

Running head: LOCAL ORGANIZATION RECRUITMENT METHODS

EXAMINING HOW LOCAL ORGANIZATIONS RECRUIT QUALIFIED JOB  
CANDIDATES

RECRUITMENT METHODS

THESIS SUBMITTED TO THE GRADUATE DIVISION OF THE UNIVERSITY OF  
HAWAII AT MĀNOA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF

MASTER OF ARTS

IN

COMMUNICATION

MAY 2021

By

Katelyn Mahelona

Thesis Committee:

Rachel Neo, Chairperson

Kelly Bergstrom

Wayne Buente

Keywords: Recruitment, workplace diversity,

## Acknowledgements

First, I would like to thank God for this amazing opportunity and experience to grow in my knowledge in this field of work while applying my wisdom of communications towards this research. I would also like to thank Dr. Rachel Neo for all her expertise, guidance, patience, and assistance throughout the process of this research. She really challenged and encouraged me to push through barriers and overcome trials every step of the way. I would also like to thank Dr. Bergstrom and Dr. Buente for their support, suggestions, and assistance.

I would like to extend my gratitude to my cohort and the amazing faculty in the School of Communications at the University of Hawaii at Manoa. Lastly, I would like to thank my immediate family, my boyfriend, and all my friends and family for their love, support, and encouragement throughout this journey. They along with God was my rock and strength.

## Table of Contents

Abstract.....	1
CHAPTER 1: INTRODUCTION.....	2
CHAPTER 2: LITERATURE REVIEW.....	4
Defining “recruitment Strategies.....	4
Traditional Recruitment Strategies.....	4-7
Reasons for Relying on Traditional Recruitment Strategies.....	7
Rise in Popularity of Online and Technology-based Platforms as Recruitment Tools..	8-11
Drawbacks of Online Recruitment.....	11-13
Diverse Candidates and their Recruitment.....	13
Importance of Workplace Diversity.....	14-16
Workplace Diversity: A Pipe’s Dream? .....	16-19
The Current State of Hawaii’s Job Sector.....	19-22
CHAPTER 3: METHODS.....	24
Participant’s Recruitment.....	24
Examples of Interview Questions.....	24-25
Positionality.....	25
Thematic Coding Approach.....	25
CHAPTER 4: RESULTS.....	27
Detailed Participant Characteristics.....	27-31
Types of Recruitment Strategies Used by Local Companies.....	32
Mass Media Platforms.....	32
Partnerships with Outside Sources.....	32
Referral Programs.....	34
Technology based Recruitment Strategies.....	34
Website and Technological Platforms Catered to Professional Recruitment.....	35
Non-job Focused Social Networking Sites.....	36
Algorithms.....	37
Pre-screening Technology.....	38
Internships or Internal Programs.....	38

Networking.....	39
Factor-dependent Recruitment Strategies.....	39
Specific Issues Pertaining to Recruiting Diverse Job Candidates in Hawaii.....	40
Diversity as Defined by Participants.....	41
The Pre-Existing Perception of Hawaii as a ‘Diverse’ State.....	41
Specific Recruiting Strategies for Diverse Local Job Candidates.....	42
Overall Barriers to Recruiting Candidates for Local Jobs in Hawaii.....	44
Financial Barriers.....	44
Lack of Local Talent.....	45
Lack of Cultural Fit.....	46
CHAPTER 5: DISCUSSION.....	47
Practical Implications.....	51
Limitations & Directions for Future Research.....	52
Conclusion.....	52
References.....	54-61
Appendices.....	62-65

## Abstract

Companies often grapple with issues and practices associated with recruiting qualified job candidates. In this digital era, companies are combining traditional and online recruitment strategies to hire qualified job candidates. Furthermore, a company's approach toward workplace diversity often plays an influential role in shaping hiring processes in tandem with both traditional and online recruitment strategies. Hawaii's unique labor market and geographical characteristics could further shape hiring practices among local companies. However, little research has explicitly examined the recruitment strategies employed by local companies here in Hawaii to recruit qualified job candidates. In my thesis, I conducted semi-structured interviews with relevant employees from 15 local companies to further discover how they recruit qualified job candidates for jobs here in Hawaii. Inductive thematic coding analyses indicate mass media platforms, partnerships, referrals, technology-based recruitment strategies, networking, internships, and targeted recruitment strategies as examples of recruitment strategies used by local companies. Furthermore, inductive coding analyses indicated that strategies such as organization b, job fairs, and networking were specific strategies used by local companies to diversify their workplaces. In addition, financial, talent-based, and cultural barriers emerged as challenges faced by local companies in recruiting qualified candidates to work in Hawaii. Implications of these findings are discussed.

## Chapter 1: Introduction

The aspect of 'job recruitment' is essential to a company's functioning. Organizations have long grappled with issues pertaining to job recruitment, and importantly employed a myriad of strategies to hire qualified individuals for jobs.

For example, companies have long relied on traditional recruitment methods to staff their work force. Such traditional recruitment methods encompass strategies such as mass media advertising, and word of mouth referrals. In recent years, e-recruitment methods and technology-based recruitment methods have also risen in popularity. Communication online has created new ways for people to interact with each other through digital devices. Social Networking Sites (SNS) provide a space for online users to engage in various opportunities to build connections and potential professional relationships (Boyd, 2007). Companies have capitalized on this new wave of communication by incorporating these platforms into their recruitment and marketing efforts (Cappelli, 2018). Now, with the impacts of COVID-19 on the workforce, organizations are increasing relying on social media for recruiting qualified candidates (Holt-White and Montacute, 2020). Fortunately, users' online presence has grown drastically within the last decade, providing a good number of potential candidates for companies seeking future employees.

At the same time, a company's approach toward workplace diversity could work in tandem with recruitment strategies to shape hiring practices. A company's diverse work environment could be a factor that attracts prospective job seekers. People want to feel safe and included in their work environment. As such, companies who implement diversity within their workplace environment can increase their ability to attract job seekers (Shore, Randel, Chung,

Dean, Ehrhart, & Singh, 2011). However, there are certain structural, individual, and organizational barriers that impede companies from diversifying their work force.

Thus far, little research has examined how local companies in Hawaii recruit qualified job candidates. Hawaii has arguably been regarded as a more culturally diverse and inclusive state than the states on the U.S mainland (Velasquez-Manoff, 2019). There are also certain characteristics of Hawaii's labor market that set it apart from the U.S mainland. For example, in pre COVID-19 times, Hawaii's economy was particularly dependent on jobs pertaining to tourism, with severe labor shortages in sectors such as education and health. As such, this study seeks to understand how local companies in Hawaii go about recruiting qualified job candidates.

## **Chapter 2: Literature Review**

### **Defining 'Recruitment Strategies'**

Medinschi and Artene (2013) stated “recruitment of Human Resources management is the process of maintaining and developing the most appropriate internal and external sources (p. 28).” Traditional recruitment was “build around advertising: signs outside business, word of mouth, newspaper advertisements, and employment agencies (Sills, 2014, pg. 11).” Recruitment allows companies to identify people that have suitable characteristics for positions that are available (Medinschi & Artene, 2013). Traditional recruitment is a step-by-step process. Specifically, for employee recruitment, Acikgoz (2019) defines it as “activities that influence the number and type of applicants who apply for a position, stay in the applicant pool and accept a job offer (p. 1).” Companies tend to focus their attention on those that are seeking employment opportunities. Acikgoz (2019) expressed that “employee recruitment is a critical function for organizational survival (p. 1).” Applicant attraction through their recruitment process is valuable and may provide the assistance that organizations are seeking when filling vacant positions.

### **Traditional Recruitment Strategies**

Applicant attraction involves methods that allow job seekers the opportunity to engage in organizational content through different media forms, both traditional (e.g. advertisements, referrals, job fairs) and modern (e.g., online job boards, social media, company website). These are recruitment strategies that improve an organization’s internal staff. These strategies provide multiple avenues for organizations to interact with potential candidates that fulfill the requirements for open positions at a cost effective and efficient rate. In traditional recruitment, “applicants are using physical sources and word of mouth as a source to find vacancies and applied their resume directly to the organization (Kaharuddin, Pangemanan, & Rumokoy, 2018,

p. 3583).” In the pre-Internet era, traditional recruitment methods were the primary source of obtaining qualified candidates to fill position vacancies. These methods were conducted through various physical ways that allow companies to interact with potential candidates. “Traditional recruitment methods include newspaper, magazine, journal advertising, and the use of employment eugenics and executive search firms (Kaharuddin et al., 2018, pg. 3585).”

For example, word-of-mouth was a prominent way for organizations to recruit potential candidates for job vacancies (Van Hoye & Lievens, 2009). Van Hoye and Lievens (2009) found that this form of recruitment is defined as an interpersonal communication that connects an employer to discuss specific jobs to individuals who are interested. Key personality traits that add to the success of this traditional method consist of “extraversion and conscientiousness (Van Hoye & Lievens, 2009, pg. 344).” Job seekers who are extroverted tend to be “sociable, assertive, talkative, and active (Barrick & Mount, 1991).” Such job seekers are likely to be most at ease with the idea of reaching out to prospective employers whom they might not have any prior relationship with. Extroverted employees are likely to have a larger social network through word-of-mouth interactions than introverted employees (Van Hoye & Lievens, 2009). Communication that involves positive social engagement, and frequent interactions will increase the likelihood for potential candidates to fill vacancies within an organization. Given that extroverted job seekers tend to be more sociable, they are also logically more likely to network successfully and find jobs through word-of-mouth referrals (Van Hoye & Lievens, 2009).

Additionally, newspaper advertisements were a great way to get information out to the public because they were printed fresh daily and delivered to everyone at their doorstep (Sills, 2014). In a study that was conducted in 1985, Newspaper Advertising Bureau found that both employers and career agencies spent about “two billion dollars each year on classified

advertising (Kaplan, Aamodt, and Wilk, 1991, p. 383).” About 59% of potential candidates stated that they used newspaper advertisements as their main source of job vacancies (Kaplan, et al., 1991). There were many reasons to why people used this method of recruitment from both the job seeker and the organization’s point of view. These advertisements provided a more flexible method in comparison to other recruitment styles (Kaplan et al., 1991). The term flexible means that organizations have the ability to produce any form of context (e.g., Short or long job description) and edit advertisements before it gets produced. Newspaper advertisements were found to have a quicker response time than other recruitment methods because of the ability to post telephone number or resume deadlines on the ads thus, allowing the responses to be measured on a timely basis (Kaplan et al., 1991). Newspaper advertising can be successful if the information and job specifications are clearly presented for job seekers to know exactly what an organization is looking for in an applicant (Hinshaw, Jackson, & Chen, 2007). In Hinshaw et al.’s (2007) article, recruiters for their study knew that advertising was not cheap so they tailor their approaches based on an approximate number of individuals that they hoped would participate. Companies that seek a larger audience also found that newspaper ads work best in that regard because of the ability to concentrate on one geographical area (Kaplan et al., 1991). For example, if a local company in Hawaii is seeking candidates that live on the island of Oahu, they can request to post their job advertisement in Oahu’s newspaper which allows them to reach individuals specifically located on Oahu.

Job fairs are also another method of recruitment that was used traditionally. These fairs provided individuals the opportunity to for both job seekers and employers. Unfortunately, this method of recruitment was not found to be the most effective since every individual obtains information differently (Beam, 2016). A study showed that only 2 out of 210 prospective job

seekers managed to successfully find jobs through job fairs (Beam, 2016). This could be based on the level of attendance at these fairs and what types of companies were participating at these fairs. Job fairs allowed job seekers to meet individuals that represent a company and gather specific information about vacancies. However, people do not engage with companies that fail to capture their interest at job fairs (Beam, 2016). For example, if a job seeker chooses to attend a job fair that is tailored for local companies to present their information to the public, it would be beneficial for candidates that are living locally.

### **Reasons for Relying on Traditional Recruitment Strategies**

In Human Resource Management, recruitment can play a vital role for an organization's effectiveness and employee performance (Kaharuddin et al., 2018). A study showed that "17 out of 20 informants preferred the traditional sources because according to them this technique is most effective in terms of receiving an acceptance" (Kaharuddin et al., 2018 p. 3590). The informants who stated that traditional methods are more effective explained that it provides more opportunity due to the in-person interaction with HR personnel that one receives when completing application paperwork (Kaharuddin et al., 2018). Both candidates and companies are able to assess one another's behavior when the candidate submits paperwork to a company via traditional means. This helped the process of selection move at a quick, steady pace.

