

IMPACT OF REALISTIC JOB MESSAGES ON COMPETITIVE EDGE IN LONG RUN

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ABSTRACT:

Research is based on the development of theoretical framework depicting the relationship between realistic job messages and competitive edge of the organizations. Causal study is conducted by showing the impact of realistic job messages (independent variable) on competitive edge in long run (dependent variable). More emphasis is given to develop the realistic job messages rather than too positive messages for attracting the challenging workforce. Once organization has created a pool of employees, then it can choose ones having fit with the job through evaluation criteria, which is a source of competitive edge in long run. Organizations should adopt this strategy. Future research can be conducted to make improvements in model through other variables.

Key words: realistic job messages, challenging workforce, fit with the job, competitive edge

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INTRODUCTION:

Objective of writing this research paper is to develop a conceptual framework showing Impact of Realistic job Messages in Gaining Competitive Edge in Long Run. Previously many researches have been conducted on the job descriptions & job message's format. The foundation of my theoretical framework is based on co joint work of Thorsteinson, Palmer, Wulff, Anderson (2004).

I tried to build the cause & effect relationship, Cause i.e. realistic job messages (independent variable) has an effect on competitive edge of the firms in long run (dependent variable)

Another purpose of writing this article is to identify the problems which many of the companies are facing these days in Pakistan. They usually give a very attractive job message for potential employees, they just mention the positive aspects of the job, for example, fringe benefits, salary, incentives etc, but lacking many of realistic job requirements as work schedules, working for late hours, job stress etc. This positivism would lead employee turnover when employee desires are not going to meet with theirs mind set.

Secondly there is tug of competition in almost every industry; there is a lot of problem to develop competitive edge in such a dynamic environment. Companies can get an edge against competitors only through the competitive & challenging workforce. So companies can attract challenging workforce through realistic job messages, as by reading realistic job messages, only challenging workforce will be going to apply. Thus you would have the cream, which may be a source of competitive edge for companies in long run through their challenging skills.

Although research is based on secondary data but it is significant, with respect to originality of work through the development of conceptual model based on secondary data. Whole research is qualitative in nature, as it is based on theoretical framework.

Scope of this research is that companies can adopt this model for creation of competitive edge by developing realistic job messages. The model can be implemented not only in Pakistani companies but in other countries as well.

LITERATURE REVIEW:

Organizations usually avoid realistic job messages as they think that realistic job messages contain negative information related to job, but this is not good ethically if your job messages are revealing something different than actual job, you cheat the potential employees by hiding the reality so this is ethically bad (Buckley, Fedor, Carraher, Frink, & Marvin, 1997). Another study show that benefit of realistic job message is that it will reduce the employee turnover (Phillips, 1998; Premack & Wanous, 1985). Realistic job messages are going to decrease the turnover in organizations to some extent (Phillips, 1998).

Some of the studies showed that realistic job messages are source of employee attraction in a sense that it will generate credibility, good words of mouth, good reputation for the organization (Hass, 1981). Trust is built not only in potential employees but for current employees as well, some studies termed credibility as trustworthiness, realistic job message being source of trust (Lui & Standing, 1989; McGinnies & Ward, 1980).

Thorsteinson, Palmer, Wulff, Anderson (2004) conducted the research by considering two factors related to job i.e. job pressure and interaction with others; they found that there exists a positive correlation between realistic job messages and employee attraction.

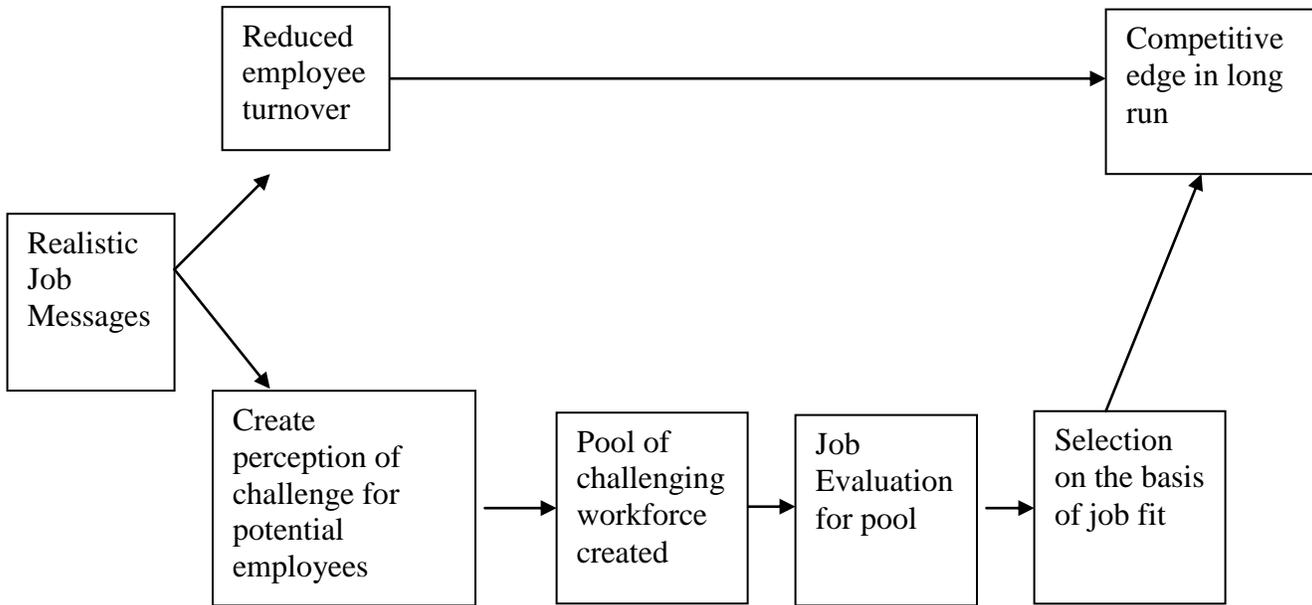
A study uses the word 'negative' instead of realistic job messages as authors of this research draw opposite conclusion that negative information about job will reduce employee attraction (Bretz & Judge, 1998). According to them, four factors create realistic job message (time pressures, closeness of supervision, impact of culture, and interactions with others) Bretz and Judge (1998), while Thorsteinson, Palmer, Wulff, Anderson included two factors in their study (time pressures, interactions with others). Their work shows that realism has less negative impact as compared to Bretz and Judge findings. They concluded that realism factors i.e. work pressures, interaction with others, are challenges which are common to all jobs. Thus incorporating these realities related to job will not reduce potential employee attraction rather they would have a sense of trustworthiness not only for potential employees but for present employees as well.

