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The development of an effective recruitment strategy for Hispanic males and females in the Central Florida region

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THE DEVELOPMENT OF AN EFFECTIVE RECRUITMENT STRATEGY FOR HISPANIC MALES AND FEMALES IN THE CENTRAL FLORIDA REGION

by

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ABSTRACT

This study examines the similarities and differences between males and females from the Hispanic and Non-Hispanic White population in the Central Florida labor force regarding recruitment strategies and techniques of the Baby Boomers, Generation X and the Millennial population. The purpose of this study is to identify those Human Resources recruitment practices that are most effective in retaining: (1) males and females from the Hispanic population, and (2) whether or not theses recruitment tactics affect the generation groups differently. The proposed issues will be assessed by collecting information from organizations, current employees, and job applicants.

This study will use three research methods in addressing the stated purpose and objectives: literature review, focus groups, and questionnaire surveys. The literature review will explore present recruitment techniques, social and cultural similarities and differences between Hispanics and Non-Hispanic White, and generational differences. The main goal of the focus groups is to identify relevant recruitment issues as stated by Central Florida organizations, current employees, and job applicants. From the literature review and results of the focus groups two surveys will be develop to determine: (1) present recruitment practices used by Central Florida organizations; and (2) preferred recruitment practices among Hispanics and Non-Hispanic Whites.

The results of this study will identify whether certain recruitment practices perceived as being most appealing and desirable vary among Hispanics and Non-Hispanic Whites. Based on the findings, the study will provide recommendations for

designing effective recruitment strategies for Hispanic and Non-Hispanic White males

and females while accounting for possible generational differences.

DEDICATION

For all Hispanics living in the United States who have paved the way for the Hispanic

population in the American Labor Force, especially those in the Central Florida Region.

All your efforts, sacrifices and accomplishments are greatly appreciated,

For my mentor Dr. Benjamin Rockmore for your guidance through this process and for

your help in making of this project a reality,

And especially, for my parents Marco and Amarilis, my husband Carlos, my princes

Camilo and Miguel, my sisters Amarilis and Catherine, and my brother Walter. You all

are my inspiration, motivation and strength. Thank you for your love and unconditional

support.

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CHAPTER ONE: INTRODUCTION

This study examines the similarities and differences between males and females from the Hispanic and Non-Hispanic White population in the Central Florida labor force regarding recruitment strategies and techniques of the Baby Boomers, Generation X and the Millennial population. The purpose of this study is to identify those Human Resources recruitment practices that are most effective in retaining: (1) males and females from the Hispanic population, and (2) whether or not theses recruitment tactics affect the generation groups differently. The proposed issues will be assessed by collecting information from organizations, current employees, and job applicants.

The U.S. Census Bureau defines Hispanics as "Persons of Hispanic origin" in particular, were those who indicated that their origin was Mexican, Puerto Rican, Cuban, Central or South American, or some other Hispanic origin. It should be noted that persons of Hispanic origin may be of any race (Humes, Jones & Ramirez, 2011). Non-Hispanic White persons are defined by the U.S. Census Bureau as those who responded "No, not Spanish/Hispanic/Latino" and who reported "White" as their only entry in the race question (Humes, Jones & Ramirez, 2011).

According to Gutek and Larwood (1987, p. 28), "the North American work force has been traditionally segregated by gender. Men and women have worked in different occupations". According to Cobble (2011), women have been encapsulated in "pink-collar jobs" indicating many women are relegated to certain jobs, mostly low-paying jobs because of their sex (e.g. maid, secretary, and waitress) (Cobble, 2004).

The historical information related to males and females from the Hispanic and Non-Hispanic White population will also be analyzed across three generational classifications. For this study, Susan Mitchell's (2005) generational classification was used. The generational groupings were: the Baby Boomers generation was born between 1946 and 1964; this is the largest generation group of Americans. Because of their numbers, Boomers have been the focus of attention since their birth. The Generation X was born between 1965 and 1976; this well-educated, media-savvy generation now makes up a large share of the nation's parents with children under age eighteen. The last generation analyzed in this study is the Millennial Generation born between 1977 and 1994, like the Baby Boom, it is marked by its large size. They share many of the values and interests of their parents.

The 2010 U.S. Census Bureau results have shown that Hispanics are the fastest growing minority in the United States (Humes, Jones & Ramirez, 2011). Hispanics account for 50.5 million people in the United States, or sixteen percent of the total population. These numbers are projected to grow to 133 million, or thirty percent of the U.S. population, by 2050. According to the Overview of Race and Hispanic Origin 2010 Census Briefs, more than half of the growth in the total population of the United States between 2000 and 2010 was due to the increase in the Hispanic population (Humes, Jones & Ramirez, 2011).

For this study, the Central Florida Region is comprised of the following counties: Lake, Seminole, Orange, Osceola, and Polk. According to Powers, Maines, and William (2011), the Central Florida Region Hispanics increases were larger than statewide. In

the last census (2010), Orange County grew twenty eight percent, adding nearly a quarter million people. This was the greatest increase in the state's population with a population of 1,145,956. Due to Osceola's County fifty six percent growth, its population increased to 268,685; Lake County grew forty one percent, increasing its population to 297,052; Seminole County grew sixteen percent, increasing its population to 422,718; and Volusia County grew twelve percent, increasing its population to 494,593. Statewide, Hispanic growth was fifty seven percent in the last census, adding more than 1.54 million new residents in Florida which accounted for fifty five percent of the state's population growth. There are now 4.2 million people in Florida that identify themselves as Hispanics. Hispanics gained the Census' minority-majority designation, which means that minority groups are more than fifty percent of the counties' population (Powers, Maines & Williams, 2011).

Taking into consideration the rapid growth of the Hispanic population in the Central Florida region, it is important that organizations understand and recognize the importance of creating recruitment, retention and developmental programs that are attractive to this Hispanic labor force. It is also important to understand the different expectations and goals that comprise this group. Recognizing, they belong to different generations which could result in varying personal and career goals. These generational differences may be result of their cultural socialization process, education and family development.

Recruitment represents all organizational practices and decisions that affect both the number and types of individuals willing to apply for and accept job offers (Phillips &

Gully, 2009). There two primary recruitment strategies are internal and external. The most common approaches to internal recruitment are job posting, career development systems, computerized career progression systems, and supervisor recommendations. Methods used to recruit candidates externally includes employee referrals, applicant-initiated recruitment, job advertisements, employment agencies, executive search firms, campus recruiting, and online recruiting (Kleiman, 2009).

Objectives

The objective of this study is to identify potential differences in effective recruitment practices for Hispanic and Non-Hispanic White males and females in the Central Florida region's labor force. The study will also analyze the similarities and differences between these groups and the variances in their goals and expectations, in reference to their education, career, social, and personal development for the Baby Boomer Generation, the Generation X, and the Millennial Generation. This information will be used to identify what recruitment practices are being use by Central Florida organizations and their effectiveness among Hispanics and Non-Hispanic Whites, and possible generational differences.

Method

This study will use three research methods in addressing the stated purpose and objectives: literature review, focus groups, and questionnaire surveys. The literature review will explore present recruitment techniques, social and cultural similarities and differences between Hispanics and Non-Hispanic Whites, and generational differences.

The main goal of the focus groups is to identify relevant recruitment issues as stated by Central Florida organizations, current employees, and job applicants. From the literature review and results of the focus groups, two surveys will be developed to determine: (1) present recruitment practices used by Central Florida organizations; and (2) preferred recruitment practices among Hispanics and Non-Hispanic Whites.

Outcomes

The results of this study will identify whether certain recruitment practices perceived as being most appealing and desirable vary among Hispanics and Non-Hispanic Whites. Based on the findings, the study will provide recommendations for designing effective recruitment strategies for Hispanic and Non-Hispanic White males and females while accounting for possible generational differences.

CHAPTER TWO: LITERATURE REVIEW

The American Labor Force

According to Bancroft (1975), the American labor force almost tripled in size between 1890 and 1955, expanding at a slightly faster rate than the population of working age of fourteen and over (Bancroft, 1975). The average annual increase in the labor force, about 650,000 a year, has amounted to around half the average annual growth in the population of working age 1,165,000 (Bancroft, 1975). The period of greatest expansion was the World War II decade, when the labor force showed a net growth at the average rate of 732,000 a year (Bancroft, 1975). Except for war years, it was only during the prosperous decade of the twenties that the labor force grew by as much as 700,000 a year (Bancroft, 1975).

Bancroft (1975) states that long-run and recent changes in the patterns of labor force activity are dominated by the increase in employment of women outside the home. Bancroft (1975) also suggests that the labor supply in the United States would never have been sufficient to allow for expanding industrial production and services , rising living standards, and the extension of high school education to all classes of the population if women had remained "unoccupied ladies."

The most dramatic changes between 1940 and 1950 were the increase in labor force participation of white women in certain age groups (Bancroft, 1975). In a period of ten years, the increase in the overall rate (from 24.5% to 28.1%) was almost as great as in the previous twenty years (Bancroft, 1975).

Men in the American Labor Force

At the beginning of the twentieth century, the typical American worker was a male, under twenty five years of age, most likely either owning his own farm or working in an agricultural occupation with a life expectancy of fifty years (Bancroft, 1975). Bancroft (1975) also indicates that by the middle of the twentieth century, the typical working man had become either a skilled or semiskilled industrial worker, between twenty five and thirty five years of age (Bancroft, 1975). His life expectancy (at birth) was at least sixty five years (Bancroft, 1975).

Most men did not have a choice whether or not they will earn their own and their families living. For men there was a brief period of choice when they were young when they made the decision whether to continue their education or get a job, and at the other end of the age scale, whether to retire or go on working, if in good health. Bancroft (1975) mentions that for white men, changes in labor force participation between 1940 and 1950 were small, and had little relation to the level of education.

Mitchell (2005) states that between the ages of twenty five and forty four, more than ninety percent of men are in the labor force. Male labor force participation increases to ninety three percent when men are in their thirties. For men, labor force participation begins to fall rapidly after age fifty five (Mitchell, 2005). Many older men opt for early retirement if they can afford it, although some leave the labor force because they are disabled or after a layoff (Mitchell, 2005). Only seventy-eight percent of men aged fifty five to fifty nine are working or looking for work, seven percent less than the

rate among men aged fifty to fifty-four (Mitchell, 2005). Among men aged sixty to sixty four, only fifty seven percent are still in the labor force (Mitchell, 2005).

The number of years that male workers have been with their current employer fell between 1983 and 2004, especially among men aged fifty five to sixty four (Mitchell, 2005). Median tenure for men aged fifty-five to sixty four declined from 15.3 years in 1983 to 9.8 years in 2004 (Mitchell, 2005).

Women in the American Labor Force

At the opening of the twentieth century, the typical American women had changed from a rural housewife to a city dweller (Bancroft, 1975). She would be working for her living only if she had the misfortune to be unmarried or widowed (Bancroft, 1975). She might be either a domestic servant or a textile or needle trades' worker (Bancroft, 1975). Except for the very few educated and talented women, marriage was earnestly to be desired as the only possible escape from inevitable economic and social poverty (Bancroft, 1975).

At the middle of the century, marriage was still the goal of the American women, and was achieved by all but a few (Bancroft, 1975). Typically, in the 1950's, American girls seek jobs on leaving school, they are probably doing clerical or secretarial work in an office or selling in a retail store, marry shortly thereafter, and continue working until they start having children, when they retire for a period of years (Bancroft, 1975). It is probable that after they send their last child off to school they will return to the labor force, voluntarily and with enthusiasm, not to pursue a career for which they have been

prepared by school and college but to supplement the family income at whatever kind of work is both available and agreeable (Bancroft, 1975).

According to Bancroft (1975), working women emerged in the 1950s in two phases. The first phase was represented by women nineteen to twenty years of age who begin working after leaving school. Approximately forty eight percent of this group entered the labor force. After the marriage age, the average marriage age for women in 1950 was twenty years old, the rate of women entering the labor force dropped off sharply until their early thirties when it reached about twenty eight percent (Bancroft, 1975). The second phase involved women returning to the labor force many of whom had previously been employed (Bancroft, 1975). The second phase of women entering the labor force accounted for thirty six percent of the women in that group being employed by 1940s (Bancroft, 1975).

Except where women were preoccupied with caring for children, married white women of all educational levels demonstrated a sharply increased propensity to enter the labor force (Bancroft, 1975). The greatest differences between 1950 and 1940 were women aged forty five to fifty four who had finished high school or gone to college. These women found many opportunities for employment during the war years (Bancroft, 1975). It has been suggested that women, in their middle age, whose husbands were also better educated with higher incomes were in the labor force not to help pay for life's necessities; but to raise family living standards and to increase the interest of their own daily lives (Bancroft, 1975).

The increase of white women past thirty five years of age to be in the labor force more than compensated for the losses that would have taken place because of increased family responsibilities of younger women (Bancroft, 1975). The fact that so many of the age classes over thirty five had worked during World War II may have meant that they were more prone to look for work again as the postwar boom developed and perhaps more importantly, employers were more likely to employ women (Bancroft, 1975).

According to Mitchell (2005), the largest movement of women entering the labor force occurred during the 1970s due to the influx of the Baby Boomers. The participation of women between twenty five to fifty four years of age in the labor force increased by more than thirty percent between 1950 and 2004, as working wives (and mothers) became the norm (Mitchell, 2005) . Women's labor force participation rate also declines after age fifty five (Mitchell, 2005). Only sixty five percent of women aged fifty five to fifty nine remain in the labor force: a figure that drops to forty-five percent among women aged sixty to sixty four (Mitchell, 2005).

Women of all ages are more likely than men to have part-time jobs: two thirds of the nation's part-time workers are women (Mitchell, 2005). However, most women work full-time. Among working women ranging in age from twenty five to fifty four, eighty percent work full-time (Mitchell, 2005).

Mitchell (2005) states that women still have the lion's share of responsibility for home and children: it would seem they would benefit the most from flex-time. But women are less likely than men to have flexible work hours (Mitchell, 2005). Thirty

percent of men, but only twenty eight percent of women, have flexible schedules (Mitchell, 2005). One reason for the difference is the greater share of women who work in administrative support or service occupations, jobs that are less likely to include flex-time benefits (Mitchell, 2005).

Hispanic Population in the American Labor Force

Kanellos (2009) explains that "Hispanics" or "Latinos," terms derive from *hispanoamericano* and *latinoamericano,* are U.S. residents whose family roots were put down in Hispanic America. He also states that while "Latino" is often used interchangeably with "Hispanic," the nineteenth century concept of "Latin America" from which "Latino" derives, broadly referred to the peoples emerging from Spain, Portugal, and the French colonies**:** whereas "Hispanoamérica" refers solely to the Spanish speaking peoples formerly residing in the Spanish colonies. In common usage today, both terms refer to the U.S. residents of diverse racial and historical background in the Spanish-speaking countries of the Americas including the United States. He farther explains that the vast majority of them are of Mexican, Puerto Rican, or Cuban origin, and the presence of their ancestors in North America predates the arrival of English colonists. Kanellos (2009) states that in fact, Western civilization was introduced to North America and the lands that eventually would belong to the United States first by Hispanics. Many of the institutions and values that have become identified as "American" were first introduced by Hispanic peoples - Spaniards, Hispanicized Africans and Amerindians, *mestizos* (mixed blood), and mulattoes (Kanellos, 2009). Not only were advance technologies, such as those essential to ranching, farming, and mining,

introduced by the Hispanics, but also the European style literacy, all the institutions, such as schools, universities, libraries, state, county and municipal archives, and the courts. The basis of today's advanced social organization, science, and technology, and which so firmly rely on literature culture, were first introduce to North America by Hispanics (Kanellos, 2009).

According to Kanellos (2009), the development of the United States as a cultural, economic, and political power owes much to its Hispanic background. Kanellos (2009) recalls that during the nineteenth century the ideology of Manifests Destiny did much to justify U.S. expansion westward and southward and its acquisitions of former Hispanic lands. He further explains that this was accompanied by an often violent displacement of Hispanic occupants as well as their gradual proletarization in an effort to develop those lands and its resources. Kanellos (2009) also recalls that the growth of U.S. industrialization, beginning in the late nineteenth century, which created a demand for industrial and service labor that stimulated immigration from Mexico, Central America, and the Caribbean. In addition, Kanellos (2009) explained that the U.S. political intervention in Latin America also encouraged an unending stream of refugees to U.S. shores that still exist today.

