



# Military Recruitment

*Definition, Outcomes and Antecedents*

Bert Schreurs  
*Belgian Ministry of Defence*

Fariya Syed  
*Canadian Department of National Defence*

DRDC CORA TM 39-2005  
November 2005

**Defence R&D Canada**  
**Centre for Operational Research and Analysis**

**Director Strategic Human Resources**  
**Assistant Deputy Minister (Human Resources – Military)**



National  
Defence

Défense  
nationale

**Canada** 

# **Military Recruitment**

*Definition, Outcomes and Antecedents*

Bert Schreurs

*Belgian Ministry of Defence*

Fariya Syed

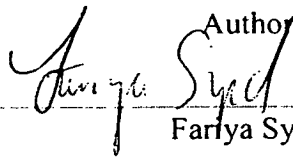
*Canadian Department of National Defence*

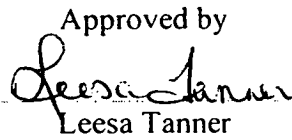
**Centre for Operational Research and Analysis**

Technical Memorandum

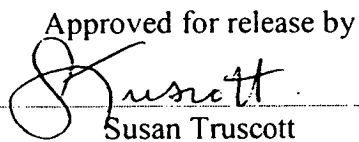
DRDC CORA TM 2005-39

November 2005

Author  
  
Fariya Syed

Approved by  
  
Leesa Tanner

SSORT 4

Approved for release by  
  
Susan Truscott

D Strat HR

The contents are the responsibility of the issuing authority and publication by the author does not necessarily reflect the official position of the Department of National Defence

© Her Majesty the Queen as represented by the Minister of National Defence, 2005

© Sa majesté la reine, représentée par le ministre de la Défense nationale, 2005

## **Abstract**

---

Recruitment of military personnel has become a concern internationally. In response to this concern, a NATO Task Group (TG) on Recruiting and Retention of Personnel was formed. This paper compiles some of the information gathered by the NATO TG on Recruiting and Retention of Personnel. In this paper, literature related to recruitment of personnel is reviewed with a focus on military personnel. A definition of recruitment is proposed, and, the recruitment variables that are expected to play a critical role in applicant attraction to the military are identified. Specifically, research related to recruitment outcomes and antecedents is described. Research findings are discussed along with gaps in the literature.

## **Résumé**

---

Le recrutement de militaires est devenu une préoccupation à l'échelle internationale. Afin de réagir, un groupe opérationnel OTAN (NTG) a été mis sur pied pour se pencher sur le recrutement et le maintien d'un effectif. Le présent document comporte certains des renseignements recueillis par le NTG en question. Il présente des publications liées au recrutement de personnel qui ont été examinées en fonction des militaires. Il propose une définition du recrutement et établit les variables pertinentes qui sont censées jouer un rôle important au moment d'attirer des candidats vers le monde militaire. On y décrit, plus particulièrement, la recherche portant sur les résultats et les antécédents en matière de recrutement. De plus, les résultats de recherche font l'objet de discussions, de pair avec de la documentation sur le sujet.

This page intentionally left blank.

# Table of contents

---

Abstract.....	i
Table of contents.....	iii
1. Introduction.....	1
2. Recruitment Definition, Outcomes and Antecedents.....	2
2.1 Definition of Recruitment.....	2
2.2 Recruitment Outcomes .....	2
2.3 Recruitment Antecedents.....	3
2.3.1 Employer Knowledge .....	3
2.3.1.1 Employer Familiarity .....	4
2.3.1.2 Employer Image .....	4
2.3.1.3 Employer Reputation.....	5
2.3.2 Perceived Fit.....	5
2.3.2.1 Job and Organizational Attributes.....	6
2.3.3 Perceptions of Recruitment, Selection and Classification .....	6
2.3.4 Hiring Expectancies.....	7
2.3.5 Perceived Alternatives.....	8
3. Conclusion.....	9
4. References.....	10

This page intentionally left blank.

# 1. Introduction

---

Several nations' militaries are increasingly facing difficulties in attracting, enlisting, and retaining the required numbers of new recruits (Bachman, Segal, Freedman-Doan, & O'Malley, 2000; Knowles et al., 2002). Recruitment and retention have become a major concern to military commanders, as is illustrated by Adm Vern Clark, US Chief of Naval Operations: "My top #1 priority is recruiting Sailors, retaining Sailors and fighting the attrition of Sailors. (sic)" (2000). The recruiting and retention problem can be related to a variety of causes including: the situation in the labour market, the conflict between military values and the prevailing values in society, the content of the military job (e.g., wages, promotion system, geographical mobility), and the management of the major processes of recruitment, selection and classification, turnover and retention. Research has been conducted internationally in response to concerns about recruiting and retention issues. A NATO Task Group (TG) on Recruiting and Retention of Military Personnel was formed in response to these concerns.

This paper compiles some of the information gathered by the NATO TG on Recruiting and Retention of Personnel. This paper focuses on recruitment of military personnel. Literature related to recruitment of personnel is reviewed with a focus on military personnel. A definition of recruitment is proposed, and, the recruitment variables that are expected to play a critical role in applicant attraction to the military are identified. Specifically, research related to recruitment outcomes and antecedents is described.



