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The Relationships Among Recruiter Characteristics and Pre-and Post-hire Recruitment Outcomes

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THE RELATIONSHIPS AMONG RECRUITER CHARACTERISTICS AND PRE-

AND POST-HIRE RECRUITMENT OUTCOMES

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Abstract

Previous research on recruiter characteristics has generally focused on recruitment outcomes related to generating applicants and maintaining their interest. The current study expanded previous research by examining recruitment outcomes at pre- and post-hire stages of the recruitment process. These outcomes included time to fill position, job offer acceptance rate, job fit, job satisfaction, and retention. Findings indicate that recruiter conscientiousness compared to extraversion is most consistently associated with pre-hire outcomes such as time to fill position and accepting hiring recommendations. Conscientiousness was also related to note-taking in the interview. Recruiter informativeness and personableness were associated with hiring managers' and new hires' satisfaction with the hiring process. Finally, recruiter informativeness was related to new hires' post-hire attitudes.

Keywords: Recruiter characteristics, recruitment, selection, note-taking

Introduction

During the period of recruitment and selection, there are many opportunities for applicants and representatives of the organization to interact and exchange information (Breaugh, Macan, Grambow, 2008). One concern present throughout the literature is that many researchers categorize these interactions as being recruitment or selection focused when most interactions include elements of both. For example, during interviews, interviewers typically attempt to recruit the candidate on the merits of the organization and at the same time screen the candidate. This dual focus is not typical for research, which has largely focused on the selection aspects of the interview. However, the social interaction aspects are beginning to receive greater attention (Barrick, Swider, & Stewart, 2010).

An additional concern is that recruitment variables are being examined without considering the impact of other variables (Saks, 2005). For example, realistic job previews (RJPs) have been shown to have very small effects on retention (Phillips, 1998), yet the effect of RJPs are often examined without considering the recruitment source, an applicant's past job experience, or an applicant's familiarity with the organization (Breaugh, 2009). Failure to consider such variables may be one reason why we see such small effects (see Phillips, 1998).

The crux of these concerns has to do with how the recruitment process is viewed and studied. In general, most researchers and practitioners would agree that recruitment and selection are interrelated. Yet, they tend to be studied separately. For example, one recruitment activity, such as a job ad, likely moderates the effectiveness of other activities, such as an RJP, but these activities are usually studied separately. Breaugh

(2012) argued that the field would benefit by examining the recruitment process from an integrated perspective. This paper attempts to do so in two ways.

First, this study addresses the potential effects of recruiter characteristics but in a broader way than previous research[1]. Most research on recruiter characteristics concentrates on the effect of activities on applicant reactions and intentions. However, the recruiter can have an integral role in the entire recruitment process, which includes developing sourcing strategies, conducting interviews, and preparing newly hired employees to begin working. Throughout much of the process, corporate recruiters are the link between applicants and hiring managers, and they must manage relationships with both parties. There is considerable research regarding interactions between recruiters and applicants (see Chapman, Uggerlev, Carroll, Piasintin, & Jones, 2005) but very little is known about how recruiters interact with hiring managers. Previous measures of recruiter effectiveness have concentrated on applicant perceptions (e.g., informative recruiters are perceived to be effective; Connerley & Rynes, 1997). Research is sparse on other measures of recruiter effectiveness, such as time to fill a position, person-organization fit, and retention (Saks, 2005). This study will examine the importance of recruiter[2] characteristics for predicting pre- and post-hire outcomes including time to fill position, retention, and performance.

Second, this study investigates how various recruitment and selection practices interact during the staffing process. This is important given that it is difficult to separate

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[1] Causal terminology is used here and throughout the paper for stylistic purposes. The design of this study only allows for examination of relationships and not causality.

[2] As a point of clarity, I define recruiter as the individual responsible for making official contact with potential candidates, attending job fairs, receiving candidate resumes, posting job ads, conducting interviews and making hiring recommendations to hiring managers. Hiring managers may also participate in these activities but they are not required. Hiring managers have the responsibility to interview candidates screened by the recruiter and make the final hiring decision.

practices into strictly recruitment or selection focused (Breaugh, 2012; Dineen & Soltis, 2010). Typical selection practices have an element of recruitment. For example, applicants taking a cognitive ability test may react negatively and ultimately be less attracted to the organization and less likely to accept an offer (Macan, Avedon, Paese, & Smith, 1994). In this case, although the test is used for selection, it indirectly affects recruitment goals of attraction and offer acceptance. Additionally, the effects of one recruitment or selection practice may influence the effects of another practice. For example, research examining the effects of college placement offices has generally ignored the fact that students may have already been prescreened (Breaugh, 2009). In this case, prescreening eliminates certain types of applicants and changes the nature of the applicant pool. This study will investigate several areas in which recruitment and selection practices are likely to interact.

In summary, this paper takes an integrated perspective of recruitment and selection. It investigates recruiter characteristics and the interactions among recruitment and selection practices. I begin a discussion of the study by reviewing the recruitment process and general research on recruitment.

Recruitment

Breaugh and colleagues (Breaugh, 2012; Breaugh & Starke, 2000; Breaugh et al, 2008) described a recruitment process that involves four stages. Figure 1 shows a modified example of the stages described by Breaugh and colleagues. In the first stage, recruitment objectives are established. Objectives can focus on pre-hire and post-hire results. Pre-hire outcomes include time to fill positions, number of applicants, and number of employee referrals. Post-hire outcomes include performance, retention, and

person-organization fit. After establishing objectives, strategies for meeting objectives are developed. Once strategies are developed, activities are conducted to implement each strategy. In the last stage, objectives are measured to assess how well they were met. The organization's recruiting function is typically responsible for the maintenance and success of these stages. The current study focuses on the conducting activities stage.

In Figure 1, the conducting activities stage includes interactions in which information is exchanged from one party to another. Types of interactions can include TV commercials, job ads, websites, interviews, tests, job previews, and site visits. Selection practices are included at this stage because they are a form of interaction between the organization and applicant. Recruitment objectives and strategies clearly influence how selection decisions are made. For example, an objective to hire people with mechanical ability may require administering a mechanical abilities test to screen applicants. Similarly, if increased diversity in recruitment is desired, a banding approach might be used when scoring a cognitive ability test. In any case, establishing recruitment objectives and strategies guide recruitment and selection practices.

Barber (1998) described recruitment interactions in phases. These phases occur within the conducting activities stage of the model previously discussed. Barber categorized these interactions according to the organization's purpose. The phases include activities to (a) generate applicants, (b) maintain applicant interest, and (c) influence job choice.

In the first phase, organizations focus on the applicant population, or those who have not yet submitted an application but who have attributes and experiences targeted by the organization. The purpose is to create a pool of applicants from which to select qualified

future employees. Characteristics of this phase include very little personal contact, incomplete information, and screening (Barber, 1998). Common recruitment activities during this phase are referral programs and job ads through the newspaper, television, radio, or internet. Activities during this phase should communicate and present information in a way that will pique interest in the job and/or organization and subsequently lead to individuals submitting an application and joining the applicant pool.

Maintaining applicant interest involves the recruitment of specific individuals with the goal of selecting applicants who will receive a job offer (Barber, 1998). In this phase, companies engage in the process of identifying a subset of applicants from the applicant pool that they want to pursue. Part of this phase includes activities that provide applicants with additional information about the organization or job in an attempt to keep them interested (e.g., handing out brochures, sharing videos that provide realistic job previews). At the same time, the organization uses screening activities (e.g., interviews, selection tests) to gather additional information about applicants. Throughout this phase of maintaining interest, the candidate becomes more knowledgeable about the job, work environment, and culture while the organization becomes more aware of the skills and abilities of the applicant. As a result, applicants fine-tune their assessment of fit and organizations are able to narrow the pool of applicants (Breaugh et al., 2008).

After a job offer has been made, the organization begins the influencing job choice phase of recruitment (Barber, 1998). During this phase, applicants make decisions about accepting or rejecting a job offer. Up to this point in the recruitment process, applicants have typically interacted several times with the organization. Thus, activities from Barber's first two phases carry over to applicant decisions. Recruitment factors

influencing job choice include site visits, frequent communication, and building

relationships (Boswell, Roehling, LePine, & Moynihan, 2003). Recruiter characteristics

and behaviors as well as person-organization fit are related to job offer acceptance

(Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005). Finally, starting salary and the

speed of communication after a site visit also affect job offer acceptance (Breaugh et al.,

2008).

Recruiter Characteristics

Recruiters are an integral part of conducting recruitment activities and managing the

phases of these interactions. Their involvement includes writing and placing newspaper

ads, fielding inquiries, reviewing applications, conducting interviews, and making hiring

recommendations. A recruiter's characteristics or traits (e.g., personable, informative) are

important variables that may influence the effectiveness of those activities. Recruiter

characteristics are often discussed in reference to their relationship with applicant

perceptions and behavior. For example, research on recruiters and applicant decisions

tends to examine the effects of recruiter traits (Harris & Fink, 1987), recruiter

demographics (Goldberg, 2003), and recruiter effectiveness (Connerley, 1997; Stevens,

1998). However, because of their involvement in the process of recruitment, recruiters

have the potential to impact recruitment objectives in other ways.

Figure 2 presents a model of the role of recruiter characteristics. In the model,

recruiter characteristics are related to the implementation of recruitment and selection

practices, pre-hire outcomes, and post-hire outcomes. Additionally, each category builds

upon the other, such that post-hire outcomes are influenced by recruiter characteristics,

recruitment and selection practices, and pre-hire outcomes. Hypotheses within this study follow the general pattern depicted in Figure 2.

Recruiter characteristics relate to how recruitment and selection practices are administered. For example, resume screens are a common practice for recruiters. However, how the screen is conducted may depend on each recruiter (Fritzsche & Brannick, 2002). Additionally, how components of resumes are used may also be determined by individual differences among recruiters (McKinney, Carlson, Mecham, D'Angelo, & Connerley, 2003). Incorporating recruiter characteristics may help explain the usefulness of various recruitment and selection practices.

Recruiter characteristics also relate to the fulfillment of pre-hire objectives. Signaling theory is one explanation why recruiter characteristics should relate to pre-hire objectives. Signaling theory states that without specific information, job seekers will make inferences about unknown aspects of the job or organization (Spence, 1974). These inferences are drawn from multiple sources including recruiters (Chapman et al., 2005), word-of-mouth (Van Hoye & Lievens, 2009), and an organization's website (Braddy, Meade, & Kroustalis, 2006). When initial perceptions of the target (e.g., recruiters or websites) are positive, job seekers make positive inferences about other unknown characteristics. These positive inferences relate to decisions about pursuing employment (Chapman et al., 2005).

Signaling theory underlies much of the work on recruiter characteristics. In one early study, Harris and Fink (1987) found that applicants who perceived recruiters to be personable and informative were more attracted to the job and the firm and had stronger intentions to join the firm. Similarly, in a lab experiment testing signaling theory, Goltz

and Giannantino (1995) showed that inferences about unknown characteristics mediated the relationship between perceived friendliness of recruiters and attraction to the job. Finally, in their meta-analysis, Chapman et al. (2005) found that characteristics such as warmth, friendliness, informativeness, and credibility predicted job pursuit intentions and organizational attraction. They further showed that these intentions and attitudes mediated the effect of recruiter characteristics on job choice.

Recruiter characteristics are also related to perceptions of recruiter effectiveness. For example, Connerley and Rynes (1997) found that applicants felt recruiters were more effective when they were personable, informative, and asked tough questions. Additionally, Macan and Dipboye (1990) showed that perceptions of effectiveness were important because they predicted evaluations of the company and firm. They found that applicants who saw recruiters as effective were more likely to accept an offer.

These studies highlight the importance of recruiters in generating applicants and maintaining their interest. In general, the research indicates that applicants make inferences and form attitudes about the organization or job based, in part, on their interaction with recruiters. Based on these inferences and subsequent attitudes, applicants make decisions about accepting or rejecting job offers. These decisions affect many pre-hire outcomes.

Post-hire objectives are also likely related to recruiter characteristics. Of all the members of the organization, recruiters are often in contact with applicants the most. They have frequent opportunities to provide realistic information to applicants. Therefore, characteristics that facilitate the sharing of realistic information would be important for applicants as they develop expectations about the future job and form

attitudes post-hire. Without realistic expectations, the probability for dissatisfaction and turnover increases (Wanous, Poland, Premack, & Davis, 1992).

With so much previous focus on applicant perceptions and attitudes, the impact of recruiter characteristics on other outcomes of the recruitment process has gone largely untested (Lievens & Chapman, 2009). This is particularly the case with post-hire outcomes, such as fit and satisfaction (Breaugh et al., 2008) and objective pre-hire outcomes, such as time to fill and number of applicants (Saks, 2005). This study's primary focus is on objective pre-hire outcomes and post-hire outcomes. For objective pre-hire outcomes, recruiters are important because of their ability to manage the recruitment process and their ability to build relationships with applicants and hiring managers. For post-hire outcomes, there are two reasons why recruiter characteristics might matter. First, recruiters can provide realism and insight to applicants. Second, recruiters can reduce anxiety associated with selection.

Pre-Hire Outcomes

For organizations, the size of the applicant pool, number of minority applicants, number of referrals, and time to fill rates are key recruitment objectives (Saks, 2005). These pre-hire outcomes are directly tied to bottom-line results. For example, the larger the applicant pool relative to the number of hires, the more utility a single selection test will provide (Murphy, 1986). In addition, the shorter the time between opening a position, which begins the staffing process, and filling that position, the less money is spent on temporary workers and a recruiter's time filling that position.

Even though objective recruitment outcomes are important to organizations, little is known about practices that influence them (Saks, 2005). Moreover, there is a lack of

research on what role recruiters play in achieving objective recruitment outcomes (Lievens & Chapman, 2009). This gap needs to be addressed because recruiters are integral in the recruitment and selection process. By discovering which recruiter characteristics predict objective outcomes, organizations can focus hiring and training efforts on essential recruiter characteristics and behaviors. Given their documented importance in other contexts (e.g., employee selection), the proposed research focuses on extraversion and conscientiousness as important recruiter characteristics to achieving pre-hire outcomes. These characteristics have not been examined in relation to recruitment outcomes.

In addition to quantity of applicants and time to fill positions, corporate recruiters are concerned with hiring managers accepting their recommendations. Hiring managers can be considered internal customers of recruiting departments. This is especially the case in firms that give discretion to the hiring manager to accept or reject the hiring recommendation from the recruiter.

Hiring managers accepting hiring recommendations from recruiters represents a key point in the selection process and many pre- and post-hire measures of recruiter effectiveness are related to this decision. Figure 3 presents a framework for the relationship among recruiter characteristics, recruitment and selection practices, and pre- and post-hire outcomes. For the sake of simplicity, Figure 3 does not include all hypotheses discussed in this paper. Specific relationships depicted in the figure, as well as additional relationships are discussed throughout the paper.

Note that the figure follows the same pattern as Figure 2. Recruiter characteristics include conscientiousness, extraversion, personableness, and informativeness.

Recruitment and selection practices include note-taking, contact with the hiring manager, contact with the applicant, and similar job experience. Pre-hire outcomes include time to fill position, hiring manager acceptance of the recruiter's hiring recommendation, and offer acceptance rate. Post-hire objectives include perceived fit, job satisfaction, job performance, retention, hiring manager satisfaction with the hiring process, and new hire satisfaction with the hiring process.

Extraversion. Extraversion is characterized by being sociable, talkative, and active. A person high in extraversion enjoys being around others and engaging new people. Conversely, someone low in extraversion tends to hang back before engaging new people. In general, research shows that extraversion predicts performance in jobs that require interaction with others (Barrick & Mount, 1991; Mount, Barrick, & Stewart, 1998). This is particularly the case for sales jobs (Vinchur, Schippmann, Switzer, & Roth, 1998). The literature on sales management indicates that building customer relationships is a key strategy for customer satisfaction and sales performance (Weitz & Bradford, 1999). In particular, this strategy involves increased salesperson knowledge, speed of response, breadth and depth of communication, and products/services offered (Jones, Brown, Zoltners, & Weitz, 2005). These strategies are similar to recruitment strategies (see Breaugh, 2012; Dineen & Soltis, 2010; Rynes & Cable, 2003).

Similarly, the Occupational Information Network (O*NET) reports that recruiters and sales agents share a number of important work activities. Two that are of interest in this paper are interacting with others outside the organization and maintaining relationships. Importance ratings on O*NET indicate that for both occupations these work activities are rated between *very important* and *extremely important*.

For recruiters, interaction with candidates occurs through job fairs, interviews, or site visits. Recruiters are also responsible for interacting with hiring managers. The context of these interactions is different, but the goal is the same. Part of a recruiter's job is to 'sell' the organization to the candidate and the candidate to the hiring manager. Because of their sociable nature, extraverts should tend to have frequent contact with hiring managers. They should feel comfortable contacting hiring managers on a regular basis. In a study on expatriates and social ties, Johnson, Kristof-Brown, Van Vianen, and De Pater (2003) found that extraversion was related to the frequency of contact with other expatriates. Extending these results, we can infer that extraverted recruiters should have frequent contact with applicants and hiring managers. We can also surmise that because extraverts are comfortable speaking with people and interacting socially that they should have quality interactions with others – especially in a "sales" type interaction. Furthermore, given the similarity between the two jobs and thinking of the hiring manager as a customer, extraversion should also be important for recruiter success.

> Hypothesis 1a: Recruiter extraversion will be positively related to amount of contact recruiters have with hiring managers.

> Hypothesis 1b: Recruiter extraversion will be positively related to quality of contact[3] recruiters have with hiring managers.

> Hypothesis 2: Recruiter extraversion will be positively related to the hiring manager's acceptance of the recruiter's hiring recommendation.

Building and maintaining relationships is also an important recruiter activity. In sales, relationship building is emphasized because firms can create long-term commitment with

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[3] Quality of contact between recruiters and hiring managers was added at the committee's recommendation. It is included in additional hypotheses as well.

customers (Weitz & Bradford, 1999). In recruitment, applicant relationships with

recruiters are important because they can maintain the applicant's interest in the job

(Rynes et al., 1991). Extraversion is an important characteristic because it is related to

relationship building behaviors (Wanberg & Kammeyer-Mueller, 2000). It seems clear

that behaviors associated with extraversion will create opportunities to make friendships

and build relationships with others. This is especially true in cases where there is limited

time allowed for interpersonal interaction. Extraverts should be adept at building

relationships quickly. This concept is important for recruiters as they interact with

applicants and hiring managers.

Contacting hiring managers and building a relationship with them is especially

important for recruiters who will be making hiring recommendations about candidates.

For those recommendations to be meaningful, hiring managers must trust recruiters. An

individual trusts another when he/she feels that the other person has good intentions and

has their interests at heart (Rousseau, Sitkin, Burt, & Camerer, 1998). McAllister (1995)

found that the frequency of interpersonal interaction was associated with the amount of

trust in the relationship. Given the short timeframe for interactions with hiring managers,

recruiters must develop relationships relatively quickly. Frequent contact should create

opportunities for trust to develop and result in hiring managers accepting the

recommendations of recruiters. Furthermore, the quality of the interactions will also be

important for hiring managers accepting recommendations.

> Hypothesis 3a: The amount of contact recruiters have with hiring managers will be positively related to the hiring manager's acceptance of the recruiter's hiring recommendation.

Hypothesis 3b: The quality of contact recruiters have with hiring managers will be positively related to the hiring manager's acceptance of the recruiter's hiring recommendation.

Hypothesis 4a: The amount of contact recruiters have with hiring managers will partially mediate the relationship between recruiter extraversion and the hiring manager's acceptance of the recruiter's hiring recommendation.

Hypothesis 4b: The quality of contact recruiters have with hiring managers will partially mediate the relationship between recruiter extraversion and the hiring manager's acceptance of the recruiter's hiring recommendation.

Conscientiousness. Individuals characterized as conscientious tend to be seen as dependable, organized, persistent, and achievement oriented. Of the Big Five personality dimensions, conscientiousness tends to have the strongest relationship with overall performance (Barrick & Mount, 1991; Hough & Furnham, 2003). For recruiters, conscientiousness is important because of the planning requirements of the job. Recruiters must integrate information from multiple sources such as resumes, applications, interview notes, and hiring manager notes. Recruiters who are able to take an organized and methodical approach to managing the recruitment process should be better at achieving recruitment objectives. For example, time to fill position is a time sensitive measure that requires planning when to conduct interviews, hold consensus meetings, and follow-up with applicants and hiring managers. Planning is essential to limiting the duration between the time when the position is opened to the time when it is filled. On top of that, recruiters must be able to manage this process for multiple applicant pools and positions at the same time. For each position, recruiters must maintain notes from meetings with hiring managers as well as interview notes from the respective candidates. A conscientious recruiter will be able to organize effectively the

process of recruitment for positions, as well as decisions about applicants. As a result, hiring managers should be more willing to accept recommendations and time to fill should be lower.

> Hypothesis 5: Recruiter conscientiousness will be positively related to the hiring manager's acceptance of the recruiter's hiring recommendation.

> Hypothesis 6: Recruiter conscientiousness will be negatively related to time to fill position.

Conscientiousness, because of its emphasis on order, planning, and perfectionism, is likely to be related to taking thorough notes and contacting hiring managers more frequently. Achievement striving and duty, two components of conscientiousness, help explain why conscientious recruiters would take more notes and have frequent contact with hiring managers. Moon (2001) argued that when under the purview of others, those who are achievement strivers or dutiful will exhibit conscientious behaviors. Doing so helps the individual look good (achievement striving) and supports the work of others (dutifulness).

Note-taking is a component of structured interviewing (Campion, Palmer, & Campion, 1997) and recruiters who are high in conscientiousness should be concerned about taking good notes because conversations they have with others will be based on these notes and the notes will represent their work product. In addition, contact with hiring managers will allow more opportunities for demonstrating achievements in the recruitment process and supporting the work of the hiring manager. Taking notes during the interview and contacting the hiring manager frequently should help demonstrate recruiters' achievement and support the work of others.

> Hypothesis 7a: Recruiter conscientiousness will be positively related to the amount of contact the recruiter has with the hiring manager.
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> Hypothesis 7b: Recruiter conscientiousness will be positively related to the quality of contact the recruiter has with the hiring manager.
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> Hypothesis 8a: Recruiter conscientiousness will be positively related to the amount of notes taken by the recruiter.
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> Hypothesis 8b: Recruiter conscientiousness will be positively related to the quality of notes taken by the recruiter.

Literature on note-taking as a part of the employment interviews indicates that note-taking is beneficial for memory and recall (Middendorf & Macan, 2002), validity (Burnett, Fan, Motowidlo, & DeGroot, 1998), and avoiding bias (Biesanz, Neuberg, Judice, & Smith, 1999). Given these benefits, it is important to understand how note-taking might aid recruitment activities and relate to recruitment objectives.

A consensus meeting between recruiters and hiring managers is one activity that likely benefits from note-taking. In the consensus meeting, each interviewer can review notes and ratings to discuss responses to each question. Sharing notes during this time helps focus the discussion on responses to interview questions (Klehe & Latham, 2005). Even reviewing notes before the meeting should help the memory and recall of interviewers as they discuss candidates (Middendorf & Macan, 2002). By taking quality notes and relying on them to discuss candidates, recruiters should be more likely to persuade hiring managers to accept their recommendations.

Notes may be beneficial for influencing hiring manager decisions because hiring managers are invested personally in selecting strong candidates. Notes that include

specific information will be very useful in consensus discussions because hiring managers will likely want to hear specific observations about each candidate. The decision to extend job offers is highly relevant to a hiring manager's work – hiring managers can often become the candidate's supervisor or work within the same department. It is important that recruiters take quality notes that enable them to give specific information and provide reasons for their recommendations. When information is personally relevant, individuals are more likely to rely on arguments and data to make decisions instead of peripheral cues (Petty, Cacioppo, & Goldman, 1981). Note-taking could aid recruiters in crafting arguments that rely on data to discuss strengths and weakness of candidates and provide reasons for their recommendations.

There are many strategies for taking notes and the content of notes varies. Burnett et al. (1998) discussed five content dimensions to evaluating the types of notes in employment interviews. These dimensions include behavioral, dispositional, contextual, procedural, and judgmental. These researchers found that behavioral notes were the most predictive of future performance while procedural notes were the least predictive and were even associated with lower validity coefficients for interviews.

Order, planning, and perfectionism define conscientiousness. Thus, it is likely that conscientiousness is related to taking notes on multiple content dimensions. Because recruiters high in conscientiousness should be concerned about taking thorough notes, their notes should cover more of the content dimensions described by Burnett et al. (1998).

> Hypothesis 8c: Recruiter conscientiousness will be positively related to the number of note-taking content dimensions recorded by recruiters.

Middendorf and Macan (2002) used the dimensions in Burnett et al. (1998) but included strategies for note-taking. Strategies included key points, where only main ideas are noted, and conventional or verbatim notes, where much of what the candidate said is recorded. They found that memory and recall was more accurate when conventional note-takers recorded behavioral, dispositional, and contextual notes. Increased memory and recall can be especially important when recruiters interview many candidates and there are significant time lapses between interviews and consensus meetings.

In terms of accepting recruiter recommendations, behavioral note-taking may be most important. Behavioral notes focus on experience and help interviewers recall what candidates said (Middendorf & Macan, 2002). For the same reason, quality of notes should be important to recruiters as they discuss candidates with hiring managers. Reviewing how applicants have demonstrated performance dimensions in the past should be appealing to hiring managers and could potentially build better arguments for recruiters as they make recommendations.

> Hypothesis 9a: Behavioral note-taking by recruiters will be positively related to the degree hiring managers accept recruiter hiring recommendations.

> Hypothesis 9b: Quality notes will be positively related to the degree hiring managers accept recruiter hiring recommendations

> Hypothesis 10a: Behavioral note-taking will partially mediate the relationship between conscientiousness and the hiring manager's acceptance of the recruiter's hiring recommendation.

> Hypothesis 10b: Quality notes will partially mediate the relationship between conscientiousness and the hiring manager's acceptance of the recruiter's hiring recommendation.

Recruiter recommendations. Finally, the acceptance of recruiter recommendations is an important piece to achieving post-hire objectives of the recruitment program. In some organizations, hiring managers are responsible for the final hiring decision and may choose to accept recruiter recommendations or decline recommendations and hire someone else. In this case, hiring managers are not required to hire the person recommended by the recruiter. They are able to select the person they feel is best for the job – even if this conflicts with the recruiter's recommendation[4]. Hiring managers who accept recommendations when not required to do so may recognize their inexperience and/or lack of expertise in evaluating and selecting candidates. When hiring managers discount the input of recruiters, recruitment objectives may go unrealized. Some hiring managers who do not accept recommendations may think they "have a feeling" about a candidate or want to select someone for reasons that are unrelated to the job. On the other hand, hiring managers may have job related reasons for their selection choices. Rejecting the recommendation of recruiters does not mean the hiring manager ignored the results of appropriate selection devices.

However, recruiters should be more accurate in their choices than hiring managers for several reasons. First, there is typically more influence on recruiters to adhere to structured interviews. This is important because structured interviews are more valid than unstructured interviews (Huffcutt & Arthur, 1994). Second, recruiters have more experience using selection tools such as interviews. Therefore, they should be more willing than hiring managers to rely on mechanical methods for selection – given organization support for mechanical methods. The reliance on mechanical methods for

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[4] Organizations obviously vary in the degree of freedom given to hiring managers to make the final hiring decision. Hiring managers in the organization at which this study took place have the discretion to hire the applicant they select and can ignore recruiters' recommendations.

selection is associated with better hiring decisions (Highhouse, 2008). Third, recruiters

are more likely to have participated in interview training. Unfortunately, because many

hiring managers only make hiring decisions occasionally it is unlikely they participate in

training as extensively as recruiters do. This is important because interview training is

associated with making better hiring decisions (Huffcutt & Woehr, 1999). Recruiting

departments often have ongoing training and monitor interviewers.

> [5]Hypothesis 11a-b: The hiring manager's degree of acceptance of the recruiter's hiring recommendation will be positively related to the new hire's perception of (a) fit and (b) satisfaction.
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> Hypothesis 11c: The hiring manager's degree of acceptance of the recruiter's hiring recommendation will be positively related to the supervisor's rating of the new hire's job performance.
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> Hypothesis 11d: The hiring manager's degree of acceptance of the recruiter's hiring recommendation will be positively related to the retention of the new hire.

Post-Hire Outcomes

As mentioned earlier, recruiter characteristics are important to post hire outcomes and

these relationships are rarely studied empirically (Breaugh, et al. 2008; Lievens &

Chapman, 2009). The following discussion will focus on the recruiter characteristics that

lend themselves to conveying realism/insight to applicants and reducing anxiety in

applicants and hiring managers. Conveying realism and reducing anxiety may be

mechanisms that link recruiter characteristics to outcomes.

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[5] The wording of hypotheses were modified from the original proposal for the sake of clarity. This required separating out several components of each hypothesis. The intention of each hypothesis was not changed. This practice occurs throughout the paper. Additionally, I removed hypotheses from this section that proposed accepting recruiter recommendations mediated the relationship between extraversion/conscientiousness and post-hire outcomes. After further review and discussion, the mediation hypotheses did not seem justified theoretically.

Informativeness and personableness. It is clear from the literature that the ability to provide realism is important to applicant attraction and perceptions of effectiveness. Recruiters can provide realism and insight by conveying detailed information about the job and organization. Providing this information is important because applicants frequently lack insight about the job and work environment (Breaugh & Starke, 2000). Conveying realism should increase the likelihood that applicants have accurate job expectations. When expectations are unrealistic, dissatisfaction, lack of fit, and withdrawal may result. In a meta-analysis, Wanous et al. (1992) found that met expectations predicted job satisfaction, commitment and turnover intentions. Results for predicting actual turnover were less strong. This is not surprising since actual turnover is not as proximal to met expectations as job satisfaction and turnover intentions are.

Realism is also important for person-environment fit. Candidates often make employment decisions based on how well they fit with the job or organization. Realistic descriptions of the future environment provide insight to candidates to aid their decision. If the information is unrealistic or incomplete, pre-hire perceptions of fit may be inaccurate. This will create a situation in which the post-hire environment is not what was expected and there will be misfit.

Increased insight is critical to post-hire satisfaction and fit because initial perceptions create expectations. If expectations are inaccurate, dissatisfaction and turnover are likely outcomes (Wanous et al., 1992). Perceptions are more likely to be accurate when individuals have sufficient insight into the environment and their own needs. To address this need for insight into the environment, organizations create opportunities for applicants to learn about the job through realistic job previews, site visits, and

conversations with incumbents. Another key resource for applicants is recruiters. Informative recruiters should be better equipped to provide information on the work environment as a whole, as well as information that is of greater detail for narrow topics of the work environment.

Although critical to candidate decisions, a recruiter's ability to provide detailed and thorough information does not always equate to conveying realism. Essentially, recruiters perceived as informative could end up providing detailed yet unrealistic information, which would also create unrealistic expectations. Applicants may still consider the recruiter informative in a pre-hire context, but after gaining experience, post-hire, they may realize that the recruiter was not providing accurate information. However, given a recruiter can focus on one position or has sufficient understanding of the job, accidental misinformation should be unlikely. Additionally, when recruiters are rated by new hires they recruited, ratings could be poor if recruiters provided inaccurate information. This is an incentive to provide detailed and accurate information. Under these conditions, the likelihood of inaccurate information is reduced. Furthermore, if candidates lack information, realistic or not, they may feel accepting the offer is taking too much of a chance, especially if they have opportunities with other companies and jobs that they know more about. Informative recruiters should have higher rates of job offer acceptance. Furthermore, recruiter informativeness should also be related to post-hire outcomes that rely on detailed information.

> Hypothesis 12: Recruiter informativeness will be positively related to the job acceptance rate for a position.

> Hypothesis 13: Recruiter informativeness will be positively related to a new hire's perception of (a) fit and (b) satisfaction, and (c) the new hire's retention.

In addition, the benefits of providing detailed information should be most pronounced when conveyed over multiple interactions. Earlier in the paper, contact with hiring managers was discussed as an important part of the recruiter's job and should be related to successful outcomes. Likewise, regular contact with applicants is important. Communicating information throughout the process of recruitment provides applicants with a richer understanding of the position (Breaugh et al., 2008). The frequency and quality of contact applicants have with recruiters the more likely it is that their questions will be addressed and additional information provided. Contact with applicants should be related to post-hire outcomes associated with realism and will add to the effect of informativeness on post-hire outcomes.