According to Mitchell (2005), women in the U.S. Hispanic population are less likely than men to be in the labor force: however, the gap in men's and women's labor force participation rate varies by age, race, and Hispanic origin. The largest gap by gender is found between Hispanic men and women, with eighty percent of men and only fifty six percent of women participating in the labor force (Mitchell, 2005). Hispanic

men have a higher overall labor force participation rate (80%) than Non-Hispanic White men (74%). Mitchell (2005) suggests that Hispanic men have a higher labor force participation rate than Non-Hispanic White males because they are younger and less likely to be retired (Mitchell, 2005).

Kanellos (2009) states that today more than seventy percent of Hispanics in the United States belong to the working class, those persons working for wages, especially in manual labor. He also mentions that this working-class background and identity account for many of the major contributions of Hispanics throughout U.S. society, whether as laborers in the factories and fields, professional athletes, artist, and entertainers, or even as members of the arm forces.

The Hispanic generation populations cannot be analyzed in the United States by the year they were born as Non-Hispanic White generations. To better understand Hispanics, their generations need to be assessed by their level of acculturation. Referencing their acculturation, the first generation Hispanics predominantly speak Spanish, the second generation is primarily bilingual, bicultural and influenced by American culture as the country of origin of their families, and finally the third generation, U.S. dominant with English being their dominant Language and mostly influenced by the American culture. Table 1 reflects the main characteristics of each one of the Hispanics generations and their level of acculturation.

First Generation	Second Generation	Third Generation
Hispanic Dominant	*Bicultural*	*U.S. Dominant*
Predominantly speak Spanish at home	Speak both languages at home	Speak English at home
Most media consumption in Spanish	Most media consumption in English	Most media consumption in English
Foreign-born	Foreign and US born	U.S. born
Mean age 40	Mean age 34	Mean age 37
Lived in the US seven years average	Lived in the US 22 years average	Lived in the US 36 years average

Table 1 Hispanic generation by acculturation

Hispanic Men in the American Labor Force

According to Knouse, Rosenfeld and Culberston (1992), employed Hispanic males have their largest concentrations among equipment operators, fabricator, and laborer occupations (28.6%). The next largest concentrations are in precision productions occupations (19.3%) and service occupations (17.7%), but these two percentages are not significantly different. By contrast, Non-Hispanic White males have their largest concentration in managerial and professional occupations (29.1%).

Knouse, Rosenfeld and Culberston (1992) further explain that employed Mexican origin males have their largest percentage in equipment operator, fabricator, and laborer occupations. Employed Mexican origin males have the highest percentage in farming, forestry, and fishing occupations among Hispanics subgroups and also compared to white Not-Hispanic males.

Because of the sizeable proportions of managerial and professional workers among male Cuban immigrants who came to the United States in the 1960s, it is understandable that they have one of the highest proportions employed in these occupations among their Hispanic counterpart (Knouse, Rosenfeld, & Culberston,

1992). The Central and South American population, like the Mexican origin population, have experienced strong growth, powered considerably by immigration. According to Knouse, Rosenfeld, and Culberston (1992), Central and South American males have their highest concentration (26.5%) in operator, fabricator, and laborer occupations similar to employed Mexican origin males. Although, Central and South American males have a much higher percentage (18.7%) employed in managerial and professional specialty positions compared to Mexican American males (8.7%) (Knouse, Rosenfeld & Culberston, 1992).

Hispanic Women in the American Labor Force

Who are Hispanic women? Browne and Askew (2006) define Hispanic women as one whose ethnic origin or heritage includes Mexico, countries in Central and South America, Cuba, Puerto Rico, or the Dominican Republic. Also women who migrated to the United States from Latin America as children or adults can fall under the category of Hispanic women, as can women born in the United States whose parents or grandparents came from Latin American countries.

There is a misconception that Hispanic women have only recently become members of the labor force (Moreno & Muller, 1996). In reality, Hispanic women have always been active members of the labor force and have generally overrepresented in the lower skilled jobs with the lowest wages (Moreno & Muller, 1996).

Moreno and Muller (1996) state that historically, the labor force participation rate for Hispanic women has been constrained by their subordinate role in a "machismo" culture. They also state that because of the belief that women in the Hispanic culture

must stay home and take care of the family while their husbands provide for them, Hispanic women, when forced to work out of financial necessity, are assumed to choose jobs that allow the family to be first priority. They further explain that these jobs are either low paying or part time.

Moreno and Muller (1996) have claimed that because of their cultural responsibility of staying home to care for the family, Hispanic women have not developed the human capital required to be active, competitive members of the labor force (Moreno & Muller, 1996). The argument is that the discrepancies in the wages and jobs of women and minorities is not based on discrimination practices but rather is due to their lack of the education, skills, and training required for higher skilled and higher paying jobs (Moreno & Muller, 1996). Moreno and Muller further support (1996) this statement by stating that the reality is that Hispanic women do have the lowest levels of education, with Mexican-American and Puerto Rican women possessing the least education. Moreno & Muller (1996) describe that Cuban women are the best educated, have the smallest families and do well in the labor market.

According to Moreno and Muller (1996), immigration status is also relevant when considering Hispanic women's access to resources for improving labor market skills and human capital. Immigrants for the most part have less access to resources that will benefit their labor market skills (such as knowledge of the U.S. educational system and language competence). They also mention that the Hispanic population has the greater number of immigrants than any other minority group; their access to the necessary resource will determine their success in the U.S. labor market. According to Moreno and

Muller (1996), characteristics that determine female labor supply for immigrant women include years of residence in the U.S., English proficiency, and national origin, as well as education and work experience. Table 2 highlights some of the differences among Non-Hispanic White and Hispanic women in the United States labor force.

	White Non-Hispanic Women	Hispanic Women
Employment %	70%	56.3%-63.8%
Unemployment %	3.10%	4.4%-5.1%
Opt out of the Labor Force	Less likely	More likely
Highest occupational categories	Service (12.9%) Administrative support (24.8%), Managerial or professional (39.2)	Service (26%) Administrative support (22.2%) Managerial or professional (19.5)

Table 2 Differences among Non-Hispanic White and Hispanic women in the U.S. labor force

American Generations

Before 1946, when the pace of political, social and cultural change was slower, the concept of generational differences had relatively less implications on society, public policy, and commerce (Mitchell, 2005). But today, these environmental issues change rapidly and people who are as little as ten years apart in age can have very different experiences growing up — making them unlike one another in significant ways (Mitchell, 2005).

Mitchell (2005) states that the generational profiles are of value to the recruitment team in any organization. He also states that those seeking to understand applicants must address how attitudes and values, wants and needs evolve with the different generations.

People in their thirties today are members of Generation X, but in ten years the Millennial generation will occupy that age group (Mitchell, 2005). Since each generation has a distinct character, recruitment practices that are effective for one generational group may not appeal to a different generation a decade from now (Mitchell, 2005).

Several factors account for generational differences (Mitchell, 2005). One is education, which greatly influences people's attitudes and values, wants and needs (Mitchell, 2005). The generations born after World War II have a much higher percentage of the population that has received higher levels of education than older Americans. This fact alone means that middle-aged and younger generations will think and behave differently from the way their parents did at the same age (Mitchell, 2005). Greater acceptance of and familiarity with the Internet, cell phones, instant messaging, text messaging, and other new technologies also help set younger people apart from their elders (Mitchell, 2005).

The labor force is changing rapidly as the Baby-Boom generation ages, the number of older workers will soar during the next decade, and the labor force participation rate among people aged fifty five or older is expected to climb (Mitchell, 2005). As Boomers postpone retirement due to shrinking investment portfolios, the disappearance of defined-benefit pension plans, and the trend for right-sizing, it will become more difficult for Gen Xers and Millennials to progress up the corporate ladder (Mitchell, 2005).

The increased labor force participation of women, especially mothers with young children, defines the lifestyles of Baby Boomers and younger generations of Americans

(Mitchell, 2005). Businesses have adapted by offering their services 24/7, fast-food restaurants have proliferated, and Internet shopping has become a popular time saver (Mitchell, 2005). Although working mothers and dual-income couples are now the norm, conflicts between work and family have yet to be resolved (Mitchell, 2005).

Expectations in the Labor Force for the future are that the workforce will age rapidly during the next decade, creating competition between older and younger workers for the best jobs, and that The bond between workers and employers will further erode as companies try to cut costs and workers look for jobs with better pay and benefits(Mitchell, 2005).

The five categories living generations of Americans are the Millennial generation, Generation X, the Baby Boom, the Swing generation, and the World War II generation (Mitchell, 2005). For the purpose of this study, the three generational groups examined were the Baby Boomers, Generations X and the Millennial Generation. Table 3 highlights some of the key characteristics that make each one of these generations so unique.

	Baby Boomers	Generation X	Millennial Generation
Other Name	Center Stage Generation	Baby-Bust Generation	Another Baby Boom Generation
Birth years	1946-1964	1965-1976	1977-1994
U.S. population %	26%	16%	25%
General Characteristics	Loyal, work centric, independent, goal oriented, and competitive.	Entrepreneurial spirit thrives on diversity, challenge, responsibility and creative input.	Smart, creative, optimistic, achievement oriented, and tech savvy.

Table 3 Characteristics of three of the American Generations

Baby Boomer Generation

Because of its size, the Baby-Boom generation, or Center Stage Generation (as Mitchell calls it (2005, p.18), has been the focus of attention for the past half-century (Mitchell, 2005). It is hard to ignore a generation that accounts for twenty six percent of the total population and thirty five percent of adults, representing the largest share of any generational group (Mitchell, 2005). In turn, Boomers have transformed American culture and the economy.

Boomers finally have some competition; however, with the arrival of the seventy five million strong Millennial generation members (Mitchell, 2005). This does not make Boomers resentful since most Millennials are their much-loved children (Mitchell, 2005). This is further minimized due to the economic clout of the Baby-Boom generation guarantees it will remain a force to be reckoned with for decades to come (Mitchell, 2005). Although no longer young, Boomers are still youthful. They are erasing the so-called "mature market" as they age (Mitchell, 2005, p.18).

Boomers are reaching the life stage when free time and discretionary income increase as children leave home (Mitchell, 2005). Although many have postponed retirement, they will have more time for hobbies, travel, and other leisurely pursuits (Mitchell, 2005).

Generation X

It is the fate of Generation X, or Baby-Bust Generation, as referred to by Mitchell (2005, p.13), born between 1965 and 1976, to be overshadowed by the two largest generational categories, the Millennial and the Baby Boomer generations (Mitchell,

2005). After the nineteen year birth increase that created the Baby Boom Generation, the annual number of births declined (Mitchell, 2005). This period of fewer births resulted in a numerically small generation sandwiched between two much larger generational groups (Mitchell, 2005).

There are nearly forty nine million Generation Xers, between the age of twenty nine to forty in 2005 (Mitchell, 2005). They account for only seventeen percent of the population, while Boomers account for twenty six percent and Millennials for twenty five percent of the population (Mitchell, 2005). Generation X makes up twenty two percent of the adult population compared with the Boomers' thirty five percent (Mitchell, 2005).

Generation X is well-educated, practical, and entrepreneurial. Because Xers came of age during the social and economic turmoil left in the wake of the Baby-Boom generation, they are tough customers, cynical and self-reliant (Mitchell, 2005).

Millennial Generation

The end of Generation X was signaled by a new boom in births which began in 1977, when 3.3 million babies were born (Mitchell, 2005). Nearly sixty eight million babies were born between 1977 and 1994, when births once again dropped below four million.

This large new generation is commanding the attention of the nation's businesses and public institutions (Mitchell, 2005). The Millennial generation, age ranged from eleven to twenty eight in 2005, numbers seventy five million today. It accounts for twenty five percent of the total population, rivaling the Boomers' twenty six percent (Mitchell, 2005). The members of this generation who are aged eighteen or

older account for a substantial twenty one percent of adults, nearly equal to Generation X's twenty two percent (Mitchell, 2005).

The Millennial generation, or Another Baby Boom Generation as Mitchell refers it (2005, p.8), has reinvigorated the youth market (Mitchell, 2005). From popular culture to fashion, Millennials get what they want (Mitchell, 2005). The first generation to be raised on computers and the Internet: Millennials are technologically savvy, demanding, and will have to compete against their many peers for jobs (Mitchell, 2005).

Hispanics in Central Florida

For this study, the Central Florida Region is comprised of the following counties: Lake, Seminole, Orange, Osceola, and Polk.

According to Powers, Maines, and William (2011), the Central Florida Region Hispanics increases were larger than statewide. The Hispanic population in the last census (2010) reflected an increase in the following counties; Orange County grew twenty eight percent, adding nearly a quarter-million people. This was the greatest increase in the state's population with a population of 1,145,956. Due to Osceola's County fifty six percent growth, its population increased to 268,685; Lake County grew forty one percent, increasing its population to 297,052; Seminole County grew 16 percent, increasing its population to 422,718; and Volusia County grew twelve percent, increasing its population to 494,593. Statewide, Hispanic growth was fifty seven percent in the last census, adding more than 1.54 million new residents in Florida which accounted for fifty five percent of the state's population growth. There are now 4.2 million people in Florida that identify themselves as Hispanics. Hispanics gained the

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Census' minority-majority designation which means that minority groups are more than fifty percent of the counties' population (Powers, Maines & Williams, 2011).

Recruitment Practices

Recruitment is defined by Kleiman (2009) as a Human Resources Management (HRM) practice designed to locate and attract job applicants for particular positions. To maximize competitive advantage, a company must choose the recruitment method that produces the best pool of candidates quickly and cost efficiently. A recruitment program thus has five goals: Achieve cost efficiency, attract highly qualified candidates, help ensure that individuals who are employed will stay with the company, assist a company's efforts to comply with nondiscrimination laws, and help a company create a more culturally diverse workforce. Next we would discuss each one of these goals according to Kleiman (2009):

As a central function of virtually all HRM departments, recruitment represents a major expense. Recruitment costs per employee typically equal one-third of a new employee's annual salary (Kleiman, 2009). Expenses incurred during recruitment include the cost of advertising, recruiter and candidate travel, possible referral or sign-on bonuses, agency or search firm's fees, recruiters' salaries and benefits, and managers' time. Total recruitment costs can be quite high. A sample of 614 companies, for instance, reported spending $3.4 billion on recruitment services during a recent three year period (Kleiman, 2009).

Competitive advantage can be gained by holding down costs, while keeping productivity levels constant. If a company can find a way to limit recruitment costs, without lowering productivity, competitive advantage is enhanced.

To attain (or maintain) competitive advantage, an organization must successfully compete with other organizations in its recruitment efforts (Kleiman, 2009). Specially, the HRM department must ensure that its recruitment efforts reach a sufficient number of qualified applicants, and it must take action to enhance the likelihood that the best applicants will accept their job offers.

Qualified individuals cannot join an organization if they do not know about existing job openings. One way to ensure a sufficient number of qualified candidates is to locate these individuals and notify them of available opportunities. Notifications should capture candidates' attention and stimulate their interest in applying for positions.

Attracting qualified applicants also requires that an organization take steps to increase the likelihood that the best candidate will accept a job offer. Admittedly, one's decision to accept an offer is influenced by many factors not directly related to recruitment. Some of these factors are:

- Alternative Job Opportunities: Number of opportunities, and attractiveness of opportunities.

- Attractiveness of Company: Pay, benefits, advancement opportunities, desirability of geographic locations, and organization's reputation as a good place to work.

- Attractiveness of Job: Nature of work, work schedule, friendliness of coworkers, and nature of supervision.

- Recruitment Activities: Information conveyed to the candidate, and manner in which the candidate is recruited.

The recruiter plays a major role in attracting applicants. The recruiter's behavior is often viewed as an extension of the organization's "personality" (Kleiman, 2009). Consequently, applicants perceived the recruiter's behavior as a model of such things as the quality of interpersonal relationships and the nature of supervision existing within the company.

