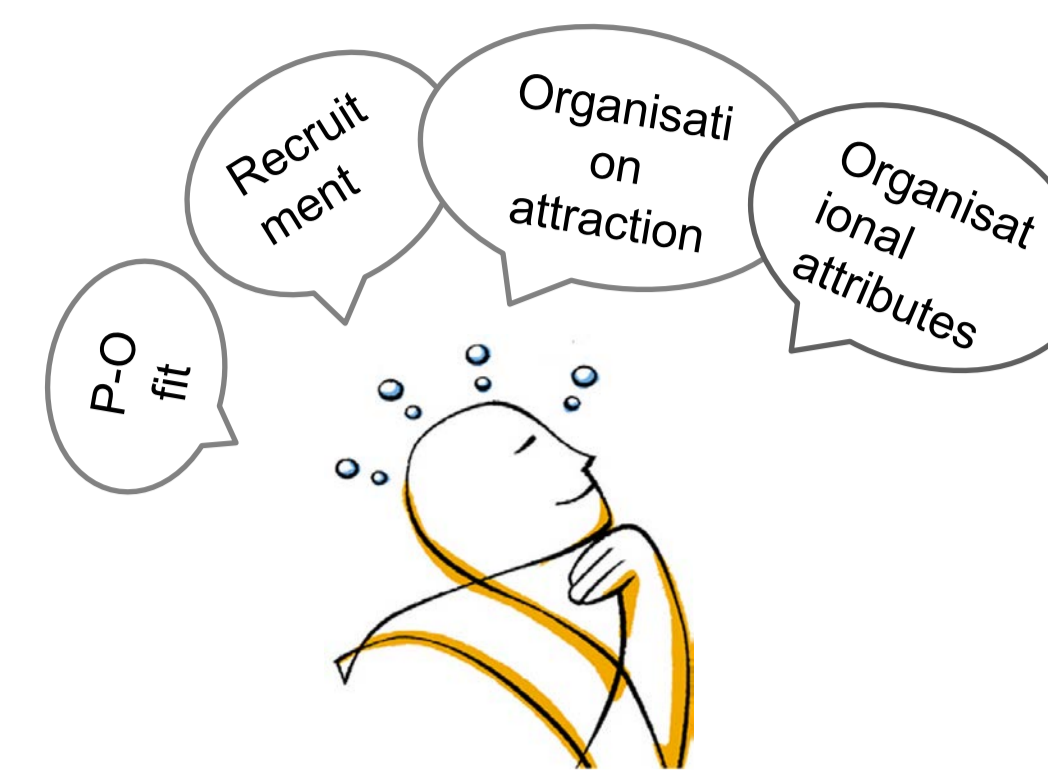# Kingston University London

What influences applicants to accept a job offer?

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Abstract

We develop Roberson *et al.*'s (2005) model by investigating how recruitment processes influence candidate perceptions leading to job acceptance. Using a qualitative case study design (n=5) and thematic analysis, the data reveals that values, reasons for applying, considerations in applying, views on company and previous experience impact on candidate perceptions. We discussed theoretical implications and propose recommendations for practice.

Introduction

Research Aim
To investigate how recruitment processes influence candidates' perceptions and job acceptance
In doing so, we expand on Roberson *et al.*'s (2005) model
To develop a set of contextually relevant recommendations for NetApp

Background
Organisation → JOB ← Potential candidates

- Rapidly changing business environment
- War for talent
- Generation Y applicants

- Increased interest in career
- Better resources to evaluate employers
- Greater applicant expectations

Theoretical framework
Person-Organisation Fit

Methodology

- Case study research design (Yin, 2014)
- Sample group: five NetApp FY13 Interns
- Face-to-face and phone interviews
- Thematic analysis (Braun and Clarke, 2006)

1) Familiarising with data → 2) Generating initial codes → 3) Searching for themes → 4) Reviewing themes → 5) Defining and naming themes → 6) Producing the report

Findings

Theme 1: Values
"I wanted to see what values other companies have comparing to me. So that way I learn what I do different and what businesses doing different and how we can work together to appreciate values" (Alex)

Theme 2: Reason for applying to NetApp
"I applied to NetApp because of its culture. I really like what I heard from the company" (Joe)

"I liked the job role but I did not know much about the company that time. I found interesting the job description" (Jack)

Theme 3: Consideration in applying for a job
"I look into what they do like in problem solving, I quite like that. If it's growing, reliable, team orientated company" (Joe)

Theme 4: Views on company information
"I had limited knowledge about the company. I mainly did my research around my interest (location, culture and values) and basic information what I needed to know for my interview" (Zara)

Theme 5: Impact of previous experience
"Yes, my previous experience made me want to work in the same role" (Jack)

"The company should give you a realistic view of itself" (Joe)

Discussion

- Various factors during the recruitment process influenced candidate perceptions which were complex and mutable
- They changed depending on candidate needs, preferences and stage in the recruitment process
- Several factors had joints effects and interplayed although distinctions were found between attraction and acceptance antecedents
- Findings showed that while detailed company information and job descriptions attracted applicants, qualities such as professionalism, honesty and the ethical behaviour demonstrated by the company positively influenced job acceptance
- Social media was frequently used by applicants as a job sourcing tool

Recommendations

- Company information ought to be easily available to candidates and potential applicants
- Job descriptions need to convey clear and explicit expectations
- Social media presence is imperative to attracting potential applicants
- The Human Resource department would benefit from improving their feedback and communication to candidates

References available on request

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