



RĪGAS EKONOMIKAS AUGSTSKOLA  
STOCKHOLM SCHOOL OF ECONOMICS IN RIGA

**SSE Riga Student Research Papers**  
2008:5(101)

# **THE EFFICIENCY OF JOB ADVERTISEMENTS: CAN IT BE IMPROVED?**

Authors: Kristīne Lapiņa  
Ilze Šrādere

ISSN 1691-4643  
ISBN 978-9984-842-05-9

November 2008  
Riga

# **The Efficiency of Job Advertisements: Can It Be Improved?**

Kristīne Lapiņa

and

Ilze Šrādere

Supervisor: Uldis Pāvuls

March 2008  
Riga

## **Acknowledgements**

The authors would like to express their deepest gratitude to our supervisor Uldis Pāvuls, to whom authors would sincerely devote this research paper for the great inspiration and motivation he provided to us.

The authors would like to thank all the focus group participants, all interviewees, students and other people who filled in the surveys and participated in the experiments.

Additionally, the authors would like to express their thankfulness to their families for their understanding, help, and support.

A special thank-you goes to all those Estonians, who made the authors feel the rhythm, while writing this research paper.

## Abstract

This paper examines the efficiency of job advertisements and whether it can be increased. In order to find out the factors that might have an impact on the attractiveness of job advertisements, the authors conducted interviews with HR experts and carried out a survey. Survey contained 28 various factors, which covered the visual aspect of the advertisement, requirements of the applicants, benefits offered by the company and the information about the enterprise. The results of this preliminary research allowed the authors to narrow down their focus to the contextual aspect of job advertisements, especially examining two factors – *career opportunities* and *concrete amount of salary*, which showed the most contradicting results from recruiters' and potential job seekers' perspective (correspondingly, interviews with HR experts and Small Survey results). A focus group session was organized to discuss the possible reasons, why such differences might persist, as well as an experiment was conducted. The main aim of the experiment was to find out, whether the inclusion of *career opportunities* or *concrete amount of salary*, or both, had an impact on the responsiveness rate of the potential job seekers.

## Table of Contents

1. Introduction.....	4
2. Review of Literature .....	6
2.1. Previous Research.....	6
2.2. Applicability of the Theory to the Latvian Labor Market .....	7
2.3. Concrete Amount of Salary and Career Opportunities .....	8
3. Methodology .....	9
3.1. Interviews with HR Experts.....	9
3.2. Small Survey .....	9
3.3. Focus Group.....	11
3.4. Experiment.....	11
4. Limitations .....	13
5. Results of Fieldwork and Analysis .....	14
5.1. Description of Interviews with HR Experts.....	14
5.1.1. Background Information.....	14
5.1.2. Recruitment Sources Used.....	14
5.1.3. Time Spent on Recruitment Process .....	15
5.1.4. Costs Involved in Recruitment Process .....	15
5.1.5. Responsiveness Rate to Job Advertisements .....	15
5.1.6. Effectiveness of Job Advertisements .....	16
5.1.7. Summary .....	16
5.2. Results of Small Survey.....	17
5.2.1. Comparison between Age Groups .....	18
5.2.2. Comparison between Education Groups.....	20
5.2.3. Comparison between Occupation Groups .....	21
5.2.4. Comparison between Gender Groups .....	22
5.2.5. Summary of Small Survey .....	22
5.3. Results of Focus Group.....	23
5.4. Results of Experiment.....	24
5.4.1. Correlation of Questions .....	24
5.4.2. Reliability Analysis.....	24
5.4.3. Factor Analysis .....	25
5.4.4. Comparison between Advertisements.....	25
7. Conclusions.....	28
8. Suggestions for Further Research .....	29
Works Cited .....	30

## 1. Introduction

Over the last five years the unemployment rate in Latvia has decreased for more than a half – from 12% to 4% and the percentage of employed people to all population of Latvia has increased from 54.4% to 60.1% (CSB, 2008). At the same time gross domestic product has sharply increased – from 5 758 325 lats in 2002 to 14 047 542 lats in 2007, and the growth rate is still very high (CSB, 2008). On the other hand, the number of inhabitants is decreasing because of the negative demographic situation (every year the number of inhabitants decreases by approximately 0.6%) and a huge number of people who are working abroad and leaving the country (the balance of migration for Latvia has been negative already starting from the nineties) (CSB, 2008). As a consequence, employers have to focus more on the recruitment process and figure out new methods of attracting people to their firm, as the demand for employees exceeds the labour supply.

Besides, the proportion of appropriate respondents has decreased even more. As a result, recruiters should consider, which factors they should emphasize in order to attract the most suitable and qualified employees (Rosse, 1997), meanwhile not forgetting that with the help of job advertisements, a company once again reminds of its existence in the market (Veide, 2006). The particular structure and contents of the advertisement also partly helps to reflect the company's image and may act as a positive or negative signal (improve or harm the reputation of a firm).

The main idea of this research paper is to analyze the efficiency of job advertisements in Latvia, whether and how it is possible to increase it. The study is divided into two parts.

During the preliminary research, the authors examined the factors included in a job advertisement both contextual and visual. With the help of a survey and HR experts' opinion and experience, the focus was narrowed down to the most important factors, which recruiters should pay their attention to, while designing a job advertisement and making it more efficient. For the survey purposes, the authors polled a large number of respondents (N = 255) between 16 and 65 years in order to evaluate their attitude and opinion towards job advertisements. The results of the survey and the information obtained from HR experts were used in a focus group session in order to find out the possible explanations behind the respondents' choice of particular factors.

Based on the results of the preliminary research, the authors narrowed down the sample to students currently studying in Riga. The main aim of this experiment was to analyze, whether two contextual factors (*career opportunities* and *concrete amount of salary*)

were considered to have an impact on the possible responsiveness rate of students – an important target group, which might be searching for a job in the nearest future. Therefore, this paper might be of value for recruiters from various Latvian companies, who are interested in targeting graduate and undergraduate students.

The research question the authors have posed is: ***Which factors have the greatest impact on the efficiency of job advertisements in order to attract new employees?***

Such a question is broken down into three subsidiary questions:

1. What kind of information should be included in job advertisements to improve their effectiveness, according to HR experts?

2. What kind of information should the job advertisement contain according to the potential job seekers? Do these factors differ among particular groups of people (segmented based on their age, education, occupation, and gender)?

3. Do *career opportunities* and *concrete amount of salary offered* influence applicants' decision to respond to a job advertisement?

In order to answer these questions, the paper is structured in the following way: in the beginning the authors present previous research and studies in the field looking at both – extensive studies and specific local studies. Then authors state how their research was made and what constraints were taken into account. Afterwards, the results of each step of the research are presented and analyzed. At the end, discussion and conclusions are drawn.

## 2. Review of Literature

Job advertisements form a part of the external recruitment, which in many cases is preferred to promoting from within. The reasons behind it are the new ideas and ways of doing things introduced by the new employees, and lack of specialists or employees in the entry-level positions (Breugh, 1992).

According to Dessler (2005), recruitment plans should be consistent with the firm's long term strategy. The volume and source of recruitment are determined by the number of free vacancies as well as the nature and requirements of the available job positions (Byars and Rue; 1991), which have to be critically evaluated before designing a job advertisement.

When publishing advertisements in newspapers, the employers have to assess the costs of providing too little information, thus, having a wide range of applicants, who are not suitable for the position, against adding more information to the advertisement and increasing the size of it, hence, raising the costs of it. (Rosse, 1997; Beardwell, 1997; Torrington, 1995; Noe, et al., 2007). Goodwyn (2007), on the other hand, emphasizes that the applicant pool reached should be as broad as possible, to avoid the indirect discrimination of some of the possible applicant groups.

Although the main aim of a company is to find the most appropriate applicant for the vacant job position and sometimes it has to be done as quickly as possible, the recruiters should not forget that the job advertisement is also a selling document (McKenna and Beech, 1995). Job advertisements posted can be seen not only by the potential applicants, but also by costumers, competitors, and society in general (Milkowich, 1991). This may be a problem, especially if a company does not want to disclose some information, for example, about experiencing a high turnover or the expansion of the enterprise (Rosse, 1997).