Much of this turnover is caused by overzealous recruiters who "oversell" the job by creating unrealistically high expectations (Kleiman, 2009).Oversold applicants quickly become disappointed with their jobs when their high expectations are not met, and they are most likely to leave the organization.

Providing applicants with realistic job previews (RJPs) can reduce turnover by giving applicants more realistic information (unfavorable and favorable) about the job and the organization (Kleiman, 2009).

Reducing turnover rates can result in substantial savings, especially in companies experiencing high turnover rates among their new employees. One study demonstrated that RJPs in some companies can be expected to reduce turnover rates by twenty four percent, resulting in annual savings averaging $271,600 (Kleiman, 2009).

An organization's recruitment practices also influence the company's success in complying with the various antidiscrimination laws and affirmative action requirements, "Understanding the Legal and Environmental Context of HRM" (Kleiman, 2009). Organizations can help prevent discrimination charges by targeting recruitment efforts toward underutilized groups; that is, by reaching out to members of protected groups

that have been disadvantage by past workplace hiring practices (e.g., females, Hispanics) (Kleiman, 2009). For instance a company could target Hispanic individuals by placing ads in publications that target this specific group.

Extending recruitment practices to disadvantaged groups can create benefits beyond compliance; it can also create a more culturally diverse workforce. By having a diverse workforce a company could reinforce its competitive advantage.

A company's success at attracting members of underutilized groups is heavily dependent on the manner in which they treat these candidates during the recruitment process (Kleiman, 2009). Unfortunately, many organizations lose these (and other) candidates because the recruiters act in a way that is described by Kleiman (2009), as "rude, boring, obnoxious, full of themselves, incompetent, barely literate, and jerks." Kleiman (2009) give an example of one study that found that female applicants often withdraw their candidacy during the recruitment process because they receive inappropriate comments about their personal appearance, are asked to interview in man's hotel room, or are given the impression that the company is run according to an "old boys' network."

Kleiman (2009) explains the recruitment process by dividing it into five steps: the first step will be to identify the job opening, the second step will be to decide how to fill the job opening, the third step will be to determine the target population, the fourth step will be to notify the target population, and the fifth and last step will be to meet with the candidates. Next these steps will be explained in more detail:

The first step is to identify the job opening; organizations should attempt to identify job openings well in advance of an announce resignation. The Human Resource Department should plan for future opening in short and long term. The projection of future openings provide organizations with the time needed to plan and implement recruitment strategies so that they do not fall prey to the "must-employ-by-last-week" syndrome (Kleiman, 2009).

The second step is to decide how to fill the job opening; sometimes it is unnecessary to fill a vacant position because the firm can rely in other alternatives, like job elimination, or job redesign. If it is necessary to fill the job opening the company needs to decide if it will employ core or contingency personnel, if the company decides to employ core personnel it also needs to define if it will be done internally, or externally.

Kleiman (2009) defines core personnel as employees who are placed on the organization's payroll and are consider permanent employees. Contingency personnel are those who are employed through a supplier agency and are loan to the firm on a temporary basis for a fixed fee.

If the company decides to employ core personnel, the next step is to choose whether to fill the positions internally or externally. That is, the company must select whether to fill the vacant job with current employees or applicants from outside the organization.

In most firms external recruitment is limited primarily to entry level jobs. Jobs above the entry level are mostly filled with current employees throughout promotions. Promotions possibilities are positive because they increase morale and motivation

because they give employees a chance to advance their career with the company. Kleiman (2009) states that promotional opportunities led to reduced turnover, increased job satisfaction, and better job performance.

Some other advantages of internal recruitment are: The qualifications of internal candidates are already well known to the employer, it is less expensive, job opening can be filled faster, internal employees are familiarized with the organization's policies and practices, and it requires less orientation and training.

External recruitment is necessary when not internal candidate applies or meet the qualifications, it offers the following positive aspects: it expose the organization to new ideas and innovation, and it increases the opportunity to employ candidates from underutilize groups.

The third step is to identify the target population; an organization must define its target population by specifying worker requirements and deciding whether to target a certain segment of the population.

A company must identify specific requirements of the job: duties, reporting relationship, salary range for hiring, and the competency needed by a new worker. This information should have been gathered during a job analysis and be contained in the job description. If not, the recruiter needs to gather this information from the hiring manager. An organization must also decide whether top target all qualified applicants or to concentrate its recruitment efforts on specific segments of the population.

The fourth step is to notify the target population; once the company identifies the target population, it needs to define how to reach them. There are many recruitment

methods that could be utilized, such as job postings, newspaper ads, and campus interviews.

The fifth Step is to meet with the candidates; the most qualified applicants are brought in for interview and other assessments and procedures. From a selection point of view it gives the company an opportunity to further assess the applicant's qualifications. At this point the applicant should also have the opportunity to learn more about the employment opportunity. Also the recruiter needs to provide detail information about the company and the job, without these detail information applicants might accept the job offer without knowing about aspects that might affect their job satisfaction, or they may refuse the offer due to lack of information.

Some methods of internal recruitment are: computerized career progression systems, supervisory selection, job postings systems, and career development systems.

Computerized career progression systems are used mainly by large organizations. It asks employees to complete a questionnaire, listing their career interest, skills and other qualifications. With this method candidates can be found quickly, but the information contained in the computer is limited only to objective or factual information.

Supervisor selection asks supervisors to select an employee for the position. The supervisor is generally in a good position to know the capabilities of potential candidates, especially if they already work for them and are looking forward to a promotion opportunity. The supervisor's choice is usually very subjective and is susceptible to bias and possible discrimination.

Job posting is a type of internal recruitment where the job opening is posted and all qualified employees are welcome to apply. This method enhances the probability that the firm's most qualified employees will be considered for the position, it gives employees an opportunity to become more responsible with their career development Some not so positive aspects are, that the position might be open for an extended period of time, it also limits the supervisor's options of candidates, and some employees who are rejected may become separated from the organization.

Career development systems places potential employees on a career path where they are trained for certain jobs. With this method the company's top performers are more likely to stay with the organization, it also helps ensure that someone is always ready to fill a position when it becomes open. Some disadvantages are that employees who are not selected for this process may become disenchanted with the organization and leave, and the selected employee may become frustrated if the promotion does not happen, or if the position does not become available in a timely manner.

Some methods of external recruitment are: employee referrals, applicant initiated recruitment, help wanted ads, employment agencies, campus recruiting, and online recruiting.

Employee referrals happen when the company asks their current employees to solicit applications from qualified friends and associates. Kleiman (2009) states that the typical firm recruits fifteen percent of its work force through referrals. Kleiman (2009) further explains that applicants referred by employees tend to perform better and remain with the company longer than applicants recruited by other means. They further

explained that employees tend to be good recruiters because they know a lot about the job being filled and the individual, and can therefore accurately judge the fit between the two. Employees believe that their reputation is on the line; therefore they are encouraged to refer only the highest quality applicants. One negative aspect about referrals is that it may serve as a barrier to equal employment opportunity.

Applicant initiated recruitment: is when the company accepts unsolicited applications or résumés from individuals interested in working for the company. This method is efficient and low cost; candidates are highly motivated because they have taken the time to learn about the company. The only problem is time related, it might take too long for the position to become available, and by then the applicant might have found other jobs.

Help wanted advertisement: happens when the company places an ad of the position in the appropriate media. With this method the employer could reach a larger audience in a short period of time, it also helps ensure that members of the protected groups get an opportunity to apply for the job opening. Help wanted ads are often ineffective.

Employment agencies could be public employment agencies that are run by each state under the U.S. Employment Service (USES). Individuals who receive unemployment compensation must register for work with the public agency in their state. They mostly provide personnel for clerical and blue-collar jobs. This method is cost and time efficient, but applicants may not have actual interest in the job they are applying for, they may just apply for the job to keep their eligibility for unemployment

compensation. Or private employment agencies provide companies with clerical, blue-collar, technical, and lower-level managerial personnel. The agency charges a fee for its services, usually paid by the company for higher level positions, for clerical and blue-collar candidates pay the fees themselves.

Campus recruiting takes place when the firm's recruiters visit various college and university campuses to recruit individuals for positions requiring a college degree. Kleiman (2009) states that fifty percent of all managers and professionals with less than three years of work experience were recruited on campus. Kleiman (2009) also declares that a survey of *Fortune* 1,000 firms revealed that, on the average, college recruitment activities comprised sixteen percent of a firm's total human resources management budget. This process is costly and time consuming.

Online recruiting happens when the company advertises the job openings on the internet. Online recruiting is much faster and reaches a much larger audience. It could be quite expensive compare to other recruitment methods.

The relationship between employers and employees has changed (Mitchell, 2005). Not only are individualistic employees increasingly likely to job-hop in search of better opportunities, but widespread layoffs have reduced the loyalty workers feel toward employers (Mitchell, 2005).

The proportion of workers with flexible schedules varies by age (Mitchell, 2005). The youngest are least likely to have flexible hours, while the oldest are most likely to have jobs that provide "flex-time." One-quarter of workers aged twenty to twenty four have flexible schedules compared with thirty one percent of older workers (Mitchell,

2005). New technology is allowing work to invade personal time more easily. In response, workers are increasingly demanding more flexibility in their work schedules.

CHAPTER THREE: METHODS

This study used a three prong data collection approach in addressing the stated research purpose and objectives: literature review, focus groups, and questionnaire surveys. The literature review presented recruitment techniques, social and cultural similarities and differences between Hispanics and Non-Hispanic Whites, and generational differences. The main goal of the focus groups is to identify relevant recruitment issues as stated by Central Florida current employees and job applicants.

Focus Group

The Focus group meetings were conducted in a formal conversational style setting held at the Hispanic Business Initiative Fund of Florida (HBIFF) office, and Dr. Rockmore's office, the questions were open-ended and allowed all participants the opportunity to share their opinions and experiences. The three primary questions posed to the Focus groups were:

- What job aspects are important to you when looking for employment?
- What type of media do you use when looking for employment?
- What attracts you from the company that is recruiting you?

The participants were also able to expound on issues relative to their gender, age group or generation when different opinions were expressed. Dr. Rockmore and I took detail notes as participants were answering the discussion topics. Participants also had the opportunity to address differences of opinion expressed by other focus group members. The focus group concentrated the questions concerning their experiences and expectations concerning the employment recruitment practices. During their

elaboration on these issues, each respondent addressed whether their family background and culture were important determinants in developing their preferences.

Surveys

The surveys were created based on the answers from the focus groups. The questions asked were focus to get the most information from the employees/applicants' and companies' point of view regarding recruitment practices towards Hispanics and Non-Hispanics Whites. From the employee/applicant perspective, the main objective was to identify their preferences in recruitment practices, and determine the variances between genders, age and acculturation level, in this study referring to the acculturation level is highly interrelated with the immigration numerical generation that each individual belongs to. From the company's point of view, the study wanted to determine if they have an existing strategy to attract Hispanic applicants.

The surveys were built using SurveyMonkey.com. The two surveys, the Employee/Applicant Survey and the Company Survey contained fourteen (14) questions, as provided in Appendix A. The surveys were distributed in the following formats: hard copy, Facebook, and E-mail. SurveyMonkey was used because it provides an immediate and continuous tracking system providing information in aggregate, by defined research variables, and allowed for comparative analysis. The questions where respondents did not answer were eliminated from further analysis and not reported in the results.

CHAPTER FOUR: OUTCOMES

Focus Group

Employee/Applicant Focus Group

For the Focus Groups, there were seventeen participants in total, ten male and seven females. Twelve of the participants were Hispanic, three were Non-Hispanic White, and two were African American. One male and one female were from the forty five to sixty five age group, six males and three females were thirty one to forty five, and three males and three females were eighteen to thirty years old. There were three first Hispanic generation females, four males and one female second Hispanic generation, and three males and one female third Hispanic Generation.

Before analyzing the answers to the Focus Group, it is important to keep in mind a pattern that was evident during the activity: The answers to all the questions asked during the focus groups reflect most differences based in the level of acculturation or generation number that the person belongs.

The job aspects that are important to the male forty six to sixty five years of age from the second generation were the pay rate and the number of hours provided by the employer per week. The female forty six to sixty five years of age from the first generation agreed with the male forty six to sixty five years of age from the second generation, adding that a Monday to Friday, and day shift job was more desirable and almost mandatory to be able to cover the home-maker duties, that she considered to be her second full time job. They both agree that health benefits, vacation time or any other

type of benefits offered by the employer were not important: if offered, they did not take advantage of it because it meant less money received every pay check.

For the thirty one to forty five years of age male from the second generation group, stated that pay rate and number of hours offer per week were important when they were younger and they were looking for their first job. As they became older they were looking more for a company that provided career opportunities. Two of the participants in this group have a family with younger children, for this statement they explain that now they look for more benefits options such as health insurance, life insurance, vacation time and a flexible schedule that will allow them to spend more time with their families. For the other participant, these aspects remained relevant even though he did not have a wife or children at the present time. This information is not much different from the two females ages thirty one to forty five and eighteen to thirty from the first, second and third generation, the main difference is that they were willing to change from full-time to part-time once they had children. They were also more inclined to accept a job offer with greater vacation time and flexibility in scheduling vacation and personal leave time, even if it meant accepting less pay. Hispanic participant also stated that they do not think about differential treatment or discrimination. If they were offered a job, they explained that they assumed that all behaviors demonstrated by the recruiter were part of their training to select the best candidate. However, they analyzed how they were treated when they were not offered the job: they tried to analyze if the recruiter's behavior was related to their ethnicity.

Non-Hispanic participants indicated that they are mainly looking for career opportunities, pay rate, and time off which included: vacation, Holidays, and personal days.

The type of media use when looking for employment for the male forty six to sixty five years of age from the second generation and the female forty six to sixty five years of age from the first generation agreed that they mainly find jobs based on referrals. They highlight that mostly referral were offered by family and friends who speak Spanish and who their supervisor or hiring manager speaks Spanish. The third generation female and two males ages thirty one to forty five agreed with the previous statement, with the variance that the language did not make a difference.

For all the other participants, E-recruiting and newspaper ads were their main source of information when looking for job opportunities, and they will find this information mostly in English. Also for the Non-Hispanic participants, the Internet is the primary source of information when looking for job opportunities.

The company's aspects that attract the male forty six to sixty five years of age from the second generation and the female forty six to sixty five years of age from the first generation are mainly the pay rate and a high number of hours available to work per week. For all the other females and males from the age groups from eighteen to forty five the attractiveness of an employer is based in growth opportunities, respect offered by the recruiter, including but not limited to: the understanding of the Hispanic culture, explanation and follow through of the recruitment process, no differential treatment because they are members of a minority group and the recruiter's interest in

getting to know them better as professionals and individuals. They also mention schedule flexibility that allows them to spend time with their family, vacations time and the benefits package.

Non-Hispanic participants indicated that for them is very important to be treated respectfully and promptly, and also they like to have clearly and define job duties.

Surveys

Employee/Applicant Survey

The employee/applicant survey has a total of fifty two respondents, 71.2% female, and 28.8% male. Fifty two respondents (76.5%) identified themselves as Hispanic, 15.7% as Non-Hispanic White, and 7.8% indicated their ethnicity as other. Also, fifty two percent identified English as their primary language, whereas, 47.1% identify Spanish as their primary.

Two percent of the respondents were under the over sixty five years of age group, 21.6% from forty six to sixty five years of age, 37.3% from thirty one to forty five years of age, 37.3% from eighteen to thirty years of age, and two percent under eighteen years of age.

The respondents were predominantly from Central Florida counties. The respondents by their county of residence were: 3.9% of the respondents stated they resided in Lake County, 15.7% in Seminole County, 49% in Orange County, 25.5% in Osceola County, 2% in Polk County, and 3.9% indicated residence in a county other than those listed in survey.

