity, and diversity are criterion that are important in policing. All practices in recruitment must be measured by these criteria prior to being implemented.

- Evaluate qualifiers and disqualifiers in policing for adjustment based on current best practices and culture.

2.   Further Research

This thesis synthesizes generational motivation factors and relates their significance to the factors behind predictors of applicant attraction. This combination provides a logical synthesis and should be further explored. Further research should also be done on the difference between motivational factor relationship to generational cohorts versus motivational factor relationship to time in career. Organizations that provide guidance to police leaders, such as the *International Association of Chiefs of Police*, should proactively and continually further this research, or sponsor research, as this recruitment crisis does not seem to be getting better, and innovation in police recruitment is a path that could provide benefits to the growing staffing and recruitment problems in policing.

C.   CONCLUSION

Police organizations belong to the public they serve and cannot fail to provide service to that same public. If the current decrease in applicants continues and attrition remains the same, that point of failure is possible. Current methods employed by police organizations to quell this recruitment crisis do not appear to have more positive outcomes than negative. A rethinking of recruitment is needed before the problems are irreversible. This thesis offers a new way to systematically think about recruitment in policing with a structure that could lead to practices that work. Innovations in recruitment are possible, but only through a dedication to quelling the police recruitment crisis.

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APPENDIX A. ATTRACTION RESEARCH META-THEORIES[265]

Meta-Theory	Theories Involved	Summary of Meta-Theory
Cognitive Processing Meta-Theory	Exposure-Attitude Hypothesis Signaling Theory Heuristic-Systematic model	How Information is Processed that Leads to Attraction
Social Psychological Meta Theory	Consistency Theory Behavioral Plasticity Theory Social Identity Theory Social Learning Theory	Attitudes and Views of the Self and Response to Environment
Interactionist Fit Meta-Theory	Expectancy (VIE) Theory Interactional Psychology Attraction-Selection-Attrition Theory	Fit Between Applicant and Environment and its Effects on Attraction

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[265] Source: Ziegert and Ehrhart, "A Theoretical Framework and Guide."

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APPENDIX B. PROPOSITION/AXIOM BREAKDOWN[266]

Axiom	Proposition and Primary Proponent
Centrality	Communication
	Control
	Emergence
	Hierarchy
Contextual	Complementarity
	Darkness
	Holism
Design	Minimum Critical Specification
	Pareto
	Requisite Parsimony
	Requisite Saliency
Goal	Equifinality
	Multifinality
	Purposive Behavior
	Satisficing
	Viability
Information	Redundancy of Potential Command
	Information Redundancy
Operational	Dynamic equilibrium
	Homeorhesis
	Homeostasis
	Redundancy
	Relaxation Time
	Self-organization
	Suboptimization
Viability	Circular causality
	Feedback
	Recursion
	Requisite Hierarchy
	Requisite Variety

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[266] Source: Adams et al., "Systems Theory as the Foundation."

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APPENDIX C. HYPOTHETICAL IMPLEMENTATION PLAN

Purpose:	**To provide police leaders with a foundational plan for implementing the proposed systems theory framework into their agency's recruitment efforts.**

Part 1.	**Commitment:**	The support of police and governmental leadership in a purposeful implementation of a recruitment framework is necessary as the framework is a system that is constantly interacting inside the recruitment process and is influenced from the outside environment.	
	Who	**Actions to be Completed**	**Action Taken**
	Leaders	Commit to an overhaul of the recruitment process inside the organization.	
		Build a purposeful recruitment team who possesses desirable and personable traits.	
		Commit to training the recruitment team on desirable traits, including personableness and communication.	
		Allow for time and resources to be devoted to the recruitment process.	
Part 2.	**Education** - Two-fold:	1. Recruitment Predictors - Applicant Attraction and Motivation Factors 2. Systems Theory Recruitment Process Framework	
	Who	**Actions to be Completed**	**Action Taken**
	Leaders	Adopt the proposed systems theory framework and adapt it to your organization's hiring process.	
		Educate on recruitment predictors in terms of how motivation factors can affect the attraction of an individual.	
		Evaluate recruitment predictors and how they can be incorporated into your organization's recruitment process framework and practices.	
		Train recruiters and employees on the recruitment process framework and recruitment predictors.	

	Recruiters and Employees	Educate on recruitment predictors regarding how motivation factors influence the three predictors of applicant attraction.	
		Learn the proposed systems theory framework and how movement is accomplished inside the system - through messaging, targeting, and recruiter behavior.	
		Learn and understand how recruitment predictors can be utilized in recruitment practices and throughout the process framework.	
		Learn all processes inside the organization - Should be the most knowledgeable on the missions and descriptions of the different parts/units of the organization and the steps needed to become a member of those parts/units.	
Part 3.	**Implementation:**	Begin implementing recruitment framework and practices that utilize a purposeful inclusion of recruitment predictors in the processes.	
	Who	**Actions to be Completed**	**Action Taken**
	Leaders	Develop plans on evaluating, analyzing, and correcting problems: utilize feedback of system *(recruiters and applicants)* , frequency of evaluation *(monthly, each cycle, etc.)* , mechanism of evaluation *(interviews, etc.)* , and accountability factors *(who can change the process, etc.)* .	
		Allow resources to be devoted to the recruitment process: time, staffing, and funding *(if needed)* .	
		Engage local parent government: communications, public information office, and leadership support.	
		Engage the community in recruitment efforts as part of feedback and influence portions of recruitment framework.	
	Recruiters	Develop and maintain plans for evaluation of the recruitment process framework regularly *(documentation, etc.)* .	
		Build recruitment cycle campaigns on current recruitment predictors *(Note: that which influences might be what counteracts what pushes applicants away, i.e., organizational brand in countering the perception of not having community support - show community support)* .	

		Evaluate and put into practice what methods are available for targeting and messaging *(social media, local media, community, etc.).*	
	Recruiters	Develop plans for continuous engagement of applicants through all three prongs of the recruitment framework, utilizing recruitment predictors *(mentoring, constant contact by phone, text, email, etc.)* .	
		Utilize recruitment predictors *(reminder: what attracts and motivates)* in every part of the recruitment process, documenting for later repetition or correction.	

Reminder: What motivates and attracts changes over time and from community to community. Because of this, leaders and recruiters need to be purposeful in continually evaluating and adjusting their recruitment process to be most effective. This evaluation should include maintaining a current knowledge of research on motivation and attraction.

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