> Hypothesis 14a-c: The amount of contact recruiters have with applicants will be positively related to the new hire's perception of (a) fit and (b) satisfaction, and (c) the new hire's retention.

> Hypothesis 14d-f: The quality of contact recruiters have with applicants will be positively related to the new hire's perception of (d) fit and (e) satisfaction, and (f) the new hire's retention.

> Hypothesis 15a-c: The amount and quality of contact recruiters have with applicants will predict additional variance in the new hire's perception of (a) fit and (b) satisfaction, and (c) the new hire's retention beyond the effect of recruiter informativeness.

Through interactions with applicants, recruiters administer selection tests and other screening devices. Applicants may have strong reactions to such procedures. Reactions to the staffing process relate to a myriad of attitudes and behaviors targeted at the organization (Hausknecht, Day, & Thomas, 2004). Because recruiters are central to the

administration of the recruitment and selection process, they likely contribute to positive and negative applicant reactions (Rynes, Bretz, & Gerhart, 1991). Typical reactions include attraction to the organization, anxiety about selection, and disinterest in the position. Boswell, Roehling, LePine, and Moynihan (2003) found that the reactions to recruiters tended to be the strongest when recruiters demonstrated negative behaviors or attitudes. In their study, 51% of respondents indicated negative recruiter behaviors and attitudes impacted their job choice decisions. They cited disorganization, lack of information, and lack of interest as key behaviors or attitudes that led to job choice decisions. Only 8% of respondents reported that positive recruiter behaviors or attitudes contributed to their decisions. Recruiter behaviors appeared to influence applicant reactions and seemed to factor into applicant decisions.

Another reason why recruiter characteristics are important for recruitment is that they may reduce applicant anxiety. From an applicant's perspective, participating in selection can be stressful and anxiety invoking. Increased anxiety during selection is associated with poor interview (McCarthy & Goffin, 2004) and test performance (McCarthy & Goffin, 2005). Friendly interactions may help to reduce that anxiety. Some anxiety in the selection process probably occurs with hiring managers as well (Landy & Conte, 2007). Obviously, hiring managers are concerned about who they hire and are likely anxious about conducting the process correctly and legally. Anxiety about selection could influence how candidates and hiring managers react and make subsequent decisions.

In terms of applicants, Carless and Imber (2007) found that recruiter characteristics such as warmth, friendliness, and humor were negatively related to applicant anxiety after the interview. In fact, they found post interview anxiety mediated the relationship

between recruiter characteristics and applicant attraction. Their study shows the importance of recruiter characteristics in creating conditions for positive reactions from applicants.

Informative and personable recruiters should help reduce the anxiety of new hires. The literature on interactional justice explains why this might occur. Interactional justice refers to the quality of interpersonal treatment when procedures are implemented (Bies & Moag, 1986). There are two types of interactional justice. The first is interpersonal justice, which refers to the way people are treated by others who are administering procedures or outcomes (Greenberg, 1990) The second is information justice, which reflects the manner in decisions are explained and why certain procedures are used (Greenberg, 1990). In both cases, it is not the outcome that is important, but how outcomes or procedures were explained.

Research indicates that interactional justice predicts outcome satisfaction, job satisfaction, and negative reactions (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Interactional justice is also an important component to explaining perceptions of fairness in selection (Gilliland, 1993). Gilliland (1993) contended that honest explanations and feedback about the selection process contribute to applicants' overall perception of fairness in selection. Likewise, two way communication and the interpersonal effectiveness of the administrator feed into perceptions of fairness in selection. Fairness perceptions lead to reactions during the hiring process (e.g., acceptance decisions, test motivation) and after the hiring process (e.g., performance, satisfaction).

Based on Gilliland's (1993) model of justice and fairness in selection, informative recruiters are likely to more effectively prepare applicants and hiring managers for the

selection procedures because they will provide more information about the process.

Informative recruiters should give the necessary information and explain why a

procedure is used, while personable recruiters should convey decisions and expectations

in a friendly way. Informative recruiters likely reflect informational justice and

personable recruiters likely reflect interpersonal justice. Tapping each form of justice

likely reduces the anxiety about how selection procedures are implemented and

contributes to positive reactions from new hires – including satisfaction with the process

and remaining a candidate.

> Hypothesis 16: Recruiter informativeness will be positively
> related to new hire satisfaction with the recruitment process
> (after hire).

> Hypothesis 17: Recruiter personableness will be positively
> related to new hire satisfaction with the recruitment process
> (after hire).

In a similar fashion, hiring managers are generally required to adhere to specific

procedures to ensure they hire the best candidate while remaining true to legal and

organization requirements. Feelings of anxiety are likely for hiring managers who are

unfamiliar with the recruitment process (Landy & Conte, 2007). Informational and

interpersonal justice should play a part in hiring managers' reactions to the process.

Informative recruiters will be able to explain why certain procedures are necessary, such

as conducting structured interviews or consensus meetings. Personable recruiters should

help hiring managers feel at ease with the process. Having someone answer questions and

guide the process in a warm and friendly manner should reduce the anxiety and stress

associated with making a hiring decision and increases a manager's satisfaction with the

recruiter.

Hypothesis 18: Recruiter informativeness will be positively related to hiring manager satisfaction with the recruitment process (after hire).

Hypothesis 19: Recruiter personableness will be positively related to hiring manager satisfaction with the recruitment process (after hire).

It should be noted that informativeness may actually stem from conscientiousness. It is likely that conscientiousness leads to informative behaviors that ultimately provide realism and reduce anxiety. In this sense, conscientiousness may be an antecedent of informativeness. Likewise, extraversion may lead to personable behaviors and is an antecedent of personableness. Although not portrayed in this paper (see Figure 3), another way to conceptualize recruiter characteristics would be a model that includes the causal ordering of recruiter characteristics[6].

In addition to recruiter characteristics, recruitment practices that contribute to clarity of the process and reduced anxiety may have similar effects. Boswell et al. (2003) showed that follow-up was an important practice associated with positive applicant decisions. In their sample, 46% indicated that follow up behaviors such as frequent contact, prompt responses, and cards influenced decisions. Continuing with the same principles of interpersonal and informative justice, follow-up and contact may also relate to hiring manager and applicant post-hire satisfaction with the recruitment process. Recruiters who proactively contact applicants will be able to answer more questions and provide more information, which should reduce anxiety and lead to positive post-hire reactions.

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[6] Future research may want to consider modeling recruiter characteristics in this fashion, as well as looking at the interactions or combined effects of recruiter characteristics.

In the same way, recruiters who follow-up with hiring managers to review the status of applicants, discuss timelines, and help prepare them for interviews will be able to provide more information and training. These practices should help reduce anxiety and increase the satisfaction with the hiring process. Furthermore, increased contact should help build relationships between hiring managers and recruiters.

> Hypothesis 20a-b: The (a) amount and (b) quality of contact recruiters have with hiring managers will be positively related to the hiring manager's satisfaction with the recruitment process (after hire).

> Hypothesis 20c-d: The (c) amount and (d) quality of contact recruiters have with applicants will be positively related to the applicant's satisfaction with the recruitment process (after hire).

In summary, recruiters play a central role in the recruitment and selection process. This study is different from previous research in that the focus is on objective pre-hire outcomes as well as post-hire outcomes. Previous research has been limited to pre-hire outcomes such as applicant reactions and behaviors. In addition, this study will attempt to show that recruiter characteristics relate to the administration of recruitment and selection practices and that these practices are important to pre- and post-hire outcomes.

Recruitment and Selection Practices

As mentioned earlier, this study investigates the interaction of selection and recruitment variables. Understandably, much of the work with selection devices has focused on predicting job performance while little has been done explaining how those devices may interact with recruitment efforts. One selection device that may have implications for recruitment outcomes and activities is biodata. Biodata is generally understood as historical events or experiences that shape a person's behavior or identity

(Mael, 1991). Research shows that biodata predicts job performance (Schmidt & Hunter, 1998) and turnover (Barrick & Zimmerman, 2005).

There are several theories about why biodata is predictive of employee behavior. The underlying theme is that through experience individuals change (Breaugh, 2009). This includes changes in personality, patterns of behavior, ability, and interests. Mumford and colleagues (Mumford & Owens, 1987; Mumford & Stokes, 1991) argue that through choices and subsequent experiences, individual attributes develop and change. In a similar vein, Mael (1991) contends that experience influences a person's propensity to define oneself in terms of membership in social categories. This social identification then influences how individuals act and create behavioral patterns. Thus, biodata items target the personal attributes and behavioral patterns formed from experience.

A candidate's work experience is a typical form of biodata. Quinones, Ford, and Teachout (1995) developed a framework to categorize how experience is measured. In their framework, they explained that work experience varies along dimensions of specificity (task, job, organization) and mode of measurement (amount, time, type). They found that previous experience approximating the work in terms of tasks and frequency showed the highest relationship to job performance. In addition, they found that experience was more predictive of objective work performance than subjective work performance.

The work by Quinones et al. (1995) has important implications for framing and coding biodata items. The framing of biodata items may change the usefulness of the biodata measure (Breaugh, 2009). For example, if the criterion is job performance, framing biodata items that more closely approximate specific tasks within the job may be

more predictive than framing items that simply reference time in a related job. Similarly, for some jobs, the type of college degree may not be as important as the extent to which an applicant took relevant courses or participated in relevant extra-curricular activities.

Quinones et al. (1995) focused their work on job performance. However, depending on the criterion, items that reference specific tasks or the frequency of experience may not be the most predictive. The criterion of person-organization fit is an example. Briefly defined, person-organization fit is the compatibility between a person's interests, abilities, or personality and the organization's needs or personality (Kristof, 1996). For this criterion, experience with required tasks may not be as important as experience in similar working conditions. In this case, an organization level specificity and the type of experience may be more important because they reference experience in similar organizations rather than similar tasks. Following this logic, this study will focus on different methods of coding experience for use in predicting the achievement of recruitment objectives.

Clearly, selecting high performing employees and keeping them at the organization are important recruitment objectives as well as necessary criteria for showing the benefits of a selection tool. However, experience may predict other recruitment outcomes such as time to fill, fit, or satisfaction. Figure 4 shows the relationship between similar experience and pre- and post-hire recruitment outcomes.

The idea that experience predicts how applicants will behave in pre- and post-hire situations has implications for targeted recruitment. Targeted recruitment involves choosing what types of employees to attract, where to find them, and how to reach them. Although a practical concern for organizations, research on targeting is sparse (Barber,

1998; Breaugh et al., 2008; Ployhart, Schneider, & Schmitt, 2006). A typical targeting strategy is to seek out those who have previous experience in a certain position. The thought is that experienced applicants will already have the necessary skills and abilities (Barber, 1998). Another reason why this is important is that through certain experiences applicants will have insight into the job or organization.

An extension of the theoretical rationale for using previous experience in the selection process is that through different experiences individuals gain insight. It is this insight that aids an individual in their job search and socialization. For recruitment, previous experience can signal the amount of insight an applicant has, which will impact various recruitment practices and outcomes. Using previous experience as a proxy for applicant insight may prove useful for creating a strong targeted recruitment strategy.

Breaugh et al. (2008) described three levels of position insight and the extent of insight available to certain groups. These levels are job tasks, work group, and organization. Breaugh et al. contended that former employees would have the greatest insight across all three levels. Temporary employees and those who participated in internships would also have good insight. Those applicants working in similar jobs would have good insight into the tasks but not the work group or organization. In contrast, applicants with family members or friends at the organization would have good insight into the organization but not as much into the job tasks or work group.

By focusing on insight, researchers and practitioners can develop biodata items that will be important for pre- and post-hire recruitment objectives. In this study, work experience and accomplishments were examined in terms of similarity to the job and working environment. Applicants with similar past experience should be seen as more

qualified by recruiters. As a result, it is likely that recruiters will screen resumes for those with similar experience. To the extent that candidates with similar experience are found in the applicant pool, the time required to fill a position will be faster than if applicant pools lacked candidates with a great deal of similar experience. One way to determine this, if rejected candidates are unavailable, is to correlate the new hire's level of similar experience with the time required to fill the position[7].

In addition, those with similar job experience should have a better idea of what the job is like. They should be more willing to accept offers given the fact that they remained in the applicant pool up to this point. For candidates with less similar experience, they might still be deciding if the work is right for them and may refuse the offer because of uncertainty about the work. One way to test this is hypothesis, without access to the entire applicant pool, would be to correlate the new hires' level of experience and the offer acceptance rate for positions. Although not ideal, it would provide some indication that similar experience is important for objective pre-outcomes.

Furthermore, the insight available to applicants with experience in similar jobs and working environments should help them adjust to the job and the environment, resulting in post-hire fit, satisfaction, retention, and performance.

> Hypothesis 21a-b: The degree of similarity between previous jobs and the current position will be negatively related to (a) time to fill position and positively related to (b) the offer acceptance rate of the position.

> Hypothesis 21c-d: The degree of similarity between previous jobs and the current position will be positively

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[7] In this study, it was not possible to examine the past experience of all applicants and which applicants received job offers but declined. The study could only examine the past experience of those accepting job offers. The job offer rate for each position was the number of offers accepted divided by the number offers made.

related to the new hire's perception of (c) fit and (d) satisfaction.

Hypothesis 21e: The degree of similarity between previous jobs and the current position will be positively related to the hiring manager's rating of the new hire's job performance.

Hypothesis 21f: The degree of similarity between previous jobs and the current position will be positively related to the new hire's retention.

Hypothesis 21g-h: The degree of similarity between previous experiences (e.g., education, accomplishments) and the current position will be positively related to the new hire's perception of (g) fit and (h) satisfaction.

Hypothesis 21i: The degree of similarity between previous experiences (e.g., education, accomplishments) and the current position will be positively related to the supervisor's rating of the new hire's job performance.

Hypothesis 21j: The degree of similarity between previous experiences (e.g., education, accomplishments) and the current position will be positively related to the new hire's retention.

Similar experience may also interact with other pre-hire activities. For example, Walker, Feild, Giles, and Bernerth (2008) found that applicants with more job search experience attended to high-quality messages in job ads, while those with less experience attended to the aesthetics of job ads. Thus, having job search experience helped focus on the critical aspects of the ad and avoid relying on peripheral cues. Since experience taps the insight of applicants, some information communicated by recruiters may not be as important for applicants with similar previous experience. Knowing an applicant's background can lead recruiters to tailor their recruitment messages. Information from recruiters will still be critical for applicants without similar experience or insight. In this

case, the benefit of information from recruiters is dependent upon the experience and

insight of applicants.

> Hypothesis 22a: Experience in similar jobs will moderate the relationship between informative recruiters and new hire perceptions of fit, such that the relationship will be stronger when experience is low and weaker when experience is high.
>
> Hypothesis 22b: Experience in similar jobs will moderate the relationship between informative recruiters and new hire reported satisfaction, such that the relationship will be stronger when experience is low and weaker when experience is high.
>
> Hypothesis 22c: Experience in similar jobs will moderate the relationship between informative recruiters and new hire retention, such that the relationship will be stronger when experience is low and weaker when experience is high.

Multilevel Recruiter Effects

One aspect of recruitment that has not yet been mentioned is the fact that in many

cases applicants and hiring managers are nested within recruiters. This creates an

independence issue for many statistical tests. In the context of recruitment and selection,

the effects of recruitment and selection practices may depend on recruiter characteristics

or styles. Some research does suggest that recruitment and selection practices are often

influenced by individual recruiter preferences (Fritzsche & Brannick, 2002; Kristof-

Brown, 2000; Rynes & Gerhart, 1990). To explore potential non-independent effects of

recruitment and selection practices, a multilevel strategy may be needed. However,

multilevel analysis is only needed in the case where there are nesting effects (Bickel,

2007). Nesting occurs when groups of observations have a common link such as

attending the same school or living in the same geographic region. Nesting effects are

present when group membership explains variation in scores. In the method section, I will discuss the issue of nesting and how I will address nesting in analyses. The following paragraphs explain why nesting may be an issue in recruitment.

Accounting for the nested nature of recruitment outcomes is important because the relationship among variables may vary across recruiters. From previous research, it is apparent that recruiters differ in their administration of recruitment and selection practices. For example, Rynes and Gerhart (1990) categorized the attributes that influence recruiter perceptions of applicant fit during the employment interview. They determined that attributes influence perceptions of fit because of a) idiosyncratic recruiter preferences, b) organizational preferences, and c) universal preferences – where most organizations would consider the characteristic as important. Using these categories, Kristof-Brown (2000) investigated the antecedents to recruiter perceptions of fit. She found that over 70% of the attributes included in her study were associated with a recruiter's idiosyncratic preference for evaluating person-job fit. She found similar results for attributes indicative of person-organization fit. Similarly, Hakel and Shuh (1971) documented the importance given to different applicant attributes during the interview. They found that recruiters across seven occupations only agreed on 22 of 730 (3%) attribute statements. Agreement was defined as at least 90% of recruiters endorsing the attribute.

Finally, Fritzsche and Brannick (2002) found that when reviewing applicant resumes, recruiters did not conform to a generalizable strategy. Furthermore, each recruiter's strategy was unreliable over time. Other studies have replicated these findings and have

discovered that recruiters generally lack insight into their own preferences when reviewing resumes (Seibert, Williams, & Raymark, 2010).

The results from these studies suggest that evaluations and screening decisions may vary depending upon recruiters' specific preferences or characteristics. A potential result is that recruitment and selection practices may be implemented inconsistently, which could influence the success of recruitment outcomes. Clearly, this has practical implications since many organizations train recruiters on standard approaches for making these decisions and implementing practices.

Method

Participants and Procedure

This study collected data from several sources. In some cases, the data were measured at the second level (i.e., the recruiter) or were aggregated to the second level because respondents were anonymous (e.g., hiring manager's satisfaction with recruitment process was aggregated up to specific recruiters). For most variables, data were collected from surveys with new hires or hiring managers. These data were at the first level and were nested within recruiter. Table 1 lists each variable collected, its source, and the lowest level at which it was collected. For variables 1-4, there are three sources and two levels at which the data were collected.

For most analyses, the new hire or hiring manager was the unit of analysis. In some cases, this required assigning data collected at the second/recruiter level down to the first/new hire level. This assigning down procedure was used exclusively with recruiter self-ratings and the anonymous data from hiring satisfaction surveys. To assign down data, I assigned recruiter level scores to new hire or hiring managers. This made it so

every new hire or hiring manager with the same recruiter received the same value in the dataset. For example, if a recruiter gave a self-rating of 4.5 on the conscientiousness scale, 4.5 would be assigned to all new hires or hiring managers associated with that recruiter. The limitations of this approach are discussed later in the paper.

Internal records indicated that there were 774 new hires for the branch office administrator (BOA) position between March 2011 and August 2011. The BOA position is similar to a clerical or administrative assistant role but has a significant customer service component. See Appendix A for additional information on the position and sponsoring firm.

Data were collected through surveys with recruiters, new hires, hiring managers, and by reviewing resumes and interview notes. Only recruiters sourcing the branch office administrator (BOA) position were included. To initiate the staffing process, the branch financial advisor/hiring manager contacts the corporate recruiter responsible for recruiting and hiring in the geographic region. Staffing a BOA position can occur in order to a) fill a new position in a new branch, b) replace a BOA who has left, or c) make an addition to staff. The recruiter holds an initial meeting with the hiring manager to understand the local branch's needs. During the meeting, the recruiter and the hiring manager discuss the staffing process and expectations. Additional information on the hiring process for BOAs is discussed in Appendix A.

External sources for staffing a BOA include newspapers, referrals, and online job postings. Internal sources include BOAs transferring from another branch or part-time branch office assistants that apply for full-time positions. This study was limited to external candidates because internal candidates do not always participate in the same

hiring process. Furthermore, only hired candidates were included since rejected candidates would lack a significant amount of outcome data (e.g., fit, satisfaction, and performance data) and would not have an opportunity to complete surveys on the hiring process and recruiter interactions. The organization did not have a process to contact rejected candidates.

At the beginning of the study, 18 recruiters were sent a survey measuring conscientiousness, extraversion, informativeness, and personableness (newly hired BOAs and hiring managers also provided ratings on these measures). The response rate for the recruiter survey was 83% resulting in 15 recruiters in the final data set with self-ratings. Of the 15 recruiters responding, 87% were female, 92% had three or more years of experience, 100% had completed the firm's structured interview training, and 27% had participated in training through a professional organization. The typical selection process for hiring recruiters was to administer interviews only. Interviews were structured and largely based on the organization's competency model. Selection tests or other assessments outside of an interview were not typical for non-managers at the organization.

Not all recruiters completed the survey before data collection began with new hires and hiring managers. In the invitation to the survey, recruiters were told that the purpose of the study was to understand the competencies critical to recruitment outcomes and the success of branch offices. Recruiters were also told that their ratings would be confidential and would only be used for research purposes. This survey is shown in Appendix B. All surveys used in this study are shown in Appendices B-G.

As recruiters received requisitions to fill positions, they completed a brief survey after each applicant accepted an offer. Seventeen recruiters participated in this portion of the research, which resulted in 287 requisition surveys completed. The requisition survey measured the number of times the recruiter contacted each hired applicant and hiring manager, the quality of interactions with hiring managers and applicants, and the extent to which the hiring manager accepted the recruiter's hiring recommendation. Typically, recruiters completed this brief questionnaire as they completed the required documentation to close the requisition. In some cases, recruiters provided data on requisitions a few weeks after the position was filled. However, many recruiters used a software program that helped document their interactions with hiring managers and candidates. This software helped several recruiters "back fill" their requisition surveys. Even with this option, only 37% of the 774 new hires had requisition data. The survey is shown in Appendix C.

New hires were sent two surveys[8] after their start date. Although I did not collect demographic data on the new hires in this study, a high percentage of the organization's current BOAs are female and a substantial percentage is 31 years or older. It is likely that the study sample generally reflects the current population. The first survey measured satisfaction with the recruiter and recruitment process. Invitations were sent automatically through the firm's applicant tracking system. In the invitation, new hires were told that the purpose of the survey was to understand the effectiveness and quality of the recruitment process. New hires complete the survey anonymously but the results

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[8] The original proposal indicated that both surveys would be sent out 30-45 days after the new hire's start date. However, in practice only the organization's survey was sent out at during that period. For the second survey, the organization decided that it could only go out once each month and could be no earlier than 45 days after hire. This resulted in some new hires receiving the survey near the intended timeframe and others receiving it later.

are linked to individual recruiters, which gives an aggregate picture of the recruiter if collapsing across all new hires. Survey responses from 531 new hires were included in this study. An accurate response rate could not be calculated from this survey because the surveys were anonymous and there was no tracking of individual responses. Additionally, respondents not directly associated with the study could have completed the survey during the research period. The non-research respondents could have been internal candidates, which were not included in this study, or some could have been referring to an interaction that occurred outside of the research period. Even with this limitation, the data still provide a measure of satisfaction with the hiring process managed by the recruiter. Appendix D displays this survey.

The second survey was sent by the author through email and measured the new hire's job satisfaction, person-job fit, and person-organization-fit, and perceptions of their recruiter's informativeness, personableness, conscientiousness, and extraversion. This survey was not anonymous. In this survey, new hires were told that the purpose was to gather information about how things were going in the new role and review the hiring process in order to find ways to better support branch offices. They were also told that the survey was not anonymous. The two surveys were necessary because the recruitment satisfaction survey was generated and conducted by the organization and it was not possible to add items. The second survey allowed data to be linked to specific new hires whereas the first only linked to recruiters. The response rate for this survey was 44% resulting in a sample size of 343. The survey used is shown in Appendix E

Hiring managers also received two surveys regarding the hiring process. As with the new hires, I did not collect demographic data for hiring managers. However, based on the

firm's current population it is likely that a substantial percentage of the research sample is male and between the ages of 31 and 66. The first survey was part of the organization's process for gathering input from hiring managers. Hiring managers were told that the purpose of the survey was to understand the effectiveness and quality of the recruitment process. It measured satisfaction with the recruiter and general satisfaction with the hiring process. This survey was anonymous, but linked to specific recruiters. It was not sent through the applicant tracking system. Rather, recruiters sent hiring managers an email invitation to participate in the anonymous survey. Recruiters are encouraged to send this survey immediately after the requisition has closed. There were 574 responses to this survey. Like the other organization's survey, it was not possible to calculate a response rate. Appendix F shows this survey.

The second survey to hiring managers was sent by the author. The invitation explained that the purpose was to gather information about how things were going with the new team and to review the hiring process in order to find ways to better support branch offices. It was also explained that the survey was not anonymous. It measured the hiring manager's perception of the recruiter's characteristics and their experience in the recruiting process. This survey's results link to specific hiring managers and new hires. The survey was sent to 723 hiring managers. The response rate was 23% for a sample size of 165. The survey is displayed in Appendix G.

With few exceptions, all data collection and response rates are based on the 774 new hires. The first exception is that only 723 hiring managers could be identified through the internal organization's tracking system. This left 51 new hires "unassigned" at the point of hire to a hiring manager. These 51 remained in the data set since data analysis was

separated by rating source. The second exception is that for the organization's

anonymous surveys sent to new hires and hiring managers it was not possible to match

responses to specific new hires or hiring managers, which means that some respondents

not associated with this study could have been included. Table 2 shows the total sample

sizes and response rates for each of the data collection sources.

Measures

Recruiters. Recruiters completed a survey measuring their conscientiousness,

extraversion, informativeness, and personableness. Each was measured on a 7-point scale

(1 = *very inaccurate*, 7 = *very accurate*). Conscientiousness and extraversion were

measured using items from the International Personality Item Pool (IPIP; Goldberg,

Johnson, Eber, Hogan, Ashton, Cloninger et al., 2006). An example item for

conscientiousness is "Pay attention to details" while an example item for extraversion is

"Make friends easily." Each facet in the IPIP contains 10 items that mirror facets in the

NEO-PI-R (Costa & McCrae, 1992). I found internal consistencies of .82 for

conscientiousness and .77 for extraversion. Appendix H shows all the measures and their

associated items used in this study. Measures are in alphabetical order.

Recruiter informativeness was measured using two scales – one for informative

behaviors toward applicants (6 items) and the other toward hiring managers (5 items).

Items were based on Harris and Fink (1987) and were rated on a 7-point scale (1 = *never*,

7 = *always*). Example items include, "Talk about opportunities at other branches" and

"Discuss recruitment procedures and timelines." I found internal consistencies of .84 for

informativeness toward hiring managers and .90 for informativeness toward applicants.

Personableness was also measured using two scales – one for personable behaviors

toward applicants and the other toward hiring managers. Each included five items. Example items include, "Show interest in each applicant" and "Try to get to know the hiring managers I work with." Items were also rated on a 7-point scale and were based on Harris and Fink. Internal consistencies were .59 for personableness toward hiring managers and .51 for personableness toward applicants. New hires and hiring managers completed separate measures of the recruiter's personableness, informativeness, conscientiousness, and extraversion. The reliability measures for those measures were much higher.

Finally, recruiters completed a brief survey after an offer was accepted for a specific position. This survey included several single item measures designed to gather information on the extent to which a recruiter's recommendation was accepted by the hiring manager[9], how many offers were made, and the amount of contact recruiters had with the hiring manager and the applicant hired. Because these items were single measures, it was not possible to compute reliability estimates.

New hires. New hires completed two surveys 30-90 days after their start date. The first survey measures satisfaction with the recruiter (7 items) and satisfaction with the hiring process (6 items). This survey is anonymous but links to specific recruiters. It was sent automatically through the firm's applicant tracking system. Items were rated on an 11-point scale with anchors at the lowest and highest ratings (0 = s*trongly dissatisfied*, 10 = *strongly satisfied*). The survey is a part of the organization's method for evaluating the hiring process; therefore there was not an opportunity to change its characteristics (e.g., items, scale size, scale anchors). Only satisfaction with the hiring process was examined

[9] Hiring managers at the host organization were free to accept or reject a recruiter's hiring recommendation.

as part of this study since the focus of study was on recruitment outcomes. Example items for this survey include "I was well informed during each step of the hiring process" and "I feel the hiring process was fair." The internal consistency for satisfaction with the hiring process .91.

The second survey was sent by the researcher and measured a new hire's person-job fit, person-organization fit, and overall job satisfaction. Items measuring fit mirrored those in Resick, Baltes, and Shantz (2007). Resick et al. combined items from measures developed by Cable and Judge (1996) and Saks and Ashworth (1997). Person-job fit was separated into demands-abilities fit and needs-supplies fit. An example item for demands-abilities fit is "I possess the skills and abilities to perform this job" and an example of needs-supplies is "This job is a good match for me." An example item for person-organization fit is "The values of this organization are similar to my own values." I found an internal consistency of .80 for demands-ability job fit (I eliminated one of the items in the demands-abilities scale to increase alpha from .60). The internal consistency estimate was .90 for needs-supplies job fit and .92 for person-organization fit. Items were rated on a 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*).

Overall job satisfaction was measured on a 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*) using three items from the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, Klesh, 1979). An example item is "In general, I like working here." I found an internal consistency of .74.

As part of the second survey, new hires completed measures regarding the informativeness and personableness of recruiters. These items were based on measures reported in Harris and Fink (1987) but varied slightly from similar measures completed

by recruiters. Informativeness items include "Discussed career advancement" and "Spoke of job in great detail." Personableness items include "Showed interest in me" and "Cooperated with my schedule." Items were rated on a 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*). The internal consistency was .92 for informativeness and .90 for personableness.

Finally, new hires completed measures of the recruiter's conscientiousness and extraversion. These items were similar to those completed by recruiters, but the survey instructions were reworded to fit the perspective of the new hire. Additionally, to limit the length of the survey, only five items from each scale were used. Only positively worded items were chosen to ensure more consistent dimensionality and make the survey easier to complete for participants. Internal consistency was .94 for conscientiousness was .89 for extraversion.

Hiring managers. Hiring managers were sent a survey immediately after their open position was filled. The hiring manager survey included 12 items. Invitations were sent by email to hiring managers from recruiters. The survey was anonymous but linked to specific recruiters. Recruiters did not have access to raw data from new hires or hiring managers. Like the organization's new hire survey, the hiring manager survey also measured satisfaction with the recruiter (7 items) and hiring process (5 items). Only satisfaction with the hiring process was included in this study since the focus of the study was on recruitment and selection outcomes. Feedback on the recruiter was obtained through the other measures regarding characteristics (i.e., extraversion, conscientiousness, informativeness, and personableness). Items were rated on the same 11-point scale as the new hire survey (0 = *strongly dissatisfied*, 10 = *strongly satisfied*).

Examples include "Overall candidates demonstrated the competencies needed to perform the role" and "Your recruiter provided an appropriate number of candidates to interview and/or review." The internal consistency for satisfaction with the hiring process was .90.

Additionally, hiring managers completed a survey measuring the recruiter's conscientiousness, extraversion, personableness, and informativeness and the hiring manager's experience in the recruiting process. This survey was sent by the researcher. Again, for space considerations, only five items were used for the extraversion and conscientiousness scales. For the same issue mentioned earlier, positively worded items were chosen. Scales measuring informativeness and personableness had minor wording changes from the scales new hires completed. The items were tailored to the hiring manager's perspective. The internal consistency was acceptable for each variable measured: conscientiousness, .97; extraversion, .93; personableness, .87; informativeness, .88.

Hiring managers also provided ratings of the new hire's job performance after six months on the job. Performance ratings were collected as part of the organization's normal protocol for administering the review. Hiring managers rated performance with a single item measured on a 4-point scale (1 = *Below Expectations*, 4 = *Outstanding*). No reliability information was available for this measure. However, Wanous and Hudy (2001) report that the reliability of single item measures of job performance are close to .70.

Coding. Two coders reviewed interview forms on 373 hired candidates. Coders were two female graduate students in the university's Industrial/Organizational Psychology program. Each interview form included a space for the recruiter to attach the candidate's

resume. Coders also reviewed each attached resume. Not all recruiters attached resumes to the interview form, which resulted in resume data on 317 hired candidates.

Coders were blind to the study's hypotheses. To record the data, coders were given a coding sheet to follow as they reviewed resumes and interview notes. Appendix I shows the rating form coders used to evaluate resumes and interview notes. Coders participated in a brief training to create consistency between ratings. During the training, coders received materials that described the BOA's responsibilities and activities. They also practiced coding while reviewing sample resumes and interviews. Throughout the time coding, coders met with the researcher on two separate occasions to review coding and discuss questions or concerns.