### 2.1. Previous Research

According to Keenan (1995), an employer has to evaluate the job advertisement from the possible applicant's perspective, since candidates apply usually regarding the way the advertisement has been read and perceived. The previous research carried out by Rynes and Miller (1983) looked at specific factors mentioned by the recruiter, including career opportunities, salary, and other benefits. The researchers concluded that the more job features were mentioned by a company, the higher was the responsiveness rate of applicants (Rynes and Miller, 1983). This was also concluded by Fyock (1993), who stated that the employer should include as many selling features (benefits, career and growth possibilities, work

environment, etc) as possible. Kaplan, et al. (1991) also examined the relationship between different job advertisement variables and the responsiveness rate of applicants. The research was carried out by analyzing job advertisements that were placed in Sunday newspapers by different companies from the United States searching for computer professionals. The results of their research showed that such visual aspects of an advertisement as white space, size and graphics used, are positively correlated with the number of applicants. Kaplan, et al. (1991) concluded that the job advertisement should be “pleasing to the eye”. An interesting discovery was the fact that the presence of a job title was negatively correlated with the number of candidates, which implied that the name of the vacancy should rather not be included in a job advertisement.

Some of the research results by Kaplan, et al. (1991) have been challenged by Jones, et al. (2006). The persuasion model was used in order to examine how different individuals respond to job advertisements given their involvement in job advertisement message processing (Jones et al., 2007). The researchers in their work found out that the physical or visual appearance of a job advertisement is negatively correlated with the elaboration likelihood (how much attention individuals pay to the message of the advertisement). When the elaboration likelihood is high, however, individuals will pay more attention to the quality of the job advertisement. As a result, Jones, et al. (2006) conclude that peripheral cues can be successfully used in increasing the efficiency of a job advertisement, if the applicants are expected to have a low level of elaboration likelihood. This is true in the case of display advertisements, which are placed in other sections than the classified ads and usually contain graphics, images and other factors that make them easily noticeable and physically attractive (Fyock, 1993). However, to attract people who possess qualities needed for the job position recruiters should consider paying more attention to the contextual aspect of the job advertisement (Jones, et al., 2007).

## **2.2. Applicability of the Theory to the Latvian Labor Market**

When looking at the labour market and new employee attraction in Latvia, a very low level of unemployment can be observed at the moment (in the fourth quarter of 2007 the rate of unemployment was only 4% (CSB, 2007)), which indicates the tightness of supply in a quantitative sense (McKenna and Beech, 1995). According to Dreimane (2008), employers are not satisfied, because it is difficult for them to find new employees, who would possess the needed qualities; meanwhile, employees complain, because of the small amount of job advertisements that would comply with their needs.

According to the recruitment agency “Working Day” research (2007), the aspects that the Latvian employees value the most in companies are: the stability of the enterprise, career and development opportunities, and social guarantees. However, according to NVA (2006) research, concrete amount of salary offered plays a crucial role, especially among young people, who have indicated salary to be the most important factor in applying for a job position. This is in contrast to a research done by the American publishing and media company *Forbes*, who found out that “more than half of 2100 MBA student respondents would accept a lower salary to work for a socially responsible company” (Dolan, 1997).

### **2.3. Concrete Amount of Salary and Career Opportunities**

Barber and Roehling (1993) emphasized that a concrete amount of salary offered should be indicated rather than offering „competitive salary”. According to Vincevs (2007), the number of recruiters in Latvia, who mention concrete amount of salary offered in a job advertisement, has increased substantially during the last years. The reasoning behind it is that the advertisements without concrete amount of salary offered mentioned seem to be unnoticeable and less attractive, therefore, frequently ignored by the job seekers (Vincevs, 2007).

The research carried out by Pāvuls and Austers (2005) showed that salary is the driving force for the employees to choose a particular work place, closely followed by the career opportunities offered by an enterprise. Among other factors, including work atmosphere, social guarantees, interesting work, stable enterprise, etc., 897 responses were related to the salary offered, while 649 responses implied that respondents were most interested in the career opportunities.

According to Avery (2003), career opportunities are of importance for those applicants, who believe that it is not difficult to change working places and who have a higher self-esteem. “Confidence in one’s ability to successfully navigate the career process should produce higher salary expectations, which, in turn should lead such individuals to be more reluctant to settle for moderate salaries” (Avery, 2003).

Since companies strive to do their best in order to attract the most skilled and high qualified people, recruiters should consider, which factors they should emphasize in order to attract the most suitable and qualified employees (Rosse, 1997). According to “CV Market” director Korickis, many people believe that salary is the greatest motivator; however, in many cases career opportunities play a more important role, since providing training for new employees is financially more effective than searching for new employees (Nestere, 2008).

### 3. Methodology

In order to find out the answer to the research question proposed, the authors applied both quantitative and qualitative approaches. The main steps of the empirical study are summarized in Figure 1. Due to the limited scope of the research, the authors could not create a methodology that would measure the number of qualified applicants, but instead focus on different factors that would attract candidates in general. This, however, is in line with the opinion of some of the HR experts, who expressed their concerns with attracting new employees and the current situation of the tightness of the labour supply and difficulties that arise in the result of the low level of unemployment.



#### 3.1. Interviews with HR Experts

The authors arranged meetings with HR managers and HR consultants from several Latvian companies to gain an insight in the current situation in the labour market, learn more about different ways of how new labour force is attracted and the role of job advertisements in the recruitment process.

The main aim of these interviews was to find out more about the recruitment process and the role of job advertisements. In addition, the authors asked HR experts to choose 10 factors from the Small Survey that they would pay the most attention to when developing a job advertisement. The reason why HR experts were asked to select these factors was the real life dilemma of HR managers, when the balance must be found between visually attractive form and the amount of information to be placed in the advertisement. This provided a deeper insight from the job employers' perspective.

#### 3.2. Small Survey

**Overview.** Another part of the preliminary research was a survey that the authors developed in order to narrow down the focus of the research. The data from the survey (further on: "Small Survey") were gathered in order to have an overview of which factors should be examined more carefully. These 28 factors listed were aimed to depict, whether potential job

seekers are more concerned with the visual aspect of the advertisement, requirements of the candidates, what the company offers, or the information about the enterprise.

**Sample.** The Small Survey was distributed to people of various age groups, representing different occupations and educational background. From January till February the authors gathered a random sample of 255 respondents to avoid the sample bias, which could lead to insignificant results. The sample consisted of 123 female respondents and 130 male respondents, and 2 people had not indicated their sex.

Based on the information obtained from the Small Survey, the authors divided the respondents according to their responses about their educational background, age and occupation. It was done to find out, which factor is considered to be the most important in making a job advertisement more attractive among different groups. The authors also determined whether differences among answers between the groups persisted. The respondents were divided into four age groups. The Group 1 consisted of adolescents ( $\leq 20$  years) from whom 67 were female and 78 male. Group 2 respondents were in the age group of 21 to 30 years; Group 3 – people between 31 and 45 years and Group 4 formed an age group of at least 45 year old respondents. The second group consisted of 25 females and 33 males. 44 of them had secondary education, 13 – higher education and 1 had a master's degree. Group 3 included respondents from the age group of 31 – 45 years. 30 respondents formed this group, out of which 17 were female and 13 male. 70 % of them had higher education, 23 % secondary, and 2 people had a master's degree. Group 4 was formed by 20 respondents (14 female and 6 male). 65 % of them had higher education, the others – secondary.

Furthermore, the authors analyzed the answers of the respondents by dividing them into groups based on their education. Group A consisted of individuals with basic education (112 respondents, 50% female and 50% – male). Group B consisted of 91 people who had secondary education. 35 of them were female and 56 – male. Group C united those 47 respondents, who had higher education, from whom 29 representatives were female and 18 – male. In Group D at the moment were only 4 respondents with master level education; therefore, it was impossible to make any logical and valuable conclusions about this group.

Authors divided people into groups depending on their occupation as well. These groups were: scholars, which is very similar to Group 1 and Group A, consisting of 111 respondents, students, which has similarities with Group 2 and Group B, consisting of 67 respondents, specialists/professional worker – 38 respondents, different managers – 20

respondents, and non-professional workers like shop assistant, driver etc. – 8 respondents, which is the reason why no conclusions or comparison was made about this group.