In addition, the effectiveness of traditional recruitment strategies depends on company type. If an organization is considered a small family-owned business, informal approach such as word-of-mouth or referral are effective at helping such companies forge relationships with prospective employees (Eva, 2018). By contrast, companies and organizations will rely more on traditional formal and informal recruitment methods because of the ability to quickly deliver the information to candidates and receive a response in the same format (Lawani, 2019).

## **Rise in Popularity of Online and Technology Based Platforms as Recruitment Tools**

Traditional recruitment was found to be the most effective way to recruit candidates but, with the creation of technology, online recruitment has changed the procurement of how information is received (Johansson & Herranen, 2019). Human Resource Management has utilized the advancements of technology into their overall function which includes recruitment (Johansson & Herranen, 2019). Johansson and Herranen (2019) stated “with the exploitation of technology in the hiring process has become particularly popular among large companies (pg.15).” According to Dhamija (2012) e-recruitment is one of the most popular non-traditional recruitment ways to recognize and attract potential job candidates. Sills (2014) has found that “social media networks have already been adopted by 92% of the companies in the United States of America, 93% of those are found in LinkedIn, 66% found in Facebook, and 54% found in Twitter (pg. 17).” According to Salmen (2012), “there has been an 85% increase in recruiting activities via social media since 2007 (p. 17).” Companies have found that the growing use of social media can be an effective way to seek qualified, talented, young candidates for position vacancies.

Recruitment through social media has recently become popular due to the additional services these platforms have provided to market their brand, create interactive media content, and valuable information to engage users online (Cappelli, 2018). Social media platforms are internet-based channels that allow users to opportunistically interact and selectively self-present, either in real-time or asynchronously, with both broad and narrow audiences who derive value from user-generated content and the perception of interaction with others (Carr, 2014, pg. 52).” Social media is not defined through the applications that surface on the internet but, technology that connects the features of online systems with the ability to create connections with other

individuals is how people are able to define the use of social media (Carr, 2014). Furthermore, “more than 90 percent of job applicants will visit a company’s website prior to applying for a position and 90 percent of companies are using the web for recruiting (Jansen, Jansen, & Spink, 2005, p. 50).” Taken together, these statistics suggest that companies who incorporate social media in their recruiting experience increasing rates of brand engagement over the years.

According to a 2010 Jobvite survey of social media use by corporate recruiters, about “83 percent of respondents indicated that they are currently planning to use social media on behalf of recruitment efforts (Madia, 2011, p. 20).”

Furthermore, in recent times, organizations have turned to this form of recruitment because of the ability to find potential candidates at a “quicker, cheaper, and more efficient (Johansson & Herranen, 2019, pg. 15).” Online recruitment has various ways to encourage individuals that are seeking employment opportunities. A Job fair is considered traditional form of recruitment but, technology has allowed companies to seek virtual job fair options which encourage candidates to use technology (Sills, 2014). Studies conducted by Jobvite over the span of six years found that “33% of the participants claimed the time to hire has improved, along with 43% agreed that quantity of candidates has also improved (Sills, 2014, pg. 15).” In comparison to traditional methods of recruitment, “online recruitment can reduce a hiring cycle by 25% (Guentel & Stone, 2015, p. 346) because organizations are able use inexpensive methods to create a very realistic virtual experience for candidates to engage with job openings. These research statistics indicate that online recruitment integrated into an organization hiring process improve their efficiency and effectiveness when finding quality candidates (Florea & Badea, 2013).

Companies that integrate social media recruiting will have a higher chance of finding candidates that qualify for their available positions (Madia, 2011). Digital technology has increased the online traffic for individuals seeking employment and through this increased percentage, companies have incorporated more online recruitment into their recruiting process (Sills, 2014). Online recruitment was found to have a multitude of benefits for an organization and a study by Handlogten (2009), found that a company that incorporates e-recruitment can find that it is “cost effective, easy to use for candidates, access to a larger candidate pool, increase the speed to hire, higher success in finding candidates, and keeping ahead of competitors (p. 14).” Additionally, a study examining e-recruitment techniques employed by Cisco Systems showed that this company was able to “attract more than 500,000 individuals in one month and enables them to hire 1,200 people in three months’ time (Guentel & Stone, 2015).” This data shows the high level of traffic that it accumulated and placed within a short period of time which, is what many organizations are looking for in terms of recruiting quality candidates.

For individuals that are restricted to meet with organizations due to geographical constraints, online recruitment has become a new avenue for candidates to connect with these companies without having to physically be in person. Over time, social media has proven that the features can greatly support a company’s recruitment efforts if used properly (Sills, 2014). The IES survey of 50 organizations that use online recruitment reported that the main purpose for incorporating this form of recruitment into their process was to “improve corporate image and profile, reduce recruitment cost, reduce administrative burdens, and employee better tools for the recruitment team (Okolie & Irabor, 2017, p. 118).” This form of recruitment has changed the way companies seek candidates because it can be administered through the use of a mobile device (Okolie & Irabor, 2017). Smart phones have made it easier for job seekers to find

vacancies through various online platforms while, companies have capitalized on this tool by remaining active on multiple social networking sites (Okolie & Irabor, 2017). According to Shahila and Vijayalakshmi (2013), the modern trends of e-recruitment are (1) speedy communication, (2) candidate's preference, (3) search engine advertisement, and (4) RSS feed (pg. 119). E-recruitment has provided great opportunity for both the job seeker and the employer. A statement by Professor M.S. Rao, director at a renowned company has expressed "...E-recruitment saves a lot of time for both the employer and job seeker. It provides wider scope, choice, and opportunities for both the company and applicants (Okolie & Irabor, 2017, p. 119)."

### **Drawbacks of Online Recruitment**

Though social media can be very beneficial for making quick and easy connections with others through an interface, it has a few challenges as well when it comes to recruitment. Since there is a variety of e-recruitment tools, the issues may vary according to an organizations budget. Cost-wise, online recruiting methods were found to cost 95% less than traditional methods of recruitment because they do not require individuals to physically interact with others (Florea & Badea, 2013). Online, companies are able to pick and choose what positions they want to advertise while also advertising as many jobs as they want because of the ability to use multiple platforms (Florea & Badea, 2013). However, e-recruitment systems can be costly to implement and upkeep (Deillon, 2014). Many small companies are not able to invest in good quality e-recruitment platforms due to budget constrains which puts them at a less competitive state than the larger organizations with a bigger budget (Deillon, 2014).

Another factor that could be challenging for online recruitment is the risk for failure with technology or programs. Being that technology is powered by machinery, there is always a possibility for it to malfunction. The technical issues could potentially cause companies to miss

out on qualified candidates (Deillon, 2014). One of the most prominent issues that were found in the study conducted by SME in Deillon's (2014) article was the inability to hire high amount of quality candidates. Companies may use multi e-recruitment systems, whether it be their own website or job boards, the number of applications could be extremely large, which can be difficult to screen all at one time. The use of incorporating tools that assist in the screening process may alleviate the workload but, ultimately, the staff must be educated in the functionality of these tools (Deillon, 2014). Companies may use multi e-recruitment systems, whether it be their own website or job boards, the number of applications could be extremely large, which can be difficult to screen all at one time (Cushway, 2012). This may not be the most effective way of screening a high number of applications and according to the IES study "only 4% of the 50 rather large organizations reported using these tools (Kerrin & Kettleby, 2003, pg. 17)." Furthermore, it stands to reason that current staff need to be trained on how to deal with the new methods of recruitment and potential technical difficulties that may arise (Deillon, 2014). This form of recruitment is more than just adopting the technology but, also the knowledge that comes with new systems. It may cost a lot to bring in individuals to train and teach the internal staff on how to use the functions of an online recruitment system which, could be difficult for some companies.

Also, the merging of current HR systems and online recruitment systems have been very difficult to adjust to in terms of receiving and screening candidates because of (1) the systems not being easily compatible and (2), many of the tools that were established in these online systems were for "...purely based on demographic criteria and checks on relevant experience (Kerrin & Kettleby, 2003, p. 19)." This meant that some of these tools were pre-set to seek out

specific information and potentially disregarded qualified candidates that had other important features (Kerrin & Kettley, 2003).

Lastly, through online recruitment, there may be a higher risk of potential discrimination against candidates because of the high volume of applications that are submitted. In particular, e-recruitment could cause certain groups of people such as those who struggle with using technologies (Hogler, Henle & Bemus, 1998), those who are skeptical about data privacy issues (Florea & Badea, 2013), and ethnic minorities to be overlooked as prospective job applicants (Hogler et al., 1998). Furthermore, studies have shown that certain traditionally to be further overlooked “Some also argue that e-recruitment discriminates lower skilled individuals, because of their potentially lower interest in online search (Kinder, 2000, pg. 18).”

### **Diverse Candidates and Their Recruitment**

In addition to understanding and outlining various recruitment strategies, certain factors pertaining to an organization’s structure and culture could work in tandem with recruitment strategies to shape hiring decisions. In particular, workplace diversity plays a crucial role in the hiring process. Diversity is defined as “a culture created with individuals who have shared values, beliefs, emotional expressions, products, artifacts, aesthetic standards and styles of communication (Jones, 1999, pg. 9).” The word “diversity” is defined through the feeling of inclusion and of acceptance within a space (Shore et al., 2011). The sense of inclusion within a group provides individuals the comfort of acceptance while encountering others of different orientation. There are many characteristics that encompass diversity within a workplace such as belongingness. Shore stated that “through these findings of belongingness and uniqueness, people feel valued and considered exclusive to their organization (Shore et al., 2011, pg. 9).” Diversity does not just cover the different races that are in the work force, but it also covers how

people orient themselves with others and how groups or an organization can incorporate everyone regardless of their differences.

### **Importance of Workplace Diversity**

A diverse work environment can provide an abundant number of opportunities for both a company and individuals to touch upon the different skills that can contribute to the success of a workplace (Durrani & Rajagopal, 2016). McKay, Avery, Liao, and Morris (2010) found that “organizations that foster pro-diversity work climates had higher customer satisfaction than those organizations that were perceived by customers as low-diversity climates (p. 791).” This information can pertain to employees within a company as well, when diversity is integrated into a company’s policies and regulations, the satisfaction rate from the internal staff will be higher than if there was no diversity established in a work environment (McKay et al., 2010). Furthermore, incorporating certain ideas about communication, culture, and education can influence a new way of achieving a positive outlook towards cross culture interactions (Jones, 1999).

There are many approaches that organizations have adopted to foster workplace diversity. Notably, scholars have identified four key ways for organizations to manage diversity in their work environment. “(1) hiring and keeping the best of the new labor pool, (2) gaining access to greater innovation, (3) achieving better performance among female and minority workers, and (4) gaining the ability to make the most of ethnic or international markets (Jones, 1999, p. 6).

In terms of attracting prospective employees, Richard and Miller (2013) stated that cognitive resource or resource-based view of diversity provides a set of conditions that allows diversity to assist as a competitive advantage. Incorporating statements to potential employees that they are aware and care about company culture can give a company competitive advantage

against their competitors (Chrobot-Mason & Aramovich, 2013). Inclusivity can motivate diverse individuals to inquire with potential employers due to the type of environment that companies portray to the public through various outlets.

One research stream that is continuously evolving is the ability to create a work environment within an organization where diverse individuals feel included and accepted (Shore et al., 2011). Within the workplace itself, recent research suggests that it is important to incorporate justice perceptions into all working groups of an organization (Shore et al., 2011). Justice is defined as the “balance of power and relations across social groups and fair treatment of diverse employees (Shore et al., 2011, p. 1275).” Educational seminars have been implemented as a way for individuals to be informed about engaging with co-workers from a different cultural background (Jones, 1999). McKay et al. (2010) state that “...organizations can take these steps to foster pro-diversity work climates. These steps include, forbidding all types of harassment, training managers and employees to appreciate diversity and supplying workers with the requisite skills to perform their job(s) effectively, providing mentoring to develop employees, support affinity groups to afford social and career support for typically marginalized group members, and offering special inducements of value to special employee populations (McKay, Avery, Liao, & Morris, 2010, p. 799).” Organizations that establish a multicultural environment can incorporate assessments on the progression of these steps and adjust if necessary because this will provide employees the comfort of knowing that the company cares and will have a positive impact on their effectiveness (McKay et al., 2010).