## **2. Recruitment Definition, Outcomes and Antecedents**

---

### **2.1 Definition of Recruitment**

Several definitions of recruitment have been proposed over the last two decades. For instance, Rynes (1991) defined recruitment as “encompass(ing) all organizational practices and decisions that affect either the number, or types, of individuals that are willing to apply for, or to accept, a given vacancy” (p. 429). A similar definition was offered by Breugh (1992): “Employee recruitment involves those organizational activities that (1) influence the number and/or types of applicants who apply for a position and/or (2) affect whether a job offer is accepted” (p. 4). Barber (1998) rightfully observed that both definitions confuse the recruitment process with the recruitment outcome. According to these definitions, a recruiting program (e.g., a television ad) that failed to attract applicants would not be considered part of recruitment. On the other hand, organizational practices (e.g., war against terrorism) that have the unintended effect of attracting or turning off prospects would be considered as part of recruitment. To avoid defining recruitment in terms of its consequences, Barber adopted a narrower definition: “Recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees”. According to Chapman et al. (2005), the latter definition excludes important unintended influences on applicant attraction, such as applicant reactions to selection procedures and organizational image.

### **2.2 Recruitment Outcomes**

Most studies on applicant attraction only use non-behavioral, indirect measures of attraction as a substitute for behavioral measures, presumably because behavioral measures of applicant attraction are hard to obtain (Schreurs et al., in press). Truxillo, Steiner, and Gilliland (2004) made a distinction between “soft” and “hard” outcomes. Soft outcomes typically include items assessing general company attractiveness (Turban, Forret, & Hendrickson, 1998), company prestige (Highhouse, Beadle, Gallo, & Miller, 1998), perceptions of the organization (Kohn & Dipboye, 1998), job acceptance intentions (Macan, Avedon, Paese, & Smith, 1994), intentions to recommend the organization to others (Smither et al., 1993), and applicants’ intentions to withdraw from the selection process (Robertson, Iles, Gratton, & Sharpley, 1991). Hard outcomes would be actual applications for employment and ultimate choice of one place to work (Highhouse, Lievens, & Sinar, 2003; Schreurs et al., in press), organizational commitment and satisfaction (Ambrose & Cropanzano, 2003), and applicant withdrawal from the selection process (Ryan, Sacco, McFarland, & Kriska, 2000; Schmit & Ryan, 1997). Based upon analyses of items commonly used in past research, Highhouse et al. (2003) recently suggested that three non-behavioral components of organizational attractiveness can be reliably distinguished: attractiveness, prestige and behavioral intentions. The authors further argued that the

relation between these components and organization-pursuit behavior corresponds to Fishbein and Ajzen's Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975).

According to the TRA, the most proximal determinant of behavior is a person's intention to engage in it. Intention in turn, is predicted by the extent to which a person has a positive or negative attitude towards that behavior, and the perception of social pressure to act. Thus, attitudes influence behavior to the extent that they influence intentions to engage in that behavior. Intentions also derive from perceptions of the social appropriateness of that behavior. According to Highhouse et al. (2003), items that were used in past research to assess organizational attractiveness seem to map onto the attitude component and refer to an individual's affective and attitudinal thoughts about a particular organization as a potential employer. Organizational attractiveness is considered to be passive in nature because it does not necessarily lead to job pursuit behavior. This passivity permits job seekers to be attracted to several organizations at the same time. A more active pursuit would require a significant commitment of time and energy on the part of the applicant (Barber, 1998). Intentions items, on the other hand, have a more active connotation because they imply further action toward an organization. Therefore, intentions will likely be limited to a smaller subset of potential employers. Highhouse et al. (2003) further suggest that social reference is the basis for the construct of organizational prestige. An organization is prestigious "if it inspires thoughts of fame and renown in the minds of those who hear of it. This prestige reflects a social consensus on the degree to which the company's characteristics are regarded as either positive or negative." (p. 989).

## 2.3 Recruitment Antecedents

Recruitment antecedents include employer knowledge, familiarity, image and reputation, perceived fit, job and organizational attributes, perceptions of recruitment selection and classification, hiring expectancies and perceived alternatives.

### 2.3.1 Employer Knowledge

Recent recruitment research has confirmed the key role of potential applicants' impressions of organizations as employers *early in the recruitment process*. Evidence has been found that impressions of an organization as an employer measured in early recruitment stages are strong predictors of applicants' attraction measured in later recruitment stages, e.g., after a campus interview (Turban et al., 1998), which in turn is related to applicants' final job acceptance decisions (Powell, 1991). Despite the importance of applicants' early impressions of organizations as employers, the content or basis of these impressions has remained virtually unexplored until very recently (Cable & Graham, 2000; Cable & Turban, 2001; Highhouse & Hoffman, 2001). Cable and Turban (2001) started to fill this gap by developing a model of employer knowledge. They define employer knowledge as a job seeker's memories and associations regarding an organization as a (potential) employer. Thus, employer knowledge provides

applicants with a template to categorize, store, and recall employer-related information. According to Cable and Turban, employer knowledge plays a central role because what people know, or think they know, about an organization influences to a great extent how they respond to the given employer in the various recruitment phases (see also Collins & Stevens, 2002).