**Procedure of analysis.** The authors applied the Independent Samples test of statistical software SPSS to test for differences among the independent groups, which could exist between the expectations of job seekers of various age, occupation, educational background, and gender. Authors used test results for different variances assumed as, firstly, the sample size of each group differed, and, secondly, the expectation of authors was that the results (mean values as well as variances) should differ. 95% confidence interval was used when analyzing results; nevertheless, in some cases it was broadened to a 10% significance level.

For the measurement of factor attractiveness the ordinal measure was used, while for group division variables – the nominal measure, and for age the scale measure was chosen.

### 3.3. Focus Group

**Overview.** The sample for the focus group consisted of 12 people. The reason why the authors employed this method was to create a discussion to understand the possible reasons why some factors of the Small Survey were rated higher or lower, while the expectations of the authors were different.

**Participants.** The participants for the focus group session were gathered using the snowball sampling method, which implied inviting a person to participate in the discussion and at the same time asking him/her to invite other people of different occupational background (to have as diverse opinions as possible). Among them were four students, a construction worker, a cook, a librarian, a teacher, a consultant, an operator, a financial analyst, and a shop manager. The authors asked the participants to think and act as if they were currently searching for a job.

### 3.4. Experiment

**Overview.** The main aim of the experiment was to examine, whether two contextual factors (*career opportunities* and *concrete amount of salary offered*) have an impact on the attractiveness of the job advertisement. These factors were chosen based on the results obtained during the preliminary research.

**Experiment design.** All four versions of the job advertisement, which were created and used for the purposes of an experiment, were of the same content, except for two variables that were either included (both or single) or not. Advertisement 1 contained neither

*career opportunities*, nor *concrete amount of salary offered*. Advertisement 2 included *career opportunities*, while advertisement 3 – only of *concrete amount of salary offered*.

Advertisement 4 had both factors. As a research design the authors used between-subject design, when each participant of the experiment receives only one version of the advertisement. In addition, five questions were asked in order to measure the participants' interest level in the advertisement. Before the questions, respondents were asked to assume that the offered vacancy corresponds to their interests and characteristics.

**Procedure of the experiment.** All participants of the experiment were given a different version of the advertisement and asked to answer, whether they would apply to the job advertisement or not, given that the company and the position should not be taken into consideration. Participants also provided ratings for five questions concerning their readiness to apply for the job position based on a 5 point scale.

The division into groups was performed randomly, as any respondent could get into any of four experiment groups. This could be done, because the difference among job advertisements offered for valuation was hardly noticeable; therefore, people sitting next to each other even did not notice that they might have been in different experiment groups. An equal number of all four experiment forms were mixed together before the experiment, and afterwards distributed to participants.

**Participants.** The participants of the experiment were students from different universities situated in Riga – University of Latvia, Riga Technical University, BA School of Business and Finance, Riga International School of Economics and Business Administration, Stockholm School of Economics in Riga, The University College of Economics and Culture, International Higher School of Practical Psychology. All in all, 410 responses were inquired, out of which 102 got into the control group (without any factors tested), 107 run into the experiment group, where factor *career opportunities* was tested, 99 represented the experiment group with factor *salary* and 102 got the experiment form with both factors.

**Procedure of analysis.** In order to create an index that would value the attractiveness of each of the four job advertisement versions, the authors looked at the correlation of all five questions asked in the experiment form. Chi-square test for the interdependence for 5 questions was carried out. Afterwards, the authors performed reliability analysis, and measured Cronbach's Alpha value. Additionally, Factor analysis and KMO and Bartlett's test were used to measure the homogeneity of the five questions.

Based on the results of the analysis described before, an index was made. ANOVA analysis was performed to evaluate the differences among the three experiment groups and

the control group. To compare all the groups, Post Hoc Tests were carried out. Ordinal scale was used to measure the answers of the five questions about the students' readiness to apply and interest in the job advertisement.

#### **4. Limitations**

The research is limited by the geographical borders of Riga and the time constraints (observations recorded during the period from January till March, 2008).

**Focus group.** Organizing a focus group session had both positive and negative aspects. The authors were able to raise a discussion and, therefore, gain an insight in various opinions about the factors and information that should be included in a job advertisement (which can be evaluated positively). Still, it was difficult to evaluate, whether the inclusion or non-incorporation of a particular variable (either vacancy, salary, requirements, or career opportunities, etc.) had a significant impact on the job advertisement attractiveness.

**Experiment.** The experiment was conducted in different higher education institutions situated in Riga (the participants of the study: students of various educational backgrounds). Although students are originally from different Latvian towns, the authors admit that the experiment could not be limited only to those students who study in Riga and were born in Riga due to the possible increase in the complicity of the research.

The respondents were previously informed about the experiment and asked to imagine that they were seeking a job (although most of them were not). Hence, it does not depict a situation, when the advertisements would be real and published in a newspaper or internet. However, according to Jones, et al. (2006), a distinction "between the psychological effects of a manipulation from the method used to achieve those effects" should be made and taken into account.

## **5. Results of Fieldwork and Analysis**

### **5.1. Description of Interviews with HR Experts**

Authors organized ten interviews with 12 experts from the human resource field. Four of them represented executive search and personnel selection companies, seven were human resource managers of Latvian companies from different fields, and a newspaper representative.

#### **5.1.1. Background Information**

According to HR experts, recruitment plans should be steady and consistent with the firm's long term strategy; therefore, a job advertisement of each vacancy is designed taking into account company's values and needs.

When designing and publishing a job advertisement, the recruiters look not only at the potential best candidates and their attraction, but also evaluate the information posted from the customers' and competitors' perspective. Hence, the recruitment process also provides an opportunity for a company to emphasize and popularize its brand.

When a company does not want to disclose some information, for example, about experiencing a high turnover or the expansion of the enterprise, recruiters have to carefully examine the contents of the job advertisement. This sometimes might also imply reducing the amount of information to be posted.

#### **5.1.2. Recruitment Sources Used**

All human resource experts interviewed admitted that their company tries to use as many different sources of recruitment as possible. A job advertisement posted in a newspaper is a traditional way of recruiting new employees; nevertheless, many of them recognized that it is not as efficient anymore as it used to be.

A source where to publish a job proposal has to be chosen depending on the target audience of the vacancy. As the best source for higher level managers "Dienas Bizness" and "Diena" were mentioned. Still, the most efficient method for attracting higher level managers is head-hunting. On the other hand, some experts declared that in the small Latvian market everybody knows the best ones in the field, so even head-hunting is not efficient, given the existing situation in Latvian labour market.

To recruit middle level employees, such strategy as inner recruitment is often used. Few experts said that it is very hard to reach the middle level people. Therefore, regional

newspapers are often used. This is the reason why large companies frequently focus strongly on young people and try to develop good professionals themselves. To reach this group, companies involve in different activities connected with universities, for example, participating in career days, open door days, lectures, student newspapers, portals, also offering scholarships and internships for students.

To attract new employees for lower level positions, free newspapers, like “5 min”, and easy observable public places, like billboards, job advertisements in public transportation, etc, are used. As an extreme example of recruiting networking, job proposals through different clubs and associations, where needed specialists are involved, were mentioned. Nevertheless, everyone admitted, that almost always parallel to any activity a job advertisement is published in the internet; let it be in the online databases or in a company’s homepage.

### **5.1.3. Time Spent on Recruitment Process**

The normal procedure for Latvian companies is to publish a job advertisement approximately two times during 2 – 3 weeks. However, it is still highly dependent on the vacancy. If a position is scarce in a company, job advertisements are published on a regular basis. Such an action could be called the persuasion of a candidate, when the company once again reminds about its existence and stimulates the applicant to apply. Usually positions, for which this strategy is used, are lower level positions, as the lack of employees here is the most common.

### **5.1.4. Costs Involved in Recruitment Process**

As most of the companies have developed their corporate standards, the only costs in developing a job advertisement are connected with publishing expenses. Nevertheless, when creating any alternative campaigns, costs increase considerably. Usually large companies make a long term agreement with newspapers and internet data bases to lower their costs.