Figure 1 reports the generation of the respondents: 54.9% had not migrated to the United States, 17.6% indicated first generation, 13.7% second generation, 3.9% third generation, and 3.9% specified that it did not apply.
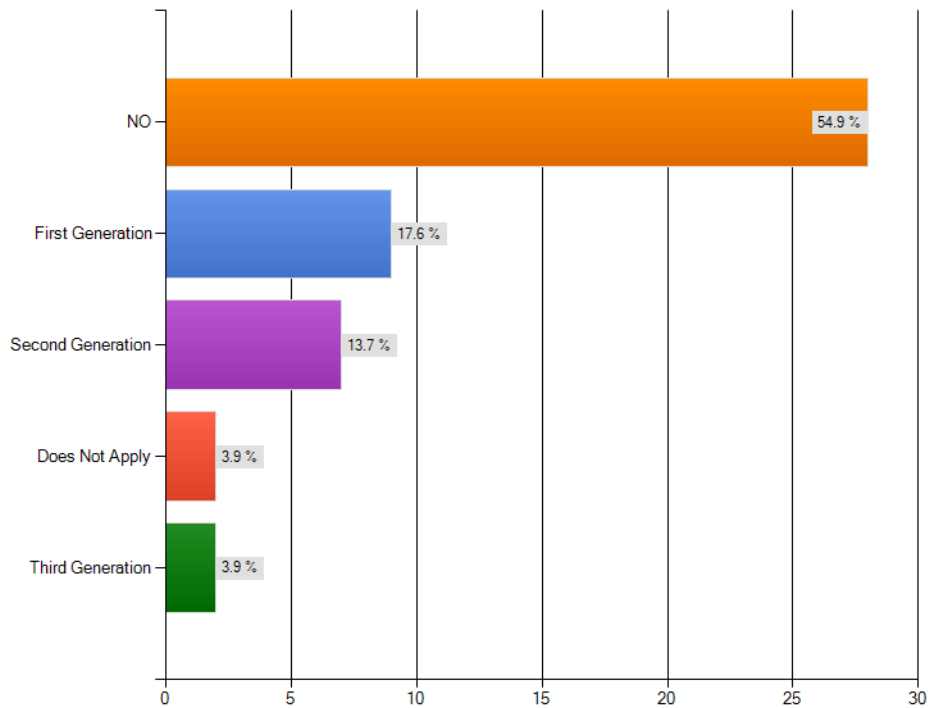

Figure 1 Immigration generation

The education level of the respondents reported that 4% had attained a High School degree or equivalent (GED), 14% had some college credits (but no degree), 10% had achieved a Community College Associate degree, 46% had received a Bachelor's degree, and 20% completed an Advance Graduate degree.

The findings also indicate that 21.6% of the respondents were actively searching for a job, 15.7% had been searching for a job in the last twelve months, 5% in the last twelve to twenty four months, 9.8% in the last twenty four to thirty six months, and 47.1% in the last thirty six months. The respondents indicated that the level of

satisfaction with their most recent recruiting experience was: 7.8% were extremely satisfied, 13.7% were satisfied, 35.3% were dissatisfied, 5.9% were extremely dissatisfied, and 23.5% indicated that the question did not apply to them.

Applicants were also asked to rate the importance of various job search advertisement options in assisting them in their job search process. The importance of the job search advertisement options are reported in Figure 2. The applicants rated the job search advertisement options by their level of importance as: company webpage, E-Recruiting, referrals, college career offices, job fairs, employment agencies, community ethnic organizations, state workforce centers, nonprofit employment agencies , newspaper ads, , community career centers, radio advertisement, and TV advertisement.
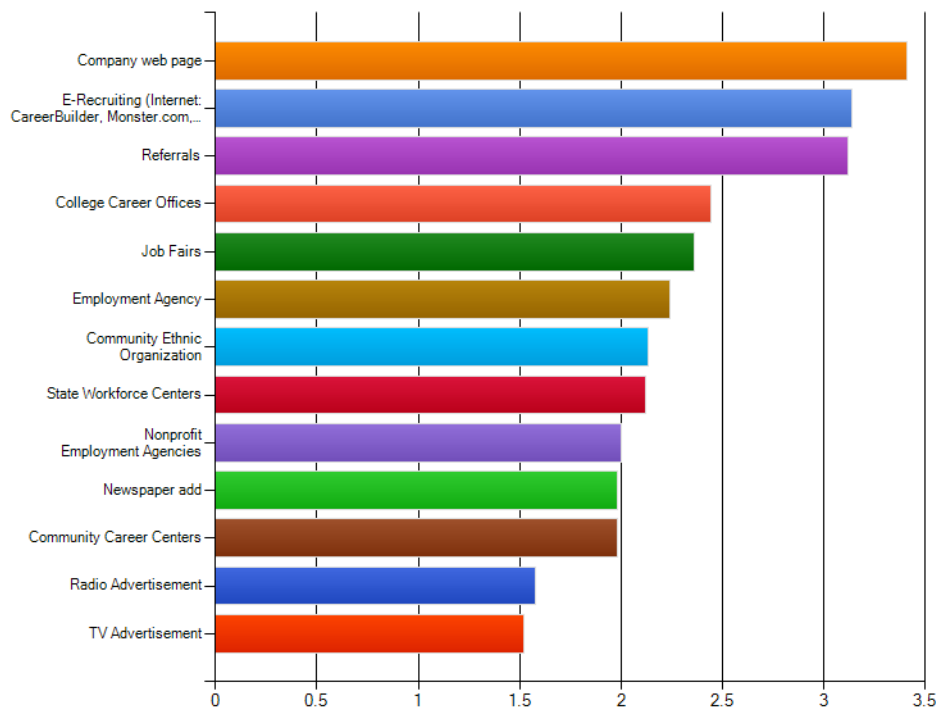

Figure 2 Job opening advertisement

The aspect of the recruiting process that had the greatest influence on an applicant deciding whether to accept or reject a job offer was how clearly the company described the job requirements. The other factors influencing an applicant's employment decision by their order of importance were: how the recruiter treated/respected the applicant, the professional behavior of the recruiter, recruiter's knowledge of the company, how clearly the recruiting process was explained, promptness of the recruiter's contact, how well the recruiter understood the ethnic/cultural differences, and how well the recruiter understood gender issues. These results are reported in Figure 3.
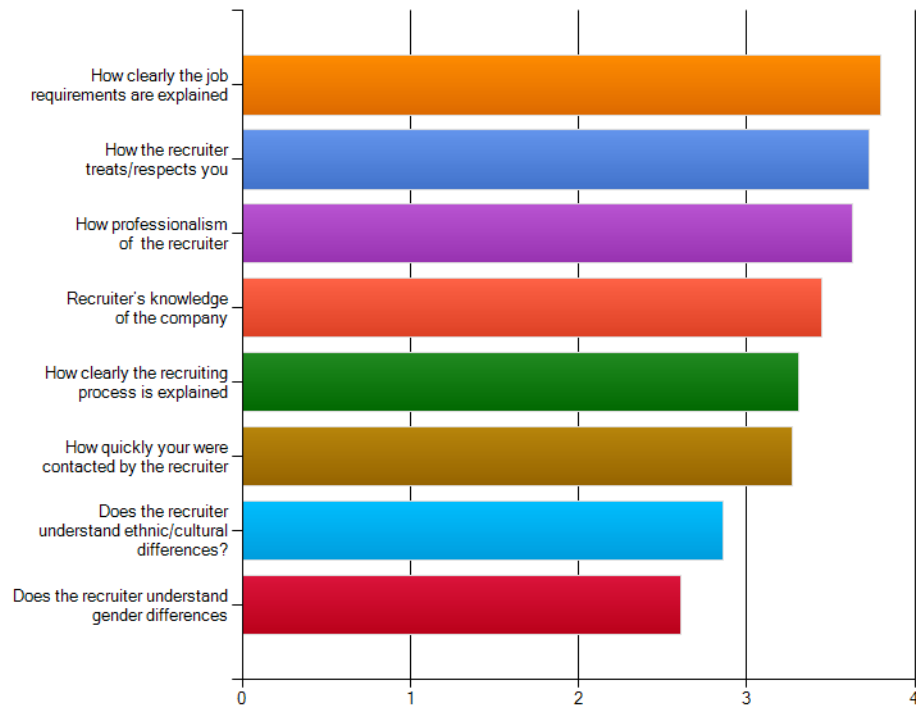

Figure 3 Recruitment activities

Figure 4 reports the importance of employee benefits based upon the respondent's ratings. Based upon the results, the most important was medical

insurance followed by vacation time, personal leave time, retirement income program, sick leave policy, dental, educational reimbursement, life insurance, supplemental insurance, relocation expenses, health/fitness expenses, job uniform and equipment reimbursement, and child care.
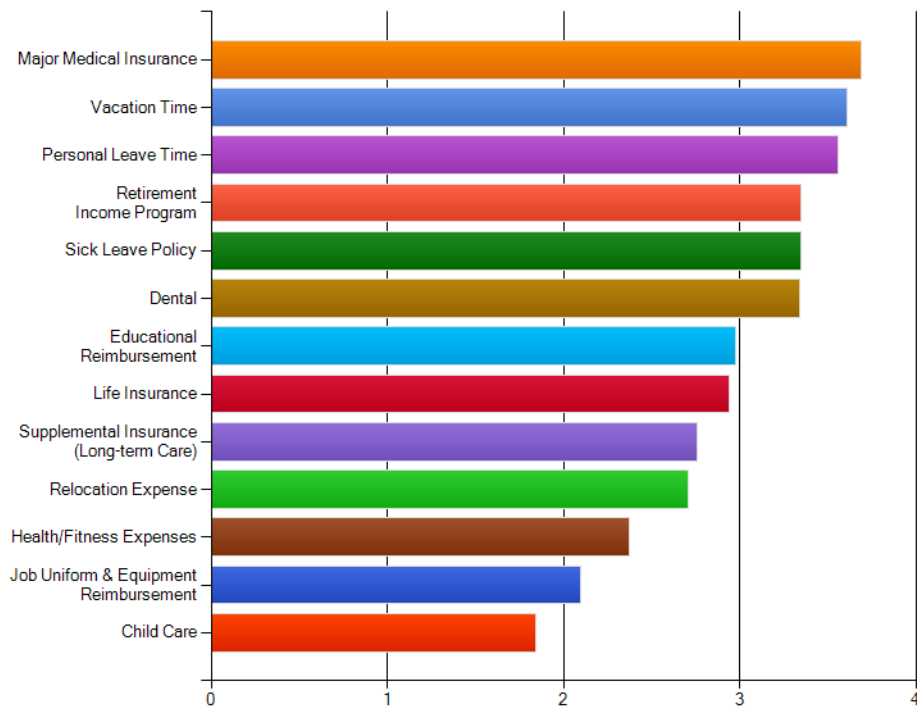

Figure 4 Employment benefits

Figure 5 reports the importance of critical factors leading to the eventual decision to accept a company's office or employment. The findings, as indicated by their level of importance are: rate of pay, job requirements, work life balance, job location, work environment, career development, commute time to job, vacation time, flexibility in work schedule, organizational culture, company policies, weekends off, and transportation availability.
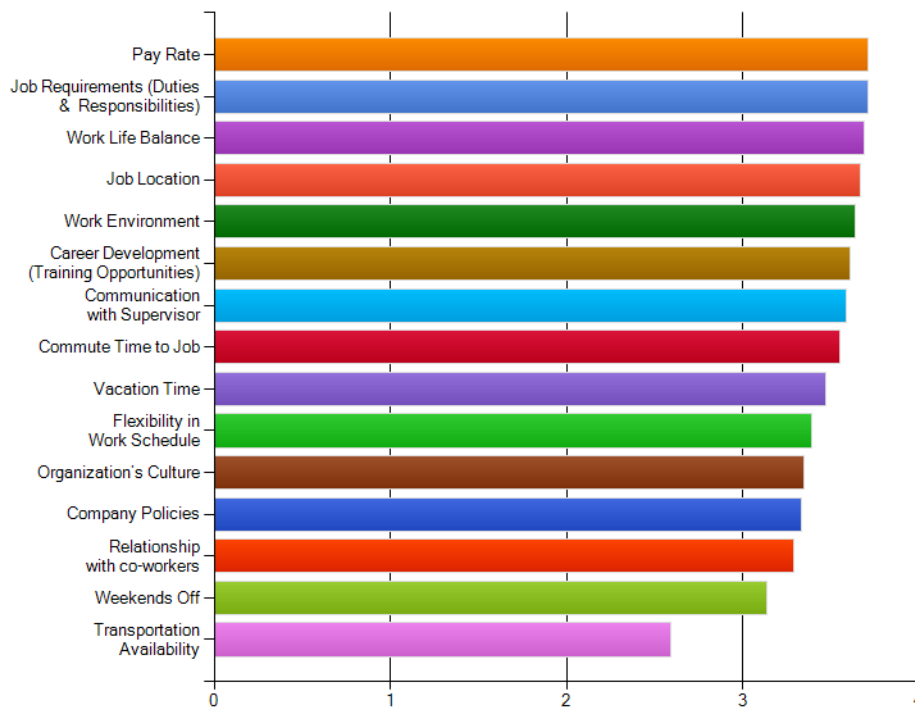
Figure 5 Employment issues

Finally, the respondents were asked if they had ever felt that the reason for receiving a job offer was because they were a minority group member, 61.2% stated no, 10.2% were not sure, 2% percent stated yes, but did not specify how they felt about, 2% felt proud, 8.2% felt indifferent, 8.2% felt professionally underappreciated, and two percent indicated that they experienced a different feeling than the provided options.

In order to assess the findings relative to the proposed research objectives, it was important to analyze the employee/applicant survey data relative to the respondent's gender, ethnicity, and generational differences:

Gender:

The respondents were 28.% male, and 71.2% female, Hispanic male equal 66.7% of the respondents 26.7% Non-Hispanic White, and 6.7% indicate other. There

were 80.6% Hispanic females responding, 11.1% Non-Hispanic White, and 8.3% indicating the other ethnic category. Sixty percent of male respondents selected English as their primary language, forty percent selected Spanish. Fifty percent of the female respondent selected English as their primary language, and fifty percent Spanish.

Regarding the age group classification, 6.7% of the male respondents was under the age from forty six to sixty five, sixty percent thirty one to forty five, and 33.3% eighteen to thirty. 2.8% of the female respondents were under the age group of over sixty five, 27.8% from forty six to sixty five and from thirty one to forty five, 38.9% from eighteen to thirty, and 2.8% under eighteen years of age.

At the time of the study, 13.3% of the male respondents reside in Seminole County, sixty percent in Orange County, and 26.7% in Osceola County. 5.6% of the female respondents reside in Lake County, 16.7% in Seminole County, 44.4% in Orange County; twenty five percent in Osceola County, 2.8% in Polk County and 5.6% indicated other.

Sixty percent of the male contributors did not immigrate to the United States, 6.7% stated yes but did not indicate their generation, 13.3% indicated first generation, 13.3% second generation, and 6.7% third generation. 52.8% of the females indicated that they did not immigrated to the United States, 5.6% stated the question did not apply, 5.6% stated yes, but did not indicate their generation, 19.4% of the females that immigrated to the United States indicated first generation, 13.9% second generation, and 2.8% third generation.

Regarding education level, 13.3% of the male respondents had a High School diploma or equivalent, 13.3% had some college credit (no degree), 6.7% had a Community College Associate degree, forty percent have a Bachelor's degree, and 26.7% had an advanced degree. 14.3% of the female respondent had some college credit (no degree), 11.4% had a Community College degree, 48.6% had a Bachelor's degree, and 25.7% had an advance degree.

At the time of the study, twenty percent of the male respondents were actively searching for a job, 13.3% have not been active in the last twelve months, 13.3% in the last twelve to twenty four months, and 53.3% in over thirty six months.

In reference to the level of satisfaction with the recruitment process, 6.7% of the male respondents stated they were extremely satisfied with the most recent recruitment process, twenty percent indicated they were satisfied, forty percent indicated neither satisfied, 13.3% indicated they were dissatisfied, and twenty percent indicated the question did not apply. For the female respondents 8.3% indicated that they were extremely satisfied with their most recent recruitment process, 11.1% indicated satisfied, 33.3% indicated that they were neither satisfied or dissatisfied, 13.9% indicated that they were dissatisfied, 8.3% were extremely dissatisfied, and twenty five percent indicated that the question did not apply as shown in Figure 6.