Coders reviewed structured interview forms to code note-taking dimensions. The interview consisted of behavioral based questions and technical experience questions. Sections of the interview that could contain notes were individual questions and an area to include a brief written summary about the candidate's interview performance and general fit for the position. The summary statement was typically sent to hiring managers to acquaint them with the candidate they would interview. Only notes formally included in the interview document were coded. Similar to Burnett et al. (1998), notes from each interview question and the summary statement were dichotomously coded in terms of conveying or not conveying each content dimension (behavioral, dispositional, contextual, procedural, and judgmental). For the section on technical experience, the interview process was inconsistent. There were five possible questions, but hiring managers dictated which questions were asked, if any. Therefore, to standardize the coding all technical experience information was treated as a single question and was

dichotomously coded. Each interview received a total score for each dimension by summing the dichotomous codes by dimension. Coders also made an overall rating of the amount of detail included in the notes (1 = *very little detail*, 5 = *very extensive detail*). Finally, the number of dimensions noted per interview was documented to create another note-taking variable.

Resumes were coded to capture the degree of similarity of previous jobs to the current job. Coders made ratings on a 5-point scale (1 = *not at all similar*, 5 = *almost identical*). Years in similar jobs and total years of experience were also coded. In addition to focusing on previous jobs, resumes were coded on a 5-point scale for the degree of related non-work experiences, education, or accomplishments (1 = *not at all related*, 5 = *extremely related*). Coding work experience in this way divided the experience domain into job and other related experiences. This approach is similar to previous research (Quinones et al., 1995).

For coding on Likert and continuous items, the interrater agreement index, r_{wg}, was adequate for all variables. However, Brown and Hauenstein (2005) argued that the a_{wg} index is better a measure of agreement because it is less susceptible to sample size and uses a sample-based variance instead of a population-based value. Therefore, this measure was also included. In addition to the r_{wg} and a_{wg} indices, I computed the inter-rater correlation because the family of r_{wg} indices may not be reliable when the number of response options is greater than the number of raters (Brown & Hauenstein). In this study, there were only two raters and Likert items had five response options. Table 3 shows the measures of agreement for each Likert or continuous variable coded from notes and resumes. Overall, the agreement on each measure was sufficient. The

researcher resolved disagreements between coders if the disagreement differed by more than one point. Disagreement of more than one point occurred in 13% of coding. If coders were within one point of one another, the average was computed to resolve the disagreement. This occurred in 20% of coding.

Finally, Cohen's kappa was calculated to be .75 for agreement on dichotomous coding. This was also adequate. The researcher served as tiebreaker in the case of disagreement. Only 10% of the dichotomous coding required a tiebreaker.

Objective criteria. Time to fill position, turnover, and branch performance are objective measures collected by the organization. Time to fill position was measured by the number of days the position was open. At the host organization, turnover is highest before the sixth month. Therefore, six months was used as the cutoff for measuring turnover. Branch performance was not available as an additional criterion or potential proxy to supervisor ratings.

Analytic Strategy

In planning this research project, I intended to use the following analytic techniques for testing hypotheses. Correlations were to be used to test Hypotheses 1-3, 5-9, 11-14 and 16-21. Mediation using the Sobel (1986) test was to be used to test Hypotheses 4 and 10[10]. Multiple regression was to be used to test Hypothesis 15. Finally, moderation analyses using regression were to be used to test Hypotheses 22.

I also considered using multilevel regression if nesting effects were sizable. For the main analyses, I focused on testing hypotheses at the individual or 1st level. Assigning 2nd level variables down to the individual level is not an uncommon practice, but there are

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[10] As recommended by MacKinnon, Fairchild, and Fritz (2007), I also conducted mediation analyses using bootstrapping to account for the skewed distribution of indirect effects. Results using bootstrapping were identical to those found with the Sobel test. Results of the Sobel test are reported in the Results section.

limitations (Hofmann, 2002). This practice can result in biased standard errors and significance tests (Bickel, 2007). To investigate the different sources of variance and potential biases, I checked for nesting effects. Large nesting effects would have helped identify hypotheses in which multilevel analyses would have been appropriate. However, because ratings were also made by individual hiring managers and new hires, I did not have to rely solely on the assign down approach.

Multilevel regression. Although multilevel analyses are typically the recommended approach to analyze nested data, there are significant limitations when certain conditions are not met (James & Williams, 2000). Generally, multilevel tests should have about 30 groups with 30 individuals per group (Hox, 2002). This study had about half the recommendation for group and individuals per group. Results from several simulations suggest that when group sample sizes are less than 50, there is a slight downward bias for the standard errors of fixed parameters (Maas & Hox, 2001). Additionally, Hox (2002) reports that when there are few groups, the accuracy of the variance components are underestimated. Hox and Maas (2001) indicate that with at least 30 groups, the variance components are more accurate but when the number of groups is around 10, the variance estimates are much too small. In terms of accuracy and sufficient power, a high number of groups is more important than a high number of individuals per group (Hox, 2002).

For this reason, I relied on OLS regression to analyze hypotheses and planned to use multilevel regression as an alternative when nesting appeared to be an issue. The primary purpose for multilevel regression is to analyze nested data or data in which observations are non-independent. Nesting effects occur when group membership explains variance in the dependent variable. It is assessed by the intraclass correlation, which is comparable to

η^2 (Bickel, 2007). Because nesting indicates the presence of non-independent data, I planned to conduct analyses using multilevel regression when the ICC was large. Hox (2002) suggests an ICC of .15 is large. However, I only had 16 groups for most analyses with an average sample size of 18-33 depending on the measure used (see Table 2 for sample sizes for data collection sources by recruiter). Therefore, I did not use multilevel regression because there would not be sufficient degrees of freedom for models to converge and power would be severely limited[11]. However, the nesting effects are documented in Table 4.

Table 4 shows strong nesting effects (i.e., ICC value greater than .15) are especially present for note-taking variables, such as total notes recorded (ICC = .68) and number of note-taking dimensions recorded (ICC = .58). Nesting effects were not present for variables measuring similar job experience (ICC for similar job experience in years = .02; ICC for similar job experience rating = .02). Since I did not rely on multilevel regression, hypotheses involving variables with nesting effects greater than .15 may warrant additional caution when drawing conclusions.

Results

Before testing hypotheses I checked the normality of the data. The majority of the variables in this study were negatively skewed. I also identified univariate outliers by converting raw scores into standardized scores. If the standardized score was more extreme than -3.29 or 3.29, I considered it an outlier (Tabachnik & Fidell, 2001). About 7% of cases had an outlier on at least one variable.

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[11] Although I did not rely on multilevel analysis for formal hypothesis testing, I did conduct the analyses to be consistent with the initial proposal. Results did not vary from the results found using OLS regression and the assign down approach as reported in the Results section.

I also checked for any pattern of missing data. In most cases, there was no difference between variables for cases with complete data compared to cases with incomplete data. Table 5 shows which variables had significant differences between complete cases and incomplete cases. Effect sizes range between .15 and .52, in absolute values. However, most were in the .30 range indicating small to moderate effects. For example, participants with missing information on interview notes or resumes had recruiters receiving lower ratings on informativeness, personableness, and conscientiousness. Because taking notes and collecting a resume are under the recruiter's responsibility these results may be another indication that when recruiters do not follow up and record notes or gather resumes they are perceived as lacking certain positive characteristics. Additionally, part of the reason could have been created from the lack of contact with candidates. Notice in the table that participants with missing data on notes and resumes had significantly less contact with their recruiter than participants with data on notes and resumes. Overall, the pattern of missing data does not appear to create a bias in the majority of results. One possible instance is described in a later section.

I conducted analyses several different ways because of the complexity of the data collection. First, for hypotheses involving recruiter characteristics, I conducted the test using recruiter self-ratings, new hire, and hiring manager ratings of the characteristic. The results of each are reported. Second, I conducted tests with and without outliers. Results are presented for both analyses only when the analysis excluding outliers changed the conclusions of the initial hypothesis test. Otherwise, only results from analyses including all available data are reported. Finally, one tailed test p-values are reported for

hypotheses proposing positive or negative relationships[12]. This means that when the hypothesized direction of the relationship is opposite of what was predicted, the *p*-value will be larger than expected with two tailed tests.

Due to the complexity of data collection from multiple sources, characteristics of the variables collected from each source are described below. Table 6 displays the means, standard deviations, and intercorrelations for the variables completed by hiring managers. All variables in the matrix are matched at the hiring manager level, but some of the variables were aggregated up to the recruiter level before being assigned down to the corresponding hiring manager level. This practice only occurred for variables correlating with process satisfaction to account for the anonymous nature of the organization's survey. Table 6 shows that many variables seemed to have inflated ratings. For example, the average performance rating was slightly above 3.0 on the 4-point scale with 76% of ratings being 3.0 or greater. In addition, hiring manager ratings of recruiter characteristics are more than one point above the midpoint of the 7-point scale. Finally, measurement of recruiter characteristics may also be a problematic. The correlations among characteristics were between .58 and .84, indicating hiring managers may have struggled to differentiate between characteristics.

Table 7 displays the means, standard deviations, and intercorrelations for the variables completed by new hires. Because one of the surveys was anonymous but nested within recruiter, the same practice of aggregating up and then assigning down was followed for variables correlating with process satisfaction. Data collected from new hires appear to have similar challenges to variables completed by hiring managers. New

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[12] As noted earlier, nesting effects can create a downward bias in standard errors that generate smaller *p*-values. Attention should focus on the effect sizes of tests to aid in understanding the results.

hires tended to provide fairly high ratings regarding the organization and the recruiters they worked with. All variable averages are above the midpoint on the 7-point scale. Additionally, new hire ratings of recruiter characteristics have high intercorrelations ranging from .46 to .74. New hires may also have had difficulty distinguishing the different recruiter characteristics.

Table 8 shows the means, standard deviations, and intercorrelations for the variables where the recruiter was the source. Recruiter self-ratings were assigned down to the new hire or hiring manager level. There was no need to aggregate up since ratings on characteristics were already made at the recruiter level. Recruiter ratings of the degree to which hiring managers accepted the recruiter's recommendation were very high ($M =$ 2.64) with 73% of ratings at the highest rating option. This resulted in a ceiling effect on the 3-point scale. In addition, the averages for the recruiter self-ratings on characteristics were also high and approaching the ceiling on the 7-point scale. The offer acceptance rate for each position was also very high at 95%. As a reminder, this variable was gathered from recruiters and not generated by the organization's internal tracking system.

Table 9 shows the means, standard deviations, and correlation matrix for all study variables. Many of the intercorrelations were shown in previous tables (i.e., Tables 6-8). However, for sake of clarity and reviewing all intercorrelations among study variables, some results are repeated. The table shows that turnover is low. The retention rate at the six month mark was 92%. Additionally, the years of total work experience for new hires is over 16 years while the experience in similar jobs is much lower at 2.39 years. Furthermore, the majority of notes taken by recruiters were contextual ($M = 5.07$) and

behavioral ($M = 2.80$) in nature. On average, recruiters recorded less than one procedural or dispositional note for each candidate interviewed.

Hypothesis Testing

Below I describe the results of hypothesis testing. All results in the paper, unless noted, are presented with new hires or hiring managers as the unit of analysis. For many hypotheses, there were three sources of ratings on the recruiter characteristics. As mentioned earlier, I report results of hypothesis tests with each of the three sources separately. Due to the complexity and number of the results to review I created Table 10 to provide a summary of the effect sizes for each hypothesis test, which will help compare across sources when necessary. Most effect sizes in Table 10 are correlations but some indirect effects and ΔR^2 values are also presented.

Recruiter extraversion. The correlations among the three rating sources for recruiter extraversion were not very strong. Hiring manager ratings and new hire ratings were the only pair that had a significant correlation ($r = .26$, $p < .05$). Hiring manager ratings and recruiter self-ratings were not correlated ($r = .06$, $p > .05$). Similarly, new hire and recruiter self-ratings were not correlated ($r = -.07$, $p > .05$).

Hypothesis 1 proposed that recruiter extraversion would be positively related to (a) the number of times a recruiter would contact a hiring manager as well as (b) the quality of those interactions. Hypothesis 1 was partially supported. Results show that hiring manager ratings of extraversion were not related to the number of times a recruiter contacted the hiring manager ($r = -.04$, $p = .37$) or to the quality of those interactions ($r = .13$, $p = .14$). However, applicant ratings of recruiter extraversion were related to the frequency of contact ($r = .15$, $p < .05$) and the quality of interactions were related to

applicant ratings at the .10 alpha level ($r = .14$, $p < .10$). There was no relationship when using recruiter self-ratings of extraversion: frequency of contact ($r = -.06$, $p = .84$), quality of contact ($r = .05$, $p = .16$). For reference, Table 11 shows the means, standard deviations, and intercorrelations among all variables involved in Hypotheses 1-9. It repeats information presented in Table 9, but is reduced to allow for easier reference and interpretation. Additional tables like this are described throughout the results.

In Hypothesis 2, I proposed that recruiter extraversion would be related to the degree of a hiring manager's acceptance of recruiter hiring recommendations. This hypothesis was not supported. Results were not significant with hiring manager ratings ($r = .17$, $p = .11$), applicant ratings ($r = .03$, $p = .39$), or recruiter self-ratings of extraversion ($r = -.05$, $p = .24$).

Hypothesis 3 proposed that (a) the quantity and (b) quality of interactions between recruiters and hiring managers would be related to the degree of a hiring manager's acceptance of a recruiter's hiring recommendation. It was partially supported. These data were collected from requisition surveys completed by recruiters after an offer was accepted. Quality of interactions were related to accepting recommendations ($r = .29$, $p < .01$) but the quantity of interactions were not related to accepting recommendations ($r = -.20$, $p = .99$; as mentioned earlier, results reported in the text were evaluated with one tailed tests, therefore, this correlation was not significant because it was in the opposite direction).

Hypothesis 4 proposed that (a) the quantity and (b) quality of interactions would each partially mediate the relationship between extraversion and accepting recommendations. Hypothesis 4 was not supported. I used the Sobel (1986) test to analyze mediation effects.

In the Sobel test, the regression coefficient from the predictor to the mediator is multiplied by the regression coefficient from the mediator to the criterion. The product of these regression coefficients is divided by its standard error to determine whether the indirect effect is significant.

Table 12 shows the mediation effects for the frequency of interactions with hiring managers. The table presents the effect sizes for each of the components of the mediation test. The results are shown for each rating source as well. The path from extraversion to frequency of interactions with the hiring manager is represented as a. For hiring managers as the source, the regression coefficient for this path is -.16 and is not significant ($t = -.21$, $p = .84$). The path from frequency of interactions to accepting recruiter recommendations is represented as b. The regression coefficient for this path is -.04 and is significant ($t = -3.27$, $p < .01$). The direct effect, t', is the effect of extraversion on accepting recommendations while accounting for the relationship between frequency of interactions and accepting recommendations. The direct effect is .09 and not significant ($t = 1.27$, $p = .21$). The total effect, t, is the overall relationship between extraversion and accepting recommendations. The regression coefficient is .10 and also not significant ($t = 1.26$, $p = .21$). Finally, the indirect effect, ab, is the product of the a and b paths and is not significant ($ab = .01$, $z = .20$, $p = .84$). The significance test for the indirect effect is based on the normal distribution and not a t distribution. Therefore, the z-statistic is used to determine significance. Results in Table 12 tend to be consistent across all three rating sources. Table 13 shows the results of the test of quality of interactions with hiring managers as a mediator between extraversion and accepting

recommendations. These results were also not significant. Again, Hypothesis 4 was not supported.

Recruiter conscientiousness. As with ratings of extraversion, correlations among rating sources were low. The correlation between hiring manager and new hire ratings of conscientiousness was the highest among the pairs but not significant ($r = .18, p > .05$). The correlation between hiring manager and recruiter self-ratings was also not significant ($r = -.10, p > .05$). Neither was the correlation between new hire ratings and recruiter self-ratings ($r = .05, p > .05$).

For Hypothesis 5, I proposed that conscientiousness would relate to the hiring manager's acceptance of the recruiter's recommendation. Hypothesis 5 was partially supported. With hiring manager ratings of recruiter conscientiousness, results were significant when including outliers ($r = .23, p = .05$), but not when excluding outliers ($r = .11, p = .23$). Only one outlier was identified and removed. Results were not significant when using applicant ratings ($r = .09, p = .17$). However, using recruiter self-ratings did yield a significant relationship ($r = .39, p < .01$).

Hypothesis 6 indicated that recruiter conscientiousness would be negatively related to time to fill position. It was partially supported. Results were significant when using hiring managers as the rating source for conscientiousness ($r = -.25, p < .01$). Results were not significant when using applicant ratings ($r = .03, p = .67$) or recruiter self-ratings ($r = .08, p = .97$).

Hypothesis 7 proposed that recruiter conscientiousness would be related to (a) the frequency of interactions between recruiters and hiring managers and (b) the quality of those interactions. Hypothesis 7 was partially supported. For the most part, results were

not significant. Hiring manager ratings of recruiter conscientiousness were not related to frequency of interactions ($r = -.10$, $p = .80$) nor quality of interactions ($r = .10$, $p = .22$). Applicant ratings of recruiter conscientiousness were also not related to frequency ($r = .13$, $p = .07$) or quality of interactions ($r = .10$, $p = .13$) with hiring managers. In constrast, recruiter self-ratings of conscientiousness did show a significant relationship with quality of interactions ($r = .48$, $p < .01$) and frequency of interactions ($r = .11$, $p = .04$). When removing outliers, the correlation with frequency of interactions became non-significant ($r = .10$, $p = .06$). Only one outlier was identified and removed.

Hypothesis 8 proposed that recruiter conscientiousness would correlate positively with the (a) amount and (b) quality of note-taking, as well as the (c) number of note-taking dimensions. It was mostly supported. For hiring managers as the rating source, results showed significant relationships between conscientiousness and the total amount of notes ($r = .24$, $p = .02$) but not the quality of notes ($r = .09$, $p = .20$). There was also a significant relationship between conscientiousness and the number of note-taking dimensions ($r = .22$, $p = .02$). When removing outliers, the relationships between hiring manager rated conscientiousness and the total amount of notes ($r = .17$, $p = .06$) and number of note-taking dimensions ($r = .18$, $p = .05$) were only significant at the .10 level. Only one outlier was identified and removed.

For applicant ratings of conscientiousness there were significant relationships with the total amount of notes ($r = .13$, $p < .05$) and quality of notes ($r = .14$, $p = .04$) but not the number of note-taking dimensions ($r = .06$, $p = .21$). Significant relationships also resulted when using recruiter self-ratings of conscientiousness to predict the amount of

notes ($r = .35$, $p < .01$), quality of notes ($r = .36$, $p < .01$) and number of note-taking dimensions ($r = .13$, $p = .01$).

Hypothesis 9 proposed that (a) recruiter interview note-taking on specific behaviors would relate to accepting a hiring recommendation and (b) quality notes would relate to accepting a hiring recommendation. Hypothesis 9 was partially supported. Interview notes on specific behaviors were significantly related to accepting hiring recommendations ($r = .26$, $p < .01$). The quality of notes was related to accepting hiring recommendations at the .10 alpha level ($r = .15$, $p = .06$).

Hypothesis 10 proposed that the relationship between conscientiousness and accepting hiring recommendations would be partially mediated by (a) behavioral notes and (b) quality notes. The hypothesis was not supported. The indirect effects from the Sobel test were not significant. Tables 14-15 show the details of these analyses.

Hiring recommendations. Hypothesis 11 indicated that acceptance of recruiter recommendations would relate to post-hire outcomes: (a) fit, (b) satisfaction, (c) performance, and (d) retention. This set of hypotheses was unsupported. Several analyses were significant when including outliers: demands-abilities fit ($r = .11$, $p = .12$), needs-supplies fit ($r = .18$, $p = .03$), person-organization fit ($r = .13$, $p = .09$), satisfaction ($r = .20$, $p = .02$), performance ($r = .07$, $p = .19$), six month retention ($r = .10$, $p = .08$). However, when removing outliers the results of some of these results became non-significant and several were in the opposite direction: demands-abilities fit ($r = -.14$, $p = .08$), needs-supplies fit ($r = .00$, $p = .99$), person-organization fit ($r = -.15$, $p = .07$), satisfaction ($r = -.01$, $p = .89$). In this set of analyses only one to two outliers were removed.

Given the results changed so dramatically and that most analyses were affected, I created scatterplots for additional investigation. When graphing the scatterplots of these relationships, I discovered that the discrepancies between the results were due to a single case. Figure 5 shows the scatterplots of these relationships. The influential case is highlighted in each graph. By looking at the graphs it appears that the individual had extreme low responses on all variables and could be due to intentional distortion. I investigated the response pattern for that case and responses were not consistently extreme across all the variables so it would not be appropriate to assume that the participant was intentionally distorting the responses by selecting the most extreme responses. Table 16 shows the intercorrelations of all study variables related to this hypothesis[13].

Recruiter informativeness and personableness There was virtually no agreement across sources for ratings of informativeness or personableness. Hiring manager ratings of informativeness were not related to new hire ratings (r = .09, p > .05) or recruiter self-ratings of informativeness toward the hiring manager (r = -.13, p >.05). Hiring manager ratings were, however, negatively correlated with recruiter self-ratings of informativeness toward applicants (r = -.23, p < .01). New hire ratings showed no relationship to recruiter self-ratings of informativeness toward hiring managers (r = .02, p > .05) or self-ratings of informativeness toward applicants (r = .03, p > .05). On the other hand, recruiter self-ratings of informativess toward hiring managers and self-ratings toward applicants was highly correlated (r = .87, p < .01).

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[13] As mentioned in an earlier footnote, some mediation hypotheses were removed after additional review and discussion. The results of those hypotheses are presented in Appendix J.

Similarly, the correlations were low and non-significant for ratings of personableness across sources. Hiring manager ratings were not related to new hire ratings ($r = .16$, $p > .05$), recruiter self-ratings of personableness toward the hiring manager ($r = -.07$, $p > .05$), or self-ratings of personableness toward applicants ($r = -.06$, $p > .05$). New hire ratings showed no relationship to recruiter self-ratings of personableness toward hiring managers ($r = .03$, p $> .05$) or self-ratings of personableness toward applicants ($r = .02$, $p > .05$). However, recruiter self-ratings of personableness toward hiring managers and self-ratings toward applicants were highly correlated ($r = .59$, $p < .01$).

Hypothesis 12 proposed that recruiter informativeness would positively correlate with the offer acceptance rate for a position. This hypothesis was not supported. Offer acceptance rate did not correlate with informativeness for any of the rating sources: hiring managers ($r = -.04$, $p = .64$), applicants ($r = -.04$, $p = .31$), or recruiter self-ratings ($r = .10$, $p = .06$). Table 17 displays the intercorrelations for variables included in Hypotheses 12-14.

Hypothesis 13 indicated that informativeness would positively correlate with post-hire outcomes: (a) fit, (b) satisfaction, and (c) retention. It was partially supported. Results were not significant when using hiring manager ratings of informativeness: demands-abilities fit ($r = .07$, $p = .27$), needs-supplies fit ($r = .09$, $p = .21$), person-organization fit ($r = -.16$, $p = .92$), satisfaction ($r = .03$, $p = .40$), and six month retention ($r = .05$, $p = .28$).

However, when using applicant ratings of recruiter informativeness several significant relationships emerged: demands-abilities fit ($r = .23$, $p < .01$), needs-supplies

fit ($r = .39$, $p < .01$), person-organization fit ($r = .23$, $p < .01$), satisfaction ($r = .31$, $p < .01$), and six month retention ($r = .05$, $p = .19$).

Results were not significant when using recruiter self-ratings of informativeness: demands-abilities fit ($r = .00$, $p = .47$), needs-supplies fit ($r = .09$, $p = .07$), person-organization fit ($r = .08$, $p = .08$), satisfaction ($r = .07$, $p = .13$), and six month retention ($r = -.02$, $p = .65$).

Hypothesis 14 proposed that a recruiter's amount of contact with the applicant would positively correlate with post-hire outcomes: (a) fit, (b) satisfaction, and (c) retention. It additionally proposed that a recruiter's quality of contact would positively correlate with post-hire outcomes: (d) fit, (e) satisfaction, and (f) retention. Hypothesis 14 was not supported. As with the amount and quality of contact with hiring managers, these variables were collected on the requisition survey completed by the recruiter after an offer was accepted. For amount of contact, relationships with outcomes were not significant: demands-abilities fit ($r = -.08$, $p = .83$), needs-supplies fit ($r = -.08$, $p = .82$), person-organization fit ($r = -.13$, $p = .93$), satisfaction ($r = -.07$, $p = .78$), and six month retention ($r = -.09$, $p = .93$). Likewise, quality of contact did not relate to post-hire outcomes: demands-abilities fit ($r = .10$, $p = .12$), needs-supplies fit ($r = .06$, $p = .24$), person-organization fit ($r = .07$, $p = .22$), satisfaction ($r = .09$, $p = .15$), and six month retention ($r = .01$, $p = .44$).

Hypothesis 15 indicated that amount and quality of contact would predict additional variance over recruiter informativeness in post-hire outcomes: (a) fit, (b) satisfaction, and (c) retention. This hypothesis was not supported. The ΔR^2 values were not significant when using hiring manager ratings of recruiter informativeness: demands-abilities fit

($\Delta F(2, 39) = 1.08$, $p = .35$), needs-supplies fit ($\Delta F(2, 39) = .16$, $p = .85$), person-organization fit ($\Delta F(2, 39) = .21$, $p = .81$), job satisfaction ($\Delta F(2, 39) = .06$, $p = .94$) and six month retention ($\Delta F(2, 66) = .33$, $p = .72$).

Results were not significant when using applicant ratings of recruiter informativeness: demands-abilities fit ($\Delta F(2, 124) = 1.52$, $p = .22$), needs-supplies fit ($\Delta F(2, 124) = .17$, $p = .19$), person-organization fit ($F(2, 124) = 2.16$, $p = .12$), job satisfaction ($\Delta F(2, 124) = 1.47$, $p = .23$) and six month retention ($\Delta F(2, 124) = 2.79$, $p = .07$). When removing outliers, only the conclusions for six month retention changed ($\Delta F(2, 120) = 4.16$, $p = .02$) with a ΔR^2 of .07. Six outliers were removed in this analysis.

Finally, similar non-significant results ocurred when using recruiter self-ratings of informativeness: demands-abilities fit ($\Delta F(2,114) = 1.03$, $p = .36$), needs-supplies fit ($\Delta F(2, 114) = .62$, $p = .54$), person-organization fit ($\Delta F(2, 114) = 1.91$, $p = .15$), job satisfaction ($\Delta F(2, 114) = .69$, $p = .50$) and six month retention ($\Delta F(2, 253) = .04$, $p = .96$). Tables 18-20 show the results of each test by rating source.

Hypotheses 16-20 evaluated the recruiter characteristics and activities as predictors of the hiring manager and new hire's satisfaction with the hiring process. The analysis of these hypotheses was challenging due to the fact that hiring process satisfaction data were taken from the organization's anonymous surveys. Although anonymous, responses were nested within recruiter. To test the hypotheses, I aggregated predictor data up to the recruiter level by taking the mean of each predictor by recruiter. Next, I assigned the aggregated scores down to the anonymous new hires or hiring managers. Each anonymous new hire or hiring manager with the same recruiter received the same value for the predictor.

I chose to aggregate the predictors (recruiter characteristics, quantity and quality interactions with hiring managers or applicants) rather than the criterion data (hiring satisfaction) because the predictors were more closely aligned with the recruiter. The criterion data in this case were further removed from the recruiter. Thus, it seemed more consistent to aggregate the variables more closely aligned with the recruiter level.

I did not follow this pattern when reporting the intercorrelations between hiring satisfaction and other variables in this study (see Table 9). For intercorrelations among hiring satisfaction and other variables (i.e., all variables excluding recruiter characteristics and quantity and quality interactions with hiring managers or applicants), I chose to aggregate the hiring satisfaction variables up to the recruiter level and then assign those ratings down to the other variables. I chose this method because these variables were more proximal to recruiters. This process resulted in analyses with sample sizes of nearly 500 rather than 15 if predictors and criteria were each aggregated up to the recruiter level. Therefore, in Table 9, all correlations between hiring process satisfaction and recruiter characteristics, quantity and quality of interactions with hiring managers or applicants are reported based on aggregating and assigning down recruiter characteristics, quantity and quality of interactions. Whereas all correlations between hiring process satisfaction and all other variables are based on aggregating and assigning down hiring process satisfaction variables. The limitations of these approaches are discussed later.

In terms of hypotheses involving hiring satisfaction variables, Hypothesis 16 proposed that recruiter informativeness would positively correlate with new hire satisfaction with the hiring process. It was mostly supported. For hiring managers as the rating source, results were significant ($r = .11, p < .01$). Results were also significant with

new hires as the rating source ($r = .11$, $p < .01$). However, when using recruiter self-ratings the results were not significant ($r = -.05$, $p = .83$). Table 21 shows the intercorrlations among study variables in Hypotheses 16-20.

Hypothesis 17 proposed that recruiter personableness would relate to a new hire's satisfaction with the hiring process. This hypothesis was supported. Hiring manager ratings of personableness were significantly related to satisfaction with the hiring process ($r = .10$, $p = .01$). Likewise, results were significant when using new hire ratings of recruiter personableness ($r = .12$, $p < .01$). For recruiter self-ratings, results were not significant ($r = .03$, $p =.25$).

Hypothesis 18 proposed that recruiter informativeness would be a predictor of hiring manager satisfaction with the hiring process. Hypothesis 18 was partially supported. Results were significant when using hiring manager ratings of informativeness ($r = .13$, $p < .01$) but not when using new hire ratings ($r = .02$, $p = .33$) or recruiter self-ratings ($r = -.15$, $p = .99$).

Hypothesis 19 indicated that recruiter personableness would predict hiring manager satisfaction with the hiring process. Hypothesis 19 was partially supported. Significant results occurred when using hiring manager ratings of personableness ($r = .12$, $p = .01$) but not when using new hire ratings ($r = .06$, $p = .07$) or recruiter self-ratings ($r = -.10$, $p = .99$).

Hypothesis 20 proposed that the (a) amount of contact with hiring managers, (b) the quality of contact with hiring managers, (c) the amount of contact with candidates, and (d) the quality of contact with candidates would relate to satisfaction with the hiring process. Hypothesis 20 was not supported. Results showed that amount of contact with

hiring managers was not related to hiring managers' hiring process satisfaction ($r = -.05$,

$p = .85$). The quality of contact with hiring managers did not correlate with hiring

managers' process satisfaction ($r = -.01, p = .62$). The amount of contact with applicants

was not related to applicants' process satisfaction ($r = .06, p = .12$). Finally, the quality of

contact with applicants did not relate to applicants' process satisfaction($r = -.02, p = .67$).

Recruitment and selection practices. Hypotheses 21a-b proposed that similar job

experience would correlate with pre-hire outcomes: (a) time to fill position and (b) offer

acceptance rate. Similar job experience was gathered from resumes. It was measured in

years of similar job experience and by an overall rating of similar job experience. Each

form was used in testing hypotheses. Hypotheses 21a was supported. Years of similar

experience was related to time to fill position ($r = -.10, p = .03$). The relationship between

the rating of similar experience and time to fill position and was also significant ($r = -.16$,

$p < .01$).

Hypothesis 21b was not supported. Years of similar experience did not correlate with

the offer acceptance rate for the position ($r = -.01, p = .55$). Likewise the overall rating of

similar experience did not correlate with the offer acceptance rate for the position ($r =$

$.01, p = .54$).

Hypothesis 21c-f proposed that job experience would correlate with post-hire

outcomes: (c) fit, (d) satisfaction, (e) performance, and (f) retention. Hypotheses 21c-f

were not supported. Years of similar experience did not positively correlate with post-

hire outcomes (except for performance): demands-abilities fit ($r = -.01, p = .53$), needs-

supplies fit ($r = -.05, p = .71$), person-organization fit ($r = -.10, p = .89$), satisfaction ($r =$

$-.15, p = .96$), performance ($r = .11, p = .03$), and six month retention ($r = -.00, p = .51$).

Four to seven outliers were identified and removed to further test analyses. When removing outliers the results changed when predicting demands-abilities fit ($r = .21$, $p = .01$), person-organization fit ($r = .16$, $p = .04$), and performance ($r = .04$, $p = .54$).