### **5.1.5. Responsiveness Rate to Job Advertisements**

Nowadays the number of applicants for a middle-level position, when comparing to the situation 5 years ago, has decreased approximately 3 - 4 times. Moreover, from 200 applicants for a middle level position only 20 are appropriate. Another HR manager said that, in 2006 20 applicants out of 100 were appropriate, while currently the number of qualitative applicants is only 5. For higher level positions the proportion is 2 out of 30. For the lower

level positions 5-15 employees out of 200 possess the needed qualities. Regardless of that, some HR experts admitted that there is a trend of the labour shortage to decrease.

HR experts shared the opinion, that the highest responsiveness rate is straight after publishing a job advertisement. Afterwards it declines and then again increases when the end date of sending applications approaches. Still, this trend differs depending on the target group – specialists apply closer to the end date, while candidates for middle level positions tend to apply straight after the publishing.

### **5.1.6. Effectiveness of Job Advertisements**

Human resource experts recognized that the effectiveness of job advertisements is dependent on the position offered – more people apply to higher and middle level positions. Still, the problem is that most of the applicants are not appropriate for the position. What is more, this issue has intensified during the last years. Experts declared that everybody wants large salaries and bonuses independently of their abilities. One of HR managers considered that there is a kind of inflation in people values – they want more without any reason or self-critique.

When asked, which factors should be included in a job advertisement, HR experts mentioned the following factors of the Small Survey list as the most important: *vacancy/ job position offered, benefits offered by the company, contact information, the name and the logo of the enterprise*. Among the *benefits offered by the company*, as the most important were *social guarantees* and *different bonuses*. Interestingly, the *concrete amount of salary offered* was thought to be of not an utmost importance, which might be explained by HR experts' own viewpoint that the recruiters are not interested to limit their own bargaining power. If the *concrete amount of salary offered* is indicated in a job advertisement, it is more difficult or sometimes even unrealistic to lower one of the company's additional costs – wages of the new employees, because the reputation of the enterprise might suffer in case the promises are not fulfilled. *Career opportunities* were evaluated either very highly or not being important at all, which implies that HR experts do not share the same opinion about whether this factor should be included in a job advertisement. This, in turn, provided the authors with space for further research about this variable.

### **5.1.7. Summary**

All HR experts interviewed admitted that they use various sources of recruitment; however, job advertisements posted in newspapers seem to lose their efficiency nowadays. The amount

of job advertisements published depends on the vacancy and the number of qualitative applicants who have applied. Usually, the highest responsiveness rate of applicants is shortly after the job advertisement has been published.

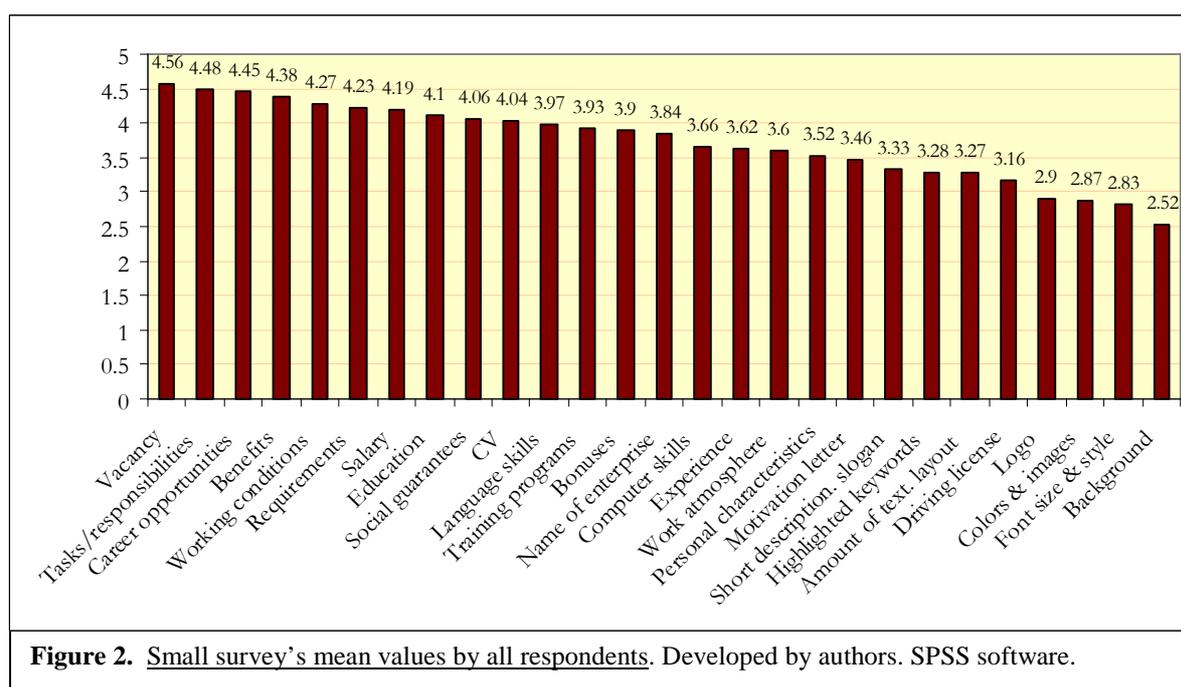
The main problems are the recruitment costs, which are reduced by signing long term contracts with publishing agencies, and the number of qualitative applicants, which has declined, while the level of the applicants' self-esteem has increased.

According to HR experts, *concrete amount of salary offered* and *career opportunities* do not necessarily have to be included in a job advertisement, while *different bonuses* and *social guarantees* should be mentioned.

## 5.2. Results of Small Survey

On average, respondents provided the highest value for the factor *vacancy/ job position offered* (See Figure 2), followed by the *description of job tasks/ responsibilities* and *career opportunities*, *good working conditions*, *salary (concrete amount)*, *benefits offered by the company* and *requirements*. The authors found it interesting, that *benefits offered by the company* was the only factor from the Small Survey, which had not received the lowest evaluation from any respondent. Still, the lowest standard deviation was shown by *vacancy/ job position offered* (0.696), followed by *benefits offered by the company* (0.788) and *career opportunities* (0.822).

The lowest average results were presented by the visual factors of a job advertisement – *the background of the job advertisement*, followed by the *font style and size*, *colours and pictures used* and *company's logo*. Nevertheless, as all these factors are connected with



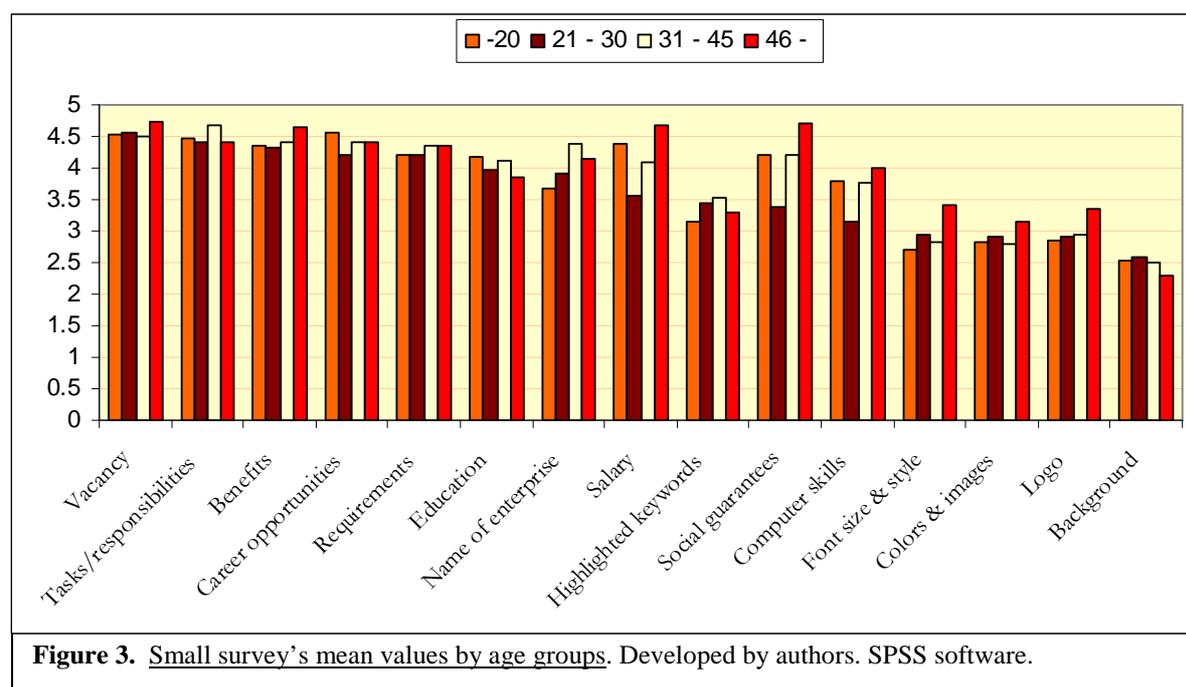
marketing, authors do not suggest under-evaluating them, since they influence individuals' minds unconsciously. All of these variables also show the highest standard deviations (Correspondingly 1.090, 1.171, 1.115, 1.206).

