Web-Based Recruitment in the Millennial Generation: Work-Life Balance, Web Site Usability, and Organizational Attraction

In this digital era, traditional recruitment efforts have increasingly been supplemented with or replaced by recruiting applicants on the Web. Concurrently, organizations are increasingly adapting to younger individuals from the Millennial generation as they enter the workforce. We combine these salient issues to examine Web-based recruitment of the Millennial generation by assessing predictors of organizational attraction. Consistent with signaling theory and the elaboration likelihood model, using a sample of Millennials (N=493), we found that perceptions of both work-life balance and Web site usability incrementally predicted attraction, when controlling for perceptions of other organization characteristics. In addition, person-organization fit mediated these relationships. These findings speak to the importance of examining how aspects of Web-based recruitment influence Millennial applicants.