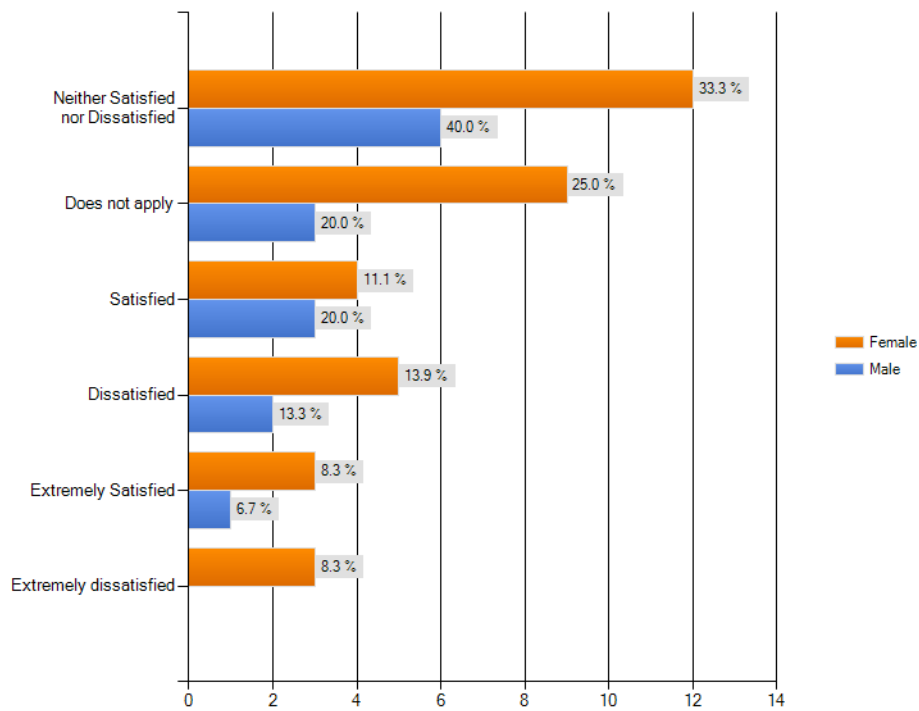Figure 6 Overall experience with the recruitment process/Gender

E-recruiting was the most important form of recruiting for males, while for females with a 3.47 rated average was the company webpage, the least important form of recruiting for males was radio advertisement with a 1.53 rated average, for females the least important was TV advertisement with a 1.51 rated average. These results are reported in Figure 7.
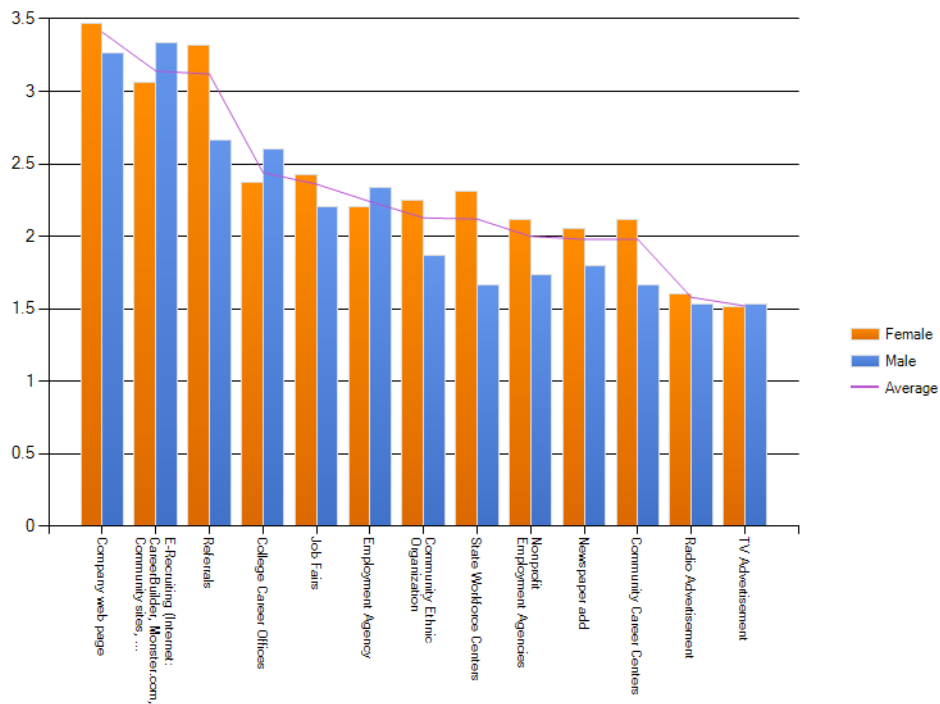
Figure 7 Job opening advertisement/Gender

For males and females, based in the rated average, the activity that was very important when deciding to accept a job offer was how clearly the job requirements were explained, for males with a rated average of 3.60, and for females 3.89, the least important for both male and female respondent was if the recruiter understands gender differences, for males with a rated average of 2.07, and for females 2.83, which is shown in Figure 8.

Figure 8 Recruitment activities/Gender

The benefit that was more important for male and female respondents was major medical insurance, for males with a 3.60 r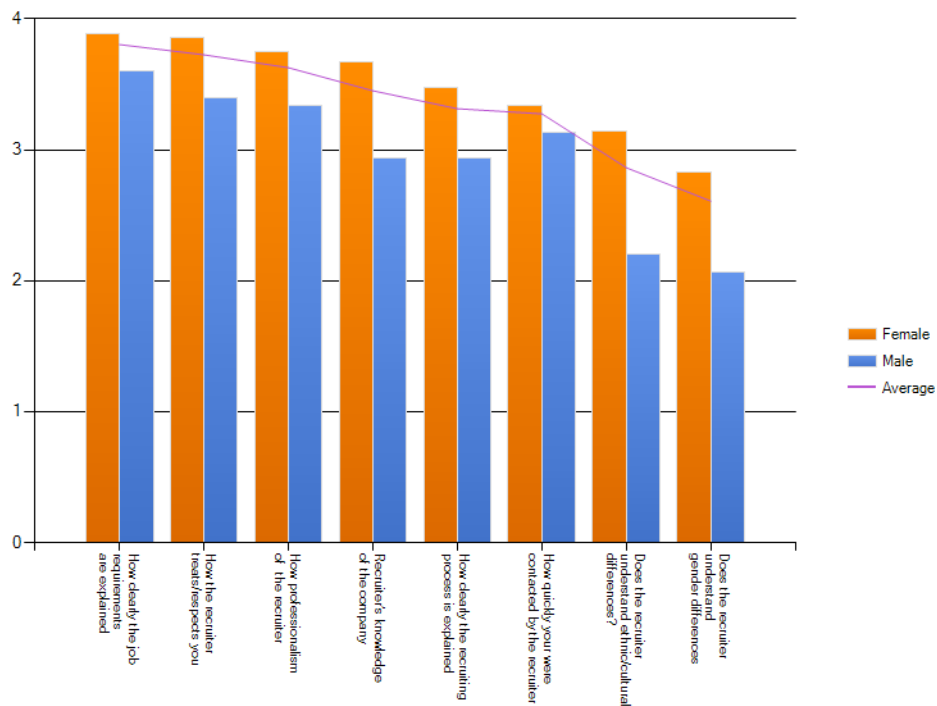ated average, and for females 3.72 rated average, the benefit that both male and female respondents care the least was Child care, males with a rated average of 1.47, and females with a two rated average as reported in Figure 9.
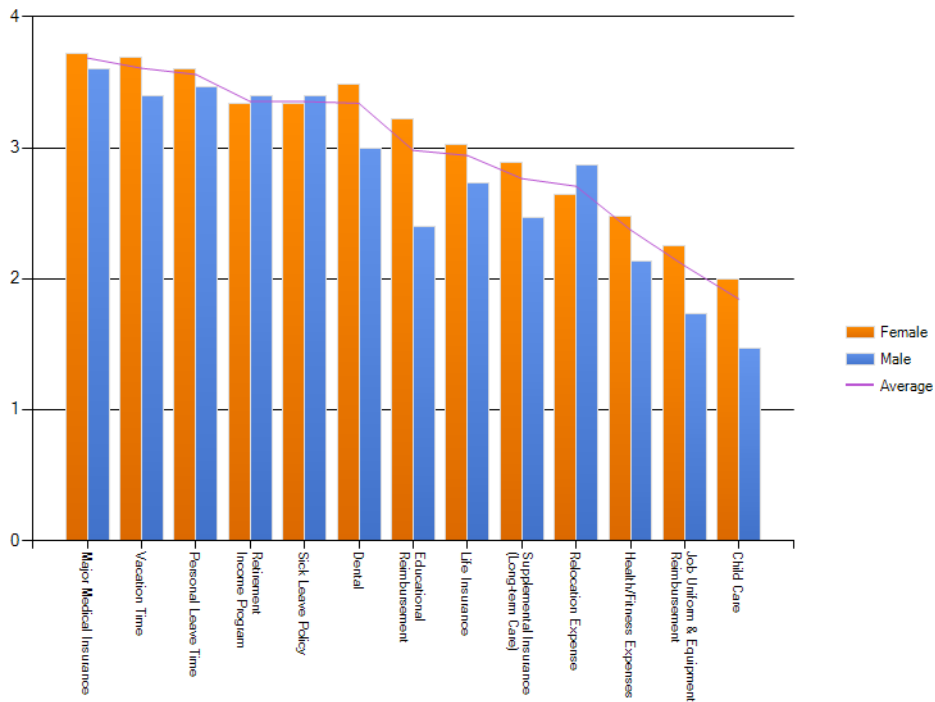
Figure 9 Employment benefits/Gender

Female respondents indicated that work life balance and location were the most important aspects when making a job decision, both with a 3.81 rated average, for male respondents the most important aspect was the pay rate with a rated average of 3.6. The least important aspect for males and female based in the rated average was transportation availability, for males with a 2.47 and for females with a 2.64, reported summary provided in Figure 10.
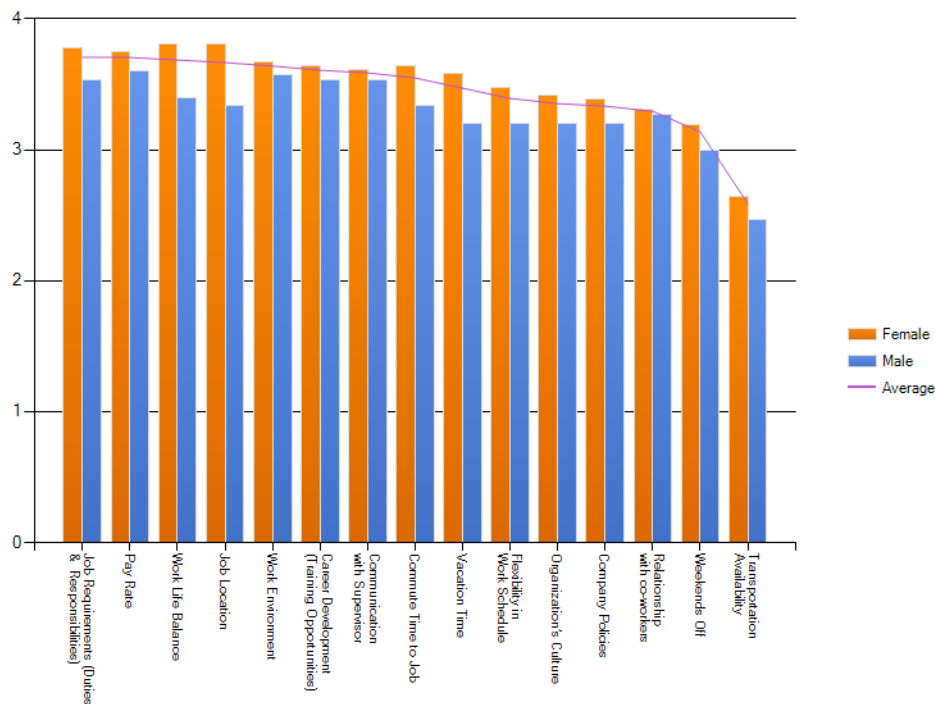
Figure 10 Employment issues/gender

The last question in the survey asked if they had ever felt that they had been given a job opportunity because they belong to a minority group, 57.1% of the male respondents indicated no, 62.9% of the female respondents indicated no, 14.3% of the respondents indicated that they were not sure, 8.6% of the females indicated that they were not sure, 2.9% of females indicated yes. From the male respondents that indicated yes 14.3% indicated that they felt proud and 14.3% indifferent, the female respondents that indicated yes 5.7% felt proud and 5.7% felt indifferent, 11.4% felt professionally underappreciated, and 2.9% indicated they felt different than the answer options.

Ethnicity:

In examining the relationship between gender and ethnicity, 25.6% of the male respondents identified themselves as Hispanic, and 50% as male Non-Hispanic White:

whereas, 74.4% respondents were female Hispanics, 50% were Non-Hispanic White females. Also 38.5% of the Hispanic respondents indicated that English was their primary language, while 61.5% of Hispanics identified Spanish as their primary language.

Of the respondents identifying themselves as Hispanics, 2.6% were older than sixty-five years of age, 25.6% were between from 46 and 65 years of age, 4% were from 30 to 45 years of age, 28.2% from 18 to 30 years of age, and 2.6% were under 18 years of age. In the Non-Hispanic White group, 12.5% were in the age group from 46 to 65, 37.5% were between the age of 31 and 45, and 50% ranged between 18 to 30 years of age.

The Hispanic respondents by their county of residence were: 17.9% resided in Seminole County, 51.3% in Orange County, and 28.2% in Osceola County. Non-Hispanic White respondents resided: twenty five percent in Lake County, 12.5% in Seminole County, 37.5% in Orange County, 12.5% in Osceola County, and 12.5% in Polk County

In reference to the immigration generation, 46.2% Hispanics stated they did not immigrated to the United States in the last seven years, 20.5% stated they were the first generation, 15.4% second generation, and 5.1% third generation.

Regarding their education level, 5.3% Hispanics indicated that they had a High School diploma, 13.2% had some college credit (no degree), 10.5% had a Community College Associate degree, 39.5% had Bachelor's degree and 31.6% had an advance

degree. 12.5% of Non-Hispanics White had a Community College Associate degree, seventy five percent had a Bachelor's degree, and 12.5% had an advance degree.

At the time of the study, 17.9% Hispanic respondents indicated that they were actively looking for a job, 15.4% stated they had not looked in the last twelve months, 5.1% stated they had not looked in the past twelve to twenty four months, 10.3% indicated they had not looked in the past twenty four to thirty six months, and 51.3% indicated they had not looked for a job in over thirty six months. Twenty five percent of Non-Hispanics White were actively looking for a job, twenty five percent had not looked for a job in the last twelve months, 12.5% in the last twelve to twenty four months, 12.5% had not looked in the last twenty four to thirty six months, and twenty five percent had not looked for a job in over thirty six months.

In regards to the level of satisfaction with the most recent recruitment experience, 10.3% Hispanics identified that they were extremely satisfied with their last recruitment experience, 12.8% satisfied, 35.9% neither satisfied nor dissatisfied, 12.8% dissatisfied, 5.1% extremely dissatisfied, and 23.1% indicated that the question did not apply to them. 12.5% Non-Hispanic White indicated they were satisfied with their last recruitment experience, twenty five percent neither satisfied nor dissatisfied, twenty five percent dissatisfied, 12.5% extremely dissatisfied, and twenty five percent indicated that the question did not apply to them.