Cable and Turban make a distinction between three broad dimensions of employer knowledge: employer familiarity, employer image, and employer reputation.

### **2.3.1.1 Employer Familiarity**

Prior recruitment studies have demonstrated that an organization's overall familiarity is related to applicants' perceptions of a company's attractiveness as an employer, with more familiar organizations being perceived as more attractive (Cable & Graham, 2000; Gatewood, Gowan, & Lautenschlager, 1993; Turban & Greening, 1997; Turban, 2001; for a divergent view see Brooks, Highhouse, Russell, & Mohr, 2003). In a related vein, in the marketing literature, brand familiarity or brand awareness has been found to be an important anchor to which other information is attached (Aaker, 1991; Keller, 1993). Theoretical evidence for the importance of familiarity also comes from the social psychological literature on "mere exposure" indicating that increased familiarity with previously neutral objects leads to an increase in liking (Bornstein, 1989; Zajonc, 1968).

### **2.3.1.2 Employer Image**

Image refers to the content of the beliefs that applicants have about the organization as an employer (Cable and Turban, 2001; Highhouse et al., 1999). Specifically, Cable and Turban (2001) argue that potential applicants hold beliefs about objective aspects of the organization ("employer information"), varying from factual or historical aspects of organizations to organizational procedures and policies. Examples of employer information are size, location, level of centralization or geographical dispersion. Additionally, Cable and Turban (2001) posit that potential applicants have some knowledge about the attributes of a specific job at the organization that they might consider applying for ("job information"). Examples of job information are pay, benefits, type of work to be performed or advancement opportunities. Lievens and Highhouse (2003) refer to many of these job and organizational attributes, as instrumental attributes because they describe the job or organization in terms of objective, concrete, and factual attributes that a job or an organization either has or

does not have. These attributes primarily trigger interest among applicants because of their utility (i.e., maximizing benefits and minimizing costs). It has been demonstrated that organizational attraction in early recruitment stages is influenced by applicants' perceptions of job/organizational attributes such as pay, opportunities for advancement, location, career programs, or organizational structure (Cable & Graham, 2000; Highhouse et al., 1999; Lievens, Decaestecker, Coetsier, & Geirnaert, 2001; Lievens & Highhouse, 2003).

### **2.3.1.3 Employer Reputation**

The third dimension refers to employer reputation or the public evaluation of an organization. Although employer reputation is often cast in economic terms (Fombrun & Shanley, 1990), some recent studies provide an interesting new trait-oriented perspective to employer reputation (Lievens & Highhouse, 2003; Slaughter, Zickar, Highhouse, & Mohr, 2004). In particular, these studies reveal that potential applicants reliably and meaningfully ascribe traits to organizations. For example, people refer to some employing organizations as trendy, whereas other employing organizations are seen as prestigious. Trait inferences about organizations are different from the aforementioned job and employer information for two reasons. First, they describe the organization in terms of subjective, abstract, and intangible attributes. Second, they convey symbolic company information in the form of imagery that applicants assign to organizations (Lievens & Highhouse, 2003). In a recent study, Lievens, Van Hoye, and Schreurs (in press) found that symbolic image dimensions (person-descriptive trait inferences), namely excitement, cheerfulness, and prestige, account for incremental variance in the Belgian Armed Forces' attractiveness as an employer, over and beyond a large set of instrumental job and organizational characteristics.

### **2.3.2 Perceived Fit**

A distinction can be made between two levels of perceived fit: person-job (P-J) fit and person-organization (P-O) fit (Kristof, 1996). The former will be determined for the most part by perceptions of congruence between applicant skills, knowledge and abilities, and job demands, responsibilities and characteristics. The latter will be determined primarily by applicant perceptions of congruence between themselves and the organization in terms of values, goals, needs/supplies and personality/climate. Based upon theoretical models like Schneider's (1987) attraction-selection-attrition (ASA) framework, it is suggested that individuals are attracted to organizations that fit best their needs, values, and personality. Consistent with

this rationale, several studies reported a positive relationship between perceived P-O fit and job application decisions (Cable & Judge, 1996; Judge & Bretz, 1992; Judge & Cable, 1997). Also on the level of the job, perceptions of fit can be expected to affect applicants' decisions. That is, individuals will be more inclined to pursue jobs that match their personal skills and abilities. In support of this expectation, Cable and Judge (1996) found a positive correlation between perceived P-J fit and job choice intentions. However, it is expected that the effect of perceived fit on job pursuit is mediated by applicant attitude toward the organization, as outlined earlier. This hypothesis is also consistent with findings from a recent meta-analytic research on correlates of applicant attraction (Chapman et al., 2005). Perception of fit was found to be one of the strongest predictors of attitudinal applicant attraction outcomes.