In order for organizations to obtain their permit to provide service, there are rules and regulations that they have to abide by in terms of functionality and employment (Phillips & Gully, 2015). One way for organization to make an earnest attempt at recruiting candidates from

diverse backgrounds is through the Equal Opportunity Act (EEO). The EEO means “a firm’s employment practices must be designed and used in a “facially neutral” manner (Phillips & Gully, 2015, pg. 61).” This term means that every employee and applicant are treated equally regardless of their sex, race, religion, education, etc. EEO laws requires organizations to make decisions that are unbiased and equal while evaluating current employees or candidates (Phillips & Gully, 2015). In this specific law, it states that “a person cannot be discriminated against based on age, disability, national origin, pregnancy, race, religion, and/or sex (Phillips &Gully, 2015, pg. 62).” By law, organizations are prohibited to use candidates’ characteristics against them in their employment process so, the selection process must ensure that all applicants have the “equal opportunity for employment (Stoilkovska, Illieva, & Gjakovski, 2015, p. 285).” This applies for both professional and non-professional organizations; companies have to try at recruiting a diverse pool of candidates for position vacancies through various outlets (Stoilkovska et al., 2015). Human Resource departments have to go through a particular way of recruiting a diverse pool, this is called strategies recruitment (Stoilkovska et al., 2015). Strategic recruitment allows organizations to be ahead of competitors by integrating various forms of promotional advertisements of position vacancies.

### **Workplace Diversity: A Pipe’s Dream?**

However, despite Federal Laws prohibiting discriminatory hiring practices, organizations often make biased hires based on sex, race, religious beliefs, or national origin characteristics (Dobbin & Kalev, 2009). Many organizations struggle with inertia, finding it an onerous task to challenge and change institutionalized hiring practices that have been firmly ingrained in organizational culture. They continue to rely on the same recruiting techniques since the beginning of time.

Furthermore, diversity initiatives that are implemented into an organization, unfortunately tend to have some form of incentive for managers or individuals that encourage or increase diversity within the workspace (Allen & Montgomery, 2001). Prior to Human Resource regulations that were placed upon diversity integrated into an organization, diversity was not a priority when it came to recruitment (Allen & Montgomery, 2001). This was mainly due to the failure of diversity programs that only provide information that seemed to be important with recruiting diverse individuals.

In the study conducted by Allison (1999), found that there was noted problems pertaining to hiring/ promotional efforts at many levels within an organization for women and people of minorities. The perception was based on statistical information analyzed through their findings. This limited the opportunities for people within these categories to acquire higher level position titles due to the potential of “favoritism and selective hiring and promotional practices that were discriminatory (Allison, 1999, p. 93) towards those from the minority. Unfortunately, employees within an organization that witness this type of treatment during the recruitment process choose to not speak up because they do not want to lose their job. They also face the unspoken rule of remaining silent and picking their battles (Allison, 1999). Thomas (1991) found that managers tend to recruit and seek individuals that complement their leadership qualities or obtain traits that are similar to their beliefs. But, if organizations want to show to the public and competitors that they believe in diversity and actively seek out individuals of diverse cultural background then, it provides great service to their recruitment efforts (Allison, 1999). Managers within an organization find it easier to mentor people that come from a similar professional upbringing compared to individuals that do not mirror their abilities because it takes less effort and provide a sense of comfort (Allison, 1999).

Favoritism or selective hiring/promotional efforts were found to have played a key role in many organizations recruitment process. Companies that incorporate this type of recruitment into their procedure tend to be reluctant to change and stand firm in their practices unless someone was willing to their self or career on the line (Allison, 1999). Interestingly, many of these types of organizations that use selective hiring, people who faced favoritism firsthand, felt “equally uncomfortable with affirmative action programs that have stereotyped many women and minorities as “quota fillers” rather than as competent professionals (Allison, 1999, p. 94).” Unfortunately, many organizations use females and minority groups to show that they are a “diverse organization” but, only provide the bear minimum to get by for their company to continue to function (Allison, 1999). Quota fillers are individuals that are a part of a company to make sure they are meeting their qualifications to function as an active organization (Allison, 1999). Racial differences can cause an organizations environment to experience rift but, if leaders within that company establish a common ground for individuals from all ethnical background to feel safe, then the success of connection amongst the employees would be prominent (Allison, 1999).

The barriers that organizations face consist of structural, cultural and semantic which all contain various situations that recruiters face when encountering job candidates. Structural barriers are caused by “structures, rules and procedures (Ragarajan & Black, 2007, pg. 255)” that organizations implement into their process of recruitment. These are three main barriers that encompasses the structural group “civil services restrictions, inadequate information, and outreach policies and hiring freezes (Ragarajan & Black, 2007, p. 256).” Civil service restrictions express that, the success of implementing diversity within an organization through hiring and promotion-based efforts must be based on an “objective test score (Ragarajan &

Black, 2007, p. 256).” This was viewed as going against the reason to diversify and organization because the chances of a person being hired is solely based on the results of one’s test score which, is viewed as a managerial approach (Rangarajan & Black, 2007). This test option did not provide individuals that are underrepresented to be sidelined based on their potential to succeed throughout this additional process (Rangarajan & Black, 2007). The civil service restrictions may cause organizations to look pass talent that may be beneficial to future successes because of the rules and procedures that they put in place for their recruitment efforts (Rangarajan & Black, 2007).

Rangarajan and Black (2007) discussed ‘*Managerial insularity*’ which, found that organizations cultural can make it difficult to recruit a diverse environment. There are many factors that play a significant role in this barrier, such as “an organizations history, communication networks, employee age and tenure, and physical environment (Rangarajan & Black, 2007, pg. 257).” Throughout the study, organizations that were found to have these traits incorporated into their work environment and were not open to adjustment or change, often times failed because company leaders were not open to the idea of adding new ideas for the sake of diversifying their employees (Rangarajan & Black, 2007). This can directly affect the success of productivity within an organization because of the inability to include change. As Kotter (1996) noted, “organizational change cannot occur without changing people’s attitudes, values, and perceptions (Rangarajan & Black, 2007, pg. 257).” When it comes to incorporating diversity within an organization’s employees, it is imperative for the leaders to create and craft an environment that encourages diversity (Rangarajan & Black, 2007).

### **The Current State of Hawaii’s Job Sector**

Although many studies have discussed the importance of understanding the strategies employed by companies in recruiting job candidates, few studies have explicitly examined how

local recruit qualified candidates for jobs here in Hawaii. It is important to understand how local companies recruit qualified job candidates because Hawaii's job sector has certain unique characteristics that set it apart from the U.S mainland (as described below).

Due to COVID-19, the employment rate has drastically decreased from approximately 650,000 in January 2020 to well below 500,000 in March of 2020 and has slowly increased to about 600,000 in January 2021 according to the data recovered from the database of U.S. Bureau of Labor Statistics in Hawaii (U.S Bureau of Labor Statistics, 2021). In April 2020, the employment rate dropped to 44.0% and that was the lowest percentage rate from January 2010 to present day (January 2021). While the employment rate was the lowest in the last decade, the unemployment rate was the highest in March 2020, standing at 23.8% of individuals in Hawaii were facing unemployment.

Hawaii has continuously suffered over the last three years with a decrease in the states' population from 683,000 in 2017 to 665,000 people in the year 2019 (Yerton, 2020). This drop-in population is due to many factors such as cost of living and lack of employment opportunities for individuals with little credentials. COVID-19 has directly impacted Hawaii's employment rate and changed the way the state's economy functions during the time of this pandemic. When state officials measure the employment and unemployment rate, they base it off of a seasonal adjustment which discusses the fluctuations of numbers in both employed and unemployed that happen during the "holiday winter season and summer vacation season (Ige & Eustaquio, 2020, p. 4)." According to a news report by Hawaii News Now some 230,631 jobless claims have been filed which is roughly a third of the state's workforce since March 1<sup>st</sup>, 2020 (Kawano, 2020, p. 1)." This was due to the impact of COVID-19 on our economy, causing business to close or shut down because of new regulations that were set in place by the state of Hawaii board.

Tourism took a huge blow when coronavirus entered Hawaii. Unfortunately, the state of Hawaii was very dependent on tourism to keep the economy alive and well but, with the restrictions placed in order because of COVID-19, it caused many hotels and tourist attractions to temporarily shut down. UHERO (University of Hawaii Economic Research Organization), predicted that there would be a potential loss of 6,000 jobs within the first couple months after coronavirus (University of Hawaii News, 2020).

According to an article published by Civil Beat stated, “less than a third of the state’s 1.12 million adults are financially healthy and more than two-thirds show signs of financial stress (Yerton, 2020).” Many of those individuals who show signs of financial stress end up living with relatives and using funds that were meant for other reasons (Yerton, 2020). The Hawaii Community Foundation conducted a survey that found about 23% of Hawaii’s residents work more than one job and these jobs are commonly found to be in the hospitality or retail industry (Hawaii Community Foundation, 2020).

The impacts that this pandemic has had on many sectors in Hawaii, causing businesses to close down completely due to the lack of activity they received during this time. Hawaii’s economy consists of “an abundance of lower-paying service jobs (Yerton, 2020 p. 1)” that allows people to be employed. However, it does not mean that such individuals are able to live comfortably in Hawaii. Hawaii has one of the nation’s highest cost of living, causing many people to work multiple jobs just to live here (Yerton, 2020). This state has depended on hospitality organizations to sustain the economy here in Hawaii but, with COVID-19 shutting down opportunities for tourist to travel to Hawaii, the hospitality department took a big fall in income.

In addition to the hospitality and tourism sector, there are other job sectors facing labor shortages in Hawaii. According to the Area Health Education Center, there was once again a decrease in full-time employee healthcare physicians from the year 2019 to 2020 (Withy, 2019). Though the employment opportunities may increase over the next couple years, the willingness for people to live a healthcare worker's lifestyle is not ideal. These individuals have to work shifts that are commonly 12+ hour shifts, and their schedules may vary depending on the department (Yerton, 2020). Healthcare industries understand the demand that comes with the positions so, they tend to have a better income and opportunity to increase in pay depending on the situation, which can be beneficial for individuals choosing to live in Hawaii (Yerton, 2020).

Another industry in Hawaii that has a perennial worker shortage is the educational sector. Between the years of 2017-2018, 423 teachers have left Hawaii and moved to the mainland and within the last 5 years, there was an increase of 71 percent that have left the island (Walker, 2020). According to the Department of Education, the school system in Hawaii has experienced a fall of "1,029 qualified teachers for the 2018-2019 school year, 352 of which were in the area of special education (Walker, 2020). Due to the shortage in qualified teachers, this left about 60,000 students being taught by unqualified or licensed teachers. Cost of living has caused many people to move away from the islands and to other locations that may provide a better living option but, this is at the cost of good education for the local children in Hawaii. The Board of Education decided that something had to be done in order to retain their teachers, a \$46 million salary adjustment was incorporated in an attempt to attract and retain approximately 7,000+ teachers in Hawaii (Walker, 2020). This solution was established in December 2020 and will continue to affect individuals in the future by increasing their annual pay that ranges from \$3,000 to \$8,000 each teacher (Walker, 2020).

Given the lack of research on recruitment strategies employed by companies in Hawaii, I seek to examine:

RQ: How do local companies recruit qualified candidates for jobs in Hawaii?

### **Chapter 3: Methods**

To answer my research question, I conducted qualitative semi-structured in-depth interviews. Given my study's exploratory nature of expanding the knowledge of recruitment strategies here in Hawaii, semi-structured in-depth interviews was viewed as the most suitable method to achieve my research goals. These interviews assisted in providing detailed descriptions from participants on their experiences recruiting qualified job candidates for vacancies in their companies here in Hawaii.

#### **Participant Recruitment**

I interviewed a total of 15 participants for my study. In order to qualify for study participation, participants had to have some knowledge with their organizations recruitment strategies in recruiting qualified job candidates and, their organization also had to be operating in Hawaii. The interviews were conducted via Zoom and if the participant did not have access to Zoom, then the interview was conducted on a phone call. On average, the duration of the interviews were about 25 minutes long. I will elaborate more upon the reasons for choosing each participant in the Results section.

#### **Examples of Interview Questions**

In terms of interview questions, a series of introductory questions were asked such as, "Can you please confirm with me your first and last name, what is your organizations name, and What is your position title?" As the data was analyzed, all the names of the participants were replaced with pseudonyms and any other information that may expose their identity was replaced as well. The main questions were structured to uncover their organizations recruitment strategies regarding candidate recruitment. The questions discussed their traditional recruitment methods, whether they incorporate online recruitment strategies, and how their organization includes

diversity within their recruitment strategies. Some examples of the questions were, “What are some traditional (non-internet) based recruitment strategies that your organization uses to recruit qualified job candidates, does your organization use online platforms to recruit qualified job candidates, and what are some challenges that your company specifically faces when recruiting qualified candidates here in Hawaii?” These main open-ended questions provided the participants with more latitude to describe what methods they use and how they go about the process of finding that perfect fit of a candidate into their organization as opposed to a close-ended survey. Lastly, the concluding question gave participants the opportunity to state any questions, concerns, or remarks that they had towards this research study.