Hispanics identified Company webpage as very important with a 3.35 rated average, and they also identified TV advertisement as the least important with a 1.53 rated average. Non-Hispanic White also identified Company webpage as very important

with a 3.63 rated average; and they identified community ethnic organizations as the least important with a 1.63 rated average, which is shown in Figure 11.
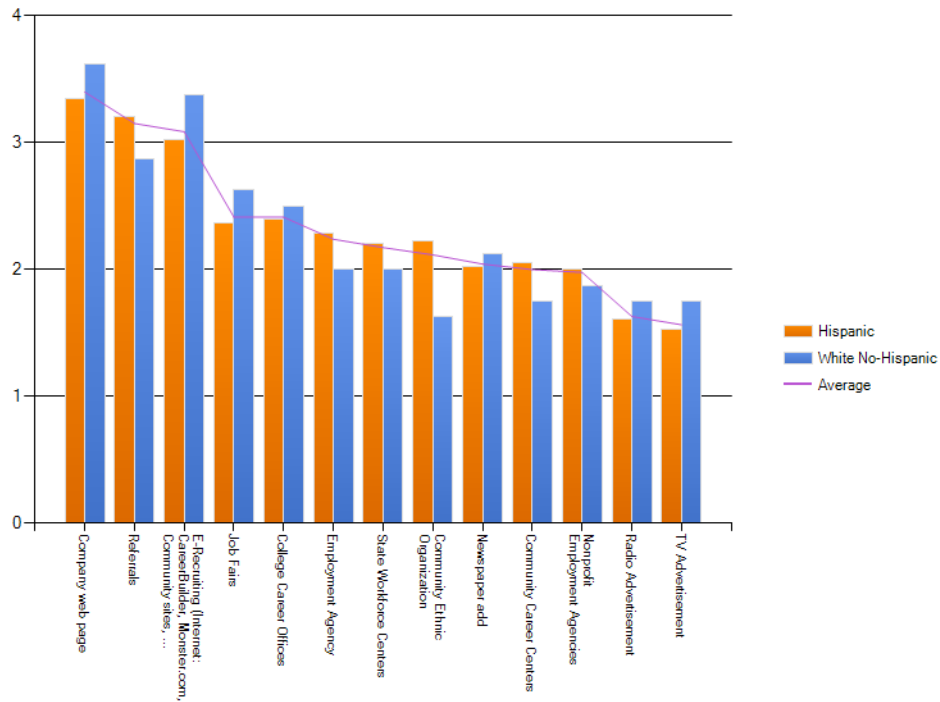
Figure 11 Job opening advertisement/Ethnicity

Hispanics identified as very important how clearly the job requirements were explained with a 3.79 rated average, they identified as the least important with a 2.72 rated average the recruiter's understanding regarding gender differences, Non-Hispanic Whites identified as very important with a 3.75 rated average how clearly the job requirements were explained, together with the recruiter's professionalism, and the way the recruiter treats/respects you; as least important they indicated, the same as the Hispanics, with a 2.13 rated average the recruiter's understanding regarding gender differences, reported summary provided in Figure 12.
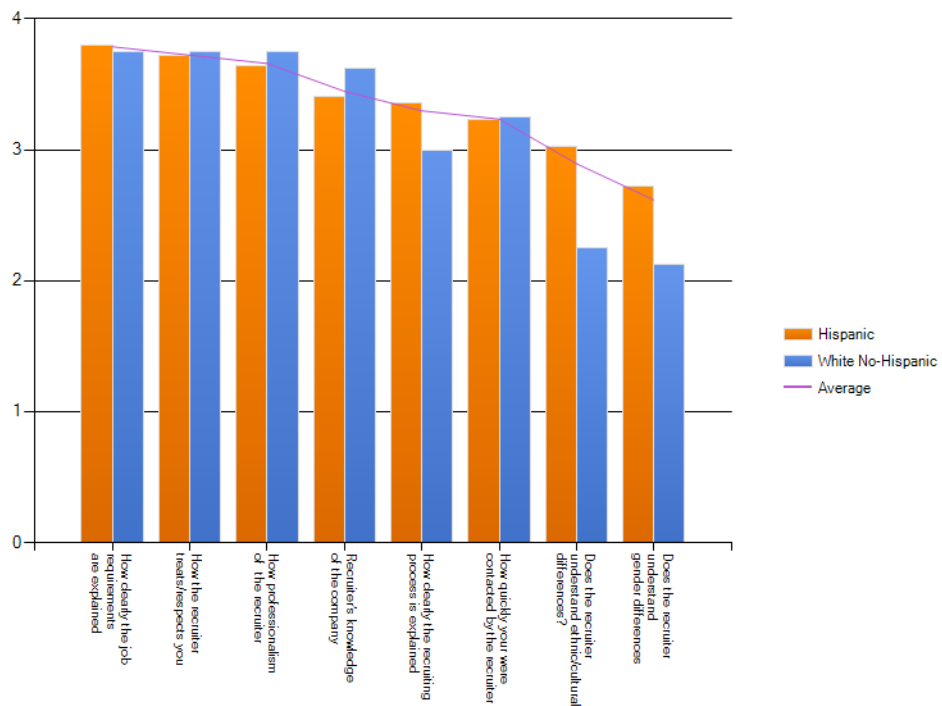
Figure 12 Recruitment activities/Ethnicity

Hispanics identified as very important to have major medical insurance with a rated average of 3.62, they identified child care as the least important benefit with a rated average of 2.03. Non-Hispanic Whites also identified major medical insurance as a very important benefit with a rated average of 4, and the least important being also child care with a rated average of 1.13 as shown in Figure 13.
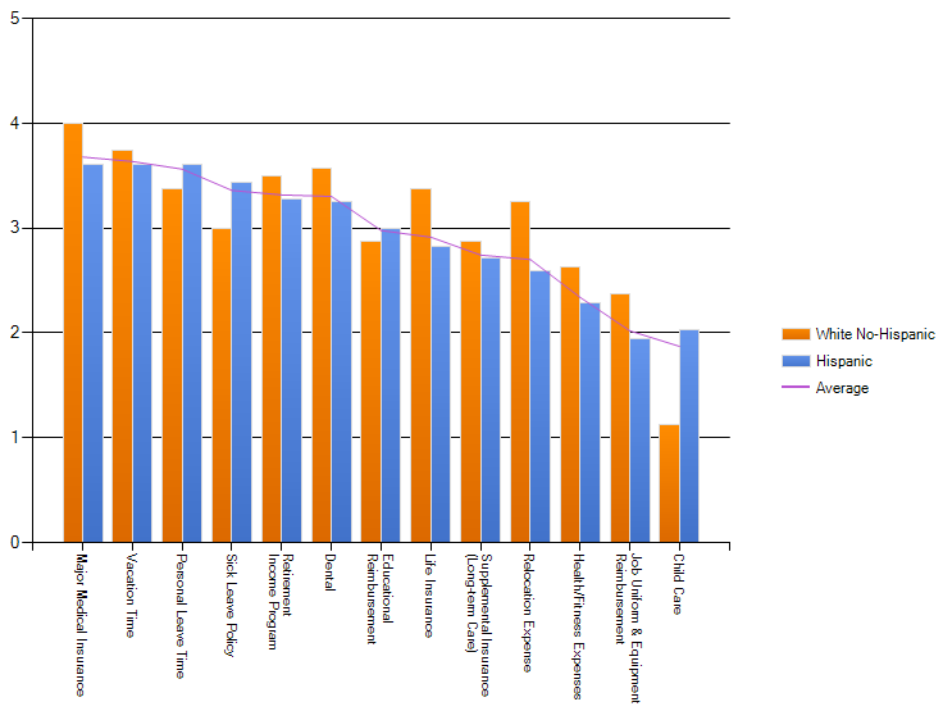
Figure 13 Employment benefits/Ethnicity

Hispanics identified job location as very important with a rated average of 3.77; they identified transportation availability as the least important with a rated average of 2.74. Non-Hispanic Whites identified Career development as very important with a rated average of 3.63, and they also identified as the least important transportation availability, same as Hispanics, but with a 1.75 rated average. 59.5% Hispanics identified that they have not felt that they have been offered a job because they belong to a minority group, 2.7% stated they were not sure, 2.7% stated yes, but did not identified how they felt about it, 10.8% identified themselves as feeling proud, indifferent, and professionally underappreciated.

Generation:

The Hispanic respondents indicated that 22.2% males were first generation, 28.6% males were second generation, and fifty percent were third generation. The female respondents indicated that 77.8% were first generation, 71.4% were second generation, and fifty percent were third generation.

Hispanic respondents indicated that 33.3% from the first generation recognized that their primary language is English, the second generation indicated 71.4%, and the third generation fifty percent; 66.7% from the first generation indicated that Spanish was their primary language, the second generation 28.6%, and fifty percent from the third generation.

Regarding the age group classification, 11.1% first generation were under the age group from 46 to sixty five years of age, the second generation 14.3%, and fifty percent the third generation, 44.4% were under the age group thirty one to 45 years of age, 42.9% second generation, and fifty percent from the third generation; 33.3% from the first generation were under the age group from eighteen to thirty years of age, and 42.9% the second generation; 11.1% from the first generation were under the age group under eighteen years of age.

The finding of this study indicated that 11.1% first generation resided in Lake County, 22.2% first generation resided in Seminole County and also fifty percent third generation, 44.4% from the first generation resided in Orange County, one hundred percent second generation resided in Orange County, 22.2% first generation resided in Osceola County, and fifty percent third generation also resided in Osceola County.

Fifty percent of the third generation had a High school diploma or equivalent, 12.5% first generation had some college credit (no degree), 14.3% second generation had some college credit (no degree). Twenty five percent first generation had an Associate degree, twenty five percent from the first generation had a Bachelor's degree, 28.6% from the second generation, fifty percent from the third generation, and 37.5% from the first generation had an advance degree 57.1% from the second generation.

At the time of this study, 33.3% first generation were actively searching for jobs, 14.3% second generation, 11.1% first generation had not looked for a job in the last twelve months, 28.6% second generation and fifty percent third generation, 14.3% second generation had not looked for a job in more than twenty four months, 22.2% first generation had not looked for a job in the last thirty six months, and 33.3% first generation had not looked for a job in more than thirty six months, 42.9% second generation, and fifty percent from the third generation.

In reference to the level of satisfaction with the most current recruitment experience, 11.1% first generation were extremely satisfied with their most recent recruitment experience, 33.3% first generation were satisfied, one hundred percent third generation were satisfied, 33.3% first generation were neither satisfied nor dissatisfied, 28.6% second generation were neither satisfied nor dissatisfied, 11.1% first generation were dissatisfied, and 42.9% from the second generation, 11.1% from the first generation indicated that the question did not apply to them, and 28.6% from the second generation.

Respondents from the first generation indicated that the company webpage was very important at the time they were looking for employment, they also indicated that the least important were TV and radio advertisement; The second generation also considered to be very important the company webpage, as the least important they selected radio advertisement; the third generation selected as very important, the same as the other two generations, the company webpage, the least important for the third generation were college career fairs, newspaper ads, TV, Radio advertisement, and job fairs as shown in Figure 14.
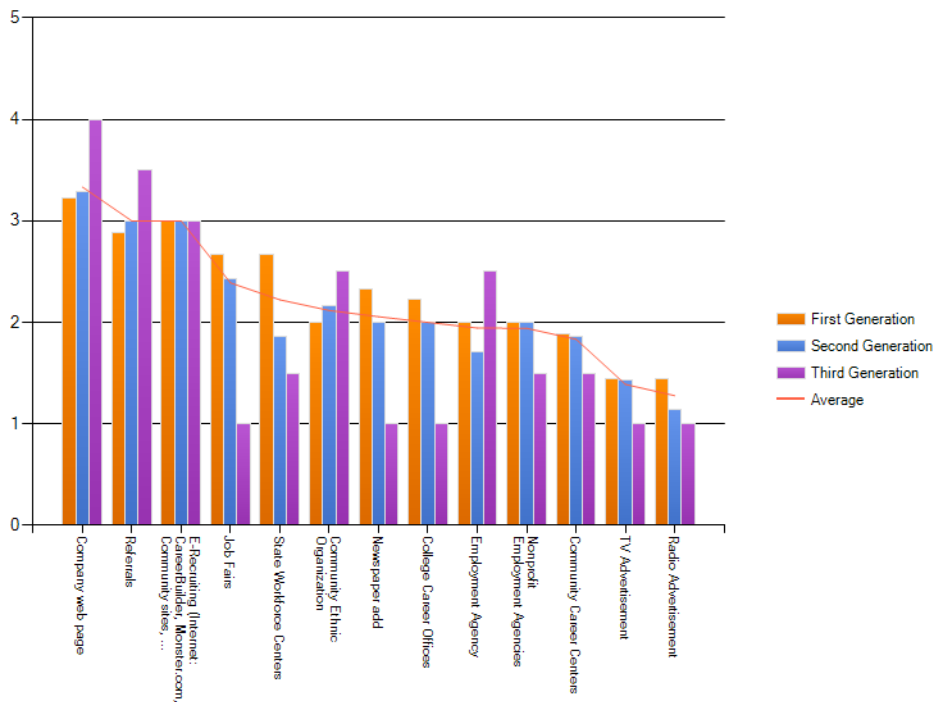

Figure 14 Job opening advertisement/Generation

The first generation rated as very important how the recruiter treats/respect you, the least important was for the recruiter to understand gender differences, the second generation indicated that having the job requirements explain clearly was very

important, the least important for the second generation was for the recruiter to understand gender differences; For the third generation was very important that the job requirements were explain clearly, the recruiter's professionalism, and how the recruiter treats/respects you, the least important for the third generation was how quickly the recruiter contacts you, and for the recruiter to understand gender differences, which is reported in Figure 15.
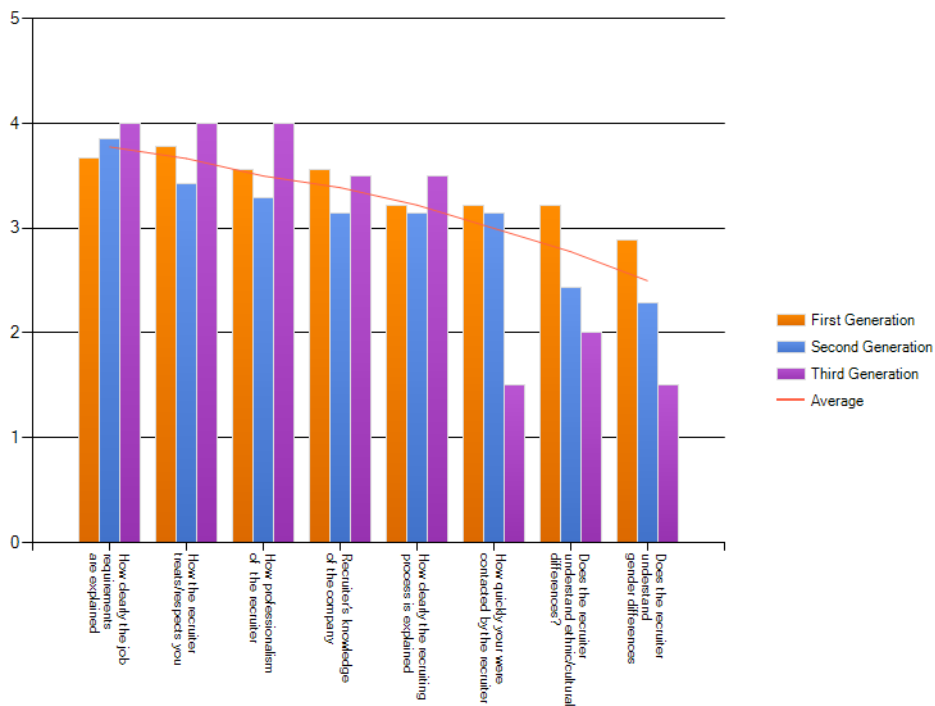
Figure 15 Recruitment activities/Generation