### **2.3.2.1 Job and Organizational Attributes**

These attributes are not different from those described under employer image. They are repeated as a separate variable to discriminate between perceptions of the job/organizational attributes (potential) applicants have in *early* recruitment stages (i.e. image) and perceptions *later* in the process. Put differently, perceptions of the job/ organization may change based upon what applicants experience during the hiring process. It has been repeatedly demonstrated that applicant perceptions of job and organizational attributes (compensation, work environment, type of work) have a positive direct effect on applicant attraction (Harris & Fink, 1987; Powell, 1984; Rynes & Miller, 1983; Taylor & Bergmann, 1987; Turban, 2001; Turban et al., 1998). Rynes (1991) even suggested that job and organizational attributes may be the dominant factors in applicant attraction. Furthermore, Rynes, Bretz, and Gerhart (1991) found that job and organizational attributes (i.e, advancement opportunities, location) influenced individuals' fit assessments.

### **2.3.3 Perceptions of Recruitment, Selection and Classification**

Although studying applicant reactions to personnel recruitment and selection procedures is relatively new, this stream of research has already advanced significantly since its origin. Early studies lacked a consistent theoretical framework (Truxillo et al., 2004) and were primarily interested in describing and comparing applicant reactions to various selection procedures and techniques, such as interviewing (Schmitt & Coyle, 1976), work sample tests (Schmidt et al., 1977), computer-based screening (Martin & Nagao, 1989), and assessment centers (Dodd, 1977). Recent years, as from the early 1990s, have seen an abundance of research addressing applicant perceptions that moved beyond descriptions and comparisons to examine the antecedents (e.g., justice principles) and consequences (e.g., applicant withdrawal) of

applicant perceptions (Chan & Schmitt, 2004). Simultaneously, theoretical perspectives on applicant perception have started to emerge.

Organizational justice theory has been proposed as one possible framework for examining applicant perceptions of selection procedures (Gilliland, 1993). The primary distinction in organizational justice theories is between *procedural* and *distributive* justice (Greenberg, 1987), and in the selection context, this can be conceptualized as a distinction between the fairness of the selection process and the fairness of the hiring decision (Gilliland, 1993). Furthermore, procedural justice encompasses more than just the face validity of selection procedures: it also includes communication and interpersonal treatment during the selection process. Several other theoretical models on applicant perceptions/reactions have been proposed (Anderson & Ostroff, 1997; Arvey & Sackett, 1993; Iles & Robertson, 1997; Schuler, 1993). In a nutshell, the results from the mass of studies into applicant perceptions indicate that methods that are perceived as (i) more job-relevant, (ii) less personally intrusive, (iii) not contravening applicant procedural or distributive justice expectations, and (iv) allowing the applicant an opportunity to meet in person with selectors, are rated more favorably by applicants (Anderson, Born, & Cunningham-Snell, 2001).

The literature on applicant perceptions has repeatedly found that those who hold a negative perception of the hiring process by which hiring decisions are made will be less attracted to the hiring organization than those who hold a positive view (Kohn & Dipboye, 1998; Ployhart & Ryan, 1998). Under conditions of incomplete or no information, recruitment and selection practices may constitute an important source of information about the organizational climate that applicants rely on to decide whether or not to continue to pursue employment with that organization (Behling, Labovitz, & Gainer, 1968; Schwab, Rynes, & Aldag, 1987). Put differently, recruitment and selection practices may provide ‘signals’ about what it would be like to work in the organization (Breugh, 1992; Rynes, 1991; Spence, 1974). For example, computer breakdowns during testing may signal that the organization does not invest much in information technology, resulting in low attraction to the organization. Studies on applicant reactions to campus recruitment (Goltz & Giannantonio, 1995; Turban, 2001; Turban et al., 1998) have found evidence in favor of a mediating model in which perceptions of hiring practices influence attraction through influencing perceptions of job and organizational attributes (e.g., job security, benefits, treatment of employees).

#### **2.3.4 Hiring Expectancies**

Expectancy theory (Vroom, 1964) has been frequently used to examine job application decisions (Barber & Roehling, 1993; Rynes & Lawler, 1983; Ryan et al., 2000). In this context, this theory states that an individual’s motivation to apply is predicted by the evaluation of the likelihood that the job has certain attributes (instrumentality), the attractiveness of those

attributes (valence), and the individual's belief that he or she would be successful in obtaining the job offer (expectancy). More specifically, the latter is typically operationalized as an applicant's evaluation of the likelihood of being offered a position in an organization. Positive hiring expectancies are predicted to lead to greater applicant attraction (Rynes & Lawler, 1983). Chapman et al. (2005) recently found that hiring expectancies predicted job choice through a positive relationship with attitudes. The total effect sizes of hiring expectancies were found to be .33, .26, and .06 for attitudes, intentions, and job choice, respectively. The study used Janis and Mann's (1977) bolstering theory of decision making to explain these findings. According to this theory, individuals initially have a tendency to elevate choices that are more likely to happen by inflating the positive sides of that alternative and deflating the negative sides. Furthermore, Stevens (1997) found that applicants' pre-interview expectations of receiving a job offer influenced their reactions to the interview itself through confirmatory information processing. Bell, Ryan, and Wiechmann (2004) concluded that "this confirmatory information processing should translate into direct and positive relationships between applicants' expectations and their perceptions of the fairness of the selection process and outcome" (p. 32).