### **Positionality**

As someone with a few years of experience working in human resources with a local company, I could draw on such relevant experiences and strong ability to connect well with individuals to build a rapport and relationship with the participants. Fortunately, the connection that was made with the participants were established through my collages at Kumabe HR. Utilizing their professional and personal network allowed me to create a common foundation with the participants when conducting interviews to answer my research question. If I did not have any experience working in a HR firm or was somebody who recently came here from the mainland, it would have admittedly been harder for me to ask them relevant questions about their recruitment methods. Furthermore, if I were a mainland interviewer conducting such a study, participants might have behaved differently around me, and quite possibly been more reticent and reluctant to talk with me about their recruitment methods. I also asked them relevant questions and encourage them to talk at length about their experiences recruiting candidates for jobs here in Hawaii.

## **Thematic Analysis**

I used thematic analysis to analyze my interview transcripts. Thematic analysis is an analytical approach in which qualitative themes are developed from a combination of sources such as the literature review, interview questions, professional experience, or even a gut-feeling from taking a close look at initial interview transcripts (Saldana, 2013). This is different than hypothesis testing in which specific hypotheses are derived from existing theoretical frameworks. Thematic analysis was chosen as an analytical approach for several reasons. First, little research has been done on how local organizations recruit participants. As such, given this study's exploratory nature, inductive coding is an appropriate data analysis approach. Second, there are a myriad of factors that could potentially be involved in recruiting candidates for jobs in Hawaii.

I based my initial round of coding on relevant responses to the main interview questions and the literature review. As the first few interviews were completed, transcribed and analyzed, appropriate interview quotes were sorted and classified under a set of preliminary codes which I report in the Appendices section. These preliminary codes were as such: traditional recruitment methods, online recruitment methods, position-based strategies, screening procedures, participants' definitions of diversity, and diversity-based recruitment methods. As more interviews were transcribed and analyzed, new codes were also created, and were further edited and organized in a coherent manner to form a finalized set of themes that answer the research question. The final set of themes are reported in the Results section below.

## Chapter 4: Results

**Table 1. Detailed Participant Characteristics**

Name	Position Title	Gender	Company Name
Anthony Tokuda	Human Resource Generalist	Male	Hawaii Gas
Brian Young	Marketing Intern	Male	Allison Izu
Cherie Rodriguez	Talent Development Manager	Female	Aloha Pacific Health
Duke Kawamoto	District Manager/ Recruiter	Male	Kelly Services Staffing
Ellie Johnson	Director of Human Resources and Training	Female	Blue Pacific Management
Freeda Whels	Director of Communications and Marketing	Female	Le Jardin Academy
Gina Labasan	Workforce Development Advisor	Female	Hawaii Pacific Health
Helen Gordan	Senior Human Resource Manager	Female	Kumabe HR and Staffing
Issel Wei	Senior Recruiter	Female	Kamehameha Schools
Jessica Panoma	Human Resources and Professional Development Manager	Female	Nordic PCL

Kristina Choi	Talent Acquisition Manager	Female	Lililiuokalani Trust
Liam Urena	Human Resource Coordinator	Male	Lanakila Pacific
Margret Lyons	Area Director of People and Culture	Female	Spring Board Hospitality
Nathan Nueku	Senior Field Operations Recruiter	Male	United Airlines

---

**Anthony Tokuda.** Anthony was chosen to participate in this research because of his high-level of knowledge in the Human Resource industry. His experience and expertise in recruitment and the different functions in HR provided great insight on how a large organization in Hawaii goes through the selection process. I connected with Anthony through my current employer's network.

**Brian Young.** Brian and I connected through our passion for Marketing and social media and since he is currently employed in the retail industry, I felt that his knowledge from what he obtained at his internship would be very beneficial for this research. Marketing and Recruitment work very closely and his experience in the field would provide a greater understanding on how the retail industry recruits qualified candidates.

**Cherie Rodriguez.** Cherie was selected to be a participant in this study because of her experience working as a talent development manager. In her field of work, she handles the potential candidates that apply for vacancies within her organization and analyze if they would be a good fit within the company. I felt that her expertise in Talent Development would be

helpful in answering this research question. I was also able to connect with her through my organizations previous network.

**Duke Kawamoto.** Duke was selected as a key participant in this study because of his knowledge in the staffing agency world. A staffing agency is contracted by organizations that conduct the recruitment process for them and through their efforts, they are able to fill vacancies for companies for a temporary or direct hire opportunities. I felt that Duke would provide great insight on the variety of recruitment methods that this organization taps into to obtain qualified candidates.

**Ellie Johnson.** Ellie and I connected through a close family member of mine that knew about my efforts in reaching out to various individuals that have experience or knowledge in the recruitment field. Ellie's experience with working in the food service industry provides this research with a greater understanding on their recruitment efforts for a specific targeted audience. Since her organization has multiple food service locations across the island, I felt that her knowledge on effective recruitment strategies based on the location would be a great additive to this study.

**Freeda Whels.** Freeda is associated in the educational industry which, I felt would be interesting to know more about their recruitment efforts towards qualified candidates. Though she is mainly based in the Communications department, she works closely with the Recruitment team and Human Resources so, she could provide valuable information about different communication methods are incorporated into their recruitment methods.

**Gina Labasan.** Being that Gina has been working in the healthcare industry, I wanted to learn more about their recruitment strategies during the pandemic. I knew that the recruitment styles for this industry are different because the people they are seeking must have some

healthcare experience. I knew that she would be a great source of information for this research. She qualified as a potential participant because of her experience working in HR, specifically in recruitment.

**Helen Gordan.** Helen has been working in the recruitment industry for about 10 years and her experience in the industry provided valuable information when approaching potential candidates and attracting a targeted audience. Her expertise in a recruitment agency and years of practicing various recruitment strategies, will help understand what styles were most effective according to their vacancies.

**Issel Wei.** Issel was eligible to be a participant in this research because she has experience working directly with recruitment and knew how the organization handled their new employee process. I was able to connect with her through my company's network group and again, her expertise in HR and recruitment provided excellent insight on how a well-known local institution recruits qualified candidates.

**Jessica Panoma.** Jessica connected with me through my organizations network, and she provided insight on the construction industries recruitment styles. She works as a Human Resource and Professional Development Manager which, allowed her to be a potential participant in this research because she was aware of her organization's recruitment methods.

**Kristina Choi.** Kristina works directly in Talent Acquisition for her organization which, allows her to work closely with recruitment and the selection process of candidates for job vacancies. Her organization is part of the private industry so, their recruitment styles are far from traditional since they are very selective in their search. I felt that the information that she would provide for this research would be very beneficial.

**Liam Urena.** Liam works in Human Resource and has a lot of experience working with individuals that are seeking employment opportunities for his organization. He provided the perspective of a non-profit organization and how they go about recruiting qualified candidates. She there are a variety of organizations based in Hawaii, I felt that his expertise in this industry would be very beneficial for this research.

**Margret Lyons.** Margret represented the hospitality industry by providing great knowledge on the recruitment styles within the hotel and hospitality environment. I felt that her expertise in this industry being that she has been working in this field for about 5 years, would be very informative and beneficial for this research. She was qualified to participant in this study because she works directly with the recruitment department and understands how their company recruits qualified candidates for their vacancies.

**Nathan Nueku.** Nathan was selected to be a participant in this study because he worked in recruitment for his organization and knew what methods were found effective for selecting candidates. I felt that his expertise and experience while working in recruitment, would be very beneficial to this research. I was also able to connect with Nathan, through my companies' previous network.

### **Organization of Results Section**

Based on my interview questions and the literature review structure, I organized the reporting of my themes as follows: I first report and interpret themes regarding the types of traditional and online/technology-based recruitment strategies used by local companies. Next, I segue into describing participants' definition of diversity and their experience and strategies with recruiting diverse candidates.

## **Types of Recruitment Strategies Used by Local Companies**

A few key themes regarding the types of recruitment strategies used by local companies emerged from thematic analysis of the interview transcripts, notably: Mass media platforms, partnerships, referrals, technology-based recruitment strategies, networking, internships, and targeted recruitment strategies.

### ***Mass Media Platforms***

Some participants described that mass media platforms were found effective when targeting a specific audience and/or individual. Simply put, mass media outlets are those that pre-date online platforms such as print newspapers, offline radio, or traditional television programs. Interestingly, only one participant stated that newspaper worked best for candidates that are of the older generation because it is more common for that age group to receive and read the newspaper. For example, Anthony, noted that:

“The newspaper ads are a little more effective umm, like some people are passively looking for a job [...] they’re not going to the job fairs.”

Furthermore, these platforms were particularly effective at reaching out to older prospective job applications, who might not have the efficacy to access online platforms.

‘Anthony’ further noted that:

“[...] We also do newspaper ads for some of the harder to fill positions [...] not everyone reads the newspaper so it’s kind of a different targeted demographic. People of the older generation in particular.”

**Margret:** “[...] what is most effective is having the opportunity to have that face to face with the candidates [...] through job fairs opportunities, our networking a lot of those opportunities have been great.”

Interestingly, only one participant for this study found great success in using newspaper advertisement as a way to attract potential job seekers. In comparison to a previous study, about 59% of the participants used newspaper advertisements as their main source of job vacancies (Kaplan, Aamodt, and Wilk, 1991). The participant for this study stated that they mainly used this source as a way to reach candidates that were older because they found that the older generations utilized the newspaper more frequently than the younger generations. Though it was not a highly effective method for the rest of the participants, it has been used in the past to project the word out to the public about vacancies within their organization. Perhaps, companies tend to use traditional recruitment methods less with the rise of e-recruitment techniques.

### ***Partnerships with Outside Sources***

Some participants found success in partnering with outside sources to obtain the talent that their organization is seeking for vacant positions. These partnerships provide the participants with access to candidates that allow them to achieve recruitment of a targeted audience for example, partnering with local universities for their career fairs to promote their vacant positions and marketing their brand to potential candidates and future graduates. Participants represented many different job sectors here in Hawaii so, their partnerships with outside sources depended on their services.

For example, some interviewees found success in partnering with colleges and educational institutions:

**Helen:** “[...] There’s also partnerships with colleges and various organizations to network with different groups of people. It could be all these college students, or It could be people from different organizations that might be looking for work.”

“I would say the partnerships with the different colleges or networking through different organizations and the reason for that is because [...] college students, majority, with the positions that we have available, [...] they usually require folks that have a bachelor’s degree and so with, a lot of these students, were able to place them easily because of their background. [...] so, the talent pool that we have were very successful when we reach out to colleges.”

**Gina:** “I think just partnering with a lot of career fairs, local schools, and universities [...] just a lot of community partnerships that we’ve been able to develop [...] that helps to attract those qualified candidates that we are looking for.”

Also, one participant found success in partnering with veteran programs. This partnership was successful for participants to gain a diverse candidate pool while targeting individuals that have the requirements that they were seeking.

**Jessica:** “[...] and so, through partnering with the other programs like the veterans transition program or the disabled persons placement, were able to expand our talent pool.”

Some other participants also found success in partnering with executive search firms or staffing agencies to fulfill their harder to fill or higher-level positions within the company. These executive firms were used for participants that were seeking candidates that have established work experience at the executive management positions within past organizations.

**Issel:** “[...] and sometimes we’ll also partner with different executive search firms or temporary staffing agencies to help fill positions.”

**Freda:** “We’ve often used International search firms or hired a consultant when we did [...] head of school searches and that was successful when used.”

From the above, this theme of partnerships with outside sources have been deemed very useful for participants in this study. This finding illustrates the value that participants see in reaching out to their external connections and creating a ‘pipeline’ for potential job seekers to view opportunities. Also, this finding aligns with other studies that have stressed the importance of inter-company partnerships or internships in helping candidates to find jobs (Wang, Kitterlin-Lynch, & Williams, 2018).

### ***Referral Programs***

Notably, quite a few participants talked about the success of referral programs in candidate recruitment. A referral program provides internal employees to reach their network of friends and family outside of their career and help their employer fill vacancies within the organization. Many participants found great success in their internal referral program and through that method, allowed organizations to maintain a strong connection with their employees. Participants stated that their current staff understood the requirements and skills that were necessary to succeed in their work environment which allowed them to seek out friends and family that would benefit the success of the company.

**Cherie:** “I did an analysis of our [...] sources of recruitment and, what was been most effective [...] was the employee referrals which was about 30% of our overall recruitment.”

**Ellie:** “Most effective has been referral bonus because our people are very driven for money and it’s an incentive to them to earn more money to help them, help us retain our employees. [...] It’s been really effective on our Company A side and Company B, more so Company A but, still very effective for our Company B.”

