

Chapter 1

Recruiting to Stay: The Simultaneous Duality of Purposeful Recruitment and Intentional Retention Practices

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ABSTRACT

Despite access to a potentially more qualified workforce, additional incentives, or other perks that are often considered or otherwise implied as encompassing a more attractive benefits package, today's employees seek more flexibility from their work organizations than ever before. The coronavirus pandemic of 2019 has re-emphasized for too many would-be job seekers that work can be fluid and not tied to an office or physical space per se. Combined with the growing cost of living, many workers have chosen to work from a proverbial non-office. Even when there are perceived attempts by some companies and industries to offer or implement a worker-friendly environment, there are often many different things that a new potential employee may consider and that more employers should consider. An important aspect of the employer-employee balance continues to be employees who believe they are overworked or overlooked, undervalued, and unappreciated.

INTRODUCTION

It is quite commonplace today to have a potential employee, after having gone through the screening process and interview, end up at the offering table to either hit a pause to weigh their multiple offers, consider how the new position may impact their lives, or otherwise withdraw from the process after the exercise of time and

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often cost within the recruitment process (Ingersoll et al., 2019; Singh et al., 2022). Such recruitment practices often leave some agencies fickle, as their recruitment needs may become heightened in earnest as they try to secure a person—at times, any person—to stave off the impact of yet another unfilled position (Williams III et al., 2022). The advent of any old body will often win out to the detriment of the institution (Ingersoll et al., 2019).

Accepting just a figure, any person, or a type of filler for a position, an organization foregoes what is typically required for the duration. Simple screenings or vetting to find the best fit in those situations are often overlooked or justified away. Further, in those instances, instead of focusing on qualified candidates, their focus may be to just get someone, anyone, and by so doing, institutions are apt to end up paying more in the end for what may be an ill-suited person for the position or an otherwise unqualified person for the role (Ingersoll et al., 2019; Singh et al., 2022). There is also the cost of training, coaching, and impact on teaming, time needed for transitioning, and ultimately, retention (Kabwe et al., 2020; Meyer & Xin, 2018; Singh et al., 2022). There is an immeasurable cost associated with recruitment and retention that goes well beyond a thirty-, sixty-, or ninety-day probationary period.

While ensuring that new employees receive the coaching and support they need to be successful, considerations must be given to the retention and support of veteran or long-term employees who are vested in the institution. It is imperative that a form of tiered support, training, coaching, and intentional retention efforts be made available to all employees (Antosz et al., 2020). This endeavor is required to ensure sustainability, as an organization works to remain viable in their respected field of industry while maximizing the efficiency and growth of their workers (Singh et al., 2022).

TALENT ACQUISITION

There are four simple questions asked throughout the recruitment and retention process, which aid in the focus and deliberate planning towards increased positive recruitment outcomes while minimizing attrition (Antosz et al., 2020). It is my belief that employees often try to determine these answers throughout their time with an organization. Moreover, when faced with the decision of staying or leaving, employees often try to determine how they relate to or connect to the overall company (Meyer & Xin, 2018; Tej et al., 2021). Frequently, when hiring someone for a position within an organization, significant amounts of resources are expended on

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