### **2.3.5 Perceived Alternatives**

Another factor that may influence job pursuit is whether one has employment alternatives. It is suggested that the desirability of a job might be greater if the number of alternatives is less. Schmit and Ryan (1997) found that a large number of applicants self-selecting out a hiring process reported the reason for doing so as another alternative. Similarly, Ryan et al. (2000) found that those who self-selected out reported having more alternatives than those who stayed in and failed (but did not differ from those who stayed in and passed). Results from interviews that were held with those who self-selected out also indicated that other alternatives were a major reason for withdrawing. Yet, several other studies failed to find a significant relationship between perceived alternatives (sometimes referred to as "perceived marketability") and applicant attraction. For instance, Chapman et al. (2005, p. 938) found that the effect sizes of perceived alternatives were "marginal": .16, -.06, and -.02 for attitudes, intentions and job choice respectively.

### 3. Conclusion

---

Military recruitment has become a concern internationally. In response to this concern, a NATO Task Group (TG) on Recruiting and Retention of Personnel was formed. This paper compiles some of the information gathered by the NATO TG on Recruiting and Retention of Personnel.

Research has been conducted on topics related to military recruitment with the aim of better understanding factors related to the process. In the research conducted, several definitions of recruitment have been proposed. In addition, research has been conducted on applicant attraction although most studies in this area have focused on non-behavioral, indirect measures of attraction as a substitute for behavioral measures, presumably because behavioral measures of applicant attraction are hard to obtain.

Research on recruitment antecedents has also been conducted. This research has focused on employer knowledge (familiarity, image and reputation); perceived fit; job and organizational attributes, perceptions of recruitment selection and classification; hiring expectancies; and perceived alternatives. This research has helped explain the role of antecedents in the military recruitment process.

Although research conducted on recruitment of personnel, including military personnel, has provided insight into factors related to the recruitment process, there is a need for further research. Certain issues, such as behavioural, direct measures for applicant attraction, need to be further explored. Further research is also needed to investigate the antecedents of organizational image, and to examine the role of moderating variables, such as personality and work motivation. With further understanding of the issues related to military recruitment, recruitment processes can be adjusted to maximize the opportunity for eligible candidates to apply and be selected into the military.



## 4. References

---

1. Aaker, J. L. (1991). The Negative Attraction Effect: A Study of the Attraction Effect Under Judgment and Choice. *Advances in Consumer Research*, 18, 462-469.
2. Ajzen, I., & Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. Englewood Cliffs, NJ: Prentice-Hall.
3. Ambrose, M. L., & Cropanzano, R. (2003). A Longitudinal Analysis of Organizational Fairness: An Examination of Reactions to Tenure and Promotion Decisions. *Journal of Applied Psychology*, 88, 266-275.
4. Anderson, N., Born, M., & Cunningham-Snell, N. (2001). Recruitment and Selection: Applicant Perspectives and Outcomes. In N. Anderson, D. S. Ones, H. K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of Industrial, Work and Organizational Psychology* (pp. 200-218). London: Sage.
5. Anderson, N., & Ostroff, C. (1997). Selection as Socialization. In N. Anderson & P. Herriot (Eds.), *International Handbook of Selection and Assessment* (pp. 413-440). Chichester: Wiley.
6. Arvey, R. D., & Sackett, P. R. (1993). Fairness in Selection: Current Developments and Perspectives. In N. W. Schmitt, W. C. Borman, & I. L. Goldstein (Eds.), *Personnel Selection in Organizations* (pp. 171-202). San Francisco: Jossey-Bass.
7. Bachman, J. G., Segal, D. R., Freedman-Doan, P., & O'Malley, P. M. (2000). Who Chooses Military Service? Correlates of Propensity and Enlistment in the U.S. Armed Forces. *Military Psychology*, 12, 1-30.
8. Barber, A. E. (1998). *Recruiting Employees: Individual and Organization Perspectives*. Thousand Oaks, CA: Sage Publications.
9. Barber, A. E., & Roehling, M. V. (1993). Job Postings and the Decision to Interview: A Verbal Protocol Analysis. *Journal of Applied Psychology*, 78, 845-856.
10. Behling, O., Labovitz, G., & Gainer, M. (1968). College Recruiting: A Theoretical Basis. *Personnel Journal*, 47, 13-19.
11. Bell, B. S., Ryan, A. M., & Wiechmann, D. (2004). Justice Expectations and Applicant Perceptions. *International Journal of Selection and Assessment*, 12, 24-38.

12. Bornstein, R. F. (1989). Exposure and Affect: Overview and Meta-Analysis of Research, 1968-1987. *Psychological Bulletin*, *106*, 265-289.
13. Breugh, J. A. (1992). *Recruitment: Science and Practice*. Boston: PWS-Kent Publishing.
14. Brooks, M. E., Highhouse, S., Russell, S. S., & Mohr, D. C. (2003). Familiarity, Ambivalence, and Firm Reputation: Is Corporate Fame a Double-Edged Sword? *Journal of Applied Psychology*, *88*, 904-914.
15. Cable, D. M., & Graham, M. E. (2000). The Determinants of Job Seekers' Reputation Perceptions. *Journal of Organizational Behavior*, *21*, 929-947.
16. Cable, D., & Judge, T.A. (1996). Person-Organization Fit, Job Choice Decisions, and Organizational Entry. *Organizational Behavior and Human Decision Processes*, *67*, 294-311.
17. Cable, D. M., & Turban, D. B. (2001). Establishing the Dimensions, Sources and Value of Job Seekers' Employer Knowledge During Recruitment. In G. R. Ferris (Ed.), *Research in Personnel and Human Resources Management* (pp. 115-163). New York, NY: Elsevier Science.
18. Chan, D., & Schmitt, N. (2004). An Agenda for Future Research on Applicant Reactions to Selection Procedures: A Construct-Oriented Approach. *International Journal of Selection and Assessment*, *12*, 9-23.
19. Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A. & Jones, D. A. (2005). Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes. *Journal of Applied Psychology*, *90*, (pp. 928-944).
20. Collins, C. J., & Stevens, C. K. (2002). 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*, 1121-1133.
21. Dodd, W. E. (1977). Attitudes Toward Assessment Center Programs. In J. L. Moses & W. C. Byham (Eds.), *Applying Assessment Center Method* (pp. 161-183). New York: Pergamon Press.
22. Fishbein, M., & Ajzen, I. (1975). *Belief, Attitude, Intention, and Behavior: An Introduction to Theory and Research*. Reading, MA: Addison-Wesley.
23. Fombrun, C., & Shanley, M. (1990). What's in a Name? Reputation Building and Corporate Strategy. *Academy of Management Journal*, *33*, 233-258.

24. Gatewood, R. D., Gowan, M. A., & Lautenschlager, G. J. (1993). Corporate Image, Recruitment Image, and Initial Job Choice Decisions. *Academy of Management Journal*, *36*, 414-427.
25. Gilliland, S. W. (1993). The Perceived Fairness of Selection Systems: An Organizational Justice Perspective. *Administrative Science Quarterly*, *18*, 694-734.
26. Greenberg, J. (1987). A Taxonomy of Organizational Justice Theories. *Academy of Management Review*, *12*, 9-22.
27. Goltz, S. M., & Giannantonio, C. M. (1995). Recruiter Friendliness and Attraction to the Job: The Mediating Role of Inferences About the Organization. *Journal of Vocational Behavior*, *46*, 109-118.
28. Harris, M. M., & Fink, L. S. (1987). A Field Study of Applicant Reactions to Employment Opportunities: Does the Recruiter Make a Difference? *Personnel Psychology*, *40*, 765-784.
29. Highhouse, S., Beadle, D., Gallo, A., & Miller, L. (1998). Get 'Em While They Last! Effects of Scarcity Information in Job Advertisements. *Journal of Applied Social Psychology*, *28*, 779-795.
30. Highhouse, S., & Hoffman, J. R. (2001). Organizational Attraction and Job Choice. In C. L. Cooper & I. T. Robertson (Eds.), *International review of Industrial and Organizational Psychology* (pp. 37-64). Chichester, England: John Wiley & Sons.
31. Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Measuring Attraction to Organizations. *Educational and Psychological Measurement*, *63*, 986-1001.
32. Highhouse, S., Zickar, M.J., Thorsteinson, T.J., Stierwalt, S.L., & Slaughter, J.E. (1999). Assessing Company Employment Image: An Example in the Fast Food Industry. *Personnel Psychology*, *52*, 151-172.
33. Iles, P. A., & Robertson, I. T. (1997). The Impact of Personnel Selection Procedures on Candidates. In N. Anderson & P. Herriot (Eds.), *International Handbook of Selection and Assessment* (pp. 543-566). Chichester: Wiley.
34. Janis, I. L., & Mann, L. (1977). *Decision Making: A Psychological Analysis of Conflict, Choice, and Commitment*. New York: The Free Press.
35. Judge, T. A., & Bretz, R. D. (1992). Effects of Work Values on Job Choice Decisions. *Journal of Applied Psychology*, *77*, 261-271.
36. Judge, T. A., & Cable, D. M. (1997). Applicant Personality, Organizational Culture, and Organization Attraction. *Personnel Psychology*, *50*, 359-394.
37. Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, *57*, 1-22.