**Jessica:** Employee referrals are the most effective. Employees have been our best recruiters [...] because an employee knows what it takes to get the job done and what it's like to work in the organization [...] we also offer an employee referral bonus but, the money is not a primary driver [...] for the referrals.”

Through referrals, participants stated that they received a high level of qualified candidates because of the expectations that have been instilled into their current staff and employees. This method of recruitment supports the claim by Wan Hoyer and Lievens (2009) discussing that word of mouth was a prominent way for organizations recruit potential candidates for job vacancies. Through interpersonal communication, these participants were able to connect with individuals who are specifically seeking employment in that field of work. These participants praised the ability for their staff to use their personal network as a way to reach a larger audience and Wan Hoyer and Lievens (2009) discussed that companies who encourage their employees to be connect with their personal network, is likely to have a larger social network through word-of-mouth interactions. Many participants rely heavily on this source of recruitment because of the high level of success that it brings in terms of qualified candidates.

### ***Technology-Based Recruitment Strategies***

Throughout the different industries, online recruitment has become highly used for different levels of recruitment. Many participants incorporate online recruitment methods to reach a larger audience while also promoting brand advertisement for potential candidates to seek career options through their organization. Online recruitment has also been used as a tool to alleviate the workload for recruiters while also being a more time efficient method for organizations. Some notable examples, which are outlined below, include: Websites and

technological platforms that specialize in professional recruitment, non-professional social networking sites, and algorithms.

**Websites and Technological Platforms Catered to Professional Recruitment.** Many participants stressed the importance of using websites and technological platforms that are job focused. Professional online websites created a safe environment for participants to engage in conversation with potential candidates. For example, some participants noted the benefits of using specialized job search engines such as SNAG, Indeed, or LinkedIn:

**Ellie:** “SNAG [...] they just have a higher percentage of people when using the search engine which, links us to them through the platform. [...] Relying more on SNAG since it’s been most effective for us. [...] Over the years of using this system, the response and the retention was just coming out better for us.”

**Cherie:** “I think our top utilized platform is Indeed [...] I think the candidate flow is there and they have the audience [...] just being able to see a wide diversity in the applicants helps our hiring managers to really understand what the market does look like.”

**Margaret:** “[...] LinkedIn for sure I thin for us was what I’ve found most effective.”  
 “[...] we actually done a study for our company specifically at HighGate, that over 50% of the candidates that we did hire were through connections on LinkedIn.”

Other participants noted that their official company website helped them to attract prospective job candidates:

**Gina:** “I would say our careers websites is also an effective method [...] we [...] showcased what it is like to work at our organization [...] we selected employees that are currently in the role and made a profile of them; like why they enjoy working here, why

they decided to move to Hawaii, and what it's like being a nurse at the hospital.

Highlighting these profiles on our careers website allows us to tailor the information and make it how we want candidates to see it.”

Others talked about the benefits of applicant tracking systems. Such applicant tracking systems serve as a database for job applicants. These applicant tracking systems allowed participants to post job vacancies to various online job boards and platforms that established their company presence to a variety of job seekers.

**Jessica:** “We have an effective system an applicant tracking system called FALOW which, publishes our job postings to our company website [...] to distribute those job postings to other job boards to help us reach more diverse applicants.”

Furthermore, participants often paired official company websites with other technological devices such as application tracking systems and online search engines in recruiting prospective candidates:

**Anthony:** “So our main source is our career sites [...] we have an application tracking system (ATS) that is integrated into our website. [...] We also partner with [...] known as CERCA.

**Freda:** “[.] the HAIS which is the governing job board for the Hawaii Association of Independent Schools, [...] we found that that’s really useful to us to have these education specific platforms to recruit teachers. [...] One thing that has been good and that we use a lot is, we post a lot of our jobs on our school website [...] I feel like that brings us a lot of traction as well.”

**Non-Job Focused Social Networking Sites.** In addition, non-job focused social networking sites were found to be effective recruitment tools. Over-time, organizations found that social media platforms such as Instagram, Facebook, and Twitter were effective in reaching a larger audience at a cheaper cost. Utilizing these platforms provide effective recruitment features to connect with passive job seekers online. Participants used social media to recruit job candidates and also to market their brand and promoting their services so that the public notices their company is hiring:

**Gina:** “Honestly, I think just because of the audience it captures, social media has been one of the most effective platforms. [...] Social media has been super effective not just in recruiting passive candidates but also, getting that brand recognition out there.”

[is this from Gina too?] “Our marketing team manages our social media platform so, Facebook, Instagram, Twitter if we’re advertising for jobs majority of it goes on Facebook and Instagram so, it’s partnering with Marketing and it’s a cheap and affordable way to reach a wide pool.”

**Liam:** “[...] when it comes to say the admin assistant, entry-level type of work, we get a lot of success through social media postings.”

**Algorithms.** Notably, a few participants highlighted the importance of using search algorithms in job recruitment to keep their company’s profile prominent in the minds of job candidates:

**Liam:** “[...] Algorithms helps our company postings to be at the top of the list. In order to get the talent that we’re looking for on job boards [...] the platform that we use, luckily will ensure that our job post is within that top five.”

**Issel:** “I would say well with LinkedIn especially the algorithms are very helpful when you’re looking for a specific keyword or [...] specifically looking for someone [...] the system is also making suggestions of similar candidates for you.”

**Pre-Screening Technology.** Participants found that using certain technological applications to pre-screen candidates was an effective way to speed up the recruitment process. This also gave participants the ability to alleviate the workload of recruiting individuals. For example, some participants used artificial intelligence technology in the applicant pre-screening process:

**Cherie:** “We used the online platform to bring that out so if they answered no to a required feature, it funnels them to a “does not meet expectation” or “does not meet requirements” [...] that really helps to filter out those who does not even meet the minimum qualifications.”

**Jessica:** “So, in our applicant tracking system, we have a list of pre-screening questions that applicants answer when they apply [...] it’s a set of standard questions for every job posting and we can add additional questions based on the job requirements.”

From the above, participants that used online platforms that functions specifically to assist in attracting job seekers found great success in forming a large, qualified candidate pool. It was also a great way to save time and effort when screening through a high volume of resumes and applications. As technology continues to grow, so has the capabilities and functions of online platforms. Specifically, websites that cater to assist in professional recruitment. Many participants used websites that were certified platforms that focus on candidates that are seeking professional opportunities. These platforms range from job posting sites to applicant tracking systems. Participants that are associated with larger companies did find great success in utilizing

these types of websites as a cost effective yet, efficient method. This correlates to previous research that has stated that the advancement of these technologies has become an effective way to recruit especially in the larger companies (Johansson and Herranen, 2019). Also, a study conducted in 2014, stated that with companies in the United States of America, 93% of those have been found on LinkedIn, which in this case, is considered a professional networking site that many participants found as effective. Also, previous studies have stated that online recruitment strategies integrated into an organizations' hiring process has improved their efficiency and effectiveness when seeking qualified candidates (Madia, 2011).

Some participants also pointed out that 'non-work-related' social media platforms such as Facebook and Instagram helped in their recruitment efforts. When participants wanted to reach a specific demographic such as the younger generation, they used social media as a way to passively recruit through their company branding and marketing efforts. This theme aligns with previous research stating that some companies find some success in recruiting through 'non-business' related social media platforms because such platforms can help the company to market their brand, create interactive media content, and engage with users (Cappelli, 2018).

### ***Internships or Internal Programs***

Participants found great effectiveness in their efforts of creating internship and student programs into their organization to create a pipeline for employment opportunities for these individuals. This method was used for participants that are associated in the healthcare and staffing agency industry.

**Kristina:** “[...] for entry level positions, we were very successful with our internship program. [...] it was built to help them along so; it was a win-win for the students and for us.”

One participant found that their program was effective in recruiting people for positions that were highly specialized. Specifically, for participants associated with the healthcare found that the programs integrated into local high schools allowed students to be educated and trained in the way that best suits the positions that they have within their organizations.

**Gina:** “For those really specialized ones, [...] our high school programs are most effective because we’re training them the way we want them to be trained.”

“[...] so, our high school programs have been a big part of our recruitment strategy also our internship programs which is meant to give students that first-hand look into the healthcare industry [...] they continue on in their career, [...] they’ll come back to work for us, right, because of the great experience they had as an intern.”

This theme aligns with previous research stressing internships as an important precursor for recruiting and retaining certain kinds of employees such as medical professionals (Gaski & Abelsen, 2017). Some scholars have even gone as far as to stress that internships are a crucial component of so-called on the job learning. These internships provide invaluable experiences for students who are looking to get a taste of working life in specific fields prior to graduation, and help them to decide what types of careers to pursue post-graduation. It is important to have both the quality and quantity of interns in school to work internships, in which employers are willing to take in interns, and students are willing to learn (Bailey, Hughes, & Barr, 2000).

### ***Networking***

Participants found great success in utilizing their organizations network of connections to obtain the diverse talent that they were seeking to fill their vacancies. Many participants stated that this helped grow their internal staff while also strengthening their relationships with

community groups. The way that participants would network was through evening networking events, professional meetings, and job fairs.

**Margret:** “For us, I think it’s tapping into what we’ve been doing so like networking and reaching out, being in places that would reach more people and a wider group of diverse people.”

“We invited candidates [...] there would be an information session as well as a networking, mingling opportunity with the leaders [...] so we had those types of recruitment efforts those are a little bit more effective.”

**Kristina:** “I would say strong networking. Going to events, engaging with people in the community, engaging with people in different industries that were looking for practicum opportunities [...] that was the best way for us to cast the wide net.”

This theme aligns with existing research that has emphasized the importance of professional networking in recruitment (e.g., De Vos, De Clippeleer, & Dewilde, 2009; Ren & Chadee, 2017). Existing research has even identified networking as one of the most important precursors to career success (Blickle, Witzki, & Schneider, 2009). In some cultures, such as the Chinese culture, for instance, networking is such a crucial component of the job placement process that have used the term ‘guan-xi’ to describe networking as a process of establishing ties between prospective employee and employer (Ren & Chadee, 2017). In particular, although responses from this study’s interviewees indicate that candidates are often invited to these networking sessions by eager recruiters, it is also just as important for the candidates to proactively seek out recruiters at these networking events, and talk with them about potential job openings (De Vos et al., 2019).

### ***Factor-Dependent Recruitment Strategies***

Importantly, many participants noted that recruitment strategies depend on certain notable factors such as position description or business type.

Position-based recruitment strategies focus on using targeted recruitment strategies that are based on the job description or candidate demographics. For example, a few interviewees talked about how their company would recruit candidates based on the position's geographical locus:

**Duke:** "It literally will go job specific, so depending on what type of job were looking to hire and fill for, the job site that we go to will be determined by that."

For example, if an organization was looking for potential candidates that are in a specific geographic location, they would look specifically for candidates who are familiar with that particular location"

**Cherie:** "[...] Really creating the positions to be location specific. When we are looking for a case manager, that role is tied to a specific neighborhood [...] if we lost someone for example, on the Waianae coast, were going to recruit someone on the Waianae coast and it's built into the way we post the job description."

Others mentioned that they would tailor their recruitment method to position level.

Notably, job fairs tended to be used to recruit people for entry level positions whereas other participants cited LinkedIn as an effective platform to recruit people for higher level positions.

**Gina:** "Job fairs, will fill a lot of our entry level administrative programs for those positions."

**Duke:** "For higher level positions, we'll go to LinkedIn. If you're looking for garden variety, we have our internal proprietary job site as well that will literally push all those

job request to hundreds of jobs posting websites such as CareerBuilder, Indeed, and Zip Recruiter.”

According to this theme “factor dependent recruitment strategies”, participants used specific recruitment strategies based on the position type. The effectiveness of a recruitment method depended on what age group the organization was targeting, the type of experience they were looking for, and location. Sills (2014) touched upon online recruitment being a useful tool for those that are geographically constrained from interacting with organizations seeking candidates.

### **Specific Issues Pertaining to Recruiting Diverse Job Candidates in Hawaii**

In addition to asking participants questions about recruitment strategies used by local companies in the hiring process broadly speaking, the main interview questions also sought to specifically understand how participants recruited diverse candidates for jobs in Hawaii. In the paragraphs below, I report the thematic coding analyses of responses to these questions.

#### ***Diversity as Defined by Participants***

Many participants defined workplace diversity as a way of creating an environment that is safe for all people, regardless of sex, age, race, ethnicity, thought, and experience.

**Margret:** “[...] our biggest value as a company is definitely diversity [...] we want people with all different backgrounds, from different parts of the world, different experiences [...] we celebrate that diversity. [...] that’s such a huge component because every single person brings a different perspective a different idea, a different vision, [...] and that’s important for us.”