For the first generation, it was very important to have medical insurance, the least important was child care, for the second generation was very important to have major medical insurance, but also personal leave time, the least important for the second generation is job uniform & equipment reimbursement, the third generation indicated as very important, major medical insurance, vacation time, personal leave

time, and sick leave policy, the least important factors for the third generation health/fitness expenses, and child care, reference Figure 16 for tabular data.
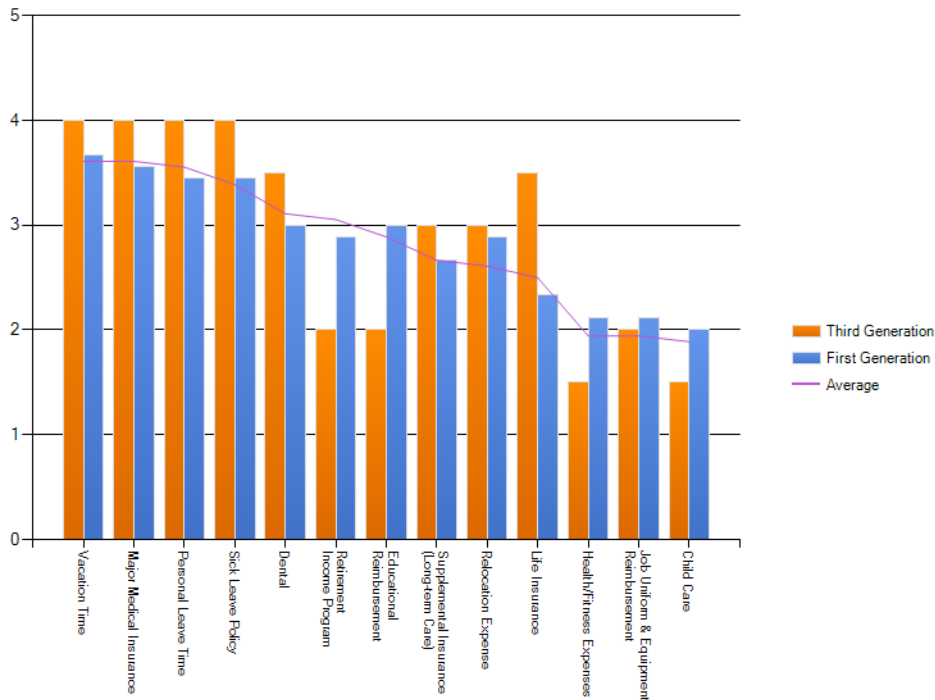
Figure 16 Employment benefits/Generation

The first generation selected as very important the pay rate, the least important were company policies, and weekends off, for the second generation was very important the job requirement, and the least important was vacation time, for the third generation company policies, work environment, career development, communication with supervisor, work life balance and vacation time were very important, the least important aspects for the third generation was weekends off, reported summary provided in Figure 17.
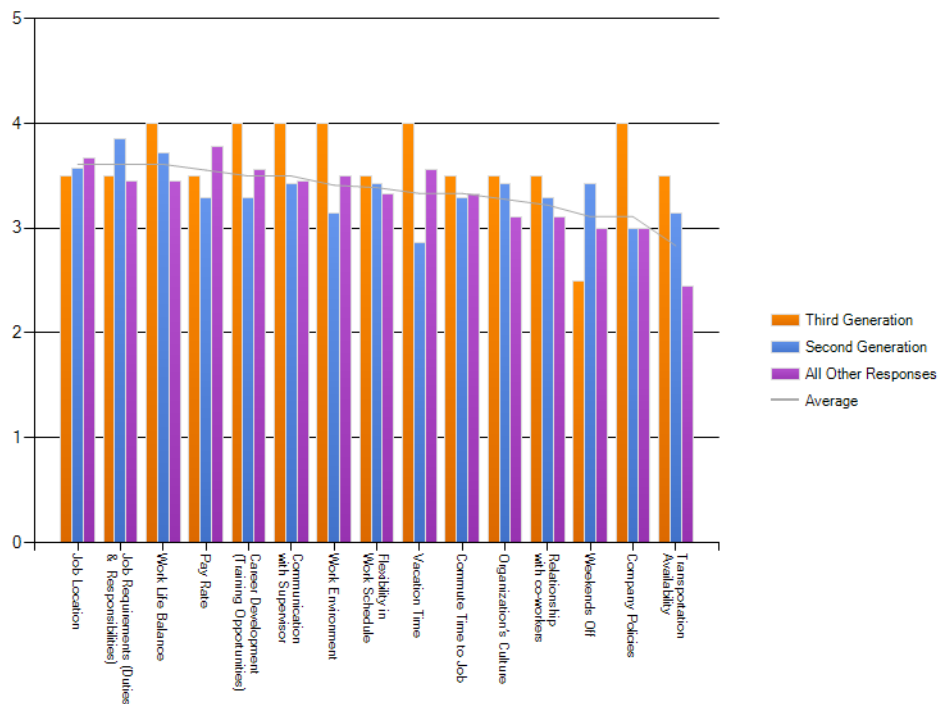
Figure 17 Employment issues/Generation

Seventy five percent first generation had not felt that they had been given a job because they belong to a minority group, 12.5% stated yeas and they felt indifferent and professional underappreciated, 16.7% from the second generation stated no, 33.3% were not sure, and 16.7% stated yes and they felt proud and indifferent, from the third generation fifty percent stated yes and they felt proud about it, and fifty percent indicated that they felt professionally underappreciated.

Company Survey

The company survey information will be analyzed first as an overall summary of all the responses, and second the answers will be divided taking into consideration if they have a formal Human Resources Department or not.

The company survey has twelve responses in total. 18.2% of the respondents were from the Healthcare, Hospitality, and Retail industry and 9.1% were from the Construction, Manufacturing, Education, and Food and Beverage Industry as shown in Figure 18.
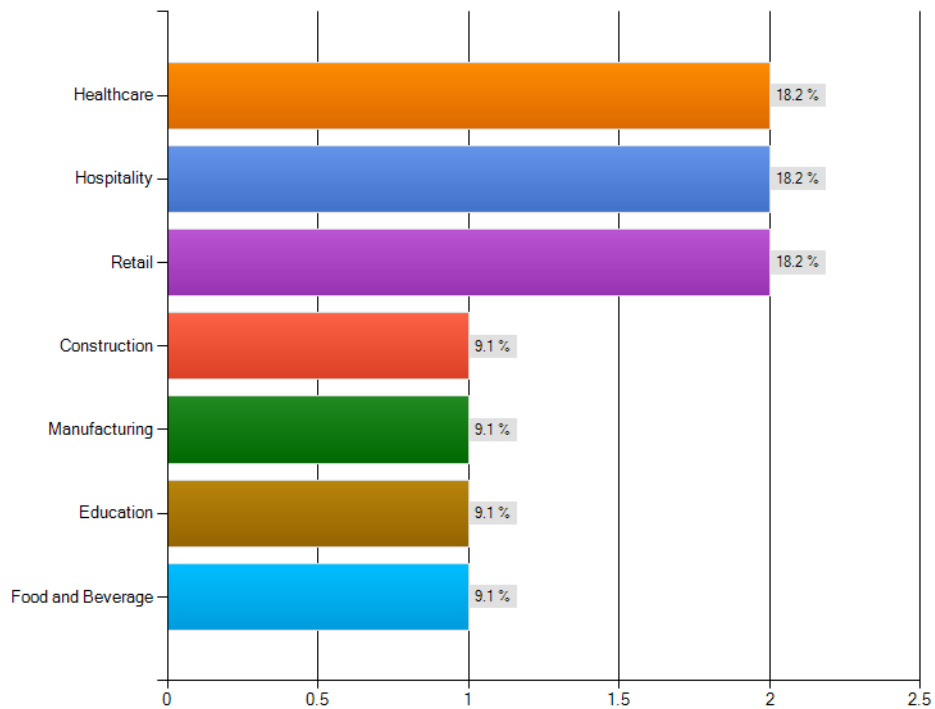
Figure 18 Industry

Company size as reported by the number of employees was: 41.7% of the respondents had less than twenty five employees, 33.3% had above 5000 employees, and 8.3% had 50-99, 1000 to 1499, and 2000-4999. The primary location of the companies was: 9.1% of the companies were in Seminole County, and Osceola County, 63.6% in Orange County, and 18.2% indicated that were located in a County other than those listed in the survey.

The respondents indicated that Fifty percent of the companies had a formal Human Resources Department, and fifty percent did not have a formal Human Resources Department.

Of the respondents, 58.3% of the companies did not have a person whose primary responsibility is recruitment, 8.3% indicated yes, 8.3% indicated that they had a person, but the person did not speak Spanish, and twenty five percent indicated yes, and the recruiter spoke Spanish.

Twenty five percent of the companies did not have full-time Hispanic employees, 58.3% indicated yes, 16.7% indicated that Hispanics represented less than two percent in their companies, and 58.3% indicated that Hispanics represented more than 58.3% from the Company.

Regarding the Hispanic's job classification, 36.4% of Hispanic employees were in the service, Technical, and professional job classification, 63.6% in the Administrative/Clerical, 18.2% in the Operational/Maintenance, 45.5% in Supervisory/Management, and 27.3% indicated that the question did not apply.

The respondents indicated that 91.7% did not approach recruiting Hispanics differently than Non-Hispanic Whites but 8.3% indicated they used different approaches to attract Hispanic applicants.

Seventy five percent did not have a strategy to attract Hispanic job applicants, 8.3% have a strategy, 8.3% indicated that the strategy is successful, and 8.3% indicated that the strategy is moderately successful. These information is shown in Figure 20
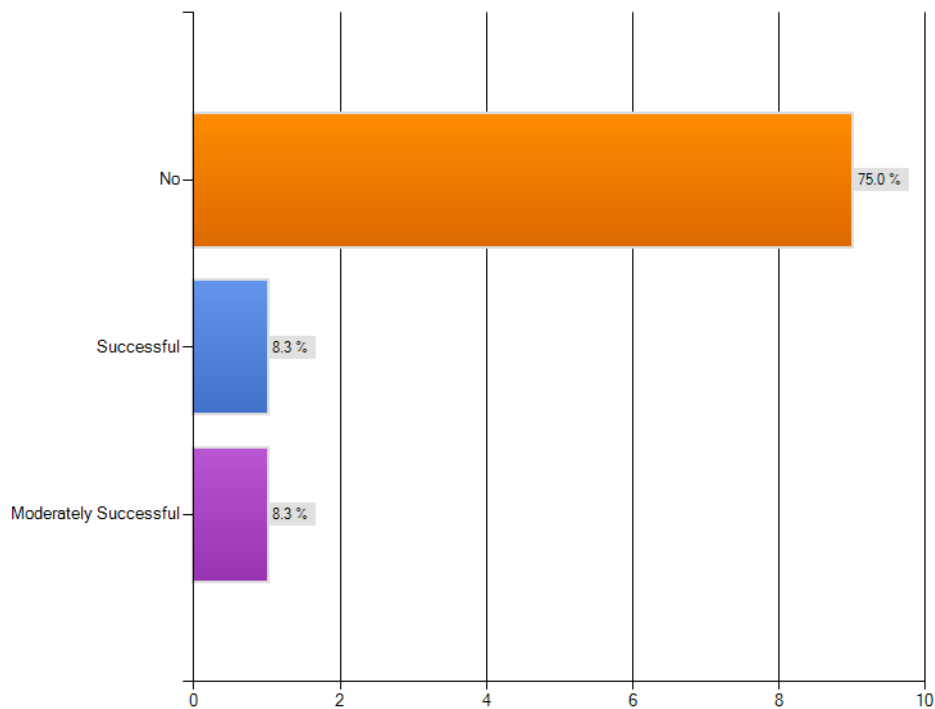
Figure 19 Strategy to attract Hispanic job applicants

Seventy five percent of the companies that participated did not advertise its job openings in Hispanic media or organizations, 33.3% advertised its job openings in Hispanic media or organizations, 16.7% from those in newspaper ads, and Hispanic organizations, and 8.3% in Hispanic radio stations and career fairs focusing on Hispanics.

Of the responding companies, 83.3% did not use bilingual (Spanish/English) job opening advertisement but 16.7% of the companies used bilingual job advertisements. The same companies with bilingual recruiting also used job opening advertisements stated only in Spanish.

Regarding the Referral program, 41.7% did not have one, 16.7% had a referral program, 8.3% indicated that Hispanics were active within the program, twenty five percent moderately active, and 8.3% very active as shown in Figure 21.
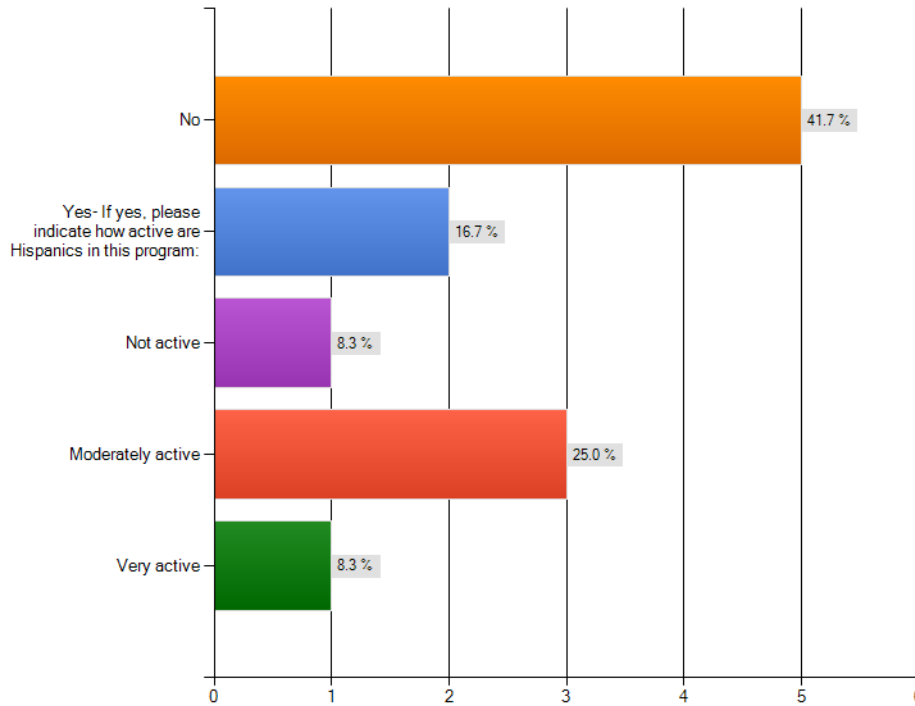
Figure 20 Referral program

At the time of the study, 33.3% of the companies had an Affirmative Action program, 8.3% were not sure, 8.3% indicated that the program did not affect their recruitment practices, and 41.7% indicated that the program affected their recruitment practices.

Human Resources:

The respondents indicated that 33.3% of the companies that did not have an official Human resources Department were in the Healthcare industry, 16.7% in construction, manufacturing, transportation, and food and beverage, forty percent of the

companies that had an official Human Resources Department were in the Hospitality industry, twenty percent in the retail and education industry as reported in Figure 22.
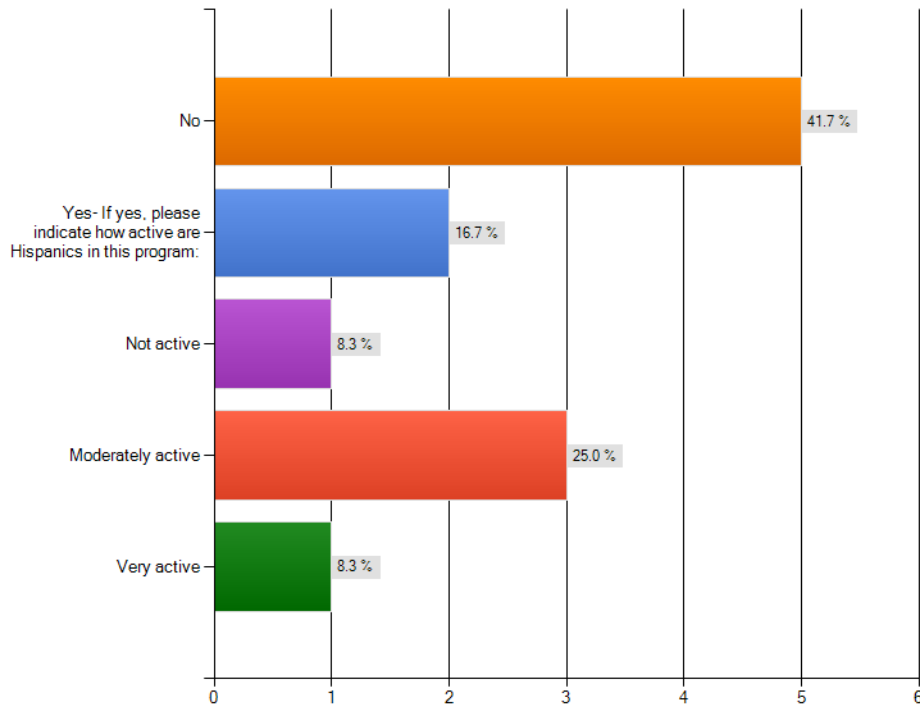
Figure 21 Industry/Human Resources Department

In relation to the number of employees, 83.3% of the companies that did not have an official Human Resources Department had less than twenty five employees, 16.7% had above 5000 employees, 16.6% of the companies that had an official Human Resources Department had between 50-99 employees, 16.7% between 1000 and 1499, 16.7% between 2000 and 2499 employees, and fifty percent above 5000 employees.