38. Knowles, J. A., Parlier, G. H., Hoscheit, G. C., Ayer, R., Lyman, K., & Fancher, R. (2002). Reinventing Army Recruiting. *Interfaces*, 32(1), 78-92.
39. Kohn, L. S. & Dipboye, R. L. (1998). The Effects of Interview Structure on Recruiting Outcomes. *Journal of Applied Social Psychology*, 28, 821-843.
40. Kristof, A. L. (1996). Person-Organization Fit: An Integrative Review of Its Conceptualizations, Measurement, and Implications. *Personnel Psychology*, 49, 1-49.
41. Lievens, F., Decaestecker, C., Coetsier, P., & Geirnaert, J. (2001). Organizational Attractiveness for Prospective Applicants: A Person-Organization Fit Perspective. *Applied Psychology: An International Review*, 50, 30-51.
42. Lievens, F., & Highhouse, S. (2003). The Relation of Instrumental and Symbolic Attributes to a Company's Attractiveness as an Employer. *Personnel Psychology*, 56, 75-102.
43. Lievens, F., Van Hoye, G., & Schreurs, B. (in press). Examining the Relationship Between Employer Knowledge Dimensions and Organizational Attractiveness: An Application in a Military Context. *Journal of Occupational and Organizational Psychology*.
44. Macan, T. H., Avedon, M. J., Paese, M., & Smith, D. E. (1994). The Effects of Applicants' Reactions to Cognitive Ability Tests and an Assessment Center. *Personnel Psychology*, 47, 715-738.
45. Martin, C. L., & Nagao, D. H. (1989). Some Effects of Computerized Interviewing on Job Applicant Responses. *Journal of Applied Psychology*, 74, 72-80.
46. Ployhart, R. E., & Ryan, A. M. (1998). Applicants' Reactions to the Fairness of Selection Procedures: The Effects of Positive Rule Violations and Time of Measurement. *Journal of Applied Psychology*, 83, 3-16.
47. Powell, G. N. (1984). Effects of Job Attributes and Recruiting Practices on Applicant Decisions: A Comparison. *Personnel Psychology*, 44, 67-83.
48. Powell, G. N. (1991). Applicant Reaction to the Initial Employment Interview: Exploring Theoretical and Methodological Issues. *Personnel Psychology*, 44, 67-83.
49. Robertson, I. T., Iles, P. A., Gratton, L., & Sharpley, D. (1991). The Impact of Personnel Selection and Assessment Methods on Candidates. *Human Relations*, 44, 963-982.
50. Ryan, A. M., Sacco, J. M., McFarland, L. A., & Kriska, S. D. (2000). Applicant Self-Selection: Correlates of Withdrawal from a Multiple Hurdle Process. *Journal of Applied Psychology*, 85, 163-179.

51. Rynes, S. L. (1991). Recruitment, Job Choice, and Post-Hire Consequences: A Call for New Research Directions. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, (2nd ed., Vol. 2, pp. 399-444). Palo Alto, CA: Consulting Psychologists Press.
52. Rynes, S. L., Bretz, R. D., & Gerhart, B. (1991). The Importance of Recruitment in Job Choice: A Different Way of Looking. *Personnel Psychology*, *44*, 487-520.
53. Rynes, S. L., & Lawler, J. (1983). A Policy-Capturing Investigation of the Role of Expectations in Decisions to Pursue Job Alternatives. *Journal of Applied Psychology*, *68*, 620-631.
54. Rynes, S. L., & Miller, H. E. (1983). Recruiter and Job Influences on Candidates for Employment. *Journal of Applied Psychology*, *68*, 147-154.
55. Schmidt, F. L., Greenthal, A. L., Hunter, J. E., Berner, J. G., Seaton, F. W., & Aaker, J. L. (1977). Job Sample vs. Paper-and-Pencil Trades and Technical Tests: Adverse Impact and Examinee Attitudes. *Personnel Psychology*, *30*, 187-197.
56. Schmit, M. J., & Ryan, A. M. (1997). Applicant Withdrawal: The Role of Test-Taking Attitudes and Racial Differences. *Personnel Psychology*, *50*, 855-876.
57. Schmitt, N., & Coyle, B. W. (1976). Applicant Decisions in the Employment Interview. *Journal of Applied Psychology*, *61*, 184-192.
58. Schneider, B. (1987). The People Make the Place. *Personnel Psychology*, *40*, 437-453.
59. Schreurs, B., Deros, E., De Witte, K., Proost, K., Andriessen, M., & Glabeke, K. (in press). Attracting Potential Applicants to the Military: The Effects of Initial Face-to-Face Contacts. *Human Performance*.
60. Schuler, H. (1993). Social Validity of Selection Situations: A Concept and Some empirical Results. In H. Schuler, J. L. Farr, & M. Smith (Eds.), *Personnel Selection and Assessment: Individual and Organizational Perspectives* (pp. 11-26). Hillsdale, NJ: Lawrence Erlbaum.
61. Schwab, D. P., Rynes, S. L., & Aldag, R. J. (1987). Theories and Research on Job Search and Choice. In K. Rowland & G. Ferris (Eds.), *Research in Personnel and Human Resource Management* (pp. 129-166). Greenwich, CT: JAI Press.
62. Slaughter, J. E., Zickar, M. J., Highhouse, S., & Mohr, D. C. (2004). Personality Trait Inferences About Organizations: Development of a Measure and Assessment of Construct Validity. *Journal of Applied Psychology*, *89*, 85-103.
63. Spence, A. M. (1974). *Market Signaling: Information Transfer in Hiring and Related Screening Processes*. Cambridge, MA: Harvard University Press.

64. Stevens, C. K. (1997). Effects of Pre-Interview Beliefs on Applicants' Reactions to Campus Interviews. *Academy of Management Journal*, 40, 947-966.
65. Taylor, M. S., & Bergmann, T. J. (1987). Organizational Recruitment Activities and Applicants' Reactions at Different Stages of the Recruitment Process. *Personnel Psychology*, 40, 261-285.
66. Truxillo, D. M., Steiner, D. D., & Gilliland, S. W. (2004). The Importance of Organizational Justice in Personnel Selection: Defining When Selection Fairness Really Matters. *International Journal of Selection and Assessment*, 12, 39-53.
67. Turban, D. B. (2001). Organizational Attractiveness as an Employer on College Campuses: An Examination of the Applicant Population. *Journal of Vocational Behavior*, 58, 293-312.
68. Turban, D. B., Forret, M. L., & Hendrickson, C. L. (1998). Applicant Attraction to Firms: Influences of Organization Reputation, Job and Organizational Attributes, and Recruiter Behaviors. *Journal of Vocational Behavior*, 52, 24-44.
69. Turban, D. B., & Greening, D. W. (1997). Corporate Social Performance and Organizational Attractiveness to Prospective Employees. *Academy of Management Journal*, 40, 658-672.
70. Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
71. Zajonc, R. B. (1968). Attitudinal Effects of Mere Exposure. *Journal of Personality and Social Psychology Monograph Supplements*, 9, 1-27.

DOCUMENT CONTROL DATA  
(Security classification of title, body of abstract and indexing annotation must be entered when the overall document is classified)

1. ORIGINATOR (the name and address of the organization preparing the document. Organizations for whom the document was prepared e.g. Establishment Sponsoring a contractor's report, or tasking agency, are entered in Section 8).  
D Strat HR  
Department of National Defence  
101 Colonel By Drive, 7ST  
Ottawa, ON K1A 0K2 CANADA

2. SECURITY CLASSIFICATION (overall security classification of the document, including special warning terms if applicable)  
Unclassified

3. TITLE (the complete document title as indicated on the title page. Its classification should be indicated by the appropriate abbreviation (S, C or U) in parentheses after the title)  
Military Recruitment : Definition, Outcomes and Antecedents

4. AUTHORS (last name, first name, middle initial)  
Syed Fariya

5. DATE OF PUBLICATION (month Year of Publication of document)  
December 2005

6a. NO OF PAGES (total containing information. Include Annexes, Appendices, etc.)  
15

6b. NO OF REFS (total cited in document)  
71

7. DESCRIPTIVE NOTES (the category of document, e.g. technical report, technical note or memorandum. If appropriate, enter the type of report e.g. interim, progress, summary, annual or final. Give the inclusive dates when a specific reporting period is covered.)  
Technical Memorandum

8. SPONSORING ACTIVITY (the name of the department project office or laboratory sponsoring the research and development. Include the address).

9a. PROJECT OR GRANT NO. (if appropriate, the applicable research and development project or grant number under which the document was written. Please specify whether project or grant.)

9b. CONTRACT NO. (if appropriate, the applicable number under which the document was written.)

10a. ORIGINATOR's document number (the official document number by which the document is identified by the originating activity. This number must be unique to this document.)  
DRDC CORA TM 2005-39

10b. OTHER DOCUMENT NOS. (Any other numbers which may be assigned this document either by the originator or by the sponsor.)

11. DOCUMENT AVAILABILITY (any limitations on further dissemination of the document, other than those imposed by security classification.)  
 Unlimited distribution  
 Distribution limited to defence departments and defence contractors; further distribution only as approved  
 Distribution limited to defence departments and Canadian defence contractors; further distribution only as approved  
 Distribution limited to government departments and agencies; further distribution only as approved  
 Distribution limited to defence departments; further distribution only as approved  
 Other (please specify):

12. DOCUMENT ANNOUNCEMENT (any limitation to the bibliographic announcement of this document. This will normally correspond to the Document Availability (11). However, where further distribution (beyond the audience specified in 11) is possible, a wider announcement audience may be selected.)

13. **ABSTRACT** (a brief and factual summary of the document. It may also appear elsewhere in the body of the document itself. It is highly desirable that the abstract of classified documents be unclassified. Each paragraph of the abstract shall begin with an indication of the security classification of the information in the paragraph (unless the document itself is unclassified) represented as (S), (C), or (U). It is not necessary to include here abstracts in both official languages unless the text is bilingual).

Recruitment of military personnel has become a concern internationally. In response to this concern, a NATO Task Group (TG) on Recruiting and Retention of Personnel was formed. This paper compiles some of the information gathered by the NATO TG on Recruiting and Retention of Personnel. In this paper, literature related to recruitment of personnel is reviewed with a focus on military personnel. A definition of recruitment is proposed, and, the recruitment variables that are expected to play a critical role in applicant attraction to the military are identified. Specifically, research related to recruitment outcomes and antecedents is described. Research findings are discussed along with gaps in the literature.

14. **KEYWORDS, DESCRIPTORS or IDENTIFIERS** (technically meaningful terms or short phrases that characterize a document and could be helpful in cataloguing the document. They should be selected so that no security classification is required. Identifiers, such as equipment model designation, trade name, military project code name, geographic location may also be included. If possible keywords should be selected from a published thesaurus, e.g. Thesaurus of Engineering and Scientific Terms (TEST) and that thesaurus-identified. If it is not possible to select indexing terms which are Unclassified, the classification of each should be indicated as with the title.)

- Recruitment
- Military
- Definition
- Antecedent
- Outcome





# 525107  
CA 627068

[www.drdc-rddc.gc.ca](http://www.drdc-rddc.gc.ca)