**Nathan:** “So, diversity in the workplace was definitely celebrated and encouraged [...] not only did it mean different backgrounds, different perspectives but, it also gave you a safe space to actually express your ideas.”

**Issel:** “To me, workforce diversity means a workforce comprised of individuals or employees with various backgrounds like [...] sex, gender, religion, race, sexual orientation, [...] ethnicity, education, etc. so any of those. It’s really a benefit [...] because it provides different perspectives and more innovation.”

In sum, to sustain a workplace that is inclusive to a diverse candidate pool, participants provided an overall similar approach to defining workplace diversity--creating a comfortable environment for people to feel safe regardless of their background or culture.

### ***The Pre-Existing Perception of Hawaii as a ‘Diverse’ State***

Interestingly, many participants held the perception that Hawaii was a ‘culturally diverse’ state as is, and as such claimed that they did not face difficulties recruiting diverse candidates for jobs in Hawaii. Quite a few used phrases akin to “Melting pot” as a way to describe the diversity within Hawaii:

**Ellie:** “I personally feel that we’re diverse already without having to put much effort just because of the kind of state we live in [...] it’s kind of effortless because we don’t have many minorities.”

**Anthony:** “[...] I think just being in Hawaii, we kind of have an advantage because of the make-up of the population is so diverse so it’s not super difficult. [...] the minority is the majority.”

**Gina:** “[...] I think here in Hawaii, we’re lucky that our population is already diverse [...] I’m sure if we were in the mainland, it would a different story.”

Interestingly enough, many of this study's participants felt that their companies did not face difficulties in recruiting diverse candidates owing to Hawaii's cultural diversity. However, it is important to note that although some have argued that Hawaii is more culturally and ethnically diverse than the mainland, others have stressed that Hawaii is nonetheless rife with tensions between people of various races and cultures (Velasquez-Manoff, 2019). Some ethnic groups such as Native Hawaiians have consistently been on the receiving end of racial discrimination (Antonio et al., 2016). As such, it is plausible that participants could have given socially desirable or politically correct responses to questions pertaining to recruiting diverse candidates.

### ***Specifies Recruitment Strategies for Diverse Local Job Candidates***

Some interviewees noted that their companies utilized programs that were compliant with federal laws governing workplace diversity to hire diverse job candidates such as diversity, equity and inclusion (DEI), or affirmative action plans. The government created laws that keep organizations accountable during the recruitment process. Laws such as the EEO or Equal Employment Opportunity Act which, states that organizations must not deny candidates based on their diverse background. Many participants spoke on the laws that the government created to recruit diverse candidates.

DEI programs are those incorporated by an organization into their internal functions so that diversity is always integrated into their company objectives:

**Jessica:** “[...] our DE&I which is diversity, equity, and inclusion program that increases our diversity in our workplace to include people of all different genders, ethnicities, and backgrounds.”

**Anthony:** “It's diversity, equity, and inclusion so basically identifying areas at Hawaii Gas where we can improv on those that come from different backgrounds whether it's

ethnic, experience, age, [...] men or women, you know just getting the best person for the position.”

Affirmative action plans help company recruiters to understand the specific types of underrepresented minorities that needs to be focused on when recruiting potential candidates into their organization. This approach is different for each organization because underrepresented minorities differ by company type.

**Issel:** “[...] we’re required to do our affirmative action plan [...] it’s really kind of an action plan of outreach efforts that we’ll strive or try to make sure that we are inclusive of minorities, women, folks with disabilities, and [...] veterans.”

Overall, participants noted that creating a DE&I (Diversity, Equity, and Inclusion) program or Affirmative Action Plan increased their efforts in reaching a more diverse candidate pool. In previous studies, researchers found that companies that incorporated statements to potential employees that their organizations value diversity are more successful at attracting diverse candidates than those which do not explicitly state their commitment toward diversity.

Furthermore, some participants noted that job fairs were an effective method for recruiting candidates formerly affiliated with the military such as veterans and administrative personnel specifically.

**Helen:** “[...] sometimes we recruit military folks, so we would reach out to the military job boards or attend job fairs for military.”

**Nathan:** “[...] our sourcing strategy was to make sure that diverse organizations like YMCA, Goodwill, military connections, so we would use a lady at JMS joint military job fair was for the military and so we would attend that to recruit military.

Participants found great success in recruiting diverse candidates by engaging in job fairs that catered to specific groups such as veteran personnel. Attending these fairs provided the participants with the candidates that they were seeking thus, creating an effective approach to this targeted audience. For example, research on transitional assistance programs showed that job fairs were important methods for recruiting ex-military personnel transitioning to civilian life (Faurer, Rogers-Brodersen, & Bailie, 2014).

Other participants highlighted networking and community partnerships as vital strategies for recruiting diverse candidates.

**Jessica:** “We’ve reached out and established a relationship with a disabled placement agency. [...] I think that having that relationship with them and understanding our business, helps them find candidates to fulfill our vacancies.”

**Liam:** “[...] I would say the networking part [...] yeah in a way that they kind of eliminate the hard part of the recruiting [...] so like partnering up with DVR opened up networking things so that I was able to tap into the deaf community for example, through specific community outreach groups.”

Though many organizations have found referrals to be one of their most effective methods of recruitment, there is the potential for having the same type of employees and not being so diverse. Participants stated that they found that hiring referrals from their internal staff has provided great success in finding qualified candidates but, it also created an environment with staff that have similar backgrounds that do not diversify their organization.

**Jessica:** “[...] because our business primarily relies on referrals, [...] we call it that bird of a feather mentality typically they’ll receive the same type of applicants that the employee currently has if you rely completely on referrals.”

**Kristina:** “[...] because they know they work well, and they know they work well together so that harmony also comes at the price.”

Clearly, some participants above found that referrals had some disadvantages when recruiting qualified candidates because it unintentionally created an environment of individuals that are similar. Although few previous studies have yielded similar findings, this finding does provide future researchers to take into consideration.

### **Overall Barriers to Recruiting Candidates for Local Jobs in Hawaii**

In addition to outlining and describing various strategies used to recruit candidates for local jobs, it is important to acknowledge certain challenges participants have faced in recruiting candidates for jobs based in Hawaii, generally speaking.

#### ***Financial Barriers***

Many participants stated that the difficulty of recruiting qualified candidates here in Hawaii was the high cost of living. The high cost of living hindered many potential candidates to obtain career opportunities here in Hawaii. Potential candidates that were seeking employment opportunities in both the states and in the islands found that they would take the jobs on the mainland due to the high cost of living.

**Issel:** “I would probably say the biggest thing is location [...] and cost of living here in Hawaii [...] you know it’s pretty hard to attract someone to stay here in Hawaii to be able to make something that’s affordable or attractive for them.”

Participant stated that they struggled to fill positions that had an unattractive pay rate towards job seekers which, left them with a situation in finding qualified candidates that were willing to receive that pay rate. The pay rate for the jobs in Hawaii does not match well with the cost of living prices which, causes candidates to potentially seek more than one job option.

**Helen:** “I would say the pay, so they pay in Hawaii is a lot lower than what they pay in the mainland so, with people that are moving here from the mainland, the qualified really good candidates, they were not willing to relocate here [...] or take jobs here because the pay was a lot less than what they were making in the mainland.”

“[...] I just don’t have enough qualified candidate that would be good [...] it’s because of the pay in Hawaii, so you cannot get good candidates for a \$12/hr job.”

**Jessica:** “[...] if we have applicants from outside of the state, we find that many of them say that they can find a higher based salary somewhere else. [...] so, interviewing applicants outside of Hawaii is a big challenge because they are demanding higher salaries than what is paid here.”

### ***Lack of Local Talent***

In terms of candidates with the credentials that these organizations were looking for, was not readily available here in Hawaii. In fact, participants found that there was a lack of talent for specialized positions which, made it difficult to find qualified candidates within the state of Hawaii. Participants stated that they had a difficult time recruiting qualified candidates that lived in Hawaii due to a variety of reasons but, the main one that was discussed was that candidates had multiple jobs.

**Gina:** “[...] we have a lot of specialized positions that we mainly have to recruit from the mainland for just because we don’t have the talent here locally. [...] yeah, the lack of real specialized talent.”

**Kristina:** “[...] like I said, the limited talent pool, [...] the types of positions that we recruit for, is not a huge talent pool to begin with it’s even more limited. [...] yes, the

level of specialization and the fact that we have a limited talent pool is the biggest challenge in recruiting in Hawaii.”

**Cherie:** “[...] the market is very small, specifically in the Medicaid and Medicare, [...] we’ve had a challenge to fill those roles because there is nobody in Hawaii that can do the job.”

### ***Lack of Cultural Fit***

Participants found difficulties in hiring candidates that would understand and accept the cultural aspect of residing in Hawaii. Participants spoke on situations when candidates accepted the job here in Hawaii and once, they resided in the islands for a few months, it was difficult for the candidate to adjust to the easy, laid back lifestyle. The culture in Hawaii is far different from the culture in the states which, caused a higher turn around for candidates that were offered from out of state. A few noted:

**Nathan:** “[...] so, I think culturally too that was one of the biggest challenges [...] if we had to bring someone in from the mainland, they had to understand that.”

**Freda:** “[...] I think sometimes, for people coming in it’s hard to fit into that cultural [...] it’s almost like this foreign sort of place for people.”

From these three themes described above regarding barriers to hiring qualified candidates for local jobs, the main issues that participants faced while hiring qualified candidates here in Hawaii was the cost of living, lack of local talent, and a cultural fit. Though many candidates from Hawaii do apply for local jobs, they may lack the minimum qualifications needed to perform these jobs. This issue is particularly relevant for niche, higher-level positions. Lastly, the cultural fit pertained to when participants were seeking candidates outside of the state of Hawaii. They faced issues with candidates relocating and realizing that Hawaii has a different culture that

they were not used to or were willing to change. Given the high cost of living in Hawaii, it is understandable why some of the participants would cite that as a barrier to recruiting qualified candidates. Furthermore, the state legislature has cited a ‘skills gap’ as a possible impediment to job recruitment here in Hawaii (S.B. 1042, 2017). In addition, Hawaii is ostensibly different from the U.S mainland in terms of geography and demographic composition (Velasquez-Manoff, 2019). As such, it is plausible that job candidates from the mainland may not necessarily understand Hawaii’s unique cultural attributes.

## Chapter 5: Discussion

In answering the research question, regarding how local organizations recruit qualified job candidates, the results overall for this qualitative approach found that organizations used a variety of recruitment strategies based on what positions they are seeking to fill. Both traditional and internet-based recruitment strategies were effective in reaching their targeted audience.

After obtaining valuable information about organizations recruitment process here in Hawaii, job seekers that are located out of state but, searching for opportunities here locally should create professional connections with company representatives. These connections may play a vital role in opening job opportunities for out of state job seekers because local companies depend quite frequently on their internal staff's personal connections and referral programs. In contrast, for local organizations that are seeking employees that are out of state should discuss with candidates both information about what the job entails and also incorporate what the culture is like in Hawaii and what they should expect before making the move to the islands. Local organizations found that it was difficult to retain their out of state employees due to high cost of living and the cultural aspect of Hawaii. By establishing this first before the selection process, organizations may see a greater increase of qualified out of state candidates willing to make the move to Hawaii.

For local organizations that are seeking qualified local talent here in Hawaii, the best recruitment strategy would also be through implementing a referral program with their internal staff and utilize partnerships with other local organizations, universities, high schools, and professional networking opportunities. These methods would allow employers to reach a larger talent pool through integrating their partnerships connections into their recruitment process. For specialized talent, organizations may find great success when utilizing executive search firms

because they focus on recruiting for highly skilled and specialized individuals for positions that their clients are seeking to fill. Executive search firms use their recruitment efforts to seek out candidates that specifically fit the job requirements.

### **Practical Implications**

Based on this study's findings, organizations in Hawaii should use more target-based recruitment strategies to get the maximum number of qualified candidates. Organizations should incorporate both traditional and online based recruiting styles into their candidate search because it has been found to increase their chances of having a higher talent pool to select from. Recruiters stated that reaching a diverse candidate pool through utilizing their current employees' connections and incorporating a referral program was the most effective when obtaining qualified candidates.

### **Limitations & Directions for Future Research**

This study was conducted to explore local organizations' recruitment strategies in seeking qualified candidates. Although this study provided in depth, exploratory data into how local organizations recruit qualified candidates, there are limitations. First, in-depth interviews do not allow for causal claims to be made, or for inferences to be made about the exact percentages of companies in Hawaii using a given recruitment strategy. Secondly, future studies should consider focusing on expanding in-depth research on one media outlet as a recruitment tool whether it be through mass media or online media. This approach will help to shape a clearer understanding towards effective recruitment strategies to a targeted audience. Third, it is plausible that participants could have given socially desirable responses to questions pertaining to workplace diversity owing to the sensitive nature of such questions. Fourth, I should have

asked participants to unpack terms such as ‘cultural fit’ in greater detail in order to understand what it means for a prospective job candidate to clash with Hawaii’s culture.

### **Conclusion**

Overall, I studied how local organization approach and recruit qualified candidates. It is important to incorporate a variety of recruitment methods to successfully fill the position vacancies within an organization. In conclusion, local organizations found greater success in reaching qualified candidates through personal connections such as referrals, community programs, and internships, online recruitment strategies such as professional recruitment systems, social networking sites, and factor dependent recruitment strategies. In addition, strategies such as job fairs, networking, and concrete DEI statements or Affirmative Action plans were important means for recruiting diverse candidates. Although this study’s participants felt that recruiting diverse job candidates was a non-issue in Hawaii, it is plausible that they could have given socially desirable answers or were blithely ignorant of tensions among the various ethnic and racial groups in Hawaii.

## References

- Acikgoz, Y. (2019). Employee recruitment and job search: Towards a multi-level integration. *Human Resource Management Review*, *29*, 1-13.  
doi:10.1016/j.hrmr.2018.02.009
- Allison, M. T. (1999). Organizational barriers to diversity in the workplace. *Journal of Leisure Research*, *31*, 78-101.  
doi:10.1080/00222216.1999.11949852
- Allen, R. S., & Montgomery, K. A. (2001). Applying an organizational development approach to creating diversity. *Organizational Dynamics*, *30*, 149-161. doi:10.1016/S0090-2616(01)00049-3
- Antonio, M. C., Ahn, H. J., Ing, C. T., Dillard, A., Cassel, K., Kekauoha, B. P., & Kaholokula, J. K. A. (2016). Self-reported experiences of discrimination and depression in Native Hawaiians. *Hawai'i Journal of Medicine & Public Health*, *75*, 266-272. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5030789/>
- Bailey, T., Hughes, K., & Barr, T. (2000). Achieving scale and quality in school-to-work internships: Findings from two employer surveys. *Educational Evaluation and Policy Analysis*, *22*, 41-64. Doi:10.3102/01623737022001041
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: a meta-analysis. *Personnel Psychology*, *44*, 1-26.  
doi:10.1111/j.1744-6570.1991.tb00688.x
- Beam, E. A. (2016). Do job fairs matter? Experimental evidence on the impact of job-fair attendance. *Journal of Development Economics*, *120*, 32-40.  
doi:10.1016/j.jdeveco.2015.11.004

- Bennett, W. L., & Segerberg, A. (2011). Digital media and the personalization of collective action: Social technology and the organization of protests against the global economic crisis. *Information, Communication & Society, 14*, 770-799.  
doi:10.1080/1369118X.2011.579141
- Blickle, G., Witzki, A. H., & Schneider, P. B. (2009). Mentoring support and power: A three-year predictive field study on protégé networking and career success. *Journal of Vocational Behavior, 74*, 181-189. Doi:10.1016/j.jvb.2008.12.008
- Borstorff, P. C., Marker, M. B., & Bennett, D. S. (2007). Online recruitment: Attitudes and behaviors of job seekers. *Journal of Strategic E-Commerce, 5*(1), 1-23.
- Boyd, D. M., & Ellison, N. B. (2007). Social network sites: Definition, history, and scholarship. *Journal of Computer-Mediated Communication, 13*, 210-230. Doi: 10.1111/j.1083-6101.2007.00393.x
- Carr, C. T., & Hayes, R. A. (2015). Social media: Defining, developing, and divining. *Atlantic Journal of Communication, 23*, 46-65. doi:10.1080/15456870.2015.972282
- Cappelli, P. (1999). *The new deal at work: Managing the market-driven workforce*. Cambridge, MA: Harvard Business School Press.
- Chrobot-Mason, D., & Aramovich, N. P. (2013). The psychological benefits of creating an affirming climate for workplace diversity. *Group & Organization Management, 28*, 659-689. Doi:10.1177/1059601113509835
- Compton, R. L. (2009). *Effective recruitment and selection practices*. Australia: McPherson's Printing Group.
- Cushway, B. (2012). *The employer's handbook: An essential guide to employment law, personnel policies and procedures* (9<sup>th</sup> edition). London, U.K: Kogan Page Ltd.

- Deillon, C. (2014). *The advantages and challenges of turning towards e-recruitment for small and medium sized businesses (SME)*. [Unpublished Master's thesis]. University of Fribourg, Switzerland.
- De Vos, A., De Clippeleer, I., & Dewilde, T. (2009). Proactive career behaviours and career success during the early career. *Journal of Occupational and Organizational Psychology*, 82, 761-777. Doi:10.1348/096317909X471013
- Dhamija, P. (2012). E-recruitment: a roadmap towards e-human resource management. *Researchers World*, 3(2), 33-39.
- Dimaya, D. (2021). *Doctor shortage*. Retrieved from <https://jabsom.hawaii.edu/report-finds-hawai%CA%BBi-physician-shortage-exacerbated-by-the-pandemic/>
- Dobbin, F., & Kalev, A. (2016, July-August). Why diversity programs fail. *Harvard Business Review*, 94(7), 3-10.
- Durrani, A. S., & Rajagopal, L. (2016). Restaurant human resource managers' attitudes towards workplace diversity, perceptions and definition of ethical hiring. *International Journal of Hospitality Management*, 53, 145-151. doi:10.1016/j.ijhm.2015.10.009
- Eva, T. (2018). Recruitment and selection strategies and practices in the private sector commercial banks of Bangladesh: Evidence from human resource practitioners. *European Business & Management*, 4, 28-38.  
doi: 10.11648/j.ebm.20180401.15
- Faurer, J., Rogers-Broderson, A., & Bailie, P. (2014). Managing the re-employment of military veterans through the transition assistance program (TAP). *Journal of Business & Economics Research (JBER)*, 12, 55-60. doi:10.19030/jber.v12i1.8378

S.B. NO. 1042, 2017 The 29<sup>th</sup> Senate Legislature. (H.I., 2017).

[https://www.capitol.hawaii.gov/session2018/bills/SB1042\\_.htm](https://www.capitol.hawaii.gov/session2018/bills/SB1042_.htm)

Florea, V. N., & Badea, M. (2013, May). Acceptance of new Technologies in HR: E-Recruitment in Organizations. In *Proceedings of the European Conference on Information Management & Evaluation* (pp. 344-352).

DOI: [10.13140/2.1.4924.3843](https://doi.org/10.13140/2.1.4924.3843)

Gaski, M., & Abelsen, B. (2017). Designing medical internships to improve recruitment and retention of doctors in rural areas. *International Journal of Circumpolar Health*, 76. doi: 10.1080/22423982.2017.1314415

Guental, H. G., & Stone, D. L. (2005). *The brave new world of e-HR. HRM in the digital age*. San Francisco, CA: Pfeiffer.

Handlogten, C. (2009). *Implementation of e-recruitment: Enablers and success indicators from [the company name redacted]* [Unpublished Master's thesis]. University of Twente.

Hawaii Community Foundation. (2020). *Hawaii Financial Health Pulse: 2019 Survey Results*. Retrieved from:

[https://issuu.com/hcfhawaii/docs/pulse\\_2019\\_hawaii\\_finhealthreport\\_011520\\_final](https://issuu.com/hcfhawaii/docs/pulse_2019_hawaii_finhealthreport_011520_final)

Hinshaw, L. B., Jackson, S. A., & Chen, M. Y. (2007). Direct mailing was a successful recruitment strategy for a lung-cancer screening trial. *Journal of Clinical Epidemiology*, 60, 853-857. doi:10.1016/j.jclinepi.2006.11.005

Hogler, R. L., Henle, C., & Bemus, C. (1998). Internet recruiting and employment discrimination: A legal perspective. *Human Resource Management Review*, 8, 149-164. Doi:10.1016/S1053-4822(98)80002-8

- Holt-White, E., & Montacute, R. (2020). *COVID-19 and social mobility impact brief: Graduate recruitment and access to the workplace*. Retrieved from <https://dera.ioe.ac.uk/35467/1/COVID-19-and-Social-Mobility-Impact-Brief-2.pdf>
- Huang, H., & Trauth, E. M. (2007, April). Cultural influences and globally distributed information systems development: experiences from Chinese IT professionals. In *Proceedings of the 2007 ACM SIGMIS CPR conference on Computer personnel research: The global information technology workforce* (pp. 36-45).
- Ige, D., & Eustaquio, A. (2020). *Hawai'i's unemployment rate at 15.1 percent in September*. Retrieved from <https://labor.hawaii.gov/wp-content/uploads/2020/10/20201016Sept-UI-Rate-PR.pdf>
- Jansen, B. J., Jansen, K. J., & Spink, A. (2005). Using the web to look for work. *Internet Research, 15*, 49-66. Doi:10.1108/10662240510577068
- Jobvite. (2014). *Job seeker nation study*. Retrieved from <https://www.jobvite.com/blog/jobvite-news-and-reports/2014-jobvite-job-seeker-nation-study-2/>
- Jobvite. (2013). *The 2013 social recruiting survey results are here!* Retrieved from <https://www.jobvite.com/blog/jobvite-news-and-reports/2013jobvitesocialrecruitingsurvey/>
- Johansson, J., & Herranen, S. (2019). *The application of Artificial Intelligence (AI) in Human Resource Management: Current state of AI and its impact on the traditional recruitment process*. Bachelor's thesis, Jönköping University]. Digitala Vetenskapliga Arkivet.
- Jones, D. (1999). The definition of diversity: Two views. A more inclusive definition. *Journal of Library Administration, 27*, 5-15. doi:10.1300/J111v27n01\_02

- Kaharuddin, I. W., Pangemanan, S. S., & Rumokoy, F. S. (2018). Analyzing employees' perception of traditional and modern recruitment. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 6, doi:10.35794/emba.v6i4.21664
- Kaplan, A. B., Aamodt, M. G., & Wilk, D. (1991). The relationship between advertisement variables and applicant responses to newspaper recruitment advertisements. *Journal of Business and Psychology*, 5, 383-395. doi:10.1007/BF01017709
- Kawano, L. (2020, May 25). *Head of Labor Department: 190,000 could remain unemployed through end of year*. Hawaii News Now. Retrieved from <https://www.hawaiinewsnow.com/2020/05/25/even-after-hawaiis-economy-opens-could-remain-unemployed-through-year/>
- Kinder, T. (2000). The use of the Internet in recruitment—case studies from West Lothian, Scotland. *Technovation*, 20, 461-475. doi:10.1016/S0166-4972(00)00017-1
- Kerrin, M., & Kettley, P. (2003). *e-Recruitment: Is it Delivering?* Retrieved from: <https://www.guanaitong.com/uploadfile/2018/0905/201809051536127961.pdf>
- Lawani, U. (2019). An analysis of job application method preference: Comparing online and traditional recruitment systems. *Pan-Pacific Journal of Business Research*, 10(1), 23-39.
- Madia, S. (2011). Best practices for using social media as a recruitment strategy. *Strategic HR Review*, 10, 19–24. doi:10.1108/14754391111172788
- McKay, P. F., Avery, D. R., Liao, H., & Morris, M. A. (2010). Does diversity climate lead to customer satisfaction? It depends on the service climate and business unit demography. *Organization Science*, 22, 788-803. doi:10.1287/orsc.1100.0550

- Medinschi, S., & Artene, A. S. (2013). From traditional recruiting to e-recruiting in public organizations. *Anale. Seria Stiinte Economice. Timisoara*, 29(19), 28-33.
- Okolie, U. C., & Irabor, I. E. (2017). E-recruitment: practices, opportunities and challenges. *European Journal of Business and Management*, 9(11), 116-122.
- Phillips, J. M., & Gully, S. M. (2015). Multilevel and strategic recruiting: Where have we been, where can we go from here? *Journal of Management*, 41, 1416-1445. DOI: 10.1177/0149206315582248
- Rangarajan, N., & Black, T. (2007). Exploring organizational barriers to diversity: A case study of the New York state education department. *Review of Public Personnel Administration*, 27, 249-263. doi:10.1177/0734371X06296203
- Rao, P. (2010). A resource-based analysis of recruitment and selection practices of Indian software companies. *Journal of Indian Business Research*, 2, 32–51. doi:10.1108/17554191011032938
- Ren, S., & Chadee, D. (2017). Influence of work pressure on proactive skill development in China: The role of career networking behavior and Guanxi HRM. *Journal of Vocational Behavior*, 98, 152-162. Doi:10.1016/j.jvb.2016.11.004
- Richard, O. C., & Miller, C. D. (2013). Considering diversity as a source of competitive advantage in organizations. In Q. M. Roberson (Ed.), *The Oxford handbook of diversity and work* (pp. 239-250). New York, NY: Oxford University Press.
- Saldana, J. (2013). *The coding manual for qualitative researchers*. Thousand Oaks, CA: Sage Publications Inc.
- Salmen, S. (2012). *What's Next - Die nächsten Trends*. In B. H. Rath, & S. Salmen (Eds.), *Recruiting im Social Web* (pp. 283-312). Göttingen: Business Village GmbH.

- Shahila, M. D., & Vijayalakshmi, M. R. (2013). E-recruitment challenges. *International Journal of Social Science & Interdisciplinary Research*, 2(5), 118-123.
- Shore, L. M., Randel, A. E., Chung, B.G., Dean, M.A., Holcombe Ehrhart, K., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37, 1262-1289. doi:10.1177/0149206310385943
- Sills, M. (2014). *E-recruitment: A comparison with traditional recruitment and the influences of social media: A qualitative and quantitative review* [Unpublished Bachelor's thesis]. Helsinki Metropolia University of Applied Sciences.
- Stoilkovska, A., Ilieva, J., & Gjakovski, S. (2015). Equal employment opportunities in the recruitment and selection process of human resources. *UTMS Journal of Economics*, 6(2), 281-292.
- Thomas, R. (1991). *Beyond race and gender: Unleashing the power of your total workforce by managing diversity*. New York: American Management Association.
- Torres-Coronas, T., & Arias-Oliva, M. (2005). *E-human resources management: Managing knowledge people*. Hershey, PA: IGI Global.
- University of Hawaii News. (2020). *UHERO COVID-19 forecast: steep visitor drop, jobs lost*. Retrieved from <https://www.hawaii.edu/news/2020/03/11/covid19-economy-impact-update/>
- U.S Bureau of Labor Statistics. (2021). *Economy at a Glance*. <https://www.bls.gov/eag/eag.hi.htm>
- Van Hoye, G., & Lievens, F. (2009). Tapping the grapevine: A closer look at word-of-mouth as a recruitment source. *Journal of Applied Psychology*, 94, 341-352. doi:10.1037/a0014066

- Velasquez-Manoff, M. (2019, July 10). Is Hawaii's Racial Harmony a Myth? *The New York Times*. Retrieved from <https://www.nytimes.com/2019/07/10/opinion/hawaii-race-ethnicity.html>
- Walker, T. (2020, January 31). *Hawaii educators tackle teacher shortage with ambitious 5-year plan*. Retrieved from <https://www.nea.org/advocating-for-change/new-from-nea/hawaii-educators-tackle-teacher-shortage-ambitious-5-year-plan>
- Wang, Y., Kitterlin-Lynch, M., & Williams, J. (2018). Hospitality cooperative education: What are the benefits for industry partners? *Journal of Hospitality & Tourism Education*, 30, 127-133. doi:10.1080/10963758.2018.1436970
- Withy, K. (2019). *The University of Hawaii System annual report on findings from the Hawai'i physician workforce assessment project*. Retrieved from: [https://www.hawaii.edu/govrel/docs/reports/2020/act18-sslh2009\\_2020\\_physician-workforce\\_annual-report.pdf](https://www.hawaii.edu/govrel/docs/reports/2020/act18-sslh2009_2020_physician-workforce_annual-report.pdf)
- Yerton, S. (2020, March 11). Jobs in Hawaii: The future looks a lot like the past. *Honolulu Civil Beat*. Retrieved from <https://www.civilbeat.org/2020/03/jobs-in-hawaii-the-future-looks-a-lot-like-the-past/>

## Appendices

### Interview Instrument

#### 1. Introductory/ Warm up Questions

- a. What is your name?
- b. What company do you work for?
- c. What role do you play in your company?

#### 2. Main Questions

Now I would like you to think about your company and its recruitment strategies with regards to candidate recruitment:

- a. What types of traditional (non-Internet based) recruitment strategies does your company use to recruit qualified job candidates?
  - a. Of these strategies, which are the most effective and why?
- b. Does your company use online platforms to recruit qualified candidates?
  - a. If so, what types of online platforms does your company use and why?
  - b. In what ways do online platforms help your company to recruit qualified job candidates?
  - c. Which online platforms are the most effective and why?
- c. What types of screening strategies does your company use to recruit qualified candidates for jobs in your company?
- d. Across the United States, there has been a lot of discussion about recruiting ‘diverse’ job candidates. What does the term ‘workplace diversity’ mean to you?
  - a. What are some ways (if any) that your company uses to recruit ‘diverse’ job candidates?
  - b. \*\*If the interviewee explicitly states that their company makes attempts to reach out to diverse job candidates, ask which of these strategies is most effective at reaching out to diverse job candidates and why?
  - c. What are some difficulties (if any) that your company faces in recruiting diverse candidates?
  - d. \*\*If interviewee says that they’d prefer to recruit local candidates for local jobs but are constrained by EEO laws, probe them by asking them how tackle this dilemma regarding hiring local vs. being non-discriminatory.
- e. What are some challenges that your company specifically faces in recruiting qualified candidates for jobs here in Hawaii?

#### 3. Concluding Questions

Do you have any concluding remarks, additions or clarifications?

## Appendix B

### Some preliminary codes

First, these codes were generated from the transcripts of the first few interviews I conducted, and were used as a spring board to eventually generate a finalized set of themes. In the process of transcribing and analyzing responses from the participants, themes and sub-themes emerged based on the similarities that surfaced.

<b>Preliminary Codes</b>	<b>Description of codes and why they were created.</b>
Effective traditional recruitment methods	Traditional methods here loosely refer to techniques that precede online technologies and are not based in technology whatsoever. From these first few interviews, the most successful of these were word of mouth referrals. However, there are more traditional recruitment methods to unpack within the umbrella of ‘traditional’ recruitment methods such as newspapers, partnerships, etc. Several themes might have to evolve from this code of ‘traditional recruitment methods.
Effective online recruitment methods	Overall, participants utilized various tech-based online recruitment platforms and were found very effective depending on how they were using it to their benefit.  A first glance at the data indicates that these online recruitment methods could either be work-based such as LinkedIn or platforms that are typically not associated with work e.g., social media platforms such as Instagram, Facebook, and Twitter were effective in reaching a larger audience at a cheaper cost. Utilizing these platforms are free and provided effective recruitment features to connect with passive job seekers online.
Screening procedures	Screening procedures for each participant were fairly the same. Each participant focused on screening the applicants resume and skills before moving forward in the recruitment process.
Recruitment strategies as position dependent	Position-based recruitment strategies focuses on candidates that primarily fit in the category of the job vacancies within an

	<p>organization. Participants stated that their recruitment efforts depended solely on certain kinds of details within the positions they were looking to fill.</p> <p>Multiple participants stated that their recruitment efforts strongly, depended on the positions that were vacant.</p>
Defining workplace diversity	<p>Participants spoke similarly on their perspective of workplace diversity. Workplace Diversity was defined through their responses as creating an environment where all employees feel welcomed no matter their gender, race, sex, work background, etc.</p>
Strategies for diversifying the workplace	<p>Participants also talked about certain strategies for making the workplace more diverse such as job fairs and networking.</p>

## Recruitment Email

Dear XXX

My name is Katelyn Mahelona and I am a graduate student at the University of Hawai'i at Mānoa in the School of Communications. You are being invited to participate in an interview on how local organizations recruit qualified job candidates for a study that is being conducted as part of the requirements for earning my graduate degree.

These in-depth interviews will take approximately 30-45 minutes to complete. Only you and I will be present during the interview. With your permission, (I will audio-record the interview so that I can later transcribe the interview and analyze the responses). You will be one of about 10 people I will interview for this study.

Your participation is completely voluntary, and you can skip any questions you feel uncomfortable answering. There are no significant risks to participating in this interview outside of what you ordinarily encounter in daily life. You will benefit from participation in this interview by possibly gaining new knowledge about local companies and their recruitment strategies.

After I write a copy of the interviews, I will erase or destroy the audio-recordings. When I report the results of my research project, I will not use your name and company name. I will not use any other personal identifying information that can identify you. I will use pseudonyms (fake names) and report my findings in a way that protects your privacy and confidentiality to the extent allowed by law.

For questions, concerns, complaints you may contact Katelyn Mahelona, the principal investigator for this study by email at [kmahelon@hawaii.edu](mailto:kmahelon@hawaii.edu). You can also contact her advisor, Dr. Rachel Neo at [rneo@hawaii.edu](mailto:rneo@hawaii.edu) or phone at 808-956-3332.

Sincerely,  
Katelyn Mahelona  
School of Communications  
The University of Hawaii at Manoa

## Informed Consent Form



**University of Hawai'i**  
**Consent to Participate in a Research Project**  
 Katelyn Mahelona, Co-Principal Investigator

*Project title: Examining how local organizations recruit qualified job candidates.*

---

Aloha! My name is Katelyn Mahelona and you are invited to take part in a research study. I am a graduate student at the University of Hawai'i at Mānoa in the Department of Communication. As part of the requirements for earning my graduate degree, I am doing a research project.

***What am I being asked to do?***

If you participate in this project, I will have an online interview with you via an online platform of your choice such as Zoom, Skype, or Facetime at a time and location that is convenient with you.

***Taking part in this study is your choice.***

Your participation in this project is completely voluntary. You may stop participating at any time. If you stop being in the study, there will be no penalty or loss to you.

***Why is this study being done?***

The purpose of my project is examining how local organizations go about recruiting qualified job candidates. I am asking you to participate because you are an adult aged 18 and above who works for a company that recruits job candidates.

***What will happen if I decide to take part in this study?***

The interview will consist of 8-10 open ended questions. It will take 45 minutes to an hour. The interview questions will include questions like, "What are some traditional strategies that your company uses to recruit job candidates?" "Generally speaking, what types of social media platforms do you use in your recruitment efforts?" and "What types of screening criteria does your company use when recruiting qualified job candidates?" Only you and I will be present during the interview. With your permission, I will audio-record the interview so that I can later transcribe the interview and analyze the responses. You will be one of about 15 people I will interview for this study.

***What are the risks and benefits of taking part in this study?***

I believe there is little risk to you for participating in this research project. You may become stressed or uncomfortable answering any of the interview questions or discussing topics with me during the interview. If you do become stressed or uncomfortable, you can skip the question or take a break. You can also stop the interview or you can withdraw from the project altogether.

There will be no direct benefit to you for participating in this interview. The results of this project may help improve our understanding of how local organizations recruit local job candidates.

***Privacy and Confidentiality:***

I will keep all study data secure in a locked filing cabinet in a locked office/encrypted on a

password protected computer. Only my University of Hawai'i advisor and I will have access to the information. Other agencies that have legal permission have the right to review research records. The University of Hawai'i Human Studies Program has the right to review research records for this study.

After I write a copy of the interviews, I will erase or destroy the audio-recordings. When I report the results of my research project, I will not use your name. I will not use any other personal identifying information that can identify you. I will use pseudonyms (fake names) and report my findings in a way that protects your privacy and confidentiality to the extent allowed by law.

***Compensation:***

There will be no compensation for your time and effort in participating in this research project.

***Future Research Studies:***

Even after removing identifiers, the data from this study will not be used or distributed for future research studies.

***Questions:***

If you have any questions about this study, please email me at [kmahelon@hawaii.edu](mailto:kmahelon@hawaii.edu). You may also contact my advisor, Dr. Rachel Neo, at 808-956-3332 & [rneo@hawaii.edu](mailto:rneo@hawaii.edu). You may contact the UH Human Studies Program at 808.956.5007 or [uhirb@hawaii.edu](mailto:uhirb@hawaii.edu). to discuss problems, concerns and questions; obtain information; or offer input with an informed individual who is unaffiliated with the specific research protocol. Please visit <http://go.hawaii.edu/jRd> for more information on your rights as a research participant."

Keep a copy of the informed consent for your records and reference.

Signature(s) for Consent:

I give permission to join the research project entitled, "Examining how local organizations recruit local job candidates."

Please initial next to either "Yes" or "No" to the following:

\_\_\_ Yes \_\_\_ No I consent to be audio-recorded for the interview portion of this research.

Name of Participant (Print): \_\_\_\_\_

Participant's Signature: \_\_\_\_\_

Signature of the Person Obtaining Consent: \_\_\_\_\_

Date: \_\_\_\_\_