From content factors the lowest rating was showed by *the driving license, the motivation letter, short description/ slogan, and personal characteristics*. All these three factors show standard deviation above 1, which can be considered as a large value.

### 5.2.1. Comparison between Age Groups

Respondents from Group 1 ( $\leq 20$  years) valued *career opportunities, vacancy and the description of responsibilities* the most (See Figure 3). *Career opportunities* showed the smallest standard deviation as well (0.655). Moreover, nobody from Group 1 had evaluated *career opportunities* with the lowest mark, which was not so in other groups. The lowest average values and highest standard deviations were given to the visual factors.

The factor that Group 2 (21 – 30 years old) valued the most was *vacancy/ job position offered*, leaving behind all other factors by at least a decimal fraction. The minimum value was 3, which means that no respondents from this group think that it is useless to mention this factor in job advertisement. It was followed by *the description of job tasks/ responsibilities and benefits offered by the company* (minimum value for both – 2). Consequently, *the description of job tasks/ responsibilities* showed smaller standard deviation than *benefits offered by the company* (correspondingly 0.771 and 0.906). Similar to all the sample, visual factors were valued with the lowest scores. However, this group showed different results due to the special attention paid to the *requirements and education* – these



factors had not received the lowest mark from any respondent of this group. Overall, the mean values for this group were lower than for other groups.

Group 3 (age 31 – 45) provided 3 as the minimum value for such factors as *the name of the enterprise, education and language skills*. Moreover, 8 factors had 2 as a minimum value in the ranking. The highest mean value was for *the description of job tasks/responsibilities* with the lowest standard error – 0.758. It was followed by *vacancy/job position offered, benefits offered by the company, name of the enterprise, and career opportunities*.

Group 4 (more than 45) could be described as very positive – only 11 out of 28 factors had received the lowest mark. *Vacancy/job position offered* and *benefits offered by the company* had the minimal value 4 and very small standard error – 0.444 and 0.489. Nevertheless, *salary (concrete amount)* and *social guarantees* received very high appreciation as well. The lowest mean value was given to *the background of the job advertisement*.

When comparing Group 1 and Group 2, there is a noteworthy difference at the 5% significance level between the groups valuing such factors as *concrete amount of salary, social guarantees, bonuses, working conditions, career opportunities, training programs, computer skills, languages and motivation letter*. Group 1 shows higher values for any of these factors than Group 2, by paying more attention to *concrete amount of salary*. Interestingly, Group 1 values *social guarantees* more as well. Similar observations can be made about other factors. Authors explain it by the fact that Group 1 representatives are comparatively less experienced, but more open to different kind of job offers.

*The name of the enterprise* is the only thing that has been significantly differently evaluated between Group 1 and Group 3 (mean values – 4.37 for Group 3 and 3.67 for Group 1).

When comparing Group 1 and Group 4, there is one factor that is differently evaluated – *social guarantees* (mean values – 4.70 for Group 4 and 4.21 for Group 1) at the significance level of 1.3%.

At the significance level of 0.9%, the factor *colleagues/working atmosphere* is evaluated with the average value of 3.83 by Group 3, and 3.28 – by Group 2, which is one of the lowest indicators for this group apart from the visual factors. At the 10% significance level two more factors showed difference – *salary (concrete amount)* and *social guarantees*. Both were valued higher, on average, by Group 3.

Between Group 2 and 4 a significant difference at the 5% level exist in factors *salary (concrete amount)* and *social guarantees*. *Salary (concrete amount)* is highly valued by

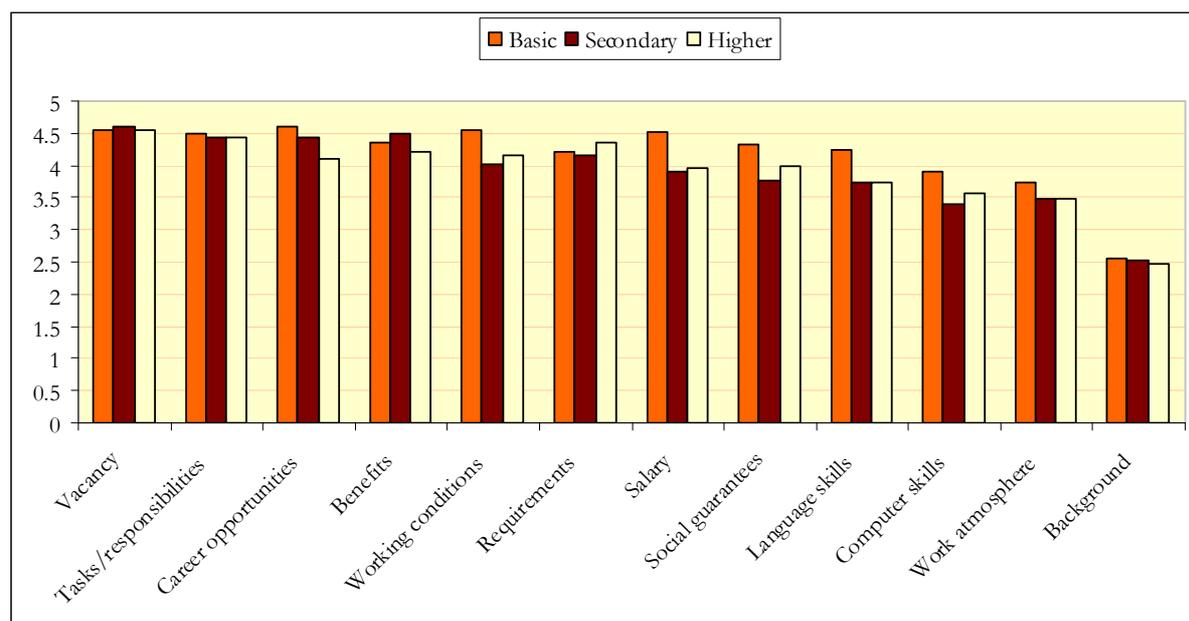
Group 4 (mean value – 4.68) and not so highly by Group 2 (3.57). Similarly, *social guarantees* are more valued by Group 4 (mean value – 4.70) than Group 2 (3.38).

At 90% confidence interval a significant difference can be observed in the evaluation of the factor *computer skills*. Group 4 rates this factor with 4.00 points on average, while Group 2 only with 3.16. This could be explained by the characteristic of groups as well, because representatives of Group 2 have grown up using computers, while for Group 4 it has been an innovation, when they had reached already age of 35. According to CSB data (2007), during the first quarter of 2007 approximately 80% of people in the age group 25 – 34 and almost 95% of people in age group 16 – 24 used the computer, while in the age group 45 – 54 the fraction did not reach the 50% level. So, it is not needed to stress computer skills for young people, while it does exist for comparatively older people.

When comparing Group 3 and Group 4, the authors observed a difference only in one factor – *the logo of the enterprise*, which was valued higher by Group 4.

### 5.2.2. Comparison between Education Groups

The average age of Group A (basic education) was 17.12 and the oldest person was 20 years old. Therefore, Group A in their ratings was very similar to Group 1 of the previous division, only with one difference. The responses about *language skills* were more consistent – the lowest grade given was 3 and the standard error was only 0.674, which was extremely low. The respondents were even more consistent when evaluating *career opportunities* (standard deviation 0.631). The minimum value in this case was 2. Moreover, the mean value of this



**Figure 4.** Small survey’s mean values by education. Developed by authors. SPSS software.

factor was the highest in the whole sample (See Figure 4).

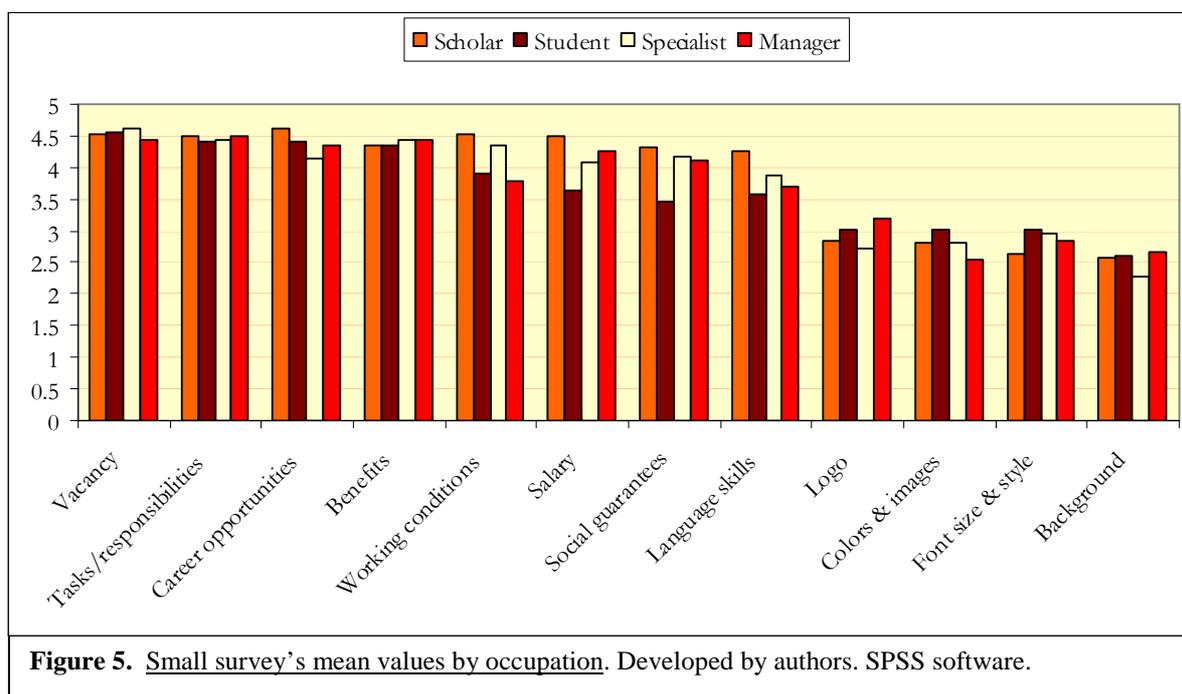
Similarly to Group A, Group B (secondary education) respondents highly value *career opportunities* with the minimum value – 2 and very low standard error (0.823). On the other hand, the respondents were consistent when evaluating *benefits offered by the company*. The minimum value was 2 as well, but the mean value was higher and consequently with very small standard deviation (0.736).

Interestingly, that Group C (higher education) was the only group, where no participant had given the maximal amount – 5 points, when evaluating the factor *background of job advertisement*. What is more, Group C showed high results for *requirements to the candidate*.

For a comparison, Group A shows different results from Group B at 95% confidence interval in factors *salary (concrete amount)*, *social guarantees*, *colleagues/working conditions*, *bonuses*, *working conditions*, *education*, *computer skills and languages*. Similarly as previously, in all factors Group A shows higher average rates. Between groups A and C significant differences in *salary (concrete amount)*, *bonuses*, *career opportunities*, *computer skills and languages skills* exist. All factors were valued higher by group A. At the same time Group B and C showed very similar results. The only difference at the 7.9% significance level was in the measurement of *career opportunities*.

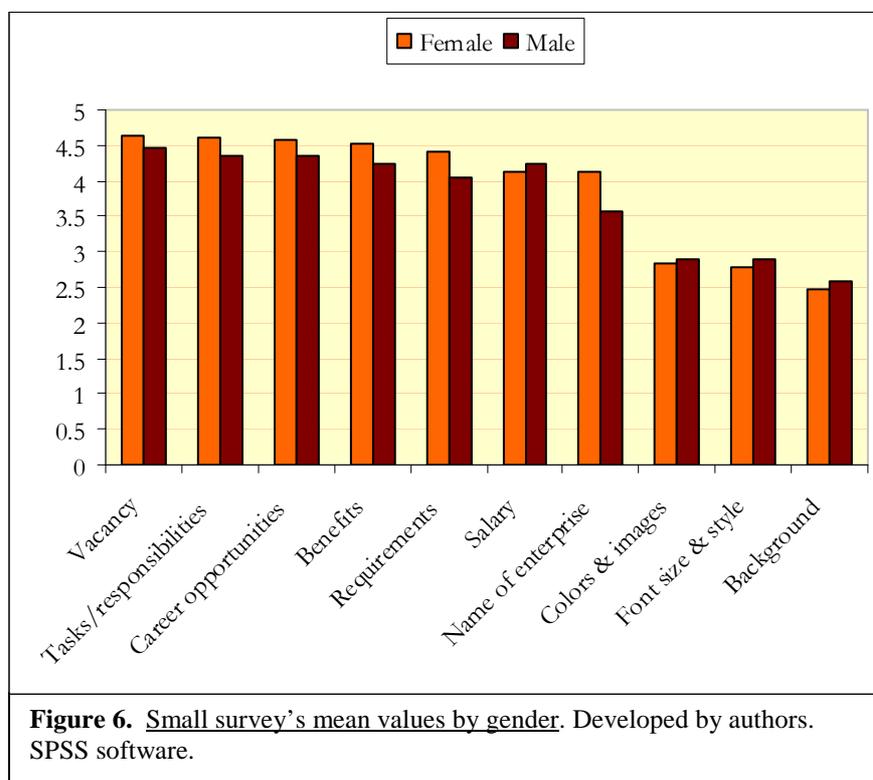
### 5.2.3. Comparison between Occupation Groups

Similarly to the previous results, scholars' and students' groups show difference in quite many factors at a very high confidence interval (more than 99%). The difference between



scholars and specialists/professional workers exist in factors *salary (concrete amount)*, *career opportunities* and *languages* at 2% significance level (See Figure 5). All of these factors were rated higher by scholars. Scholars and managers had different opinion about the sense of including *working conditions* in a job advertisement (0.7% significance level, higher rating by scholars), while the opinions of students and specialists/professional workers do not vary at 95% confidence interval. At 90% confidence interval different opinions about *social guarantees* and *colleagues/working atmosphere* arise – both measured higher by specialists/professional workers. Students’ and managers’ opinions do not differ even at the 50% significance level. And, even more homogeneous groups are specialists/professional workers and managers.

### 5.2.4. Comparison between Gender Groups



There are some differences between both genders as well (See Figure 6). Firstly, the difference exists only in factors, which comparatively show high average values – both genders share the same opinion about visual factors. Secondly, all the factors with significant results are rated higher by

females. These factors are *description of responsibilities* and *career opportunities*. At the 7% significance level differences exist for *the name of the enterprise* and *requirements*.

### 5.2.5. Summary of Small Survey

**Comparison between age groups.** Significant differences among different age groups were found when looking at such factors as *salary (concrete amount)*, *social guarantees*, *computer skills*, etc. Younger people highly value *career opportunities*, which matches with the results

of “Working Day” research, showing that this is the criteria that the most young people recognized as being important. According to this research, the factor that other groups valued the most is stability of the enterprise. Interestingly, “Working Day” research (2007) showed that people rated the image of the enterprise/reputation highly, while this research revealed a similar pattern only in the age Group 3.

**Comparison between education groups.** *Career opportunities* were highly evaluated among all the respondents of various educational backgrounds (basic, secondary, and higher education); however, this factor also showed significant differences among different groups, which might be explained by the expectations of the representatives of each group.

**Comparison between occupation groups.** This comparison revealed an interesting discovery, which implied that no significant difference exists among two groups of people – students and managers, which allowed the authors of this research paper to focus and narrow down their research to students, while still not excluding the possibility to generalize the results.

**Comparison between gender groups.** When looking at the whole sample, the authors can draw preliminary conclusions that, on average, females provided higher marks than males, besides, six factors had never received the lowest mark from any of the 123 female respondents.

### 5.3. Results of Focus Group

Focus group participants shared their own experience about the sources used for job searching and time spent on the process of finding a new job. Most of the participants had used newspaper and internet to find a job; however, some of the focus group participants had sent the CV to a company, published it in the internet, or found a job with a help of a friend/relative/etc. Also, the time spent on searching for a job varied from few days to 1-2 months.

According to the responses of focus group members, contextual factors of a job advertisement are more important than visual factors, since, if a person is a job seeker, he/she is interested in finding a job, satisfying their needs and wishes, ‘the faster, the better’. When asked to discuss, whether *career opportunities* and *a concrete amount of salary offered* should be included, 7 respondents shared the opinion that *career opportunities* might not be included and 5 people indicated that it is not needed to include *a concrete amount of salary offered*. Opinions differed about both factors. Some of the focus group participants shared the

same viewpoint that a guarantee of having wonderful *career opportunities* can attract an employee who wants to have a stable job and good development opportunities. However, it might also have a negative effect, for example, if offering *career opportunities* does not sound reliable, since an employee might think that it is only a cheap marketing trick.

The reasoning behind why a *concrete amount of salary offered* should be included is because it makes easier for employees to evaluate themselves, whether they are interested in the job position offered. Some employees might even not consider applying for the position, especially if their current salary already exceeds their aspiration level. Although recruiters might lose some qualitative applicants, who could have applied, it still implies an easier selection process, because some of the candidates are discouraged. Nevertheless, the negative side of posting a *concrete amount of salary offered* refers more bargains that could take place afterwards and might benefit the employer rather than the potential applicant.

## **5.4. Results of Experiment**

### **5.4.1. Correlation of Questions**

The first step in the analysis of the experiment was the creation of an index that would measure the attractiveness of the job advertisements. Authors started by looking at the degree of statistical dependence between different pairs of the five questions from the experiment form. According to Chi-square test, each of the five questions' pairs is interdependent with each other with a high level of significance.

When using Pearson's correlation coefficient, a significant positive correlation (significance level under 5%) could be observed between all five question pairs. Between the 1<sup>st</sup> and 3<sup>rd</sup> questions correlation was significant at the 3.2% level, while between any other questions it was significant even at a lower significance level. Still, the correlation coefficients were not very high.

### **5.4.2. Reliability Analysis**

The second step of analysis was the factor analysis, measuring the Cronbach's Alpha (a coefficient of reliability) of a factor from the five experiment form questions. The Cronbach's Alpha of the experiment data (five questions) set was 0.623. It was not possible to increase this value by deleting any of questions from the factor, as Cronbach's Alpha values decreased when any of the questions were removed. Moreover, the authors could make a conclusion that the second question (about additional information search in the internet) had the most

impact on the value of the factor, since in the case of deleting this question the Cronbach's Alpha decreased the most.

### 5.4.3. Factor Analysis

To check the possibility to reduce the number of variables that measured the attractiveness of the job advertisement, the authors performed factor analysis. The results from KMO and Bartlett's test authors could conclude, that there existed significant relationship between 5 questions (KMO measure of sampling adequacy was 0.715 and Bartlett's test of sphericity was 0.000). All five questions were making one homogeneous factor with initial Eigenvalue 2.003 and 40.05% of variance explained.

Based on the correlation and two previous analysis of the possibility to make a factor from experiment form's five questions, an index was made, as all five question measured similar phenomena. Furthermore, this index was used in order to value the impact of the chosen factors (*career opportunities* and *salary*) on the attractiveness of a job advertisement. Index was made based on the mean values of the five questions.

### 5.4.4. Comparison between Advertisements

In order to compare the average responses between the four job advertisements, One – Way ANOVA was used. Dependent variable was the index created by the authors, while the independent variable defined the particular experiment or test group, to which the job advertisement belonged to (either with or without *career opportunities* and *salary*, or both). Authors assume that the data for the index follow normal distribution.

From ANOVA the authors could see that there existed a significant difference among the four advertisements – F value 3.870 and significance at the 1% level. To find out which advertisements showed a higher value than others, Post-Hoc test was performed. As different number of people had responded to four job advertisements, Scheffe's test was used.

From the multiple comparisons it was possible to prove the importance of the chosen factors. Job advertisements with *career opportunities* on average received by 0.29 points higher measurement than the test group (advertisements without *career opportunities* and *salary*) with significant difference at 95% confidence interval. It was similar with *salary*, which received 0.32 points higher rating than the test group (2.8% significance level). What is interesting, job advertisement with both factors was not rated significantly differently than the test group of advertisements with one factor (the average rating of this advertisement is in

between test group and one-factor advertisements). This can be seen from the homogeneous subsets as well.

## 6. Discussion of Results

According to the preliminary research carried out by the authors, contextual factors are more important than visual factors. Most of the variables connected with the visual aspect of the advertisement were evaluated by the respondents of Small Survey as the least important factors in increasing a job advertisement's efficiency. This is not consistent with the theory by Kaplan, et al. (1991), who states that the number of candidates who apply for a job position can be increased by manipulating with such factors as *white space, the background of the job advertisement, font size and style of letters, images and graphics used*, etc, and, in this way, making the job advertisement visually more attractive.

This finding by the authors, however, supports the research done by Jones, et al. (2007), who emphasized that recruiters should pay more attention to the contextual aspect of the job advertisement, since more qualitative applicants have a higher elaboration likelihood, i.e., would process the message of the job advertisement more carefully and, therefore, should be targeted.

A discovery by Kaplan (1991) stated that the presence of a job title was negatively correlated with the number of candidates. Small Survey revealed contradicting results, since most of the respondents put the vacancy/ job position offered among the most important variables in improving the effectiveness of a job advertisement. *Vacancy/ job position offered* was also mentioned as an important factor by HR experts, who stated that in this way applicants who are not suitable for the vacancy, are discouraged. HR experts, however, expressed their concerns, whether it would be worth to focus on as large applicant pool as possible or design job advertisements so that only the candidates, who possess the needed qualities and interest in the *vacancy/ job position offered*, would respond. It has been discussed also by several authors, including Rosse (1997), Torrington (1995), Goodwyn (2007), and others.

The preliminary research created contradicting results. HR experts consider *career opportunities* and *salary (concrete amount)* not to be of a great importance, while these factors were recognized by the Small Survey respondents as essential. According to Avery (2003), people who have high self-esteem will be looking for both factors – *career opportunities* and, correspondingly, higher *amount of salary*. The focus group participants proposed other statements regarding these two factors, including the expectations of having a

stable job and development opportunities, as well as facilitated self-assessment, of whether he/she is suitable for the job position.

HR experts in their interviews expressed their opinion that *concrete amount of salary offered* should not be included in a job advertisement, since this diminishes the opportunities of bargaining for both parties (recruiters and potential employees). This was also mentioned by the focus group participants. However, it is not in line with the study by Barber and Roehling (1993), who emphasized that the recruiters should mention *a concrete amount of salary offered* rather than writing “competitive salary”.

The research by Pavuls and Austers (2005) showed that the salary played a critical role, when choosing a working place, while NVA (2006) revealed the utmost importance of a *concrete amount of salary offered*, when applying for a job position. Nevertheless, “Working Day” research (2007) depicted that *career opportunities* were among the most important aspects valued in a company. The results of the experiment, however, did not reveal any significant difference between the inclusion of *career opportunities* and *concrete amount of salary offered*, which creates a discussion of the comparison of these two factors. The authors propose their own explanation for this phenomenon, by stating that people expect either *career opportunities* and, therefore, are ready to accept a lower wage at the initial stage, or choose comparatively higher compensation with limited possibilities of growth. From the recruiters’ perspective it is more beneficial to offer training possibilities for the employees, rather than searching for new employees, which implies that salary is not always the largest motivator, but rather the stability and personal development opportunities offered by a company (Nestere, 2008). However, this could be investigated and leaves room for further research.

The study by Rynes and Miller (1983) and Fyock (1993) suggested the inclusion of as many selling features as possible. The experiment, on the contrary, revealed that the responsiveness rate of people was higher when only one of the factors (either *career opportunities* or *concrete amount of salary offered*) was included. One of the possible explanations for that was discussed also by the focus group participants, who expressed their opinion that the excess amount of selling features could be negatively linked with the trustworthiness of the job advertisement. If too many selling features are included in a job advertisement, a potential job seeker perceives the information presented as a marketing trick and, as a result, might decide not to apply for the job position offered.

## 7. Conclusions

The main purpose of this research paper was to examine the factors that have the greatest impact on the efficiency of job advertisements in order to attract new employees.

From the preliminary research authors found contradicting opinions of HR experts, focus group participants and also Small Survey respondents about two factors, *career opportunities* and *concrete amount of salary offered*. They created interest in authors to gain a deeper insight in the effect of these factors on job advertisement attractiveness.

According to HR experts, information about the *vacancy/ job position offered* and enterprise itself should be primarily mentioned. *Career opportunities* were not considered to be as important as *different bonuses* and *social guarantees*, while *concrete amount of salary offered* does not have to be included in a job advertisement at all.

Small Survey results revealed that *vacancy/ job position offered* should be mentioned, as well as *description of tasks/ responsibilities*. These factors were followed by *career opportunities*, *good working conditions* and *salary (concrete amount)*; however, these factors revealed significant differences among various age, education, occupation and gender groups. Young people (under 20 years) and adults (31 – 45 years) value *career opportunities* highly if compared to other age groups; however, *salary (concrete amount)* was indicated by Group 4 (more than 45 years). When looking at group division according to the educational background of the respondents, *career opportunities* was mentioned to be important among all groups, while *salary (concrete amount)* – only by the respondents having basic education. When divided based on the occupation of the respondents, the authors obtained the following results: *career opportunities* were evaluated most by scholars and students, while *salary (concrete amount)* by scholars and managers. Women value *career opportunities* more, while men – *salary (concrete amount)*.

Focus group participants expressed various opinions about, why *career opportunities* and *concrete amount of salary offered* should be included. Among them were the expectations about the stability and development opportunities in a company. The marketing side was mentioned as a negative aspect, which, in case of being too obvious, would create a negative feeling of the potential job seekers, as well as the lost possibility of bargaining, which might be especially important for the recruiter.

Experiment revealed that the inclusion of both factors – *career opportunities* and *concrete amount of salary offered* – does not influence the applicants' decision to apply for a vacancy, while including only one of them increases the attractiveness of a job advertisement.

## 8. Suggestions for Further Research

The authors of this research paper have mainly concentrated on contextual aspects of the job advertisements due to the results gathered from the preliminary research. Nevertheless, contradicting results were observed also about different visual factors, including, *the logo of the enterprise, white space, background of the job advertisement, highlighted keywords, etc.* The real effect of these factors could be examined more carefully, by manipulating with one or several variables.

The limited scope of the research also did not allow the authors to examine the real impact on the job advertisement attractiveness; hence, a suggestion of cooperating with various Latvian companies, which are searching for employees and publishing job advertisements, could be carried out in order to examine the number of qualitative applicants to the whole candidate pool (yield ratio). This could help to provide an answer to the question of HR experts who doubt, whether the number of applicants should be increased, since many candidates are not appropriate for the job position offered.

Another implication is to examine the relationship between the responsiveness rate of applicants and the company's brand recognition, which could be achieved by experimenting with various companies' logos.

## Works Cited

- Avery, D. R. (2003). Racial Differences in Perceptions of Starting Salaries: How Failing to Discriminate Can Perpetuate Discrimination. *Journal of Business and Psychology*, 17. Saint Joseph's University
- Barber, A. E, and Roehling, M. V. (1993). Job postings and the decision to interview: A verbal protocol analysis, *Journal of Applied Psychology*, 78, 845-856.
- Byars, L.L., and L.W. Rue. (1991). *Human Resource Management*. Homewood: Irwin.
- Beardwell, I., and L. Holden. (1997). *Human Resource Management: a Contemporary Perspective*. London: Pitman.
- Breaugh, J.A. (1992). *Recruitment: Science and Practice*. Belmont: Wadsworth.
- CSB. (2008). *Iedzīvotāji un sociālie procesi*. Retrieved March 5, 2008 from <http://data.csb.gov.lv/DATABASE/Iedzsoc/databasetree.asp?lang=16>
- CSB. (2008). *Ekonomika un finanses*. Retrieved March 12, 2008 from <http://data.csb.gov.lv/DATABASE/ekfin/databasetree.asp?lang=16>
- CSB. (2007). *2007. gada pirmajā ceturksnī Internets bija pieejams 51% mājsaimniecību*. Retrieved March 10, 2008 from [http://www.csb.gov.lv/csp/events/csp/events/?mode=arh&period=10.2007&cc\\_cat=477&id=3001](http://www.csb.gov.lv/csp/events/csp/events/?mode=arh&period=10.2007&cc_cat=477&id=3001)
- CSB. (2007). *Nodarbinātības Līmenis un Bezdarbs Latvijā*. Retrieved March 13, 2008 from <http://data.csb.gov.lv/>
- Dessler, G. (2005). *Human Resource Management*. Upper Saddle River: Pearson Education International.
- Dolan, K. A. (1997). Kinder, Gentler M.B.A.s, *Forbes*, 39–40.
- Dreimane, I. (2008, January 23). Vāveres ritenī. *Kursas Laiks*. Retrieved March 20, 2008 from Kursas Laiks Web site: <http://www.klaiks.lv/index.php?pg=18&show=3&nr=390>
- Fyock, C. D. (1993). *Get the Best: How to Recruit the People You Want*. Homewood: Business One Irwin.
- Goodwyn, E. (2007). The dos and don'ts of advertising. *Contract Journal*, 440.

- Jones, D. A., J. W. Shultz, and D. S. Chapman. (2006). Recruiting Through Job Advertisements: The Effects of Cognitive Elaboration on Decision Making. *International Journal of Selection and Assessment*, 14, 167-179.
- Kaplan, A. B., M. G. Aamodt, and D. Wilk. (1991). The Relationship Between Advertisement Variables and Applicant Responses to Newspaper Recruitment Advertisements. *Journal of Business and Psychology*, 5, 383-395.
- Keenan, K. (1995). *The Management Guide to Selecting People*. Ravette Books.
- McKenna, E. F., and N. Beech. (1995). *The Essence of Human Resource Management*. Hemel Hempstead: Prentice Hall.
- Milkowich, G. T., and J. W. Boudreau. (1991). *Human Resource Management*. Homewood: Irwin.
- Nestere, L. (2008, January 7). Personāla Stratēģijas Būtiskākie Aspekti. *Neatkarīgā Rīta Avīze*. Retrieved March 25, 2008 from Neatkarīgā Rīta Avīze Web site: <http://www.nra.lv/index.php?rid=72212>
- Noe, Raymond A., John R. Hollenbeck, B. Gerhart, and Patrick M. Wright (2007). *Fundamentals of Human Resource Management*. Boston: McGraw-Hill/Irwin.
- NVA (2006). *Kvalitatīvais pētījums – NVA darbinieku dziļās intervijas*. Eiropas sociālā fonda nacionālās programmas “Darba tirgus pētījumi” projekts ”Nodarbinātības valsts aģentūras pētījumi”
- Pavuls, U. and I. Austers. (2005). *Thoughts of employees deciding where to work. Study of employer brand from the perspective of potential employees*. Unpublished paper: Riga, 2005.
- Rosse, J., and R. Levin. (1997). *High-Impact Hiring. A Comprehensive Guide to Performance-Based Hiring*. San Francisco: Jossey-Bass Publishers.
- Rynes, S. L., & Miller, H. E. 1983. Recruiter and job influences on candidates for employment. *Journal of Applied Psychology*, 68, 147-154.
- Torrington, D., and L. Hall. (1995). *Personal Management. HRM in Action*. London: Prentice Hall.
- Veide, M. (2006). *Reklāmas Psiholoģija*. Jumava.

Vincevs, A. (September 17, 2007). Darba devēji algu slēpj aizvien retāk. *Latvijas Avīze*.

Retrieved March 12, 2008 from Latvijas Avīze Web site:

<http://mod.la.lv/main1.php?dat=2007-09-17&id=3248026&type=la>

Working Day. (2007). Iekārotākais darba devējs 2007. Retrieved March 13, 2008 from Māris Silinieks e-mail.