R&D Job Applicant Recruitment by Organizational Reputation

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1. Introduction

- **Human resources** would be a source for firms to **achieve sustainable competitive advantage(**Barney, 1991).

- **One of the key** determinants to maintain their competitiveness in the dynamic business environment(Abanumy & Alshitri, 2015; Kanama & Nishikawa, 2015).

- **Highly talented R&D workers** labor market for those workers is **very tight** (Benner, 2002).

- **The success in attracting** these job applicants may considerably depend on the extent to which they perceive their **employer to care for employee career and development**.

- We will examine how small and new technology firms' career-friendly HR practices would improve the **firms' reputation** and, as a result, recruit more **R&D job applications**.

2. Hypothesis Development

Career management HR practices	• Considerably concern their own career development;
↓ H1	• Greatly value employer support on employee career;
recruitment of R&D job applicants	• Approach theory of motivation.

- **H1: When a firm is more active for career management HR practices, the firm's recruitment for R&D job applicants will be more successful ([a] the amount of job applicant information [b] job applicants' job-pursuit intention).**

Career management HR practices	• Appreciate their Potential employer;
↓ H2	• Willingly join in recruitment processes;
Organizational Reputation	• Opportunities for personal development.

- **H2: When a firm is more active for career management HR practices, the firm's organizational reputation evaluated by R&D job applicants will be more favorable.**

2. Hypothesis Development

- **Psychological contract** is a social exchange construct defined as "an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party".

Organizational Reputation

↓ H3

- **Psychological contract**

recruitment of R&D job applicants
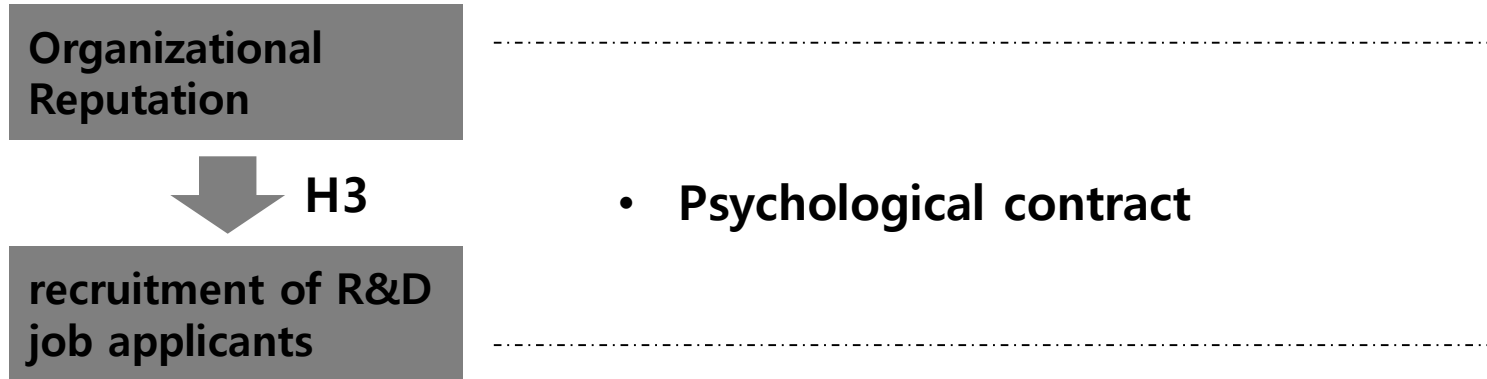
- **H3: When a firm's organizational reputation evaluated by R&D job applicants will be more favorable, the firm's recruitment for R&D job applicants will be more successful ([a] the amount of job applicant information [b] job applicants' job-pursuit intention).**

- **H4: a firm's organizational reputation evaluated by R&D job applicants will mediate the relationship between the firm's active use of career management HR practices and recruitment outcomes ([a] the amount of job applicant information [b] job applicants' job-pursuit intention).**

3. Method

3.1 Sample

Male	Female	Sophomore	Junior	Senior students
72%	28%	21(14.5%)	68(46.9%)	56(38.6%)

3.2 Measures

Career management HR practices (Guan, Zhou, Jian & Zhou, 2015); 11-item; Likert scale (1=strongly disagree; 5=strongly agree)	"this company has HR practices of career ladders and paths for employees."
Organizational reputation (Cable & Turban, 2003); 4-item; Likert scale (1=strongly disagree; 5=strongly agree)	"this company has a good reputation on campus in terms of supporting and caring for employee career."
Recruitment outcomes 1=less than 20%; 2=20-40%; 3=40-60%; 4=60-80%; 5=more than 80%	demographic information and several question to evaluate job applicants' abilities, values, personalities, and work styles
job applicant's job-pursuit (Turban & Keon, 1993); 3-item; Likert scale (1=strongly disagree; 5=strongly agree)	"I would be willing to attend an evening information session about this job."

4. Results

Table 1. Means, Standard Deviations, Reliabilities, and Correlations for Study Variables.

Variable	M	SD	1	2	3	4	5	6
1.Gender	1.28	0.45	(--)					
2.Year	3.24	0.69	-.28**	(--)				
3.CMHRP	3.16	0.75	-.02**	-.18**	(.92)			
4.OR	3.09	0.65	-.01**	-.08**	-.40**	(.73)		
5 RO1	3.99	0.66	-.04**	-.01**	-.36**	-.52**	(--)	
6.RO2	3.41	0.68	-.01**	-.03**	-.06**	-.18**	-.27**	(.92)

Note. n=144. * $p < .05$. ** $p < .01$. Reliabilities appear in parentheses along the diagonal.

CMHRP=career management HR practices; OR=organizational reputation; Recruitment outcome(RO)1=information amount from job applicants; RO2=job-pursuit intention.

4. Results

Table 2. Results of Hierarchical Multiple Regression Analysis.

Variable	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
	RO1	RO2	OR	RO1	RO2	RO1	RO2
Gender	-.01	-.02	-.07	-.01	-.07	(--)	-.05
Year	-.02	-.06	-.18*	-.04	-.06	(--)	-.02
CMHRP	-.06	-.37***	-.44***			(--)	-.17*
OR				-.18*	-.53***	(--)	-.46***
ΔR^2				-.08*	-.14**		-.03*
R^2	-.01	-.13***	-.19***	-.09*0	-.27**		-.30***

Note. n=144. * $p < .05$. ** $p < .01$. *** $p < .001$.

Recruitment outcome(RO)1=information amount from job applicants; RO2=job-pursuit intention; CMHRP=career management HR practices; OR=organizational reputation.

HR practices on job-pursuit intention significantly decreased (from ß=.44 to ß=.17; Sobel test=4.79, p<001)

4. Conclustion

- **Career management HR practices** would help firms to give job applicants favorable "career-friendly" images, which will result in **better recruitment outcomes**.
- **Career management HR practices** were found to **enhance career-friendly organizational reputation among R&D job applicants**, which **subsequently facilitated R&D job applicants** to more willingly pursue jobs in the firms.

4.1 Future research questions

- Researchers may investigate how successful recruitment achieved by career management HR practices and/or career-friendly organizational reputation would influence other HR effectiveness.

- Need to more integrate and refine organizational reputation studies.

4.2 Research limitations

- Sample consisting of all Koreans
- Not able to measure how many job applicants

Thank You