METHODOLOGY:

Research is conducted through the development of conceptual model based on secondary research. Methodology which I used is development of model by reading various articles of various authors related to Impact of Realistic job Messages on Competitive Edge in Long Run. Development of conceptual model involves cause and effect relationship between two variables. I selected, realistic job messages being an independent variable, which will lead to a dependent variable i.e. competitive edge in long run through various intervening variables. This is a causal study as realistic job message is a cause which generates an effect i.e. gaining competitive edge in long run for the firms. Article is written on simple grounds, no complexity is involved as whole research is qualitative in nature.

THE MODEL:

Impact of Realistic Job Messages on Competitive Edge in Long Run



Source of this model:

- **TOO GOOD TO BE TRUE? USING REALISM TO ENHANCE APPLICANT ATTRACTION**
Todd J. Thorsteinson
Erin M. Palmer
Cynthia Wulff
Alexee Anderson
University of Idaho
Journal of Business and Psychology, Vol. 19, No. 1, Fall 2004 (_2004)
- **RESEARCHER'S OWN PROCESSING**

DISCUSSION OF THE MODEL:

Model is the conceptual framework showing relationship between independent variable (realistic job messages) on dependent variable (competitive edge in long run).According to the work of Thorsteinson , Palmer, Wulff, Anderson (2004), realistic job messages helps the organizations to attract the challenging workforce. Too much positive job messages would not have an impact on the employee attraction. Rather companies should develop **realistic job messages**, not only **to reduce the employee turnover** through facing the real work place challenges as depicted in job messages but also **creation of perception of challenge** for potential employees. There is an ethical dilemma involved in too much positive job messages when organizations are unable to fulfill those. (Buckley, Fedor, Carraher, Frink, & Marvin, 1997) So that is why companies should prefer realistic job messages as they are more effective in employee attraction rather too positive job messages.

A study uses the word ‘negative’ instead of realistic job messages as authors of this research draw opposite conclusion that negative information about job will reduce employee attraction (Bretz & Judge, 1998). But this might not be true with those job messages in which you just describe the tasks, for example, work stress, late working hours etc, these all are common to every job. Applicant already has an idea of the nature of job for which he/she is applying for. Thus realistic messages will not harm rather they are a source of credibility and trustworthiness.

When organizations have created **perception of challenge** in the minds of potential employees through realistic job messages then organizations will be able to **create a pool of only challenging & competitive workforce**. As by reading the challenging job descriptions, only challenging workforce is going to apply. When company has attracted enough of the challenging applicants’ pool through realistic job messages then they are going to **select through evaluation tests**, on the basis of those evaluation, companies are going to **select with respect to job fit** whose skills, qualification, mind sets etc are going to match with the job requirements, this in turn would lead to **competitive edge in long run** for the organization.

As selecting the challenging workforce means the one who is fit with the job requirement, he/she would has enough abilities to meet deadlines, to work under stress, to work late hours on the job etc. This can lead the companies towards competitive edge in long run through more polishing the skills of employees. Not only employee’s skills are source of competitive edge but also the tacit knowledge which they have may help the organizations to compete successfully. Competitive edge is the mixture of new hired employees & the previously retained employees by decreased employee turnover through realistic job messages. As if organizations are not going to retain and there is not **reduce employee turnover** through realistic job messages then organizations have to pay some costs, for example, wastage of time, training costs would be useless if employee leave the organizations thus this may hamper and resists in gaining competitive edge. So that is why, retained employees through realistic job messages may also source of competitive edge.

CONCLUSION:

This research demonstrates that organizations should focus on the development of realistic job messages rather than too positive messages. This would create reduced employee turnover through facing the real work place challenges as depicted in job messages and will also create the perception of challenge for potential employees which will lead to attract only challenging workforce, now organizations can evaluate the applicants from this pool on job evaluation basis and thus will select only those who will be fit with respect to jobs. This will lead towards creation of competitive edge in long run through more polishing and training of this challenging workforce.

RECOMMENDATIONS & FUTURE RESEARCH:

This research is based on theoretical model, I would suggest future researchers to conduct the research on it through implication of this model in different industries and in different countries, and find out how many of the companies are aware of this model, how many are implementing it, how many firms are getting benefit through its implementation and how many firms totally unaware of this concept. There is always room for improvement, with the passage of time, things are going to be changed, and this research can be improved in future by focusing on other variables as well.

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