Similarly, the overall rating of similar job experience did not positively correlate with post-hire outcomes (except for performance): demands-abilities fit ($r = .03$, $p = .37$), needs-supplies fit ($r = .02$, $p = .39$), person-organization fit ($r = -.10$, $p = .88$), satisfaction ($r = -.09$, $p = .84$), performance ($r = .11$, $p = .03$), and six month retention ($r = .05$, $p = .17$). However, when removing outliers the relationship to demands-abilities fit ($r = .17$, $p = .02$) became significant and needs-supplies fit became stronger but was only significant at the .10 level ($r = .14$, $p = .05$). Only one outlier was identified and removed.

Hypotheses 21g-j proposed that related non-job experience would correlate with post-hire outcomes: (g) fit, (h) satisfaction, (i) performance, and (j) retention. Related non-job experience was also gathered from resumes. Hypotheses 21g-j were not supported. Correlations with post-hire outcomes were not significant and some were in the opposite direction: demands-abilities fit ($r = -.09$, $p = .84$), needs-supplies fit ($r = -.06$, $p = .74$), person-organization fit ($r = -.28$, $p = .99$), satisfaction ($r = -.19$, $p = .98$), performance ($r = .08$, $p = .10$), and six month retention ($r = .08$, $p = .09$). Table 22 displays the intercorrelations of study variables in Hypothesis 21.

Finally, Hypothesis 22 proposed that job experience would moderate the relationship between informativeness and post-hire outcomes: (a) fit, (b) satisfaction, and (c) retention. Hypothesis 22 was partially supported. To examine the interactions, I mean centered each variable and then computed the product. Table 23 shows the results of these analyses for hiring manager ratings of recruiter informativeness. There are five

sections of the table. Each section focuses on one dependent variable (e.g., demands-abilities fit, needs-supplies fit). The two columns distinguish which moderator was used. The first column shows the results for using years of similar job experience as the moderator. The second column shows the results for using a rating of similar job experiences as the moderator. The values in these columns are regression coefficients and R^2 values. For example, recruiter informativeness had a regression coefficient of .11 when using years of similar job experience as the moderator and demands-abilities fit as the outcome. Similar job experience in years also had a non-significant regression coefficient of .03. The regression coefficient for the interaction term of recruiter informativeness and years of experience was -.10 and significant ($p < .01$). Finally, with the addition of the interaction term, the ΔR^2 was .22 and significant ($F(1,33) = 9.80$, $p <$ .01). These results indicate that there was a significant interaction between recruiter informativeness and years of similar experience when predicting demands-abilities fit.

In contrast, there was not a significant interaction between recruiter informativeness and a rating of similar experience when predicting demands-abilities fit. In this model, the ΔR^2 associated with the addition of the interaction term (i.e., recruiter informativeness interacting with the rating of similar job experience) was .01 and non-significant ($F(1,35)$ = .29, $p = .59$).

For the remainder of the results in Table 23, the ΔR^2 values tended to be significant when using years of similar job experience and hiring manager ratings of recruiter informativeness: needs-supplies fit ($F(1,33) = 4.52$, $p = .04$), person-organization fit ($F(1,33) = 4.14$, $p < .05$), and job satisfaction ($F(1,33) = 4.51$, $p = .04$). For analyses with

six month retention as the outcome I used logistic regression. Interaction terms were not significant (see Table 23).

Interactions were mostly non-significant when using a rating of similar job experience and hiring manager ratings of recruiter informativeness. Only for job satisfaction was the interaction significant (see second column in Table 23): demands-abilities fit ($F(1,35) = .29$, $p = .59$), needs-supplies fit ($F(1,35) = 3.20$, $p = .08$), person-organization fit ($F(1,35) = .07$, $p = .79$), and job satisfaction ($F(1,35) = 4.54$, $p = .04$). Again, logistic regression was used to test the interaction term on six month retention. This also yielded non-significant results.

For applicant ratings of informativeness, ΔR^2 values were not significant when using years of similar experience: demands-abilities fit ($F(1,127) = 1.69$, $p = .20$), needs-supplies fit ($F(1,127) = .05$, $p = .83$), person-organization fit ($F(1,127) = 1.23$, $p = .27$), and job satisfaction ($F(1,127) = .56$, $p = .46$). Regression coefficients for the interaction term predicting six month retention was also not significant. The first column in Table 24 shows these results.

Non-significant ΔR^2 values were also found when using a rating of similar job experience and applicant ratings of informativeness to create the interaction terms: demands-abilities fit ($F(1,132) = .44$, $p = .51$), needs-supplies fit ($F(1,132) = .02$, $p = .88$), person-organization fit ($F(1,132) = .00$, $p = .96$), and job satisfaction ($F(1,132) = .36$, $p = .55$). I again found non-significant results when testing the interaction predicting retention. See the second column in Table 24.

When using recruiter self-ratings of informativeness to compute the interaction with years of similar job experience, tests of the ΔR^2 were significant: demands-abilities fit

$(F(1,120) = 7.51, p = .01)$, needs-supplies fit $(F(1,120) = 6.03, p = .02)$, person-organization fit $(F(1,120) = 10.78, p < .01)$, and job satisfaction $(F(1,120) = 11.30, p < .01)$. The interaction term predicting retention was not significant. The first column in Table 25 shows these results. However, when removing outliers all of the tests using this rating source became non-significant. Four to seven outliers were removed.

For the interaction term of recruiter self-ratings of informativeness and a rating of similar job experience, ΔR^2 values were mostly significant: demands-abilities fit $(F(1,125) = 3.93, p < .05)$, needs-supplies fit $(F(1,125) = 2.29, p = .13)$, person-organization fit $(F(1,125) = 6.95, p = .01)$, and job satisfaction $(F(1,125) = 5.35, p = .02)$. See the second column in Table 25. Similar to previous tests with recruiter-self-ratings, removing outliers resulted in non-significant results for this hypothesis. In these cases, one to three outliers were removed.

Another aspect of Hypothesis 22 was that the predicted form of the interaction would be such that when experience was low, the relationship between informativeness and the post-hire outcome would be positive. For the most part this held true. Figures 6-9 depict the form of the interactions for those tests showing significant results. The relationships between the predictor and criterion were graphed at the 10th, 50th, and 90th percentiles of the moderator. This was intended to provide additional clarity beyond the traditional +/- 1 *SD*. Only significant interactions were graphed. For hiring manager ratings of recruiter informativeness, the predicted form was supported. On the other hand, when using self-ratings of recruiter informativeness the form of the interaction was opposite of the prediction.

Discussion

A number of studies have examined recruiter characteristics. Much of this work has focused on the importance of recruiter characteristics during the early phases of recruitment (Chapman et al., 2005). This study broadened the investigation of recruiter characteristics by examining relationships with post-hire criteria and objective pre-hire criteria. In addition, this study has taken an integrated perspective of recruitment by exploring the interaction among recruitment and selection variables. Results of this study show support for increased attention on recruiter characteristics and activities that bridge the recruitment and selection areas (e.g., note-taking and job experience) but failed to find consistent support for interactions between selection and recruitment variables – although only a narrow set of recruitment and selection variables were studied.

Test of Hypotheses

Extraversion and conscientiousness. In terms of recruiter extraversion, this study found that it was generally unrelated to pre- or post-hire recruitment outcomes. For example, in Hypotheses 1-2 and 4, extraversion had only weak or non-significant relationships with pre-hire criteria and no mediation effects were present. Results were only significant in one of 15 tests using extraversion as the independent variable. The non-significant results were consistent across sources, although the size of effects tended to vary from small to nonexistent and even slightly negative (see Table 10).

As a whole, the results regarding extraversion were surprising since previous research shows that extraversion predicts performance in jobs that require significant interpersonal interaction (Barrick & Mount, 1991; Mount et al, 1998). The non-significant results in this study might be due to the type of criteria included. Previous meta-analytic research

on predictors of job performance for salespeople showed that extraversion had a stronger relationship to objective sales criteria than to subjective ratings criteria (Vinchur et al., 1998). This study's results may have been more consistent with previous research if criteria similar to sales such as the number of hires were included.

The results for recruiter conscientiousness were more encouraging. Results were generally supportive of Hypotheses 5-9 (see Table 10). However, as with extraversion, there was no support for any mediation effects of conscientiousness (see Hypothesis 10).

One of the starkest contrasts between conscientiousness and extraversion can be seen in the results of Hypotheses 2 and 5. Here conscientiousness had a significant relationship with accepting recommendations while extraversion did not. The sizes of the correlations were substantially larger for conscientiousness compared to extraversion. It appears that characteristics and behaviors associated with conscientiousness have a stronger possibility of influencing hiring managers more than extraverted characteristics and behaviors do. This indicates that hiring managers likely respond better to the thorough and detail oriented approach conscientious recruiters take with hiring candidates.

One reason for the different results with extraversion compared to conscientiousness could be due to a stronger restriction of range with extraversion. For example, as mentioned earlier O*NET describes relationship building as a necessary component of the recruiter role. Therefore, those with higher levels of extraversion may be drawn to the recruiter role, whereas those with lower levels of extraversion would not consider a position that required meeting new people and building relationships with them. Furthermore, it could also be that the hiring process for recruiters included an evaluation of their ability to build relationships or their extraversion. This could especially be the

case given the selection process for recruiters in this study only included interviews. These conditions likely restricted the range of extraversion and could have influenced the results.

Another notable finding for conscientiousness was in the test of Hypothesis 6. For hiring managers, conscientiousness was negatively related to time to fill position. This is important since time to fill position is an objective measure of a recruiter's performance and has a measureable impact on cost. This finding fulfills a call for additional research on recruiter characteristics and objective measures (Lievens & Chapman, 2009).

The relationships between conscientiousness and various aspects of note-taking were also notable. Previous studies have not focused on predictors of note-taking. In this study, results from Hypothesis 8 demonstrate that note-taking is related to the personal characteristics of the note taker. Conscientious recruiters tended to take more notes, cover more content dimensions, and have higher quality notes. This is interesting since the sponsoring organization emphasized note-taking in the interview (e.g., all recruiters participated interview training and sections of the interview document included space for notes for each question). Even with that emphasis, conscientiousness still distinguished levels of note-taking.

In summary, conscientiousness showed more consistent significant relationships with recruitment outcomes than did extraversion (see Table 11). These findings are supported by meta-analyses demonstrating that for most jobs conscientiousness tends to be a better predictor of performance than other personality traits (Barrick & Mount, 1991). This study provides evidence that conscientiousness is a desirable trait specifically in the recruiter role. However, for reasons mentioned earlier, extraversion should not be

completely discounted. Sample or methodological limitations may have influenced results.

Informativeness and personableness. The link between the ability to provide information and the applicant's need for realistic information underlies the importance of informativeness for applicants. Although this study did not directly look into the amount of realism provided to applicants, realism explains why informativeness would be an important characteristic for recruiters. Informative recruiters in this study would capable of providing realistic information for two reasons. First, recruiters in this study recruit for one job, which allows each recruiter to become very familiar with the job requirements and work environment. Familiarity with the job allows recruiters to have realistic information at their disposal. Second, recruiters in this study were evaluated by the new hires they recruited, which is an incentive to provide accurate information. Therefore, under the right conditions, informative recruiters may be a key to providing insight and setting expectations for the new role.

In general, informativeness showed the strongest relationship with post-hire outcomes compared to pre-hire outcomes (see Hypotheses 12 and 13). Results from Hypothesis 13 showed that new hire ratings of informativeness were correlated with several post-hire outcomes. The strongest correlations were with needs-supplies fit and job satisfaction (see Table 17). These relationships could be due to the creation of accurate pre-hire expectations as a result of recruiter informativeness. When pre-hire expectations are met post-hire job attitudes tend to be positive (Wanous et al., 1992).

However, new hires completed ratings of informativeness in the same survey in which they made ratings of post-hire attitudes. Thus, common method variance may have

created inflated correlations. In comparison, correlations using different sources were very small and non-significant.

In light of this limitation, recruiter informativeness may not be enough to provide the necessary foundation from which applicants can develop realistic expectations of the job. Past research on realistic job previews has also struggled to find much evidence of a connection with post-hire outcomes (Phillips, 1998). Results from this study failed to demonstrate a consistent link between the ability to provide information and a measureable benefit to candidates' post-hire attitudes. However, from a practical perspective few would discount the importance of providing realistic information to applicants (Breaugh, 2008).

The recruiter's role in reducing applicant and hiring manager anxiety with the hiring process also provided justification to why informativeness and personableness would be important recruiter characteristics. Even though actual anxiety levels were not measured in this study, a reduction in anxiety provided the rationale for why personableness and informativeness would be important characteristics for recruiters. Results of Hypotheses 16-19 were generally consistent with Gilliland's (1993) principles of informational and interactional justice in that clear and friendly communication was related to satisfaction with the selection process. Overall, informativeness and personableness appear to be more important for outcomes that are more proximal and conceptually related to the experience in hiring process than outcomes that are more distal to the hiring process (e.g., fit and satisfaction). Thus, the benefits of recruiter informativeness and personableness may reduce over time as new hires have additional experiences on the job.

Recruitment and selection practices. In this study, I proposed that recruitment and selection practices would be related to pre- and post-hire outcomes. Recruitment and selection variables included recruiter contact with applicants and hiring managers, note-taking, similar job experience, and interactions between selection and recruitment variables.

Results from Hypotheses 3, 14-15, and 20 showed that contact between hiring managers and recruiters was related to recruitment outcomes while contact between candidates and recruiters was not related to any recruitment outcomes. For example, quality contact between recruiters and hiring managers was related to the acceptance of a recruiter's hiring recommendation (see Hypothesis 3). For recruiters, it was more important to have quality contact than frequent contact with hiring managers. In fact, more frequent contact was associated with less acceptance of a recruiter's hiring recommendation. The number of interactions could be an indication of the difficulty of finding qualified candidates or working with difficult hiring managers. More interactions could be a sign that the hiring manager was not satisfied with the applicants and required more interactions with the recruiter to discuss screening additional candidates. In fact, an additional analysis showed that the correlation between the number of candidates recruiters sent to hiring managers for an interview was strongly related to the number of interactions ($r = .59$, $p < .01$).

Regardless of the reason for the negative relationship, the data indicate that quality interactions may be an important component to influencing the hiring manager's decision. For organizations it may be more worthwhile to focus on creating quality interactions that build relationships with hiring managers than contacting them

frequently. To the extent that recruiters can have meaningful interactions with hiring managers, they could be more influential in hiring decisions.

Earlier, it was mentioned that conscientiousness was related to the amount and type of note-taking. Results of Hypothesis 9 also confirmed that note-taking was associated with the hiring manager's acceptance of recruiter recommendations. Specifically, the more behavioral notes recruiters recorded during an interview the more likely hiring managers were to accept recruiter recommendations. One possible explanation for this finding is that behavioral notes allowed recruiters to provide specific examples of applicant abilities when meeting with hiring managers. Based on the research by Petty et al. (1981), hiring managers likely paid more attention to the specific information about candidates because they were personally invested in the outcome of the decision. With examples of a candidate's past performance gathered from note-taking, recruiters may be better able to provide needed information about candidates to hiring managers.

However, another explanation for the finding could be that behavioral notes were more likely to be written on higher quality candidates because these candidates were better equipped to provide behavioral examples related to the job. It may have been that the quality of the candidate was at the core of accepting a recruiter's hiring recommendation. In fact, there were significant correlations between behavioral notes and all three measures of similar experience, which could be proxies for candidate quality (see Table 9).

Results from this study consistently showed that the degree of acceptance of a recruiter's hiring recommendation did not relate to post-hire outcomes (see Hypothesis 11). There are several possible reasons for these non-significant results. First, recruiters

may not be better than hiring managers at evaluating candidates. Although recruiters in

this sample were likely to have more experience and training in interviewing, it may not

have resulted in a greater adherence to mechanical methods for their recommendations. If

this is the case, it is unfortunate since mechanical methods for decision-making,

especially in employee selection, have demonstrated greater validity than relying on

intuition or other methods (Highhouse, 2008). Second, ratings of the hiring manager's

acceptance of a hiring recommendation were made on a 3-point scale. This may have

reduced the variability and made it difficult to find a relationship with post-hire outcomes

they existed.

Another reason could be that recruiters had already screened out poor candidates and

were sending only the best of the applicant pool to the hiring manager. This likely

restricted the range in variability among post-hire outcomes. In this regard, the majority

of candidates sent to the hiring manager could have been equally qualified and may have

had similar post-hire outcomes regardless of the recruiter's recommendation on the top

candidate.

In terms of job experience, this study separated similar job experience from total job

experience. Similar experience was measured in years and by an overall rating. I also

included a measure of similar non-job experience (e.g., education, awards, club

participation). Results showed that an applicant's similar experience in years was

negatively related to time to fill position (see Hypothesis 21). This makes sense given

previous research indicates that those with extensive experience are likely to have the

necessary skills and abilities (Mumford & Owens, 1987; Mumford & Stokes, 1991).

Therefore, recruiters are likely to seek out these types of candidates from the candidate

pool early in the recruitment process. This would lead to more experienced candidates getting through the hiring process faster.

When it comes to post-hire outcomes, there was limited evidence to support the idea that similar experience is a predictor (see Hypothesis 21). There was no relationship between similar experience and fit and satisfaction. However, both years and the rating of similar experience were related to supervisor ratings of performance. This is consistent with previous research proposing that the type of work experience should relate to performance in a similar role (Quinones et al., 1995).

Finally, this study also proposed that researchers should not study recruitment and selection variables in isolation but should account and test for possible interactions. As a whole, results of interactions between recruitment and selection variables were conflicting across rating sources (see Hypothesis 22). The interaction between similar experience and recruiter informativeness tended to predict post-hire outcomes when using years of experience and hiring manager ratings of recruiter informativeness (see Figure 6). Those tests were consistent with the hypothesis in that the more experience an applicant had, the less important the recruiter's informativeness was to post-hire outcomes. This has important implications for targeted recruitment and selection efforts. For example, if an applicant has significant experience it is unlikely that the recruiter will need to provide significant information outside of what is already known to the applicant. On the other hand, if an applicant is new to the field, then the degree to which a recruiter can provide information will be helpful for setting expectations related to post-hire outcomes.

However, when using recruiter self-ratings, interactions were significant but the form was in the opposite direction (see Figures 8-9). In these situations, when an applicant has a high degree of similar job experience, the relationship between recruiter informativeness and post-hire outcomes was positive but when applicants had very little similar job experience the relationship between informativeness and post-hire outcomes was not significant. One possible reason for the inconsistency between hiring manager ratings and self-ratings could be the lack of agreement among rating sources. Future research should clarify how applicant experience and informativeness interact to predict pre- and post-hire outcomes.

Limitations

General limitations of this study include the timing and order of data collection, potential for common method variance, inconsistency in ratings of recruiter characteristics across sources, the use of an assign down approach to dealing with group level data, range restriction, and limited information from applicants and hiring managers. Each of these general limitations is discussed below.

Study results could have been affected by the timing and order of data collection. For example, hiring managers were asked to provide ratings of recruiter characteristics after their position was filled and the new hire was on the job. The significant relationship between conscientiousness and time to fill position could have been be due to the fact that hiring managers made ratings on the recruiter's conscientiousness after new hires were on the job (see Hypothesis 6). This may have created a bias if hiring managers were thinking about the outcomes of the hiring process when completing surveys. Following the logic of the halo effect, if outcomes were positive, hiring managers may have

attributed the results to the recruiter and been more likely to make ratings on recruiters that were positive, thus creating an inflated correlation between recruiter characteristics and objective criteria. However, hiring managers in this study would not typically have a point of comparison for time to fill position. On average, hiring managers in this sample participated in hiring a BOA only 2.30 times during their tenure and had 1.17 BOAs on staff at the branch.

Additionally, the timing of data collection was problematic for the measurement of post-hire attitudes. In the study, some new hires provided ratings at 45 days after hire and others provided ratings closer to 90 days after hire. As mentioned earlier, the organization made the requirement that the research survey be sent out only once each month. As a result, findings could have been biased because of the inconsistent measurement times. Perceptions of fit and satisfaction may differ significantly at 45 days compared to 90 days after hire. Finally, all recruiters did not complete their self-ratings of characteristics at the same time. Some recruiters completed the self-ratings before the main data collection began and others completed it during the time main data collection was underway. Recruiters responding later in the process may have inflated self-ratings if they knew which characteristics were being studied.

Another limitation was that several analyses contained variables measured from the same source. This could have led to biased correlations based on common method variance. However, in several cases, variables completed by the same source were not completed at the same time and self-report variables (e.g., recruiter conscientiousness) were paired with factual reports of events (e.g., frequency of contact with hiring managers). Both of these strategies reduce the potential for common method variance

(Spector, 2006). Although these precautions were taken for several analyses, some hypothesis tests were still at risk of this bias. For example, the results of Hypothesis 13 showed that recruiter informativeness was correlated with post-hire attitudes. This was only the case when using new hire ratings and new hires completed measures of recruiter informativeness and post-hire outcomes at the same time.

The lack of agreement in ratings of recruiter characteristics across rating sources is another limitation. The low correlations across sources may be one reason for the variability in results across sources. Across sources, ratings on recruiter characteristics were consistently unrelated. Hiring manager and new hire ratings showed greater agreement but were still only weakly correlated on conscientiousness and extraversion. Only in the case of extraversion was the correlation significant between hiring managers and new hires (see Table 9). The lack of agreement could be due to a number of reasons. One reason could be that recruiters may have inflated their self-ratings if they thought that the ratings would be used for decision-making purposes. Average recruiter self-ratings were near or higher than 5.0 on a 7-point scale (see Table 8). However, it was clearly communicated that ratings were for research purposes only.

Another reason could have been the frame-of-reference that each rating source held. Schmit, Ryan, Stierwalt, and Powell (1995) showed that frame-of-reference can moderate the criterion-related validity of personality measures, with work specific contexts having greater validity. Recruiters were asked to make ratings as they see themselves relative to others. Instructions did not specify a work context whereas hiring managers and new hires were asked to make ratings based on their interaction with the recruiter at work.

Ratings may have been more consistent if the frame-of-reference was similar across sources.

It could also be that new hires may have inflated their ratings due to their satisfaction with being hired. Results may have been different if all applicants were asked to provide ratings on recruiters before a hiring decision was made. It could also be that only hiring managers and new hires with positive experiences responded to the surveys. One hint that this might be the case is that the time to fill position was significantly faster for new hires completing the survey than for those not completing the survey (see Table 5). It is likely that those making it through the selection process faster had more positive reactions than those who took longer to get through the selection process. The positive reactions may have merged into positive perceptions of the recruiter.

Another general limitation is that for several hypothesis tests, the assumption of independence was violated because an assign down approach was taken when dealing with variables collected at or aggregated up to the recruiter level. The approach, especially utilized in testing Hypotheses 16-20, creates potentially downwardly biased standard errors and makes it easier to find significance (Maas & Hox, 2001). However, the assign down approach was the best method available given the low number of recruiters and the fact that the organization used an anonymous survey that could not be matched to the new hire or hiring manager.

Additionally, range restriction on the predictors and criteria could have played a role in the non-significant correlations. For example, none of the predictors had significant correlations with offer acceptance rate or six month retention. These variables had very little variability: 95% of applicants accepted offers and 92% of new hires were retained

during the first six months. As mentioned earlier, predictors could also have suffered from range restriction in that the general population of recruiters may already possess some of the characteristics given the nature of the job and the hiring process likely included aspects of those characteristics.

The lack of data available from hiring managers and rejected candidates is also a limitation. It was not possible to gather extensive information regarding hiring managers' perspectives on their interactions with recruiters or applicants. For example, there was no measure of prior experience between the hiring managers and recruiters. It could be that a hiring manager's comfort and familiarity with the recruiter moderated some of the relationships between recruitment activities and acceptance of hiring recommendations.

Additionally, this study was limited to measuring pre-hire outcomes for only those applicants that were hired. By incorporating all applicants, the relationship between recruiter characteristics and additional pre-hire outcomes could be better established. For example, this study was unable to draw conclusions about how recruiter characteristics relate to applicant dropout rates. By excluding rejected applicants it was not possible to investigate the conditions in which offers were rejected and how recruiter characteristics and activities may have influenced those decisions.

Finally, this study did not include measures of realism or anxiety. These two concepts formed the rationale for why informativeness and personableness are important recruiter characteristics. However, the study results were limited by not including actual measures of these concepts. By including the measures, the study could have better assessed the impact of recruitment activities on pre- and post-hire outcomes. It could have also tested whether informativeness and personableness are related to applicant insight, perceptions

of realism, and reduced anxiety in the selection process. Including measures of realism and anxiety would have been especially beneficial if rejected applicants were included.

Even with these limitations the opportunity to investigate the recruiter's connection to pre-hire outcomes (e.g., time to fill), and post-hire outcomes (e.g., job satisfaction) is noteworthy. These outcomes are very important to organizations and have rarely been included in studies of recruitment (Lievens & Chapman, 2009; Saks, 2005). Additional research that addresses some of these limitations would be beneficial.

Practical Implications, Future Research, and Conclusion

Overall, results point to conscientiousness as the characteristic with the most consistent relationship to outcomes and the one with the most practical benefits to organizations. The generally positive findings for conscientiousness support the idea that conscientious recruiters are well suited to guide hiring managers and candidates through the selection process and contribute to the major goals of the recruitment process. Contributions to the organization by focusing on recruiter conscientiousness may include better documentation on applicant qualifications, lower time to fill position, and influencing hiring managers to accept a hiring recommendation. Informativeness and personableness also showed positive results but they were not as consistent or strong.

One practical implication is for organizations to hire recruiters based on characteristics included in this study. This may enable recruiting departments to be more effective in achieving recruitment objectives. Of course, recruitment objectives may determine which characteristic is most important for the situation. For example, if the objective is to create a better process for candidates and hiring managers, informativeness or personableness may be the focus of the selection efforts. If the objective is to reduce

time to fill or increase the quality of documentation on candidate qualifications (i.e.,
notes) then conscientiousness may be the best option.

In addition to employee selection, organizations could create training programs that
contribute to the attainment of recruitment objectives. Training based on behaviors
associated with recruiter characteristics could be the most beneficial. For example,
training recruiters to demonstrate personable behaviors could be an effective method for
potentially reducing the anxiety of applicants during the hiring process, which may help
applicant to have positive experience regardless of the hiring outcome. In addition,
training on note-taking strategies that focus on behavioral notes would be helpful.
Typically, recruiters are trained on interviewing techniques, but more specific training on
how to take and utilize behavioral based notes would be important, especially when the
acceptance of hiring recommendations is desired.

Furthermore, increasing accountability for recruiter behaviors associated with
positive outcomes will help organizations monitor progress toward objectives. For
example, holding recruiters accountable to take behavioral based notes and rewarding
them accordingly should provide opportunities for greater focus on note content that is
related to hiring managers accepting recruiter recommendations. Showing that note-
taking relates to hiring manager decisions is an important finding for recruiting
departments tasked with helping hiring managers make evidence-based decisions.
Ensuring recruiters take behavioral notes could be a relatively simple way to increase
their ability to communicate hiring recommendations and influence hiring managers.

In terms of future research, incorporating a multilevel approach to test hypotheses
would account for the nested nature of recruitment outcomes and avoid one of the

limitations in this study. In addition, methods that include additional controls regarding common method variance and the timing of data collection would be important. One possibility could be to gather hiring manager perceptions of recruiter characteristics before an offer is accepted. This would reduce the possibility for a halo type bias in the ratings.

Although results did not support hypotheses related to extraversion as an important recruiter characteristic, future research should continue to investigate the importance of extraversion for recruiter outcomes. Several methodological limitations could have influenced these findings. Perhaps extraversion might be related to outcomes that are more objective and sales oriented, such as the number of hires, the number of candidates attending events, or the number of applicants submitting resumes at events. Given extraversion's connection to sales performance (Vinchur et al., 1998), this could be a fruitful area to research. Extraversion could also be a characteristic that is more important for applicant reactions earlier in the recruitment process. For example, extraversion may be a strong characteristic for attracting applicants, which is an early phase of the recruitment process. The timing of when extraversion is of most value should be studied.

Future research should also provide a more extensive examination into the relationship between conscientiousness and note-taking. For example, it would be interesting to understand which form of note-taking is most likely to occur with conscientious recruiters and whether they would take notes if not prompted, which was not the case in this study. Likewise, understanding how conscientiousness, note-taking, and quality contact work together to support recruitment objectives would be helpful. For example, how does note-taking relate to quality interactions with hiring managers

throughout the period of recruitment and how are behavioral notes best used to communicate the quality of candidates? It could be that specific stories about past behaviors and performance in similar roles are the most relevant and influential in hiring manager decisions.

Additional focus on the hiring manager's experience with the recruiter, applicants, and recruitment objectives is also needed. Especially interesting would be the role of pre-hire interactions between the hiring manager and applicant outside of the interview as well as the hiring manager's perception of the applicants recommended for interview by the recruiter. Additionally, a hiring manager's perception of the recruiter could change over the course of the recruitment period. Future research could look into how those changes might occur and what impact they might have on the recruitment process.

This study was limited to two of the Big 5, but a focus on other characteristics is an additional avenue to investigate. Agreeableness, openness to experience, and neuroticism may also have relationships with pre- or post-hire recruitment outcomes. Similarly, examining the individual facets of conscientiousness or extraversion will help narrow the focus to essential characteristics while excluding facets that are not as important. This may be especially helpful in the case of extraversion, since most relationships with outcomes in this study were not significant.

Additionally, including characteristics beyond personality traits would be an important contribution. For example, cognitive ability is consistently shown to predict job performance. Future research could investigate the relationship between recruiter cognitive ability and pre- and post-hire outcomes. This would expand the understanding

of important recruiter characteristics and the depth of our understanding around the importance and positive effects of cognitive ability as a critical characteristic.

This study contributes to the literature by providing some of the first tests of the recruiter's role with objective pre-hire outcomes and post-hire outcomes. Something that has been called for by previous researchers (Lievens & Chapman, 2009). Incorporating these variables common to the practice of human resource management provides practical benefits to practitioners.

In conclusion, this study expands the importance of recruiter characteristics by showing a connection to recruitment outcomes outside traditional pre-hire perceptions and reactions by applicants. This study demonstrated that recruiter characteristics are related to objective pre-hire outcomes and relate to behavior during selection activities. With a renewed perspective on recruiter characteristics, organizations can focus on additional ways to improve recruitment objectives, especially during the pre-hire stage.

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Appendix A: Organizational Context

This study takes place at a large financial services firm. The firm specializes in providing investment advice to individual investors and has over 10,000 branch offices across North America. Each branch typically has one financial advisor and one branch office administrator (BOA).

In each branch office, the financial advisor is responsible for generating new clients, assessing financial goals and needs, and making financial recommendations. The financial advisor is also the manager of the BOA. The BOA serves as the first point of contact at the branch. The BOA is responsible for greeting clients, preparing the financial advisor for his/her client meetings, and performing administrative tasks relevant to the various financial decisions made by the client.

The administrative process for hiring a BOA is managed by BOA recruiters (referred to as recruiter in this study) at the headquarters. BOA recruiters collaborate with financial advisors (referred to as hiring managers in this study) who have open BOA positions. BOA recruiters post job ads, attend career fairs, and screen candidates. Financial advisors are also active in recruiting in their local areas but these activities are mainly from networking or word of mouth. In terms of selection, recruiters review resumes and conduct initial phone screen interviews. There are no selection tests as part of the hiring process. Candidates passing the resume and interview hurdles are referred to the financial advisor for a face-to-face interview. The face-to-face interview is the final step in the process. A candidate is extended an offer of employment at the financial advisor's discretion. Recruiters do not make final hiring decisions but are responsible for communicating the decision to the applicant and negotiating salary where applicable.

Appendix B: Recruiter Surveys

Email Invitations/Cover Letters

Recruiters

Hello,
As mentioned in a recent Senior Recruiter Meeting, we are beginning the Recruiter Competencies Project. The purpose of this project is to understand how recruiter competencies relate to recruitment outcomes and the formation of successful branch teams.

In this survey, you are invited to describe yourself in terms of the [the organization's] competencies. To describe yourself, you will rate various statements dealing with the competencies.

The survey will take about 30 minutes. It must be completed in one sitting. Please ensure you have adequate time to complete it before beginning.