Twenty percent of the companies that did not have an official Human Resources Department were located in Seminole County and eighty percent in Orange County, fifty percent of the companies that had an official Human Resources Department were located in Orange County, 16.7% in Osceola County, and 33.3% indicated other.

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Fifty percent of the companies had an official Human Resources Department, and fifty percent did not have an official Human Resources Department. The respondents indicated that 83.3% of the companies that did not have an official Human Resources Department did not have a department or person whose primary responsibility was recruiting, 16.7% had a department or person whose primary responsibility was recruitment and someone in the department or the person in charge of recruiting spoke Spanish: whereas, 33.3% of the companies that had an official Human Resources Department did not have a person whose primary responsibility was recruitment, 33.3% had a recruiter who spoke Spanish, and 16.7% did not have a recruiter that spoke Spanish.

Fifty percent of the companies that did not have a Human Resources Department did not have Hispanic full time employees, 33.3% had fulltime Hispanic employees, who represented ten percent of the company's workforce. 83.3% of the companies that had an official Human Resources Department had full time Hispanic Employees, 33.3% represented less than two percent of the company's workforce, and 66.7% represent more than ten percent of the company's employees.

The companies that did not have an official Human Resources Department had a forty percent Hispanic employee representation in Administrative/Clerical positions, twenty percent in technical, professional, supervisory/management and corporate, and sixty percent indicated that the questions did not apply to them. From the companies, that had an official Human Resources Department 66.7% of Hispanics were represented in service jobs, 33.3% in operational/maintenance, fifty percent technical,

and professional, 66.7% in supervisory/management and corporate positions as reflected in Figure 22.

Figure 22 Hispanic job classification/Human Resources Department

One hundred percent of the companies that did not have an official Human Resources Department indicated that they did not recruit Hispanics differently than Non-Hispanic Whites, 83.3% of the companies that had an official Human Resources Department indicated that they did not recruit Hispanics differently than Non-Hispanic Whites, and 16.7% indicated that they recruited Hispanics differently than Non-Hispanic Whites.

Currently 83.3% of the companies that did not have an official Human Resources Department indicated that they did not have a strategy to attract Hispanic applicants, and 16.7% indicated they had a strategy, 66.7% of the companies that had an official

Human Resources Department did not have a strategy to attract Hispanic applicants, 16.7% indicated that they had a strategy that was successful, and 16.7% indicated that their strategy was moderately successful.

One hundred percent of the companies that did not have an official Human Resources Department did not advertise their job openings in Hispanic media or organizations, fifty percent of the companies that had an official Human Resources Department did not advertise their job openings in Hispanic media or organizations, 66.7% did, 33.3% in Hispanic newspapers, 16.7% in Hispanic radio stations, 33.3% through Hispanic Organizations, and 16.7% through career fairs focusing on Hispanics which is shown in Figure 23.
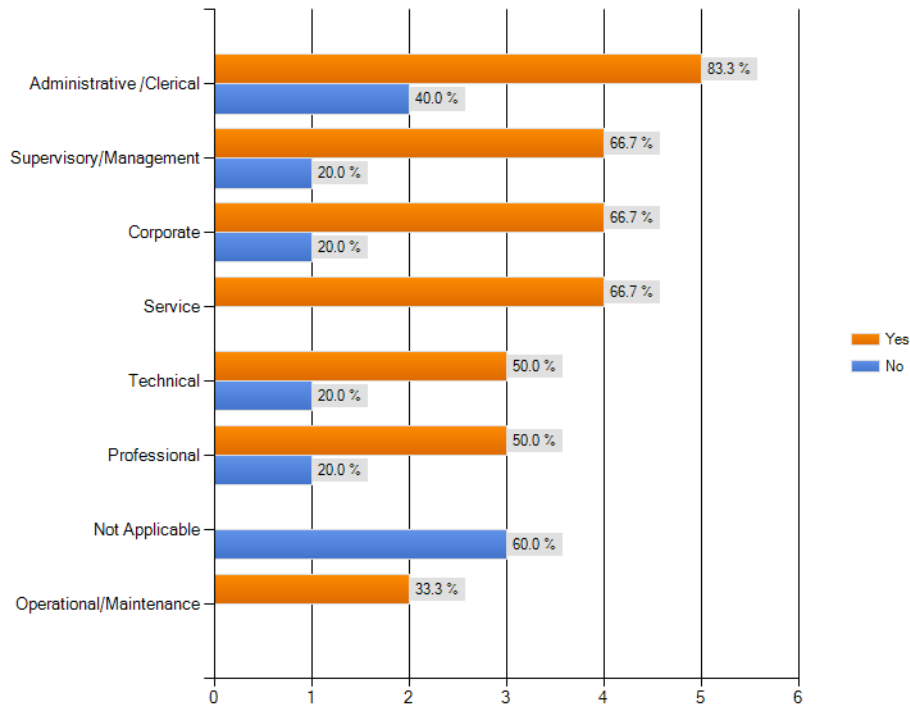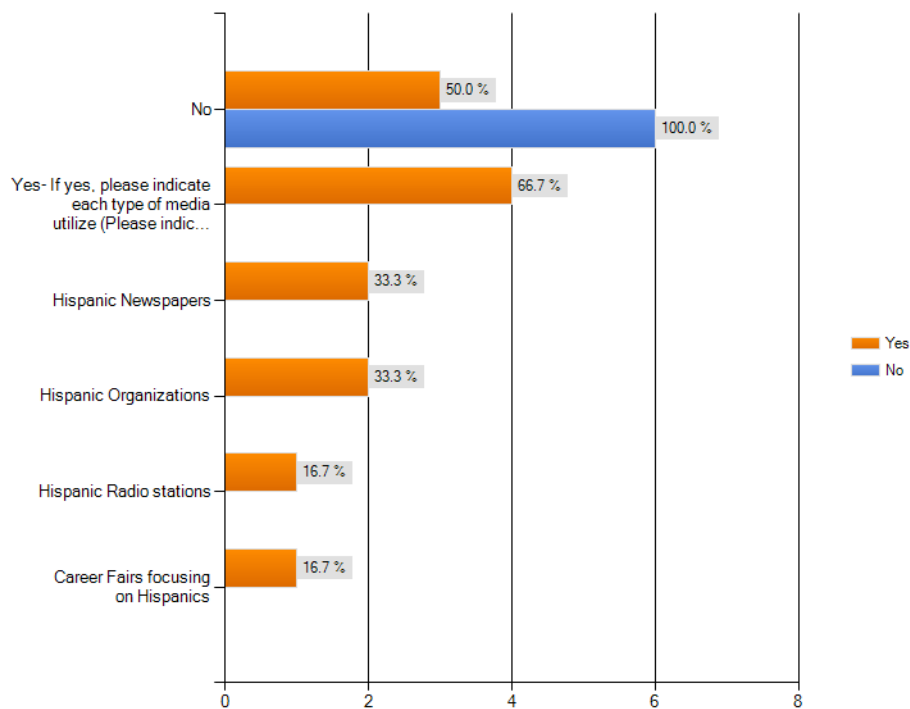

Figure 23 Job openings in Hispanic media or organizations/Human Resources Department

One hundred percent of the companies that did not have an official Human Resources Department did not use a bilingual (Spanish and English) job opening advertisement, 66.7% of the companies that had an official Human Resources Department did not use a bilingual (Spanish and English) job opening advertisement, but 33.3% reported they did.

One hundred percent of the companies that did not have an official Human Resources Department did not have a job opening advertisement stated only in Spanish, 66.7% of the companies that had an official Human Resources Department did not have a job opening advertisement stated only in Spanish, 33.3%.

Regarding having a referral program, 66.7% of the companies that did not have an official Human Resources Department did not have a referral program, 33.3% did and Hispanics were moderately active, 16.7% of the companies that had an official Human Resources Department did not have a referral program, 33.3% did, 16.7% indicated Hispanics were not active, moderately active or very active in the program reported summary provided in Figure 24.
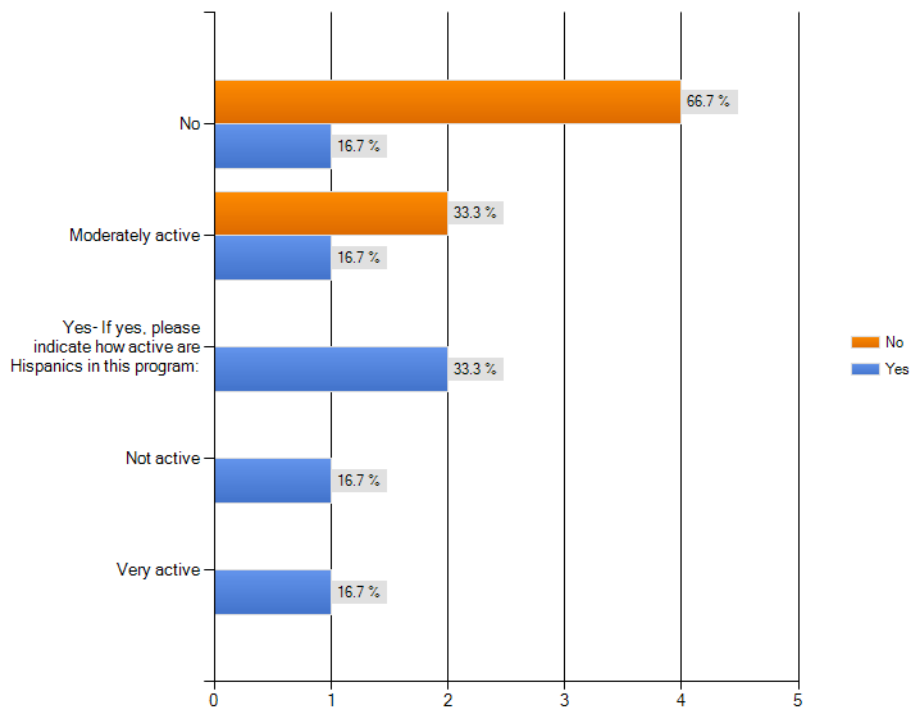
Figure 24 Referral Program/Human Resources Department

At the time of the study, 66.7% of the companies reported that they did not have

an official Human Resources Department did not have an Affirmative action program,

16.7% did, 16.7% of the companies that had an official Human Resources Department

were not sure if they had an Affirmative Action Program or not, 16.7% did not have an

Affirmative Action Program, and 66.7% reported they did.

CHAPTER FIVE: CONCLUSION

The purpose of this study was to determine similarities and differences between males and females within the Central Florida Hispanic and Non-Hispanic White populations concerning effective recruitment practices. It is important to take into consideration that a parallel between these populations cannot be just assessed by looking to the year that they were born, their gender or their ethnicity. The differences in the Hispanic generation are based in their level of acculturation which is strongly related to their generation of immigration. It is noted that after the third immigrant generation, born and raised in the United States, the differences between Non-Hispanic Whites and Hispanics subsides and differences appear to be result of the year they were born and their gender. Some differences may remain but are strictly related to cultural values emphasized by their families. Hispanics are very strong in spending quality family time and having vacation time at least once a year. Even if the parents do not have a professional degree they encourage their children to finish High School and continue their education thereafter. The only problem with this statement is that some children with parents from the first and second generation do not get to achieve this goal due to their parent's lack of knowledge of the United States educational system, and a language barrier. These values are going to be reflected at the time Hispanics make a decision to accept a job offer, if having more than one option they will be more incline for the company that allows them to practice these values, spend time with their family and continue their education.

The results of this study identified differences in recruitment preferences. In general 35.3% of the respondents are dissatisfied with their most recent recruitment process. For most respondents, the company webpage is their main source of information when looking for employment. The most important aspect when deciding to accept or not a job offer is the job requirements' clarity; and the least important is if the recruiter understands gender differences. Most respondents indicated that for them is very important to have medical insurance, and they do not care much about having child care assistance. Also the respondents indicated that the pay rate and having a life balance are very important.

Gender differences indicated that females are more satisfied with the recruitment process than males. For both males and females the most important part of the recruitment process is when the job requirements are explained. Males prefer E-recruiting as their source of information for job opportunities, while females prefer the company webpage. Both male and female agree that the least important source of information is TV and radio advertisements. Both genders look for companies that offer medical insurance, they do not look for companies to offer assistance with child care, it is not clear from this study if the lack of interest is due to the impression that most companies do not offer benefit. Females look for job opportunities that will allow them to have a life balance and they prefer a place that is close to where they reside. On the other hand, males look for the job opportunity that offers them the highest pay rate. Both genders agree that the least important aspect was transportation availability. From this study, it could not be determined whether most respondents owned their vehicle or not.

Males that have been given a job opportunity because they belong to a minority group tend to feel proud about it: whereas, females feel professionally underappreciated. As previously stated, the focus group participants felt this way because they were a double minority, women and Hispanic. They felt this aspect sometimes was more important to the companies offering them the job than the actual qualifications they possessed. It is important to clarify that some companies that have an Affirmative Action Plan have to meet a certain percentage of employees from minority groups, hiring a Hispanic female will go towards the women and Hispanic classifications; therefore increasing their percentage of represented minorities in the organization not only in one, but in two categories at the same time.

The percentage of Hispanics that have a Bachelor's degree is 39.5%, and 31.6% have an advance degree, compare to seventy five percent of Non-Hispanic White respondents that have a Bachelor's degree and 12.5% who have an advance degree. Non-Hispanic Whites tend to be more dissatisfied with the recruitment process than Hispanics. The main source of information for Hispanics in general is the company webpage, and they place special importance to the job requirements, while Non-Hispanics Whites place importance to more than one single aspect, they look at the recruiters professionalism, and if the recruiter treats them with respect. The results suggest this difference may be due to the aspect discussed in the focus groups: where, Hispanics felt that the recruiter's behavior is seem as part of their job, while Non-Hispanic Whites might interpret some behaviors as disrespectful and have clarity that the specific behavior is not part of the selection process. This does not mean that

Hispanics do not know when the recruiter might have a disrespectful demeanor: it, is just that they will be inclined to think that it is part of the selection process for the recruiter to identify the best candidate for the job. Both Hispanic and White Non-Hispanics prefer companies that offer medical insurance, they do not place any importance related to child care assistance.

The study indicated that Hispanics and their differences were based in their generation of immigration and that Spanish is the primary language for most of the first generation while English was the primary language for the second and third generation. The level of education increased per generation, twenty five percent of the first generation have a Bachelor's degree, compare to 28.6% second generation and 50% of the third generation, doubling the first generation percentage. 37.5% first generation have an advance degree, and 57.1% from the second generation, based on this numbers I will predict that as with the bachelor degree the third generation will tend to double the percentage in advance degree attainment. One hundred percent of the third generation was satisfied with the recruitment process. This may be due to their level of acculturation; the third generation is similar to the Non-Hispanic White population. Therefore, they were more inclined to perceive the recruitment process the same way as the Non-Hispanic White applicants. From the results of this study, most recruitment programs were designed to attract the Non-Hispanic White population. The first and second generations are more inclined to look for job opportunities on the company's webpage. This may have led to a lower survey response rate by first generation Hispanics and that a greater opportunity for them to complete the survey in a hard copy

format translated in Spanish may have been more effective. As reported in the focus group discussions, Hispanics from the first generation are more inclined to look for employment opportunities in the Hispanic newspapers or by recommendations of family, friends that know about a job opening. The third generation does not look for employment opportunities through job fairs, and newspaper ads, they do most of their search online through the company webpage or E-recruitment. All three generations agree that the least option the use when looking for employment are TV and radio advertisements. For the first generation, it is very important how the recruiter treats you, remember they will analyze this strongly if they do not get the job, the main question will be if they were treated a certain way, and not given the job because of their ethnicity, the second generation concