

# A Qualitative Study to Explore the Influence of Attraction Campaign on Recruitment Processes in an Irish Manufacturing Sector

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# Attraction Campaign and it's purpose

- The attraction campaign, otherwise known as attraction recruiting, is a method that is used to attract, engage, and nurture the top talent in the labour market (Thorne & Pellant, 2007).
- The attraction campaign is the first step in forming a relationship between employees, HR, and the organisation.
- Recruitment is the process of finding and engaging the employees that are required by the organisation (Armstrong & Mitchell, 2019).

# Examples of Attraction Campaign and influence on recruitment

- **Employer Branding and Online Presence:**

- Example: A tech company maintains an active presence on social media platforms like LinkedIn, showcasing its culture, values, and employee stories.
- Influence on Recruitment: A strong online presence and consistent messaging can attract candidates who align with the company's culture and values.

- **Diversity and Inclusion Initiatives:**

- Example: An organisation launches campaigns and events that promote diversity and inclusion, such as women in tech events or LGBTQ+ ally programs.
- Influence on Recruitment: These initiatives can attract candidates from underrepresented groups who are more likely to apply to an inclusive organisation.

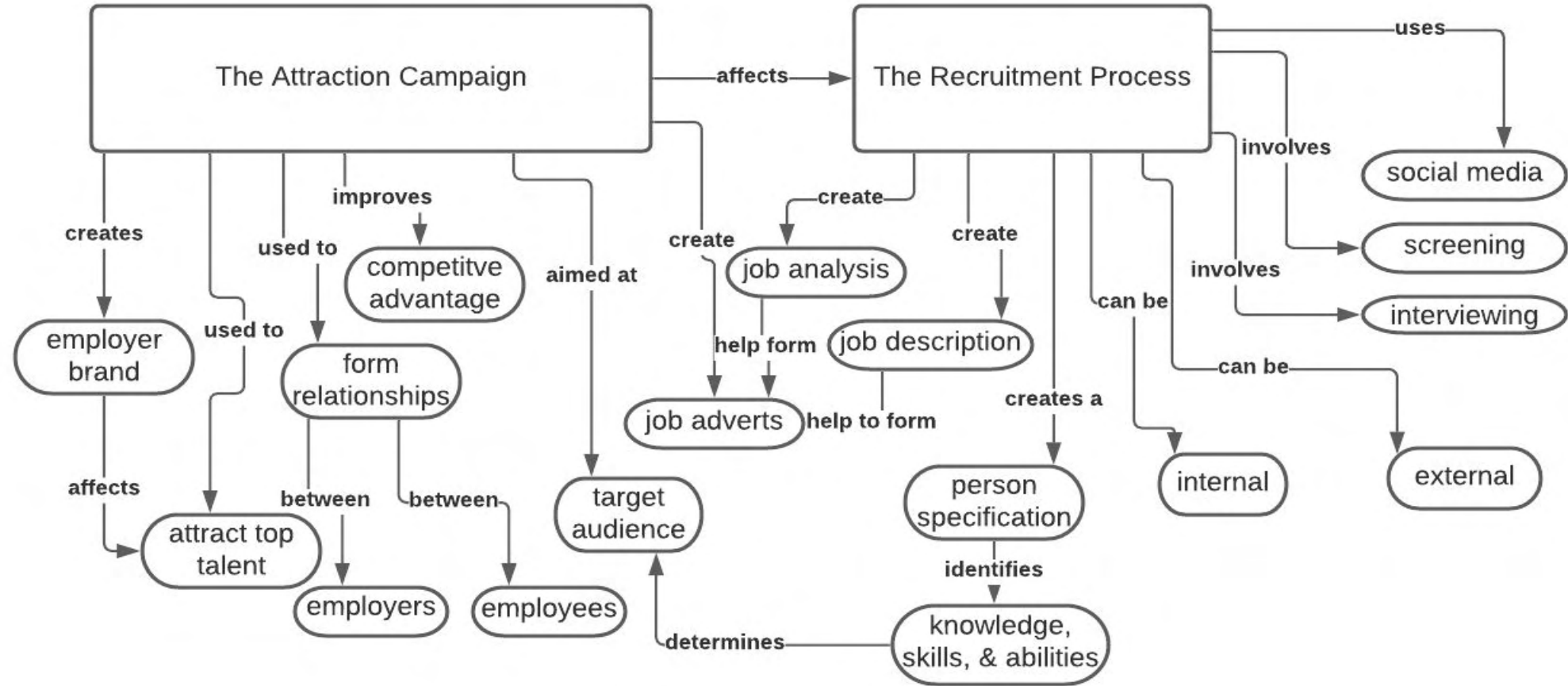
# Research Question

"What is the perceived impact of the Attraction Campaign on the Recruitment Process, aiming to gain an in-depth understanding of how the campaign for job roles influences the overall recruitment process?"

# Aims and Objectives of the Study

- To explore the nature of attraction campaigns and the way it influences the recruitment processes at a reputed manufacturing company in Ireland.
- To research and gain insight into the many stages and different elements of the recruitment processes by using a qualitative approach.
- To discuss the challenges as well as opportunities while implementing various attraction campaigns.
- To carry out in-dept semi-structured interviews with HR managers and candidates about the manufacturing company's attraction campaign and it's perceived influence on the recruitment process.

# Conceptual Model



# Methodology

Research Philosophy	Constructivism
Theory Building	Inductive
Design	Qualitative Exploratory Study
Time Frame	Cross-Sectional
Population	Full time HR managers and employees working in the manufacturing sector in Ireland
Sampling Technique	Nonprobability purposive sampling technique Heterogeneous Sample 5 HR Managers and 5 Employees
Data Collection Tools	Semi-structured interview guides for HR managers and employees
Data Analysis	Reflexive thematic analysis by Braun and Clarke (2020) for qualitative data

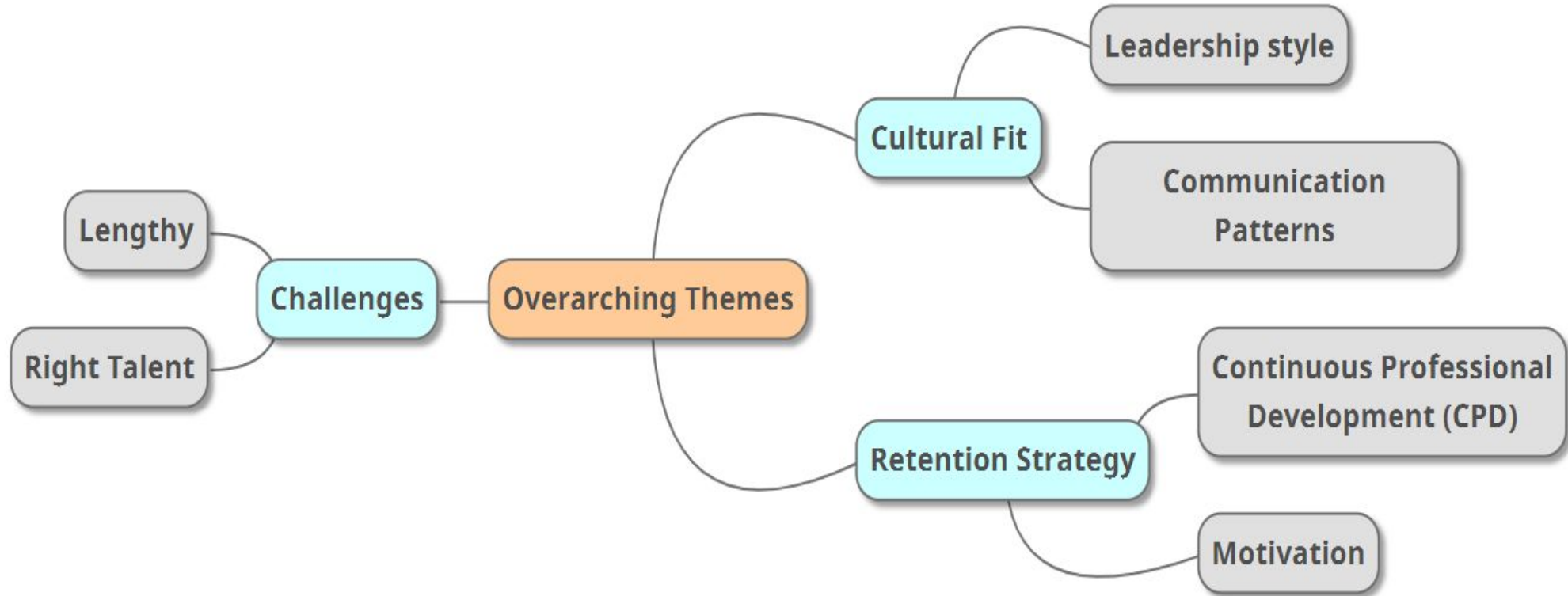
# Coding using NVivo software

Mainly used inductive approach (Kiger & Varpio, 2020; Nowell et al., 2017), thereby generating *posteriori* themes. Followed the six phases of reflexive thematic analysis given by Braun and Clarke to form three themes and six sub-themes.

Initial Coding			
Codes for Employees	Codes for HR Professionals	Files	References
-social media platforms more predominant than recruitment sites	-invest in paid media campaign	2	17
-long recruitment process	-looking for characteristic trait	2	14
-company values	-listen to what candidates want	4	27
-passion about the role (popular)	-authentic & care	8	32
-marketing	-make changes based off feedback	10	41
-best fit	-encourage withdrawals & unattraction	7	23
-similar candidates	-day to day insight	4	25
-international	-best fit	5	34
	-effective attraction = good quality candidates = smooth recruitment	4	31
		6	28



# Thematic Map



# Discussion of Themes with quotes

## Theme 1: Culture Fit

*“if my ideology matches with company culture and my heart is in it then I would apply. So I knew that if there were campaigns that would be my ideal job basically, then I would you know go out of my way to do the application.” (Employee 2)*

### *Sub-theme 1: Leadership Style*

*"The leadership team prioritizes employee development, which is evident in the opportunities for learning and growth they provide.” (Employee 1)*

## Sub-theme 2: Communication Patterns

*"The organisation has a range of communication channels that ensure information flows smoothly. Regular team meetings and a robust intranet system make it easy for team members to stay informed and connected" (HR Professional 2)*

## Theme 2: Challenges

One of the HR professionals said that, *"At our organisation, we take pride in our thorough recruitment process, which is designed to provide us with a comprehensive understanding of our candidates' skills and potential fit within our team. We aim to give every candidate the opportunity to showcase their abilities. However, we do understand that the length of the process can be challenging and, at times, frustrating for candidates."*

## Sub-theme 1: Lengthy

*“Like it is a long, or it in in comparison to other recruitment campaigns it is a bit longer, but it does give us a chance and opportunity to kind of showcase themselves and various skills, experience, and personality as well. It’s long so it’s very challenging, you know” (Employee A)*

## Sub-theme 2: Right Talent

*“With so many job openings available, it can be difficult to grab the attention of the right candidates. The scarcity of talent in the market is one of the biggest challenges faced by recruiters.” (HR professional 3)*

# Theme 3: Retention Strategies

*“Creating well-defined candidate personas help us to attract candidates who are a good fit for our company culture and values, but retaining them is another challenge which all companies face.” (HR Professional 5)*

## Sub-Theme 1: Continuous Professional Development

*“The organisation offers professional development opportunities, we provide regular feedback to all employees and recognize employee achievements.” (HR Professional 3)*

## Sub-Theme 2: Motivation

*“Leaders are very helpful and they create a pleasant work environment. Creativity is encouraged and we are given several opportunities to engage in brainstorming and experimentation.” (Employee 2)*

# Reference

Armstrong, S., & Mitchell, B. (2019). *The essential HR handbook: A quick and handy resource for any manager or HR professional*. Red Wheel/Weiser.

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Thank You