So that you can provide feedback in an honest manner, the survey results will be kept confidential. Only overall department level trends will be reported. Additionally, information will be collected from new hires and hiring leaders regarding their experience in the hiring process. If you would like to see any of the surveys that new hires or hiring leaders will complete please contact Jacob Fischer. Please click on the link below to begin.

If you have any questions, please contact [the researcher]

Recruiter Survey

Introduction – Recruiter Survey Page 1
The purpose of this survey is to get a sense of the [the organization's] competencies critical to recruitment outcomes and branch team success. Throughout this survey, you will see phrases referring to your work behavior or your general characteristics.

You will be asked to rate how well each statement describes you or your work. Your responses are confidential. Results will be averaged across the entire department. No individual responses will be reported. The survey will take about 30 minutes to complete. At the end of this project, you can expect to receive a report explaining which competencies are the most important for BOA Recruiters. Results can be used in future selection and development for BOA Recruiters.

Thank you for participating in this project.

In order to match your responses to the FAs and BOAs you have worked with, please leave your P#. Remember, your responses will be kept completely confidential. Only aggregate trends will be reported.

Type P#

Recruiter Survey Page 2
Please use the rating scale to describe how frequently you engage in each behavior. Some statements refer to your work with candidates and some statements refer to your work with FAs. Your responses should reflect how you generally behave now, not as you wish to in the future. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

In my interactions with **CANDIDATES**…

Never	Very Rarely	Rarely	Occasionally	Frequently	Very Frequently	Always

- I talk about options for career advancement
- I provide information about the financial advisor(s) at the branch
- I speak about the job in great detail
- I give a realistic view of [the organization]
- I describe the kind of associate [the organization] is looking for
- I inform the candidate about the working environment of the branch
- I let the candidate know what the job will be like
- I try to get to know the candidates I work with
- I ask questions to understand the feelings and concerns of candidates
- When talking with candidates, I can become frustrated with them
- I show interest in each candidate
- I am friendly with candidates

In my interactions with **FINANCIAL ADVISORS/HIRING LEADERS**…

Never	Very Rarely	Rarely	Occasionally	Frequently	Very Frequently	Always

- I discuss the limitations of a candidate, even when he/she is the FA's top choice
- I inform the hiring leader about what to expect in the hiring process
- I discuss candidates in detail with the FA
- I explain the strengths and weaknesses of candidates to the FA
- I explain my sourcing strategy with the FA
- I keep the FA updated when milestones are met in the hiring process
- I give the FA information on interviewing best practices
- I try to get to know the FAs I work with
- I ask questions to understand the feelings and concerns of FAs
- I cooperate with the FA's schedule
- When talking with FAs, I can become frustrated with them (R)
- I show interest in each FA
- I am friendly with the FAs I work with

Recruiter Survey Page 3
Please use the rating scale to describe how accurately each statement describes *you*. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses

will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Am always prepared.
- Pay attention to details.
- Get chores done right away.
- Carry out my plans.
- Make plans and stick to them.
- Waste my time.
- Find it difficult to get down to work.
- Do just enough work to get by.
- Don't see things through.
- Shirk my duties.
- Feel comfortable around people.
- Make friends easily.
- Am skilled in handling social situations.
- Am the life of the party.
- Know how to captivate people.
- Have little to say.
- Keep in the background.
- Would describe my experiences as somewhat dull.
- Don't like to draw attention to myself.
- Don't talk a lot.

Recruiter Survey Page 4

Please use the rating scale to describe how accurately each statement describes *you*. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Am able to answer an FA's question correctly
- Respond quickly to feedback from the hiring managers
- Get FAs to talk about their service needs with me
- Always try to help FAs achieve their goals
- Enjoy brainstorming with others to solve problems
- Get satisfaction from making FAs happy
- Details can overwhelm me
- Achieve my goals by satisfying FAs
- Work best when I am alone.
- Make sure everyone is included in projects I lead

- Try to identify the reasons for my actions.
- Contribute in a meaningful way to projects I don't lead
- Support my teammates or fellow group members.
- Enjoy remembering FA's names
- Consult the library or the Internet immediately if I want to know something.
- Make decisions with the firm's goals in mind
- Help others identify their training needs
- Want everything to be "just right."
- Enjoy helping others get better at their jobs
- Understand the firm's mission and strategy

Recruiter Survey Page 5
Please use the rating scale to describe how accurately each statement describes *you*. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Read all the time.
- Do just enough work to get by.
- Speak up in protest when I hear someone say mean things.
- Look forward to the opportunity to learn and grow.
- Try to make my group members happy.
- Am good at helping people work well together.
- Turn plans into actions.
- Am a good role model for less experienced associates
- Always watch [CEO's] firm broadcasts
- Am a true life-long learner.
- Take challenges head on
- Don't mind changes in my responsibilities
- Feel I must respect the decisions made by my group.
- Focus on what is most important when making decisions
- Put little time and effort into my work.
- Determine the appropriate steps to completing work projects
- Frequently give advice to others
- Really enjoy serving FAs
- Stand up for what I feel is right
- Am good at taking advice.

Recruiter Survey Page 6
Please use the rating scale to describe how accurately each statement describes *you*. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and

roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Help less experienced associates learn the ropes
- Know what I need to do to get better at my job
- Have taken frequent stands in the face of strong opposition.
- Give realistic estimates for completing work
- Don't speak my mind freely when there might be negative results.
- Try to have good reasons for my important decisions.
- Keep the best interest of FAs in mind
- Don't like giving advice or suggestions to others
- Coach associates in my department
- Do things according to a plan.
- Am a firm believer in thinking things through.
- Stay calm under pressure
- Can stand criticism.
- Am told that I am a strong but fair leader.
- Weigh the pro's and the con's.
- Go out of my way to attend educational events.
- Prefer to do everything alone.
- Create a clear plan for each project I lead
- Do more than what's expected of me.
- Prefer to solve problems on my own

Recruiter Survey Page 7
Please use the rating scale to describe how accurately each statement describes *you*. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Identify the needs of branch teams
- Ask others for feedback on my work performance
- Am valued by others for my objectivity.
- Put down others' proposals.
- Try to make sure everyone in a group feels included.
- Read a large variety of books.
- Am not highly motivated to succeed.
- Like to tidy up.
- Can face my fears.

- Quickly bounce back from setbacks
- Want to learn new things for my career
- Make decisions with the branch team in mind
- Have read the firm's new 5-year plan
- Align objectives to firm's objectives
- Set high standards for myself and others.
- Plunge into tasks with all my heart.
- Am thrilled when I learn something new.
- Blame others for mistakes
- Enjoy responding quickly to FAs' requests
- Enjoy being part of a group.

Recruiter Survey Page 8
Please use the rating scale to describe how accurately each statement describes **you**. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Adapt easily to new situations.
- Am valued by my friends for my good judgment.
- Call for action while others talk.
- It comes naturally for me to have empathy for FAs
- Do things in a logical order
- Work hard.
- Go straight for the goal.
- Like order.
- Make decisions only after I have all of the facts.
- Love order and regularity.
- Demand quality.
- Give credit where credit is due
- Don't hesitate to express an unpopular opinion.
- Take a problem-solving approach with FAs

Recruiter Survey Page 9
Finally, please describe your recruiting background.

How long have you been a recruiter (include time in any industry and for any firm)? _DROP DOWN_
Drop down options: under 1 year, 1-2 years, 3-5 years, 6-9 years, 10 or more years

Indicate sources of interview or other recruiter training you have participated in. (Check all that apply)

- Trained in BOA Hiring
- Trained in another department (i.e., home office recruiting, FA Hiring/Recruiting)
- Trained at another firm
- Trained with a professional organization
- Completed the [the organization's] Competency Based Interviewing (CBI) Course

Thank you for participating in this survey.

Data collected from this survey will be used for the dissertation of Jacob Fischer (an associate at [the organization]). In addition to this survey, information will be collected from new hires and hiring leaders regarding their experience in the hiring process. Information from the traditional new hire and hiring leader surveys will also be collected. Remember, only aggregate data will be used in the study – no individual data will be reported in any way and all data will remain confidential. If you would like to see any of the surveys that new hires or hiring leaders will complete please contact Jacob Fischer. Please select from the choices below to allow or not allow your information to be used for Jacob Fischer's dissertation.

☐ I agree to allow my responses and the data stated above to be used in Jacob Fischer's dissertation

☐ I do not agree to allow my responses and the data stated above to be used in Jacob Fischer's dissertation

Response to this question should be mandatory

If you have any questions please contact [the researcher]

Submit

Appendix C: Requisition Survey

How well did you understand this branch's local needs?
(Circle the best description)

a) Very little understanding
b) Somewhat understood needs
c) Moderately understood needs
d) Clearly understood needs
e) Very clearly understood needs

How many candidates did you send to the FA to interview? _____
How many candidates did you make offers to (including this candidate)? _____
Did the FA have a pre-selected candidate you were *required* to hire?   YES / NO
Describe the FA's reaction to your top choice recommendation?
(Circle the best description)

Discussed Candidates	Did Not Discuss Candidates
a) Rejected my recommendation and went with own choice	a) Hired who I would have hired (my top choice)
b) Accepted my recommendation with some reservations	b) All candidates were equally qualified (I did not have a top choice)
c) Whole heartedly accepted my recommendation	

To what extent were you involved with the FA as he/she prepared for the branch interview?
(Circle the best description)

a) Left it to the FA to prepare/FA did not need any help preparing
b) Explained where to locate helpful materials on JonesLink
c) Described interview best practices
d) Ensured FA had completed branch interview training modules
e) Practiced interviewing skills with the FA

As of today, how many times have you interacted with the <u>CANDIDATE</u> (include all interactions)? _____

Rate the quality of those interactions *(Circle the best description)*

Very low quality   Low quality   Average quality   High quality   Very high quality

As of today, how many times have you interacted with the <u>FA</u> (include all interactions)? _____

Rate the quality of those interactions *(Circle the best description)*

Very low quality   Low quality   Average quality   High quality   Very high quality

How successful do you think this new BOA will be as a member of this branch team?
(Circle the best description)

a) Will succeed with great difficulty
b) Will need significant help to be successful
c) Will meet expectations
d) Will exceed expectations
e) Will be outstanding

Appendix D: New Hire Survey 1 (sent by organization)

0 = strongly disagree, 1-9 (no anchors), 10 = strongly agree, No Experience

Please indicate how much you agree or disagree with the following statements regarding the Interview Process.

My recruiter was knowledgeable of the position.
My questions were addressed in a timely manner.
I was satisfied with the overall responsiveness of my recruiter.
I was satisfied with the overall service provided by my recruiter.
I was treated professionally.

Please indicate how much you agree or disagree with the following statements regarding the Hiring Process.

I was given a confirmed start date.
I was well informed during each step of the hiring process.
My recruiter discussed the first day On-Boarding Checklist (e.g., welcome call, system access, etc.) with me.
The information provided to me by my recruiter, the website and/or Financial Advisor provided me with a realistic job preview.
I knew what the job would require when I accepted an offer of employment.
I feel the hiring process was fair.
I could really communicate my skills and abilities during the hiring process.
Overall, I am satisfied with the hiring process.

Please indicate how much you agree or disagree with the following statement:

In view of my 1st month of experience at [the organization], I would refer a friend or relative.

Appendix E: New Hire Survey 2 (sent by researcher)

Email Invitations/Cover Letters

New Hires

Hello,
BOA Hiring has partnered with HR to study branch team effectiveness and recruiter competencies. The purpose of this study is to understand how BOA Hiring can help form effective branch teams.

We are inviting you to complete a brief survey about your experience so far in the branch and your recent experience in the hiring process. The survey will take less than 15 minutes. Please ensure you have adequate time to complete it before beginning.

So that you can provide feedback in an honest manner, the survey results will be kept confidential. Only overall trends will be reported. Please click on the link below to begin.

If you have any questions, please contact [the researcher].

New Hire Survey

Introduction – New Hire Survey Page 1
The purpose of this survey is to get a sense for how things are going in your new role and revisit the hiring process. Throughout this survey, you will see phrases referring to your perceptions of the work and [the organization]. You will also be asked to reflect back on your experience during the hiring process.

You will be asked to rate how well each statement describes your perceptions of the work at [the organization]. Your responses are confidential. Results will be used to determine better ways to serve branch teams and ultimately clients. The survey will take about 15 minutes to complete.

If you have any questions please contact [the researcher].

Thank you for participating in this project.

In order to match your responses to the recruiter and FA you work with, please leave your P#. Remember, your responses will be kept completely confidential. Only aggregate trends will be reported.

Type P#

New Hire Survey Page 2
Please use the rating scale to describe how accurately each statement describes *your perception of the BOA role and [the organization].* So that you can provide feedback in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- I feel my values "match" or fit this organization and the current employees in this organization
- I think the values and personality of this organization reflect my own values and personality
- The values of this organization are similar to my own values
- My values match those of current employees in this organization
- I feel my personality matches the "personality" or image of this organization
- I believe my skills and abilities match those required by the job
- My job performance is hurt by a lack of expertise on the job
- My knowledge, skills and abilities match the requirements of the job
- I possess the skills and abilities to perform this job
- I feel that this job enables me to do the kind of work I want to do
- This job measures up to the kind of job I was seeking
- This job is a good match for me
- This job fulfills my needs
- All in all, I am satisfied with my job.
- In general, I don't like my job.
- In general, I like working here

New Hire Survey Page 3
Please use the rating scale to describe how accurately each statement describes *your perception of the recruiter you worked with*. So that you can provide feedback in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

In general, I think the <u>RECRUITER</u> I worked with would…

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Feel comfortable around people
- Make friends easily
- Be skilled in handling social situations
- Be the life of the party
- Know how to captivate people
- Be prepared for most things
- Pay attention to details
- Get chores done right away
- Carry out his/her plans

- Make plans and stick to them

New Hire Survey Page 4

Please use the rating scale to describe how accurately each statement describes *your experience during the hiring process*. So that you can provide feedback in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

During the hiring process the recruiter…

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Talked about options for career advancement
- Provided information about the financial advisor(s) at the branch
- Spoke about the job in great detail
- Gave a realistic view of [the organization]
- Described the kind of associate [the organization] is looking for
- Was informative about the working environment of the branch
- Was informative about what the job will be like
- Tried to get to know me
- Asked questions to understand my feelings and concerns
- Cooperated with my schedule
- At times, seemed frustrated with me
- Showed interest in me
- Was friendly
- Clearly addressed my questions and needs
- Did more than what was expected
- Seemed to make decisions with the firm's goals in mind
- Had a clear plan in place
- Focused on what was most important when making recommendations
- Helped me prepare for interviews
- Collaborated with me
- Was a role model of a [the organization] associate
- Blamed others if there were setbacks or mistakes
- Adjusted their style to my needs
- Asked for my feedback about how to improve

Describe your experience interacting with the *recruiter before* your start date…

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- The time I spent working with the recruiter was well worth the time
- In general, the interactions with the recruiter were valuable
- I did not really benefit from interacting with the recruiter
- The recruiter was an expert
- The recruiter was credible

Describe your experience interacting with the ***financial advisor before*** your start date…

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- The time I spent working with the financial advisor before starting was well worth the time
- In general, the pre-hire interactions with the financial advisor were valuable
- I did not really benefit from meeting with the financial advisor before starting

New Hire Survey Page 5
Finally, please describe the background to your decision to accept this position.

How many jobs did you apply to before accepting this position? _type #_

How many other job opportunities did you have when you accepted this position? _type #_

Give your best guess at the number of times you interacted with ***your financial advisor*** before your start date. _type #_

Give your best guess at the number of times you interacted with ***your recruiter*** before your start date. _type #_

Thank you for participating in this survey.

Data collected from this survey may be used for the dissertation of Jacob Fischer (an associate at [the organization]). In addition to this survey, archived information regarding branch production, hiring interview notes, your work history, milestone bonus, and retention will be collected. Remember, only aggregate data will be used in the study – no individual data will be reported in any way and all data will remain confidential. Please select from the choices below to agree or not agree to allow your participation in Jacob Fischer's dissertation.

☐ I agree to allow my responses and the data stated above to be used in Jacob Fischer's dissertation

☐ I do not agree to allow my responses and the data stated above to be used in Jacob Fischer's dissertation

Response to this question should be mandatory

If you have any questions please contact [the researcher]

Submit

Appendix F: Hiring Manager Survey 1 (sent by organization)

0 = strongly disagree, 1-9 (no anchors), 10 = strongly agree, No Experience

How much do you agree or disagree with the following statements about the service provided by your recruiter?

Overall, I am satisfied with the service provided by your recruiter.
Overall, I am satisfied with the service provided by my recruiter.
I clearly understood the recruiting process.
Your recruiter clearly discussed the recruiting and hiring process with you.
Your recruiter clearly discussed candidate sourcing strategies with you.
Your recruiter effectively managed the recruiting process.
Your recruiter proactively kept you updated on the status of the recruiting process.
I felt prepared to make an effective selection decision.

How much do you agree or disagree with the following statements about the recruiter's knowledge and understanding of the position you were filling?

Overall, your recruiter was knowledgeable and understood the position you were filling.
Your recruiter demonstrated an understanding of the position and/or branch functions.
Your recruiter demonstrated an understanding of the skills and requirements necessary for the position.

How much do you agree or disagree with the following statements about the quality of the candidates reviewed/interviewed?

Overall, the candidates demonstrated the competencies needed to perform the role.
Your recruiter provided an appropriate number of candidates to interview and/or review.
Your recruiter provided a candidate pool that reflected the diversity of your community.

Appendix G: Hiring Manager Survey 2 (sent by researcher)

Email Invitations/Cover Letters

Hiring Leaders

Hello,
BOA Hiring has partnered with HR to study branch team effectiveness and recruiter competencies. The purpose of this study is to understand how BOA Hiring can help form effective branch teams.

We are inviting you to complete a brief survey about your branch team's effectiveness and your recent experience hiring a BOA. The survey will take less than 15 minutes. Please ensure you have adequate time to complete it before beginning.

So that you can provide feedback in an honest manner, the survey results will be kept confidential. Only overall trends will be reported. Please click on the link below to begin.

If you have any questions, please contact [the researcher]

Hiring Leader Survey

Introduction – Hiring Leader Survey Page 1
The purpose of this survey is to get a sense for how things are going for your newly formed branch team and review your experience in the hiring process. Throughout this survey, you will see phrases referring to your perceptions of the branch team. You will also be asked to reflect back on your experience during the hiring process of your BOA.

You will be asked to rate how well each statement describes your branch team or your recruitment experience. Results will be used to determine better ways to support branch teams and ultimately serve clients. The survey will take less than 15 minutes to complete.

If you have any questions please contact [the researcher]

Thank you for participating in this project.

In order to match your responses to the recruiter and BOA you work with, please leave your FA#. Remember, your responses will be kept completely confidential. Only aggregate trends will be reported.

Type FA#

Hiring Leader Survey Page 2
Please use the rating scale to describe how accurately each statement describes *your perception of the branch team.* So that you can provide feedback in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- My BOA and I work well together
- My BOA and I know what each other is doing
- I know how to support my BOA's work
- I clearly outlined my BOA's responsibilities
- My BOA understands the branch business plan
- My BOA knows what administrative support I need
- My BOA and I are an effective team
- Clients are satisfied with our service
- My BOA know his/her responsibilities
- My BOA is a good fit for this branch
- Since my new BOA started, my branch is more efficient
- I have noticed a difference in the business since hiring the BOA

Hiring Leader Survey Page 3
Please use the rating scale to describe how accurately each statement describes *your perception of the recruiter you worked with*. So that you can provide feedback in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

In general, I think the <u>RECRUITER</u> I worked with would…

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Feel comfortable around people.
- Make friends easily.
- Be skilled in handling social situations.
- Be the life of the party.
- Know how to captivate people.
- Be prepared for most things.
- Pay attention to details.
- Get chores done right away.
- Carry out his/her plans.
- Make plans and stick to them.

Hiring Leader Survey Page 4
Please use the rating scale to describe how accurately each statement describes *your experience during the hiring process*. So that you can provide feedback in an honest manner, your responses will be kept in absolute confidence. Please read each statement carefully, and then check the box that corresponds to the appropriate rating.

During the hiring process the RECRUITER…

Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- Spoke about each applicant in great detail
- Explained recruiting procedures and timelines
- Talked about the strengths and weaknesses of each candidate
- Discussed the limitations of an applicant even when he or she was my top choice
- Showed interest in me
- Asked me questions to understand my feelings and concerns
- Cooperated with my schedule
- At times, seemed frustrated with me
- Tried to get to know me
- Was friendly
- Clearly identified my hiring needs
- Did more than what was expected
- Found candidates whose qualifications were aligned with my branch's needs
- Had a clear plan in place
- Focused on what was most important when making a recommendation
- Gave me tips on interviewing
- Collaborated with me to select the best candidate
- Included me in recruitment decisions
- Took challenges head-on
- Was flexible in their approach
- Asked for my feedback about his/her performance

Describe your experience interacting with the *recruiter* before the BOA's start date…

	Very Inaccurate	Mostly Inaccurate	Somewhat Inaccurate	Neither inaccurate/ accurate	Somewhat accurate	Mostly Accurate	Very Accurate

- The time I spent working with the recruiter was well worth it
- In general, the interactions with the recruiter were valuable
- I did not really benefit from interacting with the recruiter
- The recruiter was an expert
- The recruiter was credible

Hiring Leader Survey Page 5
Finally, please describe the background of your decision to hire your new BOA.

How many times have you hired a BOA? _type #_

How many BOAs do you currently lead? _type #_

Give your best guess at the number of times you interacted (e.g., phone, email) with *your recruiter* before the BOA's start date. _type #_

Give your best guess at the number of times you interacted (e.g., phone, email, in person) with *your BOA* before his/her start date. _type #_

Thank you for participating in this survey.

Data collected from this survey may be used for the dissertation of Jacob Fischer (an associate at [the organization]). In addition to this survey, archival information regarding branch production and your BOA's performance and retention will be collected. Remember, only aggregate data will be used in the study – no individual data will be reported in any way and all data will remain confidential. Please select from the choices below to agree or not agree to allow your participation to be included in Jacob Fischer's dissertation.

☐ I agree to allow my responses and the data stated above to be used in Jacob Fischer's dissertation

☐ I do not agree to allow my responses and the data stated above to be used in Jacob Fischer's dissertation

Response to this question should be mandatory

If you have any questions please contact [the researcher]

Submit

Appendix H: Measures and Items

Conscientiousness (hiring manager and new hire rated)
 Be prepared for most things.
 Pay attention to details.
 Get chores done right away.
 Carry out his/her plans.
 Make plans and stick to them

Conscientiousness (recruiter self-rated)
 Am always prepared.
 Pay attention to details.
 Get chores done right away.
 Carry out my plans.
 Make plans and stick to them.
 Waste my time. (R)
 Find it difficult to get down to work. (R)
 Do just enough work to get by. (R)
 Don't see things through. (R)
 Shirk my duties. (R)

Demands-abilities fit
 I believe my skills and abilities match those required by the job
 My job performance is hurt by a lack of expertise on the job (R)
 My knowledge, skills and abilities match the requirements of the job
 I possess the skills and abilities to perform this job

Extraversion (hiring manager and new hire rated)
 Feel comfortable around people.
 Make friends easily.
 Be skilled in handling social situations.
 Be the life of the party.
 Know how to captivate people.

Extraversion (recruiter self-rated)
 Feel comfortable around people.
 Make friends easily.
 Am skilled in handling social situations.
 Am the life of the party.
 Know how to captivate people.
 Have little to say. (R)
 Keep in the background. (R)
 Would describe my experiences as somewhat dull. (R)
 Don't like to draw attention to myself. (R)
 Don't talk a lot. (R)

Informativeness (hiring manager rated)
    Spoke about each applicant in great detail
    Explained recruiting procedures and timelines
    Talked about the strengths and weaknesses of each candidate
    Discussed the limitations of an applicant even when he or she was my top choice

Informativeness (new hire rated)
    Talked about options for career advancement
    Provided information about the financial advisor(s) at the branch
    Spoke about the job in great detail
    Gave a realistic view of [the organization]
    Described the kind of associate [the organization] is looking for
    Was informative about the working environment of the branch
    Was informative about what the job will be like

Informativeness toward applicant (recruiter self-rated)
    I talk about options for career advancement
    I provide information about the financial advisor(s) at the branch
    I speak about the job in great detail
    I give a realistic view of [the organization]
    I describe the kind of associate [the organization] is looking for
    I inform the candidate about the working environment of the branch
    I let the candidate know what the job will be like

Informativeness toward hiring manager (recruiter self-rated)
    I discuss the limitations of a candidate, even when he/she is the FA's top choice
    I inform the hiring leader about what to expect in the hiring process
    I discuss candidates in detail with the FA
    I explain the strengths and weaknesses of candidates to the FA
    I explain my sourcing strategy with the FA
    I keep the FA updated when milestones are met in the hiring process
    I give the FA information on interviewing best practices

Job satisfaction
    All in all, I am satisfied with my job.
    In general, I don't like my job. (R)
    In general, I like working here

Needs-supplies fit
    I feel that this job enables me to do the kind of work I want to do
    This job measures up to the kind of job I was seeking
    This job is a good match for me
    This job fulfills my needs

Personableness (hiring manager rated)
    Showed interest in me
    Asked me questions to understand my feelings and concerns
    Cooperated with my schedule
    At times, seemed frustrated with me (R)
    Tried to get to know me
    Was friendly

Personableness (new hire rated)
    Tried to get to know me
    Asked questions to understand my feelings and concerns
    Cooperated with my schedule
    At times, seemed frustrated with me (R)
    Showed interest in me
    Was friendly

Personableness toward applicant (recruiter self-rated)
    I try to get to know the candidates I work with
    I ask questions to understand the feelings and concerns of candidates
    When talking with candidates, I can become frustrated with them (R)
    I show interest in each candidate
    I am friendly with candidates

Personableness toward hiring manager (recruiter self-rated)
    I try to get to know the FAs I work with
    I ask questions to understand the feelings and concerns of FAs
    I cooperate with the FA's schedule
    When talking with FAs, I can become frustrated with them (R)
    I show interest in each FA
    I am friendly with the FAs I work with

Person-organization fit
    I feel my values "match" or fit this organization and the current employees in this organization
    I think the values and personality of this organization reflect my own values and personality
    The values of this organization are similar to my own values
    My values match those of current employees in this organization
    I feel my personality matches the "personality" or image of this organization

Satisfaction with the hiring process (hiring manager rated)

> Overall, the candidates demonstrated the competencies needed to perform the role.
> Your recruiter provided an appropriate number of candidates to interview and/or review.
> Your recruiter provided a candidate pool that reflected the diversity of your community.
> I clearly understood the recruiting process.
> I felt prepared to make an effective selection decision.

Satisfaction with the hiring process (new hire rated)

> I was well informed during each step of the hiring process.
> The information provided to me by my recruiter, the website and/or Financial Advisor provided me with a realistic job preview.
> I knew what the job would require when I accepted an offer of employment.
> I feel the hiring process was fair.
> I could really communicate my skills and abilities during the hiring process.
> Overall, I am satisfied with the hiring process.

Appendix I: Notes & Resume Coding Sheet

ID #_____

Dimension	Description	Q1 BR	Q2 Con	Q3 MT	Q4 PS	Q5 AD	Q6 Tech	Q7 Com	Summary
Behavioral 1 (past/specific)	What the applicant did (e.g., volunteered for a task, corrected a mistake)								
Behavioral 2 (general)	What the applicant would do/used to do (e.g., used to call customers, would reach out to others)								
Contextual	The environment in which the applicant behaved (e.g., research project, upset customer, call customers)								
Dispositional	Inferences regarding personality (e.g., motivated, confident, methodical, gets the job done)								
Procedural	The applicant's behavior during the interview (e.g., speaks too soft, couldn't think of an answer)								
Judgmental	The interviewer's assessment of the applicant (e.g., good leadership, high drive, OK)								
	No Notes								
	Ratings								

How detailed/extensive are the interview notes on this candidate?

Very little detail		Moderate		Extensive detail
1	2	3	4	5

How similar is the applicant's previous job experience to this position?

Not at all similar		Somewhat similar		Almost identical
1	2	3	4	5

Round to the nearest whole year:

Years of **Similar** Job Experience	Years of **Total** Job Experience

How related are previous accomplishments (e.g., education, awards, clubs) to this position?

Not at all related		Somewhat similar		Extremely related
1	2	3	4	5

Appendix J: List of Removed Mediation Hypotheses with Results

The hiring manager's degree of acceptance of the recruiter's hiring recommendation will mediate the relationships between recruiter extraversion and a new hire's perception of (a) fit and (b) satisfaction.

The hiring manager's degree of acceptance of the recruiter's hiring recommendation will mediate the relationship between recruiter extraversion and the supervisor's rating of the new hire's job performance.

The hiring manager's degree of acceptance of the recruiter's hiring recommendation will mediate the relationship between recruiter extraversion and the retention of a new hire.

The results these first three hypotheses are shown in Appendix J: Tables 1-3. They were not supported.

The hiring manager's degree of acceptance of the recruiter's hiring recommendation will mediate the relationships between recruiter conscientiousness and the new hire's perception of (a) fit and (b) satisfaction.

The hiring manager's degree of acceptance of the recruiter's hiring recommendation will mediate the relationship between recruiter conscientiousness and the supervisor's rating of the new hire's job performance.

The hiring manager's degree of acceptance of the recruiter's hiring recommendation will mediate the relationship between recruiter conscientiousness and the retention of a new hire.

The results these last three hypotheses are shown in Appendix J: Tables 4-6. They were also not supported.

Appendix J: Table A
Accept recommendation as mediator between extraversion and post-hire outcomes (recruiter extraversion ratings from hiring managers).

	β	z/t-value	p-value	95% LL	95% UL
Demands-Abilities Fit[*]					
a	.00	.03	.98		
b	-.22	-1.50	.14		
t´ (direct effect)	.13	1.25	.22		
t (total effect)	.12	1.22	.23		
ab (indirect effect)	-.00	-.03	.98	-.06	.06
Needs-Supplies Fit[*]					
a	.00	.03	.98		
b	.01	.05	.96		
t´ (direct effect)	.10	.79	.44		
t (total effect)	.10	.80	.43		
ab (indirect effect)	.00	.00	1.00	-.04	.04
Person-Organization Fit[*]					
a	.00	.03	.98		
b	-.08	-.6	.52		
t´ (direct effect)	.02	.18	.86		
t (total effect)	.02	.18	.86		
ab (indirect effect)	-.00	-.02	.99	-.04	.04
Job Satisfaction[*]					
a	.00	.03	.98		
b	.03	.30	.77		
t´ (direct effect)	.06	.81	.43		
t (total effect)	.06	.82	.42		
ab (indirect effect)	.00	.01	.99	-.02	.02
Performance Rating[**]					
a	.09	.94	.35		
b	-.01	-.06	.96		
t´ (direct effect)	.17	1.69	.10		
t (total effect)	.17	1.72	.09		
ab (indirect effect)	-.00	-.04	.97	-.04	.04
6 Month Retention[***]					
a	.10	1.26	.21		
b	.44	.67	.51		
t´ (direct effect)	.31	.86	.39		
t (total effect)	.37	1.04	.30		
ab (indirect effect)	.04	.48	.63	-.14	.22

NOTE: For 6 Month Retention, values in the *t*-values column are *z*-scores. [*]N = 34, [**]N = 45, [***]N = 56; significance test for *ab* is based on a z-value and not the t-value.

Appendix J: Table B

Accept recommendation as mediator between extraversion and post-hire outcomes (recruiter extraversion ratings from candidates).

	β	z/t-value	p-value	95% LL	95% UL
Demands-Abilities Fit[*]					
a	.03	.46	.65		
b	.12	1.0	.29		
t´ (direct effect)	.32	4.38	.00		
t (total effect)	.32	4.43	.00		
ab (indirect effect)	.00	.32	.75	-.02	.03
Needs-Supplies Fit[*]					
a	.03	.46	.65		
b	.21	1.83	.07		
t´ (direct effect)	.37	4.86	.00		
t (total effect)	.38	4.89	.00		
ab (indirect effect)	.01	.39	.69	-.03	.04
Person-Organization Fit[*]					
a	.03	.46	.65		
b	.13	1.25	.21		
t´ (direct effect)	.35	5.33	.00		
t (total effect)	.36	5.38	.00		
ab (indirect effect)	.00	.34	.73	-.02	.03
Job Satisfaction[*]					
a	.03	.46	.65		
b	.21	2.07	.04		
t´ (direct effect)	.37	5.55	.00		
t (total effect)	.37	5.56	.00		
ab (indirect effect)	.00	.40	.69	-.02	.04
Performance Rating[**]					
a	-.06	-.68	.50		
b	.07	.47	.64		
t´ (direct effect)	.06	.63	.53		
t (total effect)	.05	.60	.55		
ab (indirect effect)	-.00	-.25	.80	-.03	.02
6 Month Retention[*]					
a	.02	.27	.79		
b	.76	1.04	.30		
t´ (direct effect)	-.13	-.21	.83		
t (total effect)	-.11	-.18	.86		
ab (indirect effect)	.01	.19	.85	-.11	.14

NOTE: For 6 Month Retention, values in the *t*-values column are *z*-scores. [*]N = 103, [**]N = 92; significance test for *ab* is based on a z-value and not the t-value.

Appendix J: Table C
Accept recommendation as mediator between extraversion and post-hire outcomes (recruiter extraversion ratings from recruiters).

	β	z/t-value	p-value	95% LL	95% UL
Demands-Abilities Fit*					
a	-.01	-.07	.94		
b	.17	1.30	.20		
t´ (direct effect)	.17	1.41	.16		
t (total effect)	.16	1.39	.17		
ab (indirect effect)	-.00	-.06	.95	-.04	.04
Needs-Supplies Fit*					
a	-.01	-.07	.94		
b	.29	2.12	.04		
t´ (direct effect)	.12	.95	.34		
t (total effect)	.11	.92	.36		
ab (indirect effect)	-.00	-.07	.95	-.06	.06
Person-Organization Fit*					
a	-.01	-.07	.94		
b	.17	1.41	.16		
t´ (direct effect)	.18	1.64	.10		
t (total effect)	.18	1.62	.11		
ab (indirect effect)	-.00	-.06	.95	-.04	.04
Job Satisfaction*					
a	-.01	-.07	.94		
b	.27	2.21	.03		
t´ (direct effect)	.07	.59	.56		
t (total effect)	.06	.56	.59		
ab (indirect effect)	-.00	-.07	.95	-.06	.05
Performance Rating**					
a	-.07	-.91	.36		
b	.06	.64	.53		
t´ (direct effect)	-.04	-.48	.63		
t (total effect)	-.05	-.53	.60		
ab (indirect effect)	-.00	-.39	.70	-.03	.02
6 Month Retention***					
a	-.05	-.77	.44		
b	.39	1.09	.28		
t´ (direct effect)	-.69	-1.83	.07		
t (total effect)	-.69	-1.85	.06		
ab (indirect effect)	-.02	-.50	.62	-.10	.06

NOTE: For 6 Month Retention, values in the *t*-values column are *z*-scores. *N = 94, **N = 161, ***N = 196; significance test for *ab* is based on a z-value and not the t-value.

Appendix J: Table D
Accept recommendation as mediator between conscientiousness and post-hire outcomes (recruiter conscientiousness ratings from hiring managers).

	β	z/t-value	p-value	95% LL	95% UL
Demands-Abilities Fit[*]					
a	-.00	-.01	.99		
b	-.22	-1.47	.15		
t´ (direct effect)	.07	.73	.47		
t (total effect)	.07	.72	.48		
ab (indirect effect)	.00	.01	.99	-.06	.06
Needs-Supplies Fit[*]					
a	-.00	-.01	.99		
b	.01	.06	.96		
t´ (direct effect)	-.05	-.45	.66		
t (total effect)	-.05	-.45	.65		
ab (indirect effect)	.00	.00	1.00	-.04	.04
Person-Organization Fit[*]					
a	-.00	-.01	.99		
b	-.08	-.66	.51		
t´ (direct effect)	-.08	-95	.35		
t (total effect)	-.08	-.96	.34		
ab (indirect effect)	.00	.01	1.00	-.03	.03
Job Satisfaction[*]					
a	-.00	-.01	.99		
b	.03	.3	.77		
t´ (direct effect)	-.02	-.31	.76		
t (total effect)	-.02	-.32	.75		
ab (indirect effect)	.00	-.00	1.00	-.02	.02
Performance Rating[**]					
a	.11	1.39	.17		
b	.01	.03	.98		
t´ (direct effect)	.07	.72	.47		
t (total effect)	.07	.75	.46		
ab (indirect effect)	.00	.02	.98	-.05	.05
6 Month Retention[***]					
a	.12	1.71	.09		
b	.47	.70	.48		
t´ (direct effect)	.18	.52	.60		
t (total effect)	.24	.74	.46		
ab (indirect effect)	.06	.57	.57	-.14	.25

NOTE: For 6 Month Retention, values in the *t*-values column are *z*-scores. [*]N = 34, [**]N = 45, [***]N = 56; significance test for *ab* is based on a z-value and not the t-value.

Appendix J: Table E
Accept recommendation as mediator between conscientiousness and post-hire outcomes
(recruiter conscientiousness ratings from candidates).

	β	z/t-value	p-value	95% LL	95% UL
Demands-Abilities Fit[*]					
a	.08	1.09	.28		
b	.05	.57	.57		
t´ (direct effect)	.56	8.74	.00		
t (total effect)	.57	8.88	.00		
ab (indirect effect)	.00	.39	.69	-.02	.02
Needs-Supplies Fit[*]					
a	.08	1.09	.28		
b	.15	1.49	.14		
t´ (direct effect)	.55	7.67	.00		
t (total effect)	.56	7.83	.00		
ab (indirect effect)	.01	.77	.44	-.02	.04
Person-Organization Fit[*]					
a	.08	1.09	.28		
b	.08	.85	.40		
t´ (direct effect)	.46	6.97	.00		
t (total effect)	.47	7.11	.00		
ab (indirect effect)	.01	.54	.59	-.02	.03
Job Satisfaction[*]					
a	.08	1.09	.28		
b	.15	1.73	.09		
t´ (direct effect)	.53	8.58	.00		
t (total effect)	.54	8.73	.00		
ab (indirect effect)	.01	.83	.41	-.02	.04
Performance Rating[**]					
a	-.06	-.68	.50		
b	.07	.48	.63		
t´ (direct effect)	.09	.74	.46		
t (total effect)	.08	.71	.48		
ab (indirect effect)	-.00	-.25	.80	-.03	.03
6 Month Retention[*]					
a	.07	.97	.33		
b	.68	.91	.36		
t´ (direct effect)	.22	.50	.62		
t (total effect)	.34	.73	.46		
ab (indirect effect)	.04	.53	.59	-.12	.21

NOTE: For 6 Month Retention, values in the *t*-values column are *z*-scores. [*]N = 103, [**]N = 92; significance test for *ab* is based on a z-value and not the t-value.

Appendix J: Table F
Accept recommendation as mediator between conscientiousness and post-hire outcomes (recruiter conscientiousness ratings from recruiters).

	β	z/t-value	p-value	95% LL	95% UL
Demands-Abilities Fit[*]					
a	.46	4.84	.00		
b	.18	1.20	.23		
t´ (direct effect)	-.02	-.14	.89		
t (total effect)	.06	.45	.66		
ab (indirect effect)	.08	1.14	.25	-.06	.22
Needs-Supplies Fit[*]					
a	.46	4.84	.00		
b	.30	1.98	.05		
t´ (direct effect)	-.03	-.22	.83		
t (total effect)	.10	.74	.46		
ab (indirect effect)	.14	1.80	.07	-.01	.29
Person-Organization Fit[*]					
a	.46	4.84	.00		
b	.11	.77	.44		
t´ (direct effect)	.15	1.02	.31		
t (total effect)	.20	1.53	.13		
ab (indirect effect)	.05	.75	.46	-.08	.18
Job Satisfaction[*]					
a	.46	4.84	.00		
b	.25	1.84	.07		
t´ (direct effect)	.04	.25	.80		
t (total effect)	.16	1.20	.23		
ab (indirect effect)	.12	1.70	.09	-.02	.26
Performance Rating[**]					
a	.43	4.84	.00		
b	.06	.63	.53		
t´ (direct effect)	-.00	-.01	.99		
t (total effect)	.03	.23	.82		
ab (indirect effect)	.03	.61	.54	-.06	.13
6 Month Retention[***]					
a	.46	5.81	.00		
b	.60	1.48	.14		
t´ (direct effect)	-.61	-1.08	.28		
t (total effect)	-.28	-.55	.58		
ab (indirect effect)	.27	1.42	.16	-.10	.65

NOTE: For 6 Month Retention, values in the *t*-values column are *z*-scores. [*]N = 94, [**]N = 161, [***]N = 196; significance test for *ab* is based on a z-value and not the t-value.

Tables

Table 1[14]
Variable measurement source, linkage, and type

Variable	Source(s)	Level
Recruiter Characteristics		
1 Conscientious	Recruiter	2nd Level
	New hire	1st Level
	Hiring mgr	1st Level
2 Extraversion	Recruiter	2nd Level
	New hire	1st Level
	Hiring mgr	1st Level
3 Personable	Recruiter	2nd Level
	New hire	1st Level
	Hiring mgr	1st Level
4 Informative	Recruiter	2nd Level
	New hire	1st Level
	Hiring mgr	1st Level
Recruitment and Selection Practices		
5 Interactions w/new hire & hiring mgr (quantity/quality)	Recruiter	1st Level
6 Note-taking	Coder	1st Level
7 Similar Job Experience	Coder	1st Level
8 Similar Experience (general)	Coder	1st Level
Pre-Hire Outcomes		
9 Time to fill position	Internal records	1st Level
10 Offer acceptance rate	Recruiter	1st Level
11 Hiring manager accepts recruiter recommendation	Recruiter	1st Level
Post-Hire Outcomes		
12 Satisfaction with hiring process (anonymous)	Hiring mgr	1st Level
	New hire	1st Level
13 Job satisfaction	New hire	1st Level
14 P-O fit	New hire	1st Level
15 P-J fit	New hire	1st Level
16 Performance	Hiring mgr.	1st Level
17 Retention	Internal records	1st Level

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[14] This table was updated since the proposal to reflect additional variables not included in the previous version.

Table 2

Sample sizes and response rates

	Total N	Rate	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
											Recruiter/Group									
Recruiter Survey	15	83%	1	1	0	1	1	1	1	1	1	0	1	0	1	1	1	1	1	1
Requisition Survey	287	37%	25	31	10	18	0	10	32	12	17	4	29	10	12	1	0	13	36	27
NH survey 1[†]	531	n/a	22	40	25	25	34	31	38	37	37	16	24	24	27	20	26	38	38	29
NH survey 2[‡]	343	44%	22	26	17	30	0	21	21	20	16	11	14	18	20	14	17	30	22	24
HM survey 1[†]	574	n/a	8	62	14	19	6	43	41	44	33	20	45	40	42	34	44	16	53	28
HM survey 2[‡]	165	21%	11	12	7	12	0	5	14	13	14	7	9	8	8	7	6	15	9	8
Interview Form	373	48%	40	37	0	25	0	0	33	38	32	0	31	32	36	0	34	35	0	0
Resumes	317	41%	39	34	0	24	0	0	0	35	31	0	31	31	35	0	26	30	0	0

Note: [†]Survey sent by the organization; [‡] Survey sent by the researcher; Data was unavailable to calculate accurate response rates for the NH 1 and HM 1 surveys.

Table 3
Rater agreement interview note and resumes coding.

	Average r_{wg}	Average a_{wg}	Inter-rater r
Quality Notes	.83	.98	.77
Similar job exp (years)	.96	1.00	.80
Similar job exp (rating)	.88	.98	.83
Similar non-job related exp (rating)	.88	.99	.73
Total experience (years)	.97	.99	.94

Table 4
ICC values for dependent variables.

Variable	ICC	Variable	ICC
Performance (6 months)	-.01	Similar Non-job Exp (rating)	.01
Time to fill position (days)	.02	Behavioral Notes	.20
Accept Recommendation	.20	# of Note-taking Dimensions	.58
Offer Acceptance Rate	.02	Total Notes	.68
# of Interactions with Candidate	.46	Quality Notes	.58
Quality of Candidate Interaction	.41	DA Job Fit	-.02
# of Interactions with HM	.25	NS Job Fit	.00
Quality of Interactions with HM	.36	PO Fit	-.01
Similar Job Exp (rating)	.02	Job Satisfaction	-.01
Similar Job Exp (years)	.02		

Table 5
Differences in missing data sources.

	t-value	df	d
Internal Recruitment System Missing			
Quality Candidate Interactions	3.62**	278	.52
Quality HM Interactions	2.72**	284	.38
Personable (candidate rated)	2.91*	108.48	.34
Extraversion (candidate rated)	1.98*	325	.24
Performance Rating	-2.35*	646	-.21
Notes/Resumes Missing			
Nmbr Candidate Interactions	3.19**	277.02	.36
Personable (candidate rated)	3.06**	288.98	.34
Informative (candidate rated)	2.06*	162	.15
Conscientiousness (HM rated)	2.08*	160	.19
Performance Rating	-2.43*	681	-.18
Candidate Survey Missing			
Days to Offer	-2.59**	596.44	-.21
Offer Acceptance Rate	-2.91**	212.55	-.34
HM Survey Missing			
Offer Acceptance Rate	-2.10*	92.89	-.31
Behavioral Notes	2.07*	372	.25
Job Satisfaction	2.58*	221.06	.29
Requisition Survey Missing			
Procedural Notes	3.51**	258.88	.38
Dispositional Notes	3.50**	270.77	.38
Judgmental Notes	2.40*	288.54	.26
Nmbr Note Dimensions	4.21**	372	.44
Total Notes	3.17**	290.12	.34
Informative (candidate rated)	2.71**	305.85	.30
Personable (candidate rated)	2.15*	327	.24

NOTE: *$p < .05$, **$p < .01$; t-values and d statistics based on non-missing minus missing.

Table 6

Descriptive statistics and intercorrelations for variables completed by the hiring manager.

		$\underline{M}$	$\underline{SD}$	$\underline{1}$	$\underline{2}$	$\underline{3}$	$\underline{4}$	$\underline{5}$	$\underline{6}$
1	Performance of New Hire	3.08	.78	-	138	139	141	141	648
2	Extraverted Recruiter	5.41	1.14	.17*	(.93)	161	161	161	568
3	Conscientious Recruiter	5.66	1.31	.15†	.84**	(.97)	162	162	568
4	Informative Recruiter	5.89	1.10	.07	.58**	.67**	(.88)	164	568
5	Personable Recruiter	5.93	1.10	.06	.70**	.77**	.76**	(.87)	568
6	Process Satisfaction	9.01	1.48	-.01	.12**	.16**	.13**	-.12**	(.90)

Note: Variables 1-5 came from the hiring manager survey sent by the researcher (see Appendix G), Variable 6 came from the hiring manager survey sent by the organization (see Appendix F). Correlations are below the diagonal, pairwise sample sizes are above. Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 7

Descriptive statistics and intercorrelations for variables completed by the new hire.

		M	SD	1	2	3	4	5	6	7	8	9
1	Demands-abilities Fit	6.40	.67	(.80)	342	342	342	326	326	328	328	342
2	Needs-supplies Fit	6.43	.79	.56**	(.90)	342	342	326	326	328	328	342
3	Person-organization Fit	6.57	.59	.53**	.64**	(.92)	342	326	326	328	328	342
4	Job Satisfaction	6.69	.60	.51**	.71**	.64**	(.74)	326	326	328	328	342
5	Extraverted Recruiter	5.75	.96	.28**	.38**	.32**	.28**	(.89)	327	327	327	497
6	Conscientious Recruiter	6.18	.98	.31**	.39**	.33**	.31**	.71**	(.94)	327	327	497
7	Informative Recruiter	5.86	1.02	.23**	.39**	.23**	.31**	.57**	.46**	(.92)	329	497
8	Personable Recruiter	6.13	.98	.20**	.33**	.19**	.22**	.70**	.58**	.74**	(.90)	497
9	Process Satisfaction	9.27	1.17	.04	.08	.01	.07	.06	.09†	.11*	.12*	(.91)

Note: Variables 1-8 came from the new hire survey sent by the researcher (see Appendix E), Variable 9 came from the new hire survey sent by the organization, (see Appendix D). Correlations are below the diagonal, pairwise sample sizes are above. Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 8

Descriptive statistics and intercorrelations for variables completed by recruiters

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1	Accept Recommendation	2.63	.65		216	198	198	198	198	198	198	211	215	216	212
2	Offer Acceptance Rate	.95	.16	.15*		261	261	261	261	261	261	279	285	286	279
3	Extraverted Recruiter	5.09	1.02	-.05	.19**	(.77)	677	677	677	677	677	255	261	262	256
4	Conscientious Recruiter	6.12	.54	.39**	.00	.41**	(.82)	677	677	677	677	255	261	262	256
5	Informative Recruiter (toward hiring mgr)	6.18	.66	.25**	.10	.18**	.57**	(.84)	677	677	677	255	261	262	256
6	Informative Recruiter (toward applicant)	5.72	.82	.15*	.10	.15**	.40**	.87**	(.90)	677	677	255	261	262	256
7	Personable Recruiter (toward hiring mgr)	6.38	.47	.04	.05	.34**	.44**	.57**	.31**	(.59)	677	255	261	262	256
8	Personable Recruiter (toward applicant)	6.00	.44	-.11	.11†	.22**	.17**	.65**	.62**	.59**	(.51)	255	261	262	256
9	# of Hiring Mgr Interactions	10.50	6.76	-.20**	-.24**	-.06	.11†	.08	.06	.16**	.16**		279	280	273
10	Quality of Hiring Mgr Interactions	3.84	.85	.29**	-.02	.05	.48**	.33**	.32**	.22**	.14*	.10		286	279
11	# of Applicant Interactions	5.04	2.84	-.06	-.10	-.33**	.08	.08	.22**	-.01	.06	.46**	.07		280
12	Quality of Applicant Interactions	3.83	.75	.32**	-.03	-.01	.48**	.35**	.37**	.28**	.14*	.02	.64**	.07	

Note: Variables 1-2 and 9-12 came from the requisition survey completed for each applicant after accepting an offer (see Appendix C), Variables 3-8 are self-ratings from the recruiter survey, which were compiled at the recruiter or second level and assigned down to the new hire or first level for analysis (see Appendix B). Correlations are below the diagonal, pairwise sample sizes are above. Reliability estimates are in parentheses along the diagonal for selected variables.
**$p < .01$, *$p < .05$, †$p < .10$ indicate levels of significance for two-tailed tests.

Table 9
Means, standard deviations, and correlations for all study variables.

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Extraversion (HM rated)	5.41	1.14	(.93)	78	139	161	78	139	161	78	139	139	161	78	139	139
2	Extraversion (NH rated)	5.75	.96	.26*	(.89)	283	78	327	283	79	327	283	283	79	327	283	283
3	Extraversion (RC rated)	5.09	1.02	.06	-.07	(.77)	140	283	677	142	285	677	677	142	285	677	677
4	Conscientious (HM rated)	5.66	1.31	.84**	.23*	.00	(.97)	78	140	162	78	140	140	162	78	140	140
5	Conscientious (NH rated)	6.18	.98	.23*	.71**	.03	.18	(.94)	283	79	327	283	283	79	327	283	283
6	Conscientious (RC rated)	6.12	.54	.00	.09	.41**	-.10	.05	(.82)	142	285	677	677	142	285	677	677
7	Informative (HM rated)	5.89	1.10	.58**	.25*	.01	.67**	.18	-.11	(.88)	79	142	142	164	79	142	142
8	Informative (NH rated)	5.86	1.02	.09	.57**	-.02	.13	.46**	.04	.09	(.92)	285	285	79	329	285	285
9	Informative to HM (RC rated)	6.18	.66	-.10	.05	.18**	-.21*	.01	.57**	-.13	.02	(.84)	677	142	285	677	677
10	Informative to Ap. (RC rated)	5.72	.82	-.16†	.04	.15**	-.22**	-.03	.40**	-.23**	.03	.87**	(.90)	142	285	677	677
11	Personable (HM rated)	5.93	1.10	.70	.19†	.03	.77**	.10	-.01	.76**	.11	-.10	-.15†	(.87)	79	142	142
12	Personable (NH rated)	6.13	.98	.22†	.70**	-.08	.25*	.58**	.08	.20†	.74**	-.01	-.03	.16	(.90)	285	285
13	Personable to HM (RC rated)	6.38	.47	.02	.00	.34**	-.12	.05	.44**	-.04	.02	.57**	.31**	-.07	.03	(.59)	677
14	Personable to Ap. (RC rated)	6.00	.44	-.07	.02	.22**	-.19*	-.03	.17**	-.06	.06	.65**	.62**	-.06	.02	.59**	(.51)
15	Nmbr HM Interactions	10.50	6.76	-.04	.15†	-.06	-.10	.13	.11†	-.09	.10	.08	.06	-.15	.05	.16**	.16**
16	Quality HM Interactions	3.84	.85	.13	.14	.05	.10	.10	.48**	.11	.07	.33**	.32**	.20†	.10	.22**	.14*
17	Nmbr Applicant Interactions	5.04	2.84	.11	.23**	-.33**	.07	.07	.08	-.09	.20*	.08	.22**	.00	.16†	-.01	.06
18	Quality Applicant Interactions	3.83	.75	.02	.10	-.01	-.08	.09	.48**	-.06	.08	.35**	.37**	.01	.10	.28**	.14*
19	Similarity of Job Exp (rating)	2.16	1.19	.23†	-.14	.12*	.30*	-.12	-.02	.17	.11	-.03	-.04	.16	.05	.03	-.07
20	Similarity of Job Exp (years)	2.40	4.75	.09	-.04	.11†	.18	-.05	-.04	.12	.09	-.03	-.02	.02	.13	-.04	-.07
21	Total Job Experience (years)	16.29	7.94	.05	-.03	.09	.08	-.04	.13*	.10	-.11	.11†	.06	.09	-.01	.07	-.02
22	Similar Non-job Exp (rating)	1.82	1.01	.09	-.13	.06	.23†	-.18†	-.02	.19	-.02	-.02	.00	.18	.00	.06	-.07
23	Behavioral Notes	2.81	1.53	.00	.09	.16**	-.06	.08	.34**	-.04	.09	.28**	.24**	-.06	.13	.23**	.00
24	Contextual Notes	5.08	1.03	.24*	-.05	.11*	.23*	-.01	.17**	.27*	-.04	.22**	.17**	.37**	.04	.06	.01
25	Procedural Notes	.22	.47	.03	.03	.15**	-.01	.07	.14**	.10	.06	.07	.12*	.02	-.03	.21**	.06
26	Dispositional Notes	.42	.61	.12	-.03	.13*	.18	.01	-.03	.16	.14†	-.16**	-.09†	.17	.17*	.20**	.15**
27	Judgmental Notes	1.95	2.25	.18†	.07	.34**	.20†	.10	.43**	.16	.05	.26**	.37**	.19†	.06	.30**	-.08
28	Nmbr Note Dimensions	3.28	.97	.22*	.02	.28**	.22*	.06	.13*	.29**	.10	-.05	.01	.22*	.11	.34**	.06
29	Total Number Notes	13.31	3.49	.23*	.05	.35**	.24*	.13†	.35**	.28**	.06	.25**	.31**	.28**	.11	.32**	.01
30	Quality Notes	2.92	.99	.09	.12	.19**	.09	.14†	.36**	.14	.02	.34**	.34**	.14	.07	.23**	-.06

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager; AP = applicant; NH = new hire, RC = recruiter; Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 9 (continued)
Means, standard deviations, and correlations for all study variables (continued).

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
31	Time to fill position (days)	37.47	28.18	-.18†	.00	.06	-.25**	.03	.08†	-.11	.04	.11*	.13**	-.16†	-.01	.06	.10*
32	Accept Recommendation	2.63	.65	.17	.03	-.05	.23†	.09	.39**	.05	-.17†	.25**	.15*	.23†	-.12	.04	-.11
33	Offer Acceptance Rate	.95	.16	-.23†	-.04	.19**	-.15	.08	.00	-.04	-.04	.10	.10	.01	-.03	.05	.11†
34	Demands-abilities Fit	6.40	.67	.26*	.28**	.05	.18	.31**	.03	.07	.23**	.03	.00	.00	.20**	.06	.05
35	Needs-supplies Fit	6.43	.79	.24*	.38**	.07	.18	.39**	.05	.09	.39**	.11†	.09	.11	.33**	.06	.11†
36	Person-organization Fit	6.57	.59	.09	.32**	.07	-.07	.33**	.05	-.16	.23**	.11†	.08	-.13	.19**	.11†	.10
37	Job Satisfaction	6.69	.60	.20†	.28**	.03	.10	.31**	-.01	.03	.31**	.09	.07	.06	.22**	.04	.08
38	Performance rating (6 months)	3.08	.78	.17*	.01	-.04	.15†	-.01	-.01	.07	.04	.04	.03	.06	-.01	.02	.03
39	Retention (Y/N)	.92	.27	-.03	.02	-.03	-.02	.01	-.03	.05	.05	-.04	-.02	-.08	.03	-.01	-.01
40	HM Process Satisfaction	9.01	1.48	.12**	-.01	-.03	.16**	.05	-.11*	.13**	.02	-.13**	-.15**	-.12**	.06	-.00	-.10*
41	NH Process Satisfaction	9.27	1.17	.10*	.06	-.01	.09†	.09†	-.03	.11*	.11*	-.01	-.05	.10*	.12*	.03	.03

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager; AP = applicant; NH = new hire, RC = recruiter; Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 9 (continued)
Means, standard deviations, and correlations for all study variables (continued).

		15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1	Extraversion (HM rated)	71	70	71	68	71	68	71	60	83	83	83	83	83	83	83	83
2	Extraversion (NH rated)	131	131	132	129	136	131	134	119	161	161	161	161	161	161	161	160
3	Extraversion (RC rated)	255	261	262	256	286	280	284	256	341	341	341	341	341	341	341	340
4	Conscientious (HM rated)	71	70	71	68	72	69	72	61	84	84	84	84	84	84	84	84
5	Conscientious (NH rated)	131	131	132	129	136	131	134	119	161	161	161	161	161	161	161	160
6	Conscientious (RC rated)	255	261	262	256	286	280	284	256	341	341	341	341	341	341	341	340
7	Informative (HM rated)	73	72	73	70	74	71	74	63	86	86	86	86	86	86	86	86
8	Informative (NH rated)	131	131	132	129	136	131	134	119	161	161	161	161	161	161	161	160
9	Informative to HM (RC rated)	255	261	262	256	286	280	284	256	341	341	341	341	341	341	341	340
10	Informative to Ap. (RC rated)	255	261	262	256	286	280	284	256	341	341	341	341	341	341	341	340
11	Personable (HM rated)	73	72	73	70	74	71	74	63	86	86	86	86	86	86	86	86
12	Personable (NH rated)	131	131	132	129	136	131	134	119	161	161	161	161	161	161	161	160
13	Personable to HM (RC rated)	255	261	262	256	286	280	284	256	341	341	341	341	341	341	341	340
14	Personable to Ap. (RC rated)	255	261	262	256	286	280	284	256	341	341	341	341	341	341	341	340
15	Nmbr HM Interactions		279	280	273	119	118	119	102	147	147	147	147	147	147	147	146
16	Quality HM Interactions	.10		286	279	121	120	121	104	149	149	149	149	149	149	149	148
17	Nmbr Applicant Interactions	.46**	.07		280	121	120	121	104	149	149	149	149	149	149	149	148
18	Quality Applicant Interactions	.02	.64**	.07		118	117	118	102	145	145	145	145	145	145	145	144
19	Similarity of Job Exp (rating)	-.10	.14	.12	.14		311	315	284	317	317	317	317	317	317	317	315
20	Similarity of Job Exp (years)	-.10	.11	-.01	.07	.69**		311	278	311	311	311	311	311	311	311	309
21	Total Job Experience (years)	-.06	.19*	.00	.18†	.04	.12*		282	315	315	315	315	315	315	315	313
22	Similar Non-job Exp (rating)	.00	-.05	.08	.00	.50**	.36**	.06		284	284	284	284	284	284	284	282
23	Behavioral Notes	.10	.10	.26**	.25**	.19**	.11*	-.06	.13*		373	373	373	373	373	373	371
24	Contextual Notes	.01	.05	.09	.10	.03	.00	.00	.02	.23**		373	373	373	373	373	371
25	Procedural Notes	.20*	.10	.20*	.02	.05	.04	.00	.08	.11*	.00		373	373	373	373	371
26	Dispositional Notes	.33**	-.06	.21**	-.06	.04	.06	-.02	-.02	.07	.01	.11*		373	373	373	371
27	Judgmental Notes	.31**	.10	.38**	.18	.07	.03	.04	.13*	.37**	.21**	.39**	.27**		373	373	371
28	Nmbr Note Dimensions	.43**	.16*	.32**	.14†	.09	.08	.01	.03	.18**	.05	.56**	.71**	.57**		373	371
29	Total Number Notes	.31**	.06	.36**	.11	.09	.05	.01	.13*	.40**	.53**	.43**	.38**	.89**	.61**		371
30	Quality Notes	.10	.06	.23**	.21**	.12*	.05	-.01	.20**	.38**	.40**	.21**	.02	.70**	.28**	.70**	

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager, NH = new hire, RC = recruiter, AP = applicant; Reliability estimates are in parentheses along the diagonal for selected variables. $^{**}p < .01$, $^{*}p < .05$, $^{†}p < .10$ indicate levels of significance for two-tailed tests.

Table 9 (continued)
Means, standard deviations, and correlations for all study variables (continued).

		15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
31	Time to fill position (days)	.45**	-.01	.00	.01	-.16**	-.10†	-.01	-.03	.06	.02	.09†	.02	.10*	.04	.11*	.08
32	Accept Recommendation	-.20**	.29**	-.06	.32**	.10	-.09	.15	-.13	.26**	.18†	-.05	-.22*	.03	-.07	.02	.15
33	Offer Acceptance Rate	-.24**	-.02	-.10	-.03	.01	-.01	-.02	-.09	-.08	-.05	-.06	.04	.02	-.03	.02	.03
34	Demands-abilities Fit	.07	.08	-.08	.10	.03	-.01	-.10	-.09	.15*	-.10	-.04	-.09	.02	-.06	-.03	.03
35	Needs-supplies Fit	.03	.09	-.08	.06	.02	-.05	-.02	-.06	.09	-.03	.02	-.06	.00	-.04	.00	.00
36	Person-organization Fit	.07	.11	-.13	.07	-.10	-.10	-.02	-.28**	.15†	-.10	-.04	-.16*	.03	-.11	-.03	.04
37	Job Satisfaction	.06	.10	-.07	.09	-.09	-.15†	.00	-.19*	.11	-.01	-.06	-.08	-.04	-.07	-.06	.00
38	Performance rating (6 months)	-.06	-.01	.10	.07	.11†	.11†	-.05	.08	.13*	.06	.05	.03	.11*	.09	.12*	.13*
39	Retention (Y/N)	-.08	.01	-.09	.01	.05	.00	.04	.08	-.01	-.06	-.03	.03	-.03	.01	-.05	-.02
40	HM Process Satisfaction	-.05	-.01	-.05	-.01	.01	-.03	-.06	.00	-.12*	-.10*	-.02	.18**	-.11*	.12*	-.08	-.18**
41	NH Process Satisfaction	.06	-.02	-.02	.00	.02	.07	-.07	-.04	-.11*	-.22**	.01	.23**	-.27**	.09†	-.25**	-.50**

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager; NH = new hire; Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 9 (continued)

Means, standard deviations, and correlations for all study variables (continued).

		31	32	33	34	35	36	37	38	39	40	41
1	Extraversion (HM rated)	113	56	71	80	80	80	80	138	161	568	497
2	Extraversion (NH rated)	243	104	131	326	326	326	326	292	326	568	497
3	Extraversion (RC rated)	510	198	261	296	296	296	296	565	675	512	432
4	Conscientious (HM rated)	114	56	71	80	80	80	80	139	162	568	497
5	Conscientious (NH rated)	243	104	131	326	326	326	326	292	326	568	497
6	Conscientious (RC rated)	510	198	261	296	296	296	296	565	675	512	432
7	Informative (HM rated)	116	57	73	81	81	81	81	141	164	568	497
8	Informative (NH rated)	245	104	131	328	328	328	328	294	328	568	497
9	Informative to HM (RC rated)	510	198	261	296	296	296	296	565	675	512	432
10	Informative to Ap. (RC rated)	510	198	261	296	296	296	296	565	675	512	432
11	Personable (HM rated)	116	57	73	81	81	81	81	141	164	568	497
12	Personable (NH rated)	245	104	131	328	328	328	328	294	328	568	497
13	Personable to HM (RC rated)	510	198	261	296	296	296	296	565	675	512	432
14	Personable to Ap. (RC rated)	510	198	261	296	296	296	296	565	675	512	432
15	Nmbr HM Interactions	218	211	279	134	134	134	134	226	278	524	471
16	Quality HM Interactions	220	215	285	134	134	134	134	231	284	524	471
17	Nmbr Applicant Interactions	220	216	286	135	135	135	135	232	285	524	471
18	Quality Applicant Interactions	216	212	279	132	132	132	132	226	278	524	471
19	Similarity of Job Exp (rating)	315	84	120	141	141	141	141	264	316	317	317
20	Similarity of Job Exp (years)	309	83	119	136	136	136	136	258	310	311	311
21	Total Job Experience (years)	313	84	120	139	139	139	139	262	314	315	315
22	Similar Non-job Exp (rating)	282	71	103	124	124	124	124	237	283	284	284
23	Behavioral Notes	370	108	148	166	166	166	166	316	372	373	373
24	Contextual Notes	370	108	148	166	166	166	166	316	372	373	373
25	Procedural Notes	370	108	148	166	166	166	166	316	372	373	373
26	Dispositional Notes	370	108	148	166	166	166	166	316	372	373	373
27	Judgmental Notes	370	108	148	166	166	166	166	316	372	373	373
28	Nmbr Note Dimensions	370	108	148	166	166	166	166	316	372	373	373
29	Total Number Notes	370	108	148	166	166	166	166	316	372	373	373
30	Quality Notes	368	107	147	165	165	165	165	314	370	371	371

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager, NH = new hire, RC = recruiter, AP = applicant; Reliability estimates are in parentheses along the diagonal for selected variables. $^{**}p < .01$, $^{*}p < .05$, $^{†}p < .10$ indicate levels of significance for two-tailed tests.

Table 9 (continued)
Means, standard deviations, and correlations for all study variables (continued).

		31	32	33	34	35	36	37	38	39	40	41
31	Time to fill position (days)		169	219	253	253	253	253	472	567	569	569
32	Accept Recommendation	-.20*		216	105	105	105	105	176	214	216	216
33	Offer Acceptance Rate	-.25**	.15*		134	134	134	134	232	284	286	286
34	Demands-abilities Fit	-.02	.11	.03	(.80)	342	342	342	306	341	342	342
35	Needs-supplies Fit	-.12†	.18†	-.14	.56**	(.90)	342	342	306	341	342	342
36	Person-organization Fit	.03	.13	-.05	.53**	.64**	(.92)	342	306	341	342	342
37	Job Satisfaction	-.10	.20*	-.12	.51**	.71**	.64**	(.74)	306	341	342	342
38	Performance rating (6 months)	-.12**	.07	-.12†	.16**	.11†	.08	.16**		--	648	648
39	Retention (Y/N)	-.06	.10	-.01	.13*	.15**	-.01	.13*	--		772	772
40	HM Process Satisfaction	-.05	-.05	.03	.08	.06	-.01	.00	-.01	-.01	(.90)	--
41	NH Process Satisfaction	-.03	-.14*	.06	.04	.08	.01	.07	-.01	-.03	--	(.91)

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager; NH = new hire; Reliability estimates are in parentheses along the diagonal for selected variables. **$p < .01$, *$p < .05$, †$p < .10$ indicate levels of significance for two-tailed tests.

Table 10

Summary of hypothesis tests by rating source.

	Hypothesis	Source of Characteristic Rating			No Char. Rated	Conclusions
		HM	NH	RC		
1	a. Extraversion → # HM contact	-.04	.15*	.06		Partially supported
	b. Extraversion → quality of HM contact	.13	.14†	.05		
2	Extraversion → accept rec.	.17	.03	-.05		Unsupported
3	a. # HM contact → accept rec..				-.20	Partially supported
	b. Quality HM contact → accept rec..				.29**	
4	a. Extraversion → # HM contact → accept recommend	.01	-.03	.02		Unsupported
	b. Extraversion → quality of HM contact → accept recommend	.01	.02	.02		*(results depicted are indirect effects)*
5	Conscientious → accept rec.	.23*	.09	.39**		Partially supported; results changed when excluding outliers for hiring manager ratings (.11).
6	Conscientious → time to fill position	-.25**	.03	.08		Partially supported
7	a. Conscientious → # HM contact	-.10	.13†	.11*		Partially supported
	b. Conscientious → quality of HM contact	.10	.10	.48**		
8	a. Conscientious → # of notes	.24*	.13*	.35**		Mostly supported; results changed when removing outliers for hiring manager ratings
	b. Conscientious → quality of notes	.09	.14*	.36**		and # of notes (.17†) and # of dims (.18†)
	c. Conscientious → # note dimensions	.22*	.06	.13**		
9	a. Behavioral notes → Accept rec				.26**	Partially supported
	b. Quality of notes → Accept rec				.15†	
10	a. Conscientious → beh notes → Accept rec	-.03	.01	.05		Unsupported
	b. Conscientious → quality of notes → Accept rec	-.02	.03	-.05		*(results depicted are indirect effects)*

NOTE: values in results column are correlations unless noted in the conclusions column; HM = hiring manager, NH = new hire, RC = recruiter; values in results column are from analyses in which outliers were not removed. Additional interpretation is provided in conclusions column when removing outliers changed the results. Conclusions match those reported in the text and are based on one-tailed tests. $^†p < .10$, $^*p < .05$, $^{**}p < .01$

Table 10 (continued)

Summary of hypothesis tests by rating source.

Hypothesis	Source of Characteristic Rating			No Char. Rated	Conclusions
	HM	NH	RC		
11 a. Accept rec. → D-A fit				.11	Partially supported; all results became non-
Accept rec. → N-S fit				.18*	significant when excluding outliers
Accept rec. → P-O fit				.13†	
b. Accept rec. → Job satisfaction				.20*	
c. Accept rec. → Performance				.07	
d. Accept rec. → Retention				.10†	
12 Informative → offer accept rate	-.04	-.04	.10†		Unsupported
13 a. Informative → D-A fit	.07	.23**	.00		Partially supported
Informative → N-S fit	.09	.39**	.09		
Informative → P-O fit	-.16	.23**	.08		
b. Informative → Job satisfaction	.03	.31**	.07		
c. Informative → Retention	.05	.05	-.02		
14 a. # AP contact → D-A fit				-.08	Unsupported
# AP contact → N-S fit				-.08	
# AP contact → P-O fit				-.13	
b. # AP contact → Job satisfaction				-.07	
c. # AP contact → Retention				-.09	
d. Quality AP contact → D-A fit				.10	
Quality AP contact → N-S fit				.06	
Quality AP contact → P-O fit				.07	
e. Quality AP contact → Job satisfaction				.09	
f. Quality AP contact → Retention				.01	
15 a. Informative + #/Quality AP contact → D-A fit	.05	.02	.02		Unsupported
Informative + #/Quality AP contact → N-S fit	.01	.02	.01		
Informative + #/Quality AP contact → P-O fit	.01	.03	.03		(*results depicted are ΔR^2 values*)
b. Informative + #/Quality AP contact → Job sat.	.00	.02	.01		
c. Informative + #/Quality AP contact → Retention	.01	.04	.00		

NOTE: values in results column are correlations unless noted in the conclusions column; HM = hiring manager, NH = new hire, RC = recruiter, AP = applicant; values in results column are from analyses in which outliers were not removed. Additional interpretation is provided in conclusions column when removing outliers changed the results. Conclusions match those reported in the text and are based on one-tailed tests. $^{†}p < .10$, $^{*}p < .05$, $^{**}p < .01$

Table 10 (continued)

Summary of hypothesis tests by rating source.

	Hypothesis	Source of Characteristic Rating			No Char. Rated	Conclusions
		HM	NH	RC		
16	Informative → NH satisfaction w/process	.11**	.11**	-.05		Mostly supported
17	Personable → NH satisfaction w/process	.10*	.12**	.03		Mostly supported
18	Informative → HM satisfaction w/process	.13**	.02	-.15		Partially supported
19	Personable → HM satisfaction w/process	.12**	.06	-.10		Partially supported
20	a. # HM contact → HM satisfaction w/process				-.05	All unsupported
	b. Quality HM contact → HM satisfaction w/process				-.01	
	c. # AP contact → NH satisfaction w/process				.06	
	d. Quality AP contact → NH satisfaction w/process				-.02	

NOTE: values in results column are correlations unless noted in the conclusions column; HM = hiring manager, NH = new hire, RC = recruiter, AP = applicant; values in results column are from analyses in which outliers were not removed. Additional interpretation is provided in conclusions column when removing outliers changed the results. Conclusions match those reported in the text and are based on one-tailed tests. $^{\dagger}p < .10$, $^{*}p < .05$, $^{**}p < .01$

Table 10 (continued)

Summary of hypothesis tests by rating source.

Hypothesis	Source of Characteristic Rating			No Char. Rated	Conclusions
	HM	NH	RC		
21 a. Exp (years) → time to fill position				-.10[*]	Supported
Exp (rating) → time to fill position				-.16[**]	
b. Exp (years) → offer accept rate				-.01	Unsupported
Exp (rating) → offer accept rate				.01	
c. Exp (years) → D-A fit				-.01	Unsupported; results changed when removing
Exp (years) → N-S fit				-.05	outliers for D-A fit (.21[**]), P-O fit (.16[*]) and
Exp (years) → P-O fit				-.10	Performance (.04)
Exp (rating) → D-A fit				.03	Results changed when removing outliers for
Exp (rating) → N-S fit				.02	D-A fit (.17[*])
Exp (rating) → P-O fit				-.10	
d. Exp (years) → Job sat				-.15	Unsupported
Exp (rating) → Job sat				-.09	
e. Exp (years) → Performance				.11[*]	Supported
Exp (rating) → Performance				.11[*]	
f. Exp (years) → Retention				-.00	Unsupported
Exp (rating) → Retention				.05	
g. Exp (non job) → D-A fit				-.09	Unsupported
Exp (non job) → N-S fit				-.06	
Exp (non job) → P-O fit				-.28	
h. Exp (non job) → Job sat				-.19	Unsupported
i. Exp (non job) → Performance				.08	Unsupported
j. Exp (non job) → Retention				.08	Unsupported

NOTE: values in results column are correlations unless noted in the conclusions column; HM = hiring manager, NH = new hire, RC = recruiter; values in results column are from analyses in which outliers were not removed. Additional interpretation is provided in conclusions column when removing outliers changed the results. Conclusions match those reported in the text and are based on one-tailed tests. [†]$p < .10$, [*]$p < .05$, [**]$p < .01$

Table 10 (continued)

Summary of hypothesis tests by rating source.

Hypothesis	Source of Characteristic Rating			No Char. Rated	Conclusions
	HM	NH	RC		
22 a. Exp (years) X informative → D-A fit	.22*	.01	.06**		Mixed support. Significant ΔR^2 values and the
Exp (years) X informative → N-S fit	.11*	.00	.05*		form of interaction generally support
Exp (years) X informative → P-O fit	.11*	.01	.08**		hypotheses when using hiring manager
Exp (rating) X informative → D-A fit	.01	.00	.03*		ratings. Although ΔR^2 values for recruiter self-
Exp (rating) X informative → N-S fit	.07†	.00	.02		ratings are significant, the form of interactions
Exp (rating) X informative → P-O fit	.00	.00	.05**		do not support the hypotheses (see Figures 6-9).
b. Exp (years) X informative → Job sat	.11*	.00	.08**		
Exp (rating) X informative → Job sat	.10*	.00	.04*		*(results depicted are ΔR^2 values)*
c. Exp (years) X informative → Retention	.00	.01	.00		
Exp (rating) X informative → Retention	.00	.00	.00		

NOTE: values in results column are correlations unless noted in the conclusions column; HM = hiring manager, NH = new hire, RC = recruiter; values in results column are from analyses in which outliers were not removed. Additional interpretation is provided in conclusions column when removing outliers changed the results. Conclusions match those reported in the text and are based on one-tailed tests. $^{\dagger}p < .10$, $^*p < .05$, $^{**}p < .01$

Table 11

Means, standard deviations, and correlations for variables in Hypotheses 1-9.

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Extraversion (HM rated)	5.41	1.14	(.93)	78	139	161	78	139	71	70	83	83	83	83	113	56
2	Extraversion (NH rated)	5.75	.96	.26*	(.89)	283	78	327	283	131	131	161	161	161	160	243	104
3	Extraversion (RC rated)	5.09	1.02	.06	-.07	(.77)	140	283	677	255	261	341	341	341	340	510	198
4	Conscientious (HM rated)	5.66	1.31	.84**	.23*	.00	(.97)	78	140	71	70	84	84	84	84	114	56
5	Conscientious (NH rated)	6.18	.98	.23*	.71**	.03	.18	(.94)	283	131	131	161	161	161	160	243	104
6	Conscientious (RC rated)	6.12	.54	.00	.09	.41**	-.10	.05	(.82)	255	261	341	341	341	340	510	198
7	Nmbr HM Interactions	10.50	6.76	-.04	.15†	-.06	-.10	.13	.11†		279	147	147	147	146	218	211
8	Quality HM Interactions	3.84	.85	.13	.14	.05	.10	.10	.48**	.10		149	149	149	148	220	215
9	Behavioral Notes	2.81	1.53	.00	.09	.16**	-.06	.08	.34**	.10	.10		373	373	371	370	108
10	Nmbr Note Dimensions	3.28	.97	.22*	.02	.28**	.22*	.06	.13*	.43**	.16*	.18**		373	371	370	108
11	Total Number Notes	13.31	3.49	.23*	.05	.35**	.24*	.13†	.35**	.31**	.06	.40**	.61**		371	370	108
12	Quality Notes	2.92	.99	.09	.12	.19**	.09	.14†	.36**	.10	.06	.38**	.28**	.70**		368	107
13	Time to fill position (days)	37.47	28.18	-.18†	.00	.06	-.25**	.03	.08†	.45**	-.01	.06	.04	.11*	.08		169
14	Accept Recommendation	2.63	.65	.17	.03	-.05	.23†	.09	.39**	-.20**	.29**	.26**	-.07	.02	.15	-.20*	

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager; NH = new hire, RC = recruiter; Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 12
Mediation between recruiter extraversion and accept recommendation by frequency of contact with hiring manager.

	β	z/t-value	p-value	95% LL	95% UL
Extraversion Rated by Hiring Manager ($N = 56$)					
a	-.16	-.21	.84		
b	-.04**	-3.27	.00		
t´ (direct effect)	.09	1.27	.21		
t (total effect)	.10	1.26	.21		
ab (indirect effect)	.01	.20	.84	-.06	.07
Extraversion Rated by Candidate ($N = 103$)					
a	.95	1.35	.18		
b	-.03**	-3.75	.00		
t´ (direct effect)	.05	.81	.42		
t (total effect)	.02	.30	.76		
ab (indirect effect)	-.03	-1.23	.22	-.08	.02
Extraversion Rated by Recruiter ($N = 193$)					
a	-1.15	-1.56	.12		
b	-..02*	2.30	.02		
t´ (direct effect)	-.06	-.82	.41		
t (total effect)	-.04	-.56	.58		
ab (indirect effect)	.02	1.22	.22	-.01	.05

$^{†}p < .10$, $^{*}p < .05$, $^{**}p < .01$; significance test for *ab* is based on a z-value and not the t-value.

Table 13

Mediation between recruiter extraversion and accept recommendation by quality of contact with hiring manager.

	β	z/t-value	p-value	95% LL	95% UL
Extraversion Rated by Hiring Manager ($N = 55$)					
a	.05	.53	.60		
b	.23	2.10	.04		
t´ (direct effect)	.09	1.09	.28		
t (total effect)	.10	1.21	.23		
ab (indirect effect)	.01	.47	.64	-.04	.06
Extraversion Rated by Candidate ($N = 103$)					
a	.11	1.43	.16		
b	.21**	2.89	.00		
t´ (direct effect)	-.00	-.16	.87		
t (total effect)	.01	.24	.81		
ab (indirect effect)	.02	1.22	.22	-.01	.06
Extraversion Rated by Recruiter ($N = 197$)					
a	.08	.92	.36		
b	.22**	4.13	.00		
t´ (direct effect)	-.06	-.98	.33		
t (total effect)	-.05	-.68	.50		
ab (indirect effect)	.02	.87	.38	-.01	.06

[†] $p < .10$, [*] $p < .05$, [**] $p < .01$; significance test for *ab* is based on a z-value and not the t-value.

Table 14
Mediation between recruiter conscientiousness and accept recommendation by behavioral notes.

	β	*z/t*-value	*p*-value	95% LL	95% UL
Conscientious. Rated by Hiring Manager (*N* = 35)					
a	-.30	-1.77	.09		
b	.10	.98	.33		
t´ (direct effect)	.12	1.14	.26		
t (total effect)	.09	.89	.38		
ab (indirect effect)	-.03	-.77	.44	-.11	.05
Conscientious. Rated by Candidate (*N* = 56)					
a	.13	.73	.47		
b	.09	1.32	.19		
t´ (direct effect)	.10	1.15	.26		
t (total effect)	.11	1.28	.21		
ab (indirect effect)	.01	.53	.59	-.03	.06
Conscientious. Rated by Recruiter (*N* = 103)					
a	1.11**	5.15	.00		
b	.05	.92	.36		
t´ (direct effect)	.59**	4.48	.00		
t (total effect)	.59**	5.51	.00		
ab (indirect effect)	.05	.89	.37	-.06	.16

$^{\dagger}p < .10$, $^{*}p < .05$, $^{**}p < .01$; significance test for *ab* is based on a z-value and not the t-value.

Table 15
Mediation between recruiter conscientiousness and accept recommendation by quality notes.

	β	*z/t*-value	*p*-value	95% LL	95% UL
Conscientious. Rated by Hiring Manager (*N* = 35)					
a	-.11	-.70	.49		
b	.20[†]	1.80	.08		
t´ (direct effect)	.11	1.13	.27		
t (total effect)	.09	.89	.38		
ab (indirect effect)	-.02	-.58	.56	-.09	.05
Conscientious. Rated by Candidate (*N* = 52)					
a	.15	1.00	.32		
b	.17[*]	2.08	.04		
t´ (direct effect)	.09	.98	.33		
t (total effect)	.11	1.24	.22		
ab (indirect effect)	.03	.83	.41	-.04	.09
Conscientious. Rated by Recruiter (*N* = 102)					
a	.83[**]	5.16	.00		
b	-.06	-.85	.40		
t´ (direct effect)	.63[**]	5.22	.00		
t (total effect)	.59[**]	5.44	.00		
ab (indirect effect)	-.05	-.83	.41	-.16	.06

[†] *p* < .10, [*] *p* < .05, [**] *p* < .01; significance test for *ab* is based on a z-value and not the t-value.

Table 16

Means, standard deviations, and correlations for variables included in Hypothesis 11.

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Extraversion (HM rated)	5.41	1.14	(.93)	78	139	161	78	139	56	80	80	80	80	138	161
2	Extraversion (NH rated)	5.75	.96	.26*	(.89)	283	78	327	283	104	326	326	326	326	292	326
3	Extraversion (RC rated)	5.09	1.02	.06	-.07	(.77)	140	283	677	198	296	296	296	296	565	675
4	Conscientious (HM rated)	5.66	1.31	.84**	.23*	.00	(.97)	78	140	56	80	80	80	80	139	162
5	Conscientious (NH rated)	6.18	.98	.23*	.71**	.03	.18	(.94)	283	104	326	326	326	326	292	326
6	Conscientious (RC rated)	6.12	.54	.00	.09	.41**	-.10	.05	(.82)	198	296	296	296	296	565	675
7	Accept Recommendation	2.63	.65	.17	.03	-.05	.23†	.09	.39**		105	105	105	105	176	214
8	Demands-abilities Fit	6.40	.67	.26*	.28**	.05	.18	.31**	.03	.11	(.80)	342	342	342	306	341
9	Needs-supplies Fit	6.43	.79	.24*	.38**	.07	.18	.39**	.05	.18†	.56**	(.90)	342	342	306	341
10	Person-organization Fit	6.57	.59	.09	.32**	.07	-.07	.33**	.05	.13	.53**	.64**	(.92)	342	306	341
11	Job Satisfaction	6.69	.60	.20†	.28**	.03	.10	.31**	-.01	.20*	.51**	.71**	.64**	(.74)	306	341
12	Performance rating (6 months)	3.08	.78	.17*	.01	-.04	.15†	-.01	-.01	.07	.16**	.11†	.08	.16**		--
13	Retention (Y/N)	.92	.27	-.03	.02	-.03	-.02	.01	-.03	.10	.13*	.15**	-.01	.13*	--	

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager; NH = new hire, RC = recruiter; Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 17

Means, standard deviations, and correlations for variables included in Hypotheses 11-13.

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Informative (HM rated)	5.89	1.10	(.88)	79	142	142	73	70	116	73	81	81	81	81	141	164
2	Informative (NH rated)	5.86	1.02	.09	(.92)	285	285	132	129	245	131	328	328	328	328	294	328
3	Informative to HM (RC rated)	6.18	.66	-.13	.02	(.84)	677	262	256	510	261	296	296	296	296	565	675
4	Informative to Ap. (RC rated)	5.72	.82	-.23**	.03	.87**	(.90)	262	256	510	261	296	296	296	296	565	675
5	Nmbr Applicant Interactions	5.04	2.84	-.09	.20*	.08	.22**		280	220	286	135	135	135	135	232	285
6	Quality Applicant Interactions	3.83	.75	-.06	.08	.35**	.37**	.07		216	279	132	132	132	132	226	278
7	Time to fill position (days)	37.47	28.18	-.11	.04	.11*	.13**	.00	.01		219	253	253	253	253	472	567
8	Offer Acceptance Rate	.95	.16	-.04	-.04	.10	.10	-.10	-.03	-.25**		134	134	134	134	232	284
9	Demands-abilities Fit	6.40	.67	.07	.23**	.03	.00	-.08	.10	-.02	.03	(.80)	342	342	342	306	341
10	Needs-supplies Fit	6.43	.79	.09	.39**	.11†	.09	-.08	.06	-.12†	-.14	.56**	(.90)	342	342	306	341
11	Person-organization Fit	6.57	.59	-.16	.23**	.11†	.08	-.13	.07	.03	-.05	.53**	.64**	(.92)	342	306	341
12	Job Satisfaction	6.69	.60	.03	.31**	.09	.07	-.07	.09	-.10	-.12	.51**	.71**	.64**	(.74)	306	341
13	Performance rating (6 months)	3.08	.78	.07	.04	.04	.03	.10	.07	-.12**	-.12†	.16**	.11†	.08	.16**		--
14	Retention (Y/N)	.92	.27	.05	.05	-.04	-.02	-.09	.01	-.06	-.01	.13*	.15**	-.01	.13*	--	

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager, NH = new hire, RC = recruiter, AP = applicant; Reliability estimates are in parentheses along the diagonal for selected variables. **$p < .01$, *$p < .05$, †$p < .10$ indicate levels of significance for two-tailed tests.

Table 18
Incremental validity of quantity and quality of contact with candidates over effect of informativness predicting post-hire outcomes (informativeness rated by hiring manager).

	Model 1 β	Model 2 β
Demands-Abilities Fit		
(N = 42)		
Recruiter informativeness	-.10	-.08
Frequency of contact		-.01
Quality of contact		.23
ΔR^2		.05
R^2	.01	.06
Needs-Supplies Fit		
(N = 42)		
Recruiter informativeness	-.07	-.08
Frequency of contact		-.03
Quality of contact		.08
ΔR^2		.01
R^2	.01	.01
Person-Organization Fit		
(N = 42)		
Recruiter informativeness	-.26†	-.27†
Frequency of contact		-.09
Quality of contact		.04
ΔR^2		.01
R^2	.07†	.08
Job Satisfaction		
(N = 42)		
Recruiter informativeness	-.16	-.17
Frequency of contact		-.05
Quality of contact		.02
ΔR^2		.00
R^2	.03	.03
6 Month Retention		
(N = 69)		
Recruiter informativeness	.24	.23
Frequency of contact		-.05
Quality of contact		-.09
ΔR^2		.01
R^2	.06*	.07

NOTE: Model 1 R^2 and Model 2 ΔR^2 may not sum to Model 2 R^2 values due to rounding.
† $p < .10$, * $p < .05$, ** $p < .01$

Table 19

Incremental validity of quantity and quality of contact with candidates over effect of informativness predicting post-hire outcomes (informativeness rated by applicants).

	Model 1 β	Model 2 β
Demands-Abilities Fit (N = 127)		
Recruiter informativeness	.11	.13
Frequency of contact		-.13
Quality of contact		.10
ΔR^2		.02
R^2	.01	.04
Needs-Supplies Fit (N = 127)		
Recruiter informativeness	.30**	.33**
Frequency of contact		-.16
Quality of contact		.05
ΔR^2		.02
R^2	.09*	.11*
Person-Organization Fit (N = 127)		
Recruiter informativeness	.17	.20*
Frequency of contact		-.18*
Quality of contact		.06
ΔR^2		.03
R^2	.03	.06*
Job Satisfaction (N = 127)		
Recruiter informativeness	.27**	.29**
Frequency of contact		-.13
Quality of contact		.07
ΔR^2		.02
R^2	.07*	.09*
6 Month Retention (N = 127)		
Recruiter informativeness	.02	.03
Frequency of contact		-.12
Quality of contact		.18*
ΔR^2		.04
R^2	.00	.04
6 Month Retention (no outliers; N = 122)		
Recruiter informativeness	.02	.03
Frequency of contact		-.17
Quality of contact		.19*
ΔR^2		.07*
R^2	.00	.07*

NOTE: Model 1 R^2 and Model 2 ΔR^2 may not sum to Model 2 R^2 values due to rounding.
*$p < .05$, **$p < .01$

Table 20
Incremental validity of quantity and quality of contact with candidates over effect of informativness predicting post-hire outcomes (informativeness rated by recruiter).

	Model 1 β	Model 2 β
Demands-Abilities Fit		
(N = 117)		
Recruiter informativeness	.05	.05
Frequency of contact		-.10
Quality of contact		.10
ΔR^2		.02
R^2	.00	.02
Needs-Supplies Fit		
(N = 117)		
Recruiter informativeness	.07	.09
Frequency of contact		-.10
Quality of contact		.04
ΔR^2		.01
R^2	.01	.02
Person-Organization Fit		
(N = 117)		
Recruiter informativeness	.12	.16
Frequency of contact		$-.18^{\dagger}$
Quality of contact		.05
ΔR^2		.03
R^2	.01	.05
Job Satisfaction		
(N = 117)		
Recruiter informativeness	.09	.10
Frequency of contact		-.10
Quality of contact		.06
ΔR^2		.01
R^2	.01	.02
6 Month Retention		
(N = 253)		
Recruiter informativeness	-.06	-.06
Frequency of contact		-.02
Quality of contact		.02
ΔR^2		.00
R^2	.01	.01

NOTE: Model 1 R^2 and Model 2 ΔR^2 may not sum to Model 2 R^2 values due to rounding.
*$p < .05$, **$p < .01$

Table 21
Means, standard deviations, and correlations for variables included in Hypotheses 15-19.

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Informative (HM rated)	5.89	1.10	(.88)	79	142	142	164	79	142	142	73	72	73	70	568	497
2	Informative (NH rated)	5.86	1.02	.09	(.92)	285	285	79	329	285	285	131	131	132	129	568	497
3	Informative to HM (RC rated)	6.18	.66	-.13	.02	(.84)	677	142	285	677	677	255	261	262	256	512	432
4	Informative to Ap. (RC rated)	5.72	.82	-.23**	.03	.87**	(.90)	142	285	677	677	255	261	262	256	512	432
5	Personable (HM rated)	5.93	1.10	.76**	.11	-.10	-.15†	(.87)	79	142	142	73	72	73	70	568	497
6	Personable (NH rated)	6.13	.98	.20†	.74**	-.01	-.03	.16	(.90)	285	285	131	131	132	129	568	497
7	Personable to HM (RC rated)	6.38	.47	-.04	.02	.57**	.31**	-.07	.03	(.59)	677	255	261	262	256	512	432
8	Personable to Ap. (RC rated)	6.00	.44	-.06	.06	.65**	.62**	-.06	.02	.59**	(.51)	255	261	262	256	512	432
9	Nmbr HM Interactions	10.50	6.76	-.09	.10	.08	.06	-.15	.05	.16**	.16**		279	280	273	524	471
10	Quality HM Interactions	3.84	.85	.11	.07	.33**	.32**	.20†	.10	.22**	.14*	.10		286	279	524	471
11	Nmbr Applicant Interactions	5.04	2.84	-.09	.20*	.08	.22**	.00	.16†	-.01	.06	.46**	.07		280	524	471
12	Quality Applicant Interactions	3.83	.75	-.06	.08	.35**	.37**	.01	.10	.28**	.14*	.02	.64**	.07		524	471
13	HM Process Satisfaction	9.01	1.48	.13**	.02	-.13**	-.15**	-.12**	.06	-.00	-.10*	-.05	-.01	-.05	-.01	(.90)	--
14	NH Process Satisfaction	9.27	1.17	.11*	.11*	-.01	-.05	.10*	.12*	.03	.03	.06	-.02	-.02	.00	--	(.91)

Above the diagonal are the pairwise sample sizes for each variable combination; HM = hiring manager, NH = new hire, RC = recruiter, AP = applicant; Reliability estimates are in parentheses along the diagonal for selected variables. **p < .01, *p < .05, †p < .10 indicate levels of significance for two-tailed tests.

Table 22

Means, standard deviations, and correlations for variables included in Hypothesis 20.

		M	SD	1	2	3	4	5	6	7	8	9	10	11
1	Similarity of Job Exp (rating)	2.16	1.19		311	284	315	120	141	141	141	141	264	316
2	Similarity of Job Exp (years)	2.40	4.75	.69**		278	309	119	136	136	136	136	258	310
3	Similar Non-job Exp (rating)	1.82	1.01	.50**	.36**		282	103	124	124	124	124	237	283
4	Time to fill position (days)	37.47	28.18	-.16**	-.10†	-.03		219	253	253	253	253	472	567
5	Offer Acceptance Rate	.95	.16	.01	-.01	-.09	-.25**		134	134	134	134	232	284
6	Demands-abilities Fit	6.40	.67	.03	-.01	-.09	-.02	.03	(.80)	342	342	342	306	341
7	Needs-supplies Fit	6.43	.79	.02	-.05	-.06	-.12†	-.14	.56**	(.90)	342	342	306	341
8	Person-organization Fit	6.57	.59	-.10	-.10	-.28**	.03	-.05	.53**	.64**	(.92)	342	306	341
9	Job Satisfaction	6.69	.60	-.09	-.15†	-.19*	-.10	-.12	.51**	.71**	.64**	(.74)	306	341
10	Performance rating (6 months)	3.08	.78	.11†	.11†	.08	-.12**	-.12†	.16**	.11†	.08	.16**		--
11	Retention (Y/N)	.92	.27	.05	.00	.08	-.06	-.01	.13*	.15**	-.01	.13*	--	

Above the diagonal are the pairwise sample sizes for each variable combination; Reliability estimates are in parentheses along the diagonal for selected variables. $^{**}p < .01$, $^{*}p < .05$, $^{†}p < .10$ indicate levels of significance for two-tailed tests.

Table 23
Job experience as moderator between recruiter informativeness and post-hire outcomes. (informativeness rated by hiring manager).

		Years as Job Experience Model (N = 37)	Rating as Job Experience Model (N = 39)
		β	β
Demands-Abilities Fit			
Step 1	Recruiter Informativeness	.11	.21
	Similar job experience	.03	.19†
Step 2	Informative X Experience	-.10**	-.06
	ΔR^2	.22*	.01
	R^2	.28**	.13
Needs-Supplies Fit			
Step 1	Recruiter Informativeness	.17	.29
	Similar job experience	.02	.19
Step 2	Informative X Experience	-.08*	-.18
	ΔR^2	.11*	.07†
	R^2	.18†	.22*
Person-Organization Fit			
Step 1	Recruiter Informativeness	-.05	-.00
	Similar job experience	-.01	.03
Step 2	Informative X Experience	-.05*	.02
	ΔR^2	.11*	.00
	R^2	.13	.01
Job Satisfaction			
Step 1	Recruiter Informativeness	.10	.19
	Similar job experience	.01	.08
Step 2	Informative X Experience	-.05	-.14
	ΔR^2	.11*	.10*
	R^2	.17†	.20*
6 Month Retention			
Step 1	Recruiter Informativeness	.02	.46
	Similar job experience	.48	.66
Step 2	Informative X Experience	-.13	.13
	Cox Snell pseudo ΔR^2	.00	.00
	Cox Snell pseudo R^2	.08	.05

†p < .10, * p < .05, ** p < .01; N = 71 and 74 for 6 Month Retention

Table 24
Job experience as moderator between recruiter informativeness and post-hire outcomes (informativeness rated by applicant).

		Years as Job Experience Model (N = 131)	Rating as Job Experience Model (N = 136)
		β	β
Demands-Abilities Fit			
Step 1	Recruiter Informativeness	.14	.15*
	Similar job experience	-.00	.01
Step 2	Informative X Experience	-.03	-.05
	ΔR^2	.01	.00
	R^2	.05	.03
Needs-Supplies Fit			
Step 1	Recruiter Informativeness	.43**	.42**
	Similar job experience	-.02	-.02
Step 2	Informative X Experience	.00	.01
	ΔR^2	.00	.00
	R^2	.20**	.19**
Person-Organization Fit			
Step 1	Recruiter Informativeness	.18**	.18**
	Similar job experience	-.02	-.07
Step 2	Informative X Experience	-.02	-.00
	ΔR^2	.01	.00
	R^2	.08*	.08*
Job Satisfaction			
Step 1	Recruiter Informativeness	.27**	.27**
	Similar job experience	-.03*	-.07
Step 2	Informative X Experience	.01	.04
	ΔR^2	.00	.00
	R^2	.14**	.13**
6 Month Retention			
Step 1	Recruiter Informativeness	-.10	.00
	Similar job experience	-.09	.08
Step 2	Informative X Experience	.12	.58
	Cox Snell pseudo ΔR^2	.01	.00
	Cox Snell pseudo R^2	.02	.01

$^\dagger p < .10$, $^* p < .05$, $^{**} p < .01$

Table 25
Job experience as moderator between recruiter informativeness and post-hire outcomes.
(informativeness rated by recruiter).

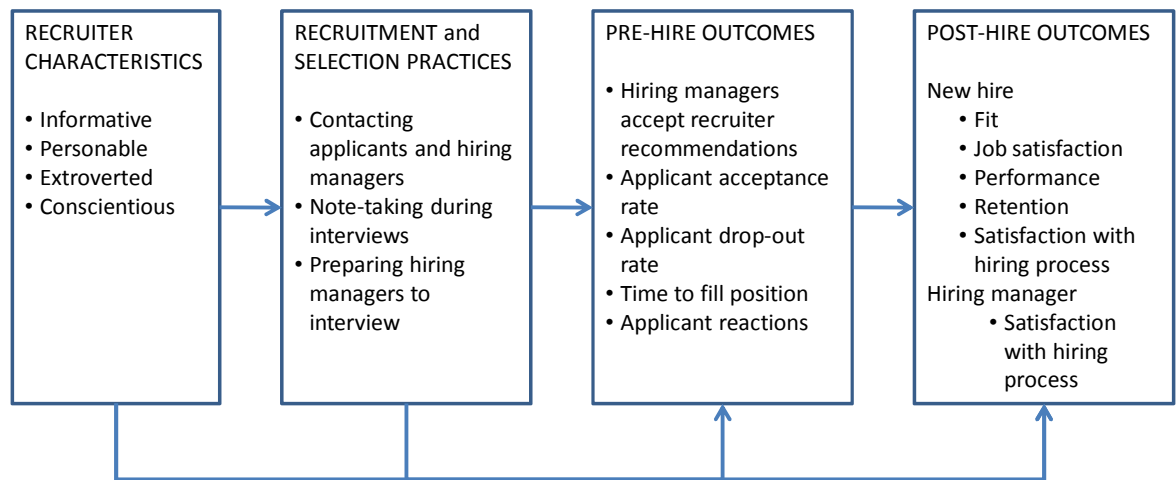|		Years as Job Experience Model (N = 124)	Rating as Job Experience Model (N = 129)
		β	β
Demands-Abilities Fit			
Step 1	Recruiter Informativeness	.04	.05
	Similar job experience	-.02	.01
Step 2	Informative X Experience	.06**	.15*
	ΔR^2	.06**	.03*
	R^2	.06†	.03
Needs-Supplies Fit			
Step 1	Recruiter Informativeness	.16†	.16†
	Similar job experience	-.03	.01
Step 2	Informative X Experience	.07	.13
	ΔR^2	.05*	.02
	R^2	.07*	.03
Person-Organization Fit			
Step 1	Recruiter Informativeness	.08	.07
	Similar job experience	-.03*	-.07
Step 2	Informative X Experience	.06**	.17**
	ΔR^2	.08**	.05**
	R^2	.11**	.07*
Job Satisfaction			
Step 1	Recruiter Informativeness	.11	.10
	Similar job experience	-.04**	-.06
Step 2	Informative X Experience	.07**	.16*
	ΔR^2	.08**	.04*
	R^2	.13**	.06*
6 Month Retention			
Step 1	Recruiter Informativeness	-.51*	-.51†
	Similar job experience	.00	.12
Step 2	Informative X Experience	.04	.08
	Cox Snell pseudo ΔR^2	.00	.00
	Cox Snell pseudo R^2	.02	.02

†$p < .10$, *$p < .05$, **$p < .01$; N = 279 and 285 for 6 Month Retention

Figures
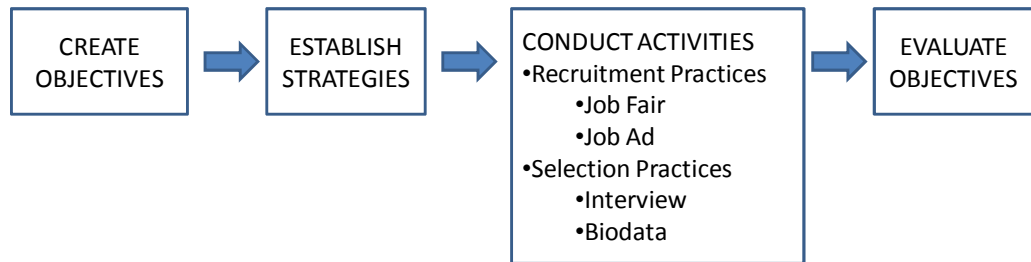
Figure 1. Stages of Recruitment (modified from Breaugh and colleagues).

RECRUITER CHARACTERISTICS	RECRUITMENT and SELECTION PRACTICES	PRE-HIRE OUTCOMES	POST-HIRE OUTCOMES

• Informative
• Personable
• Extroverted
• Conscientious
	• Contacting applicants and hiring managers
	• Note-taking during interviews
	• Preparing hiring managers to interview
		• Hiring managers accept recruiter recommendations
		• Applicant acceptance rate
		• Applicant drop-out rate
		• Time to fill position
		• Applicant reactions
			New hire
			  • Fit
			  • Job satisfaction
			  • Performance
			  • Retention
			  • Satisfaction with hiring process
			Hiring manager
			  • Satisfaction with hiring process

Figure 2. The Role of Recruiter Characteristics in Pre- and Post-Hire Outcomes
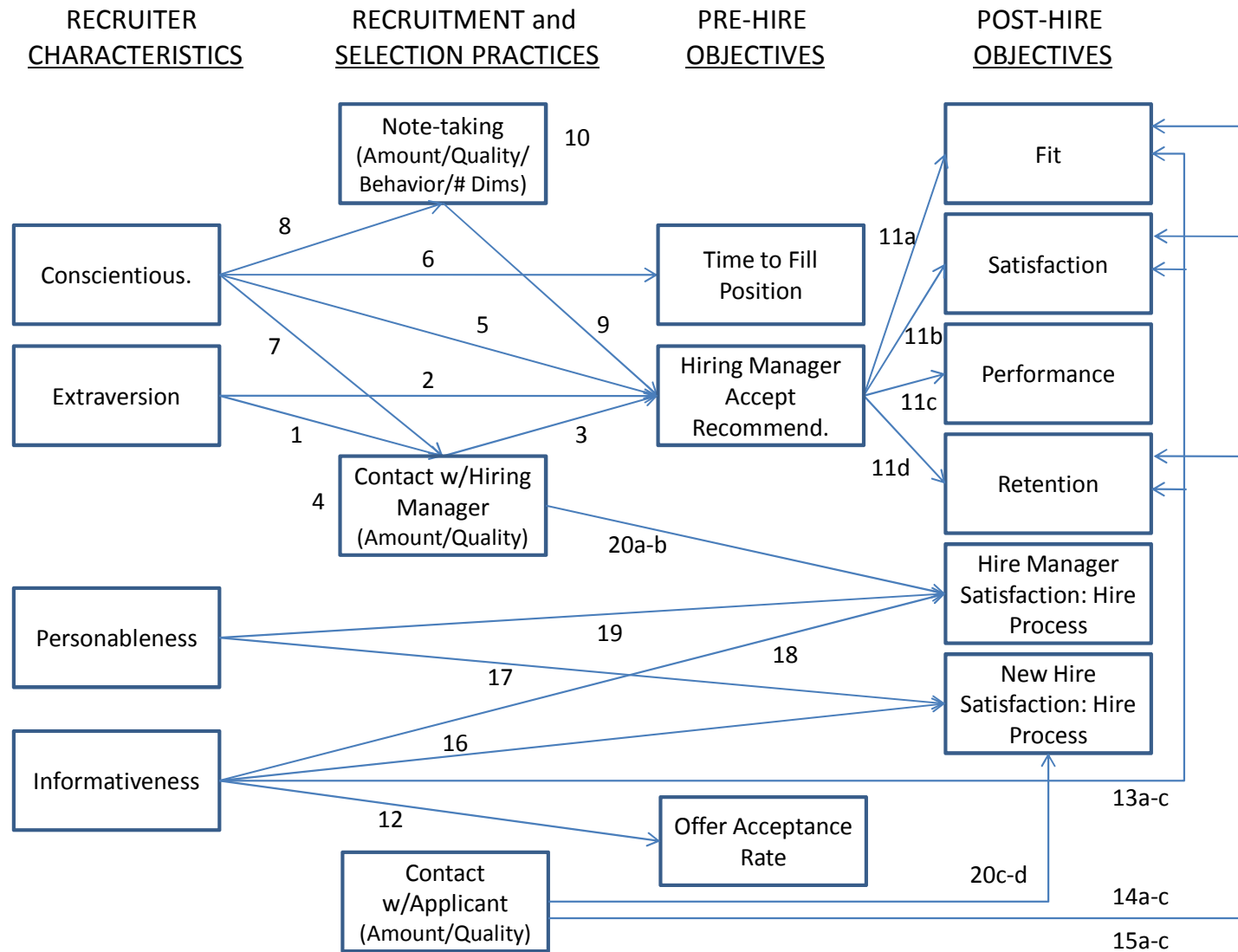
Figure 3. Relationships of recruiter characteristics to pre- and post-hire outcomes.
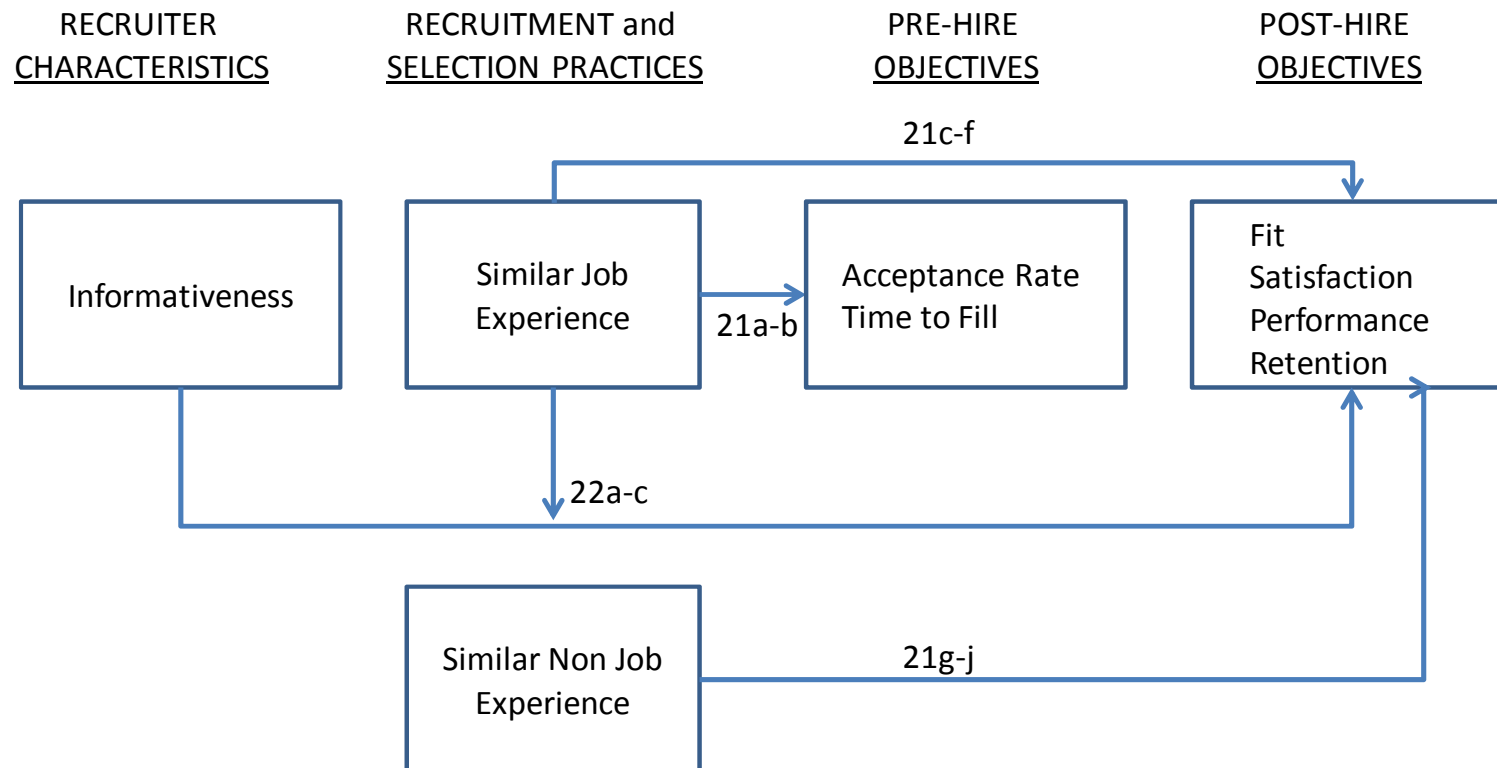
RECRUITER CHARACTERISTICS	RECRUITMENT and SELECTION PRACTICES	PRE-HIRE OBJECTIVES	POST-HIRE OBJECTIVES

21c-f

| Informativeness | Similar Job Experience | Acceptance Rate Time to Fill | Fit Satisfaction Performance Retention |

21a-b

22a-c

| | Similar Non Job Experience | | |

21g-j

Figure 4[15]. Relationship between experience and pre- and post-hire objectives

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[15] This figure was updated since the proposal for clarity.
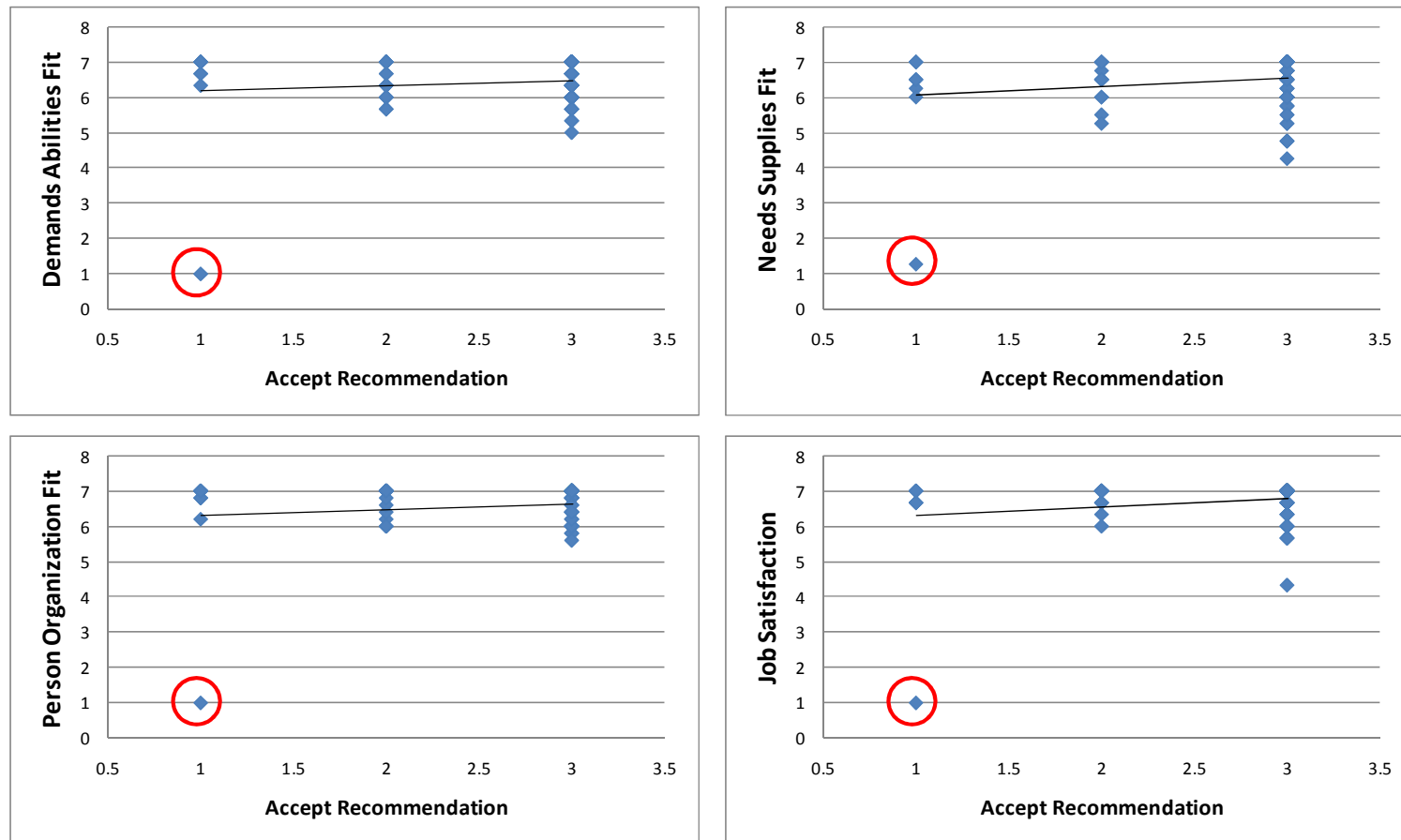
Figure 5. Scatterplot showing influential cases between accept recommendation and post-hire outcomes
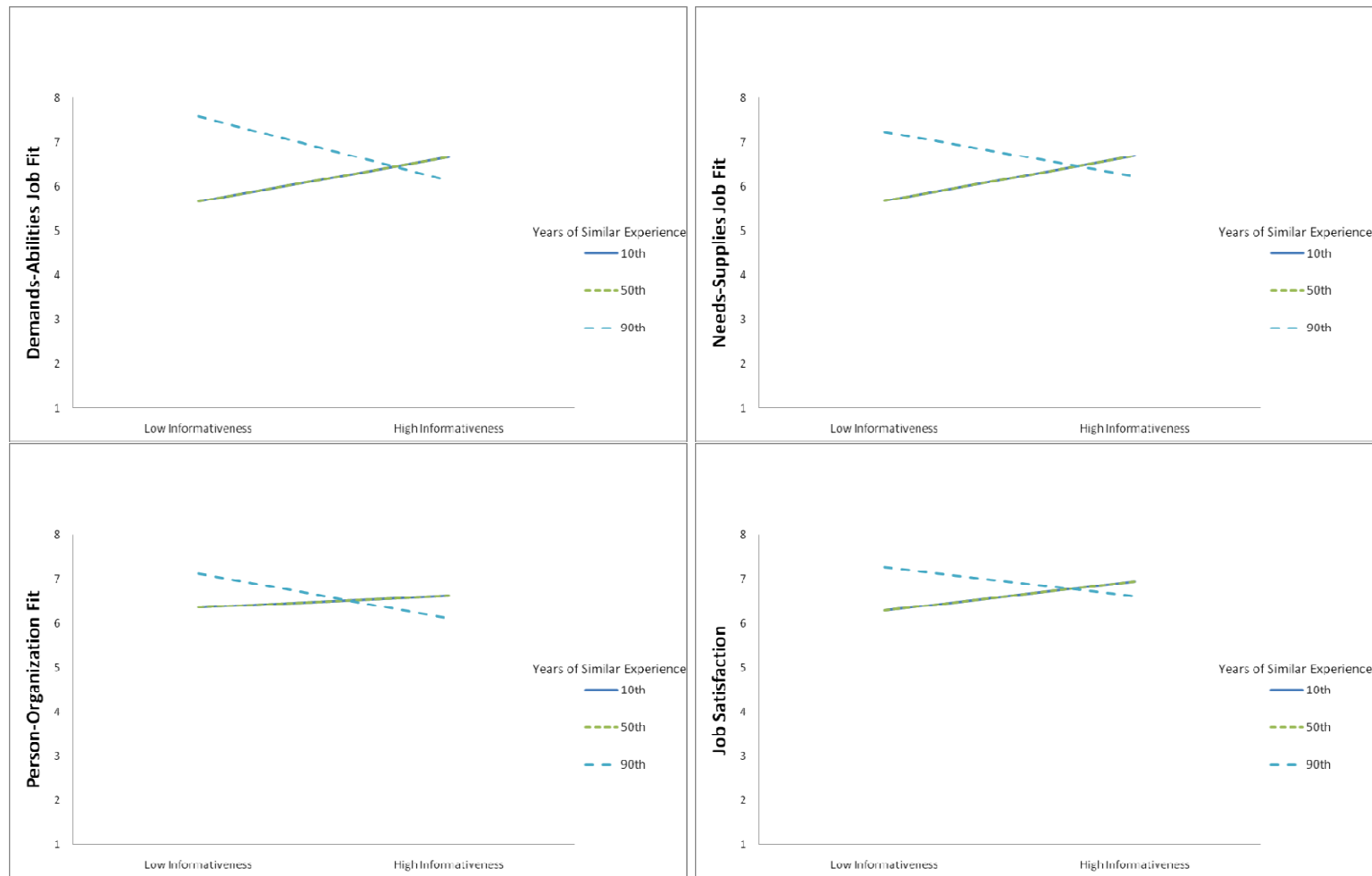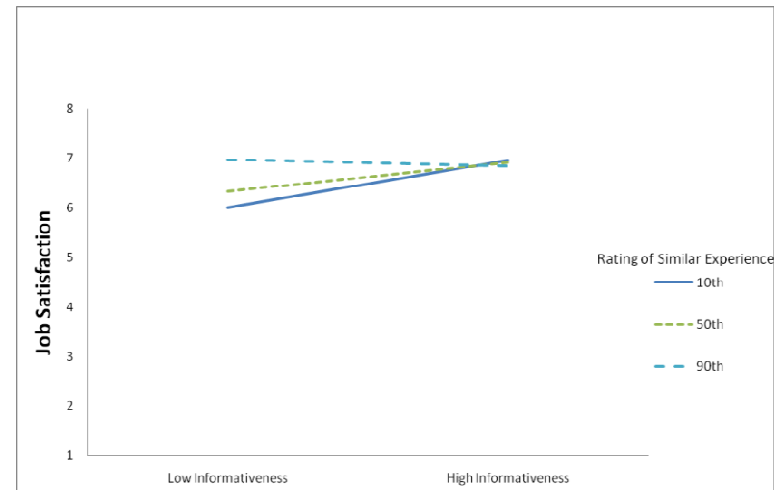
Figure 6. Interactions between hiring manager ratings of recruiter informativeness and years of similar job experience predicting post-hire outcomes

Figure 7. Interaction between hiring manager ratings of recruiter informativeness and overall rating of similar job experience predicting job satisfaction
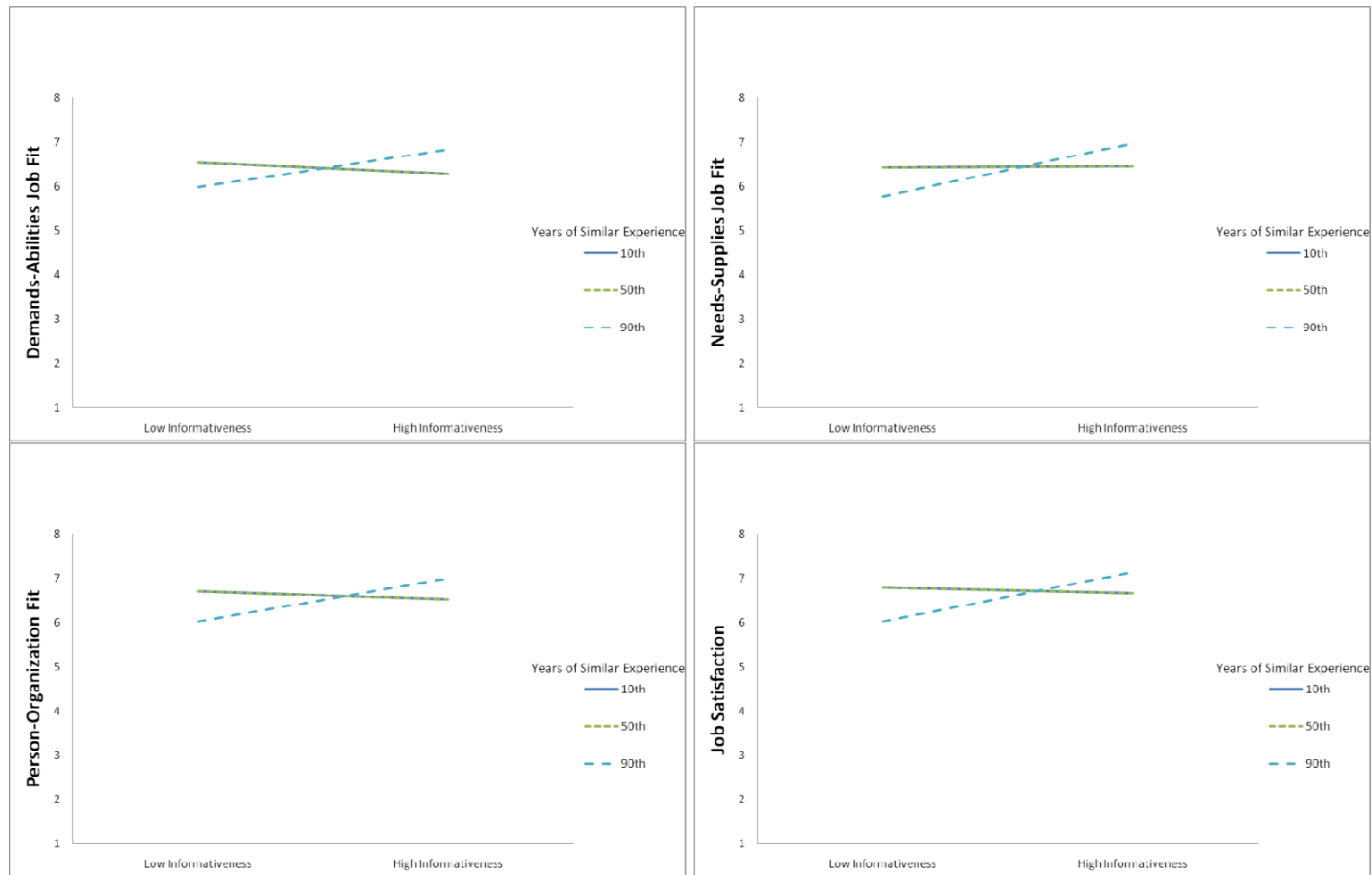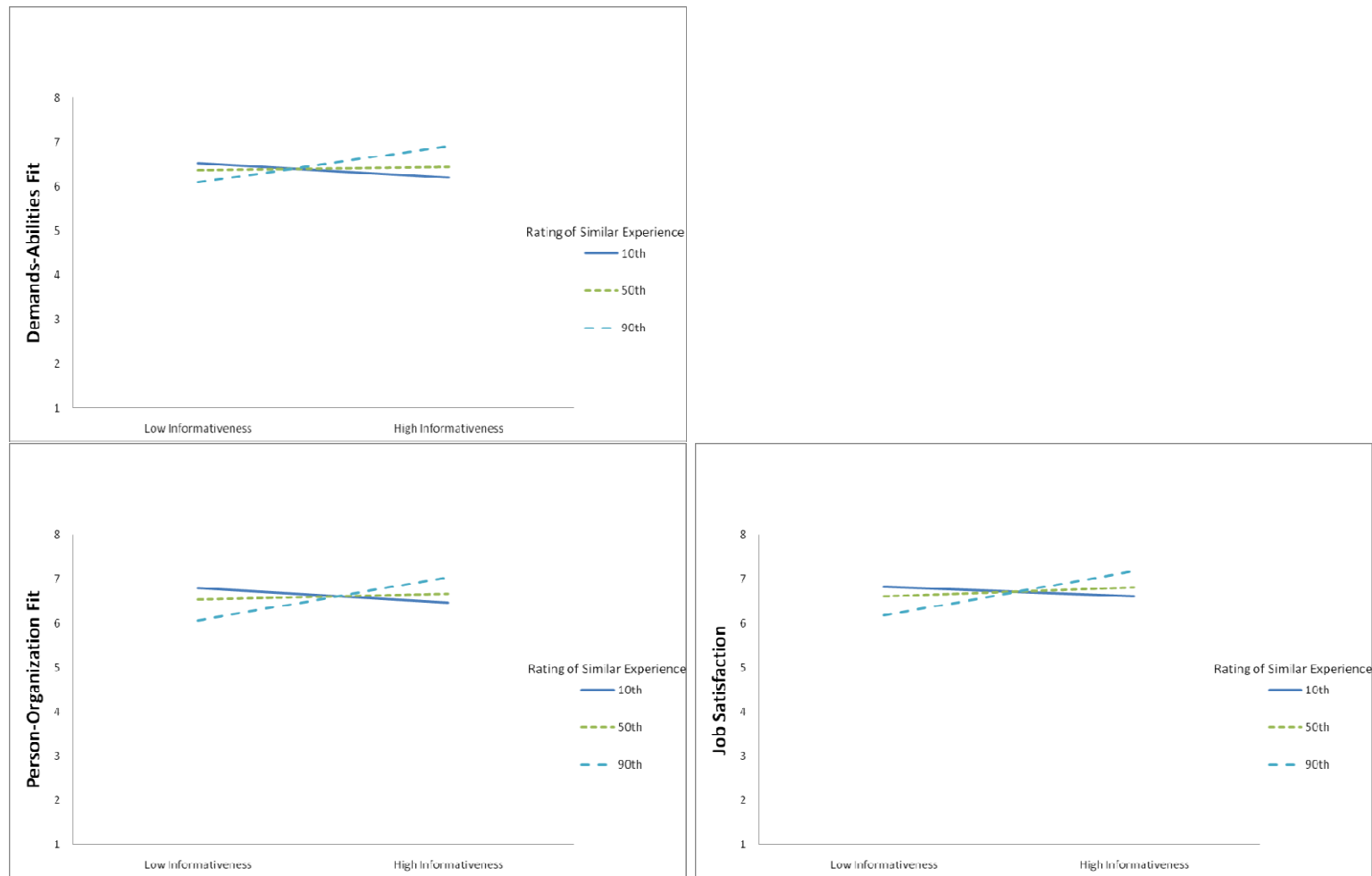
Figure 8. Interactions between recruiter self-ratings of recruiter informativeness and years of similar job experience predicting post-hire outcomes

Figure 9. Interactions between recruiter self-ratings of recruiter informativeness and overall rating of similar job experience predicting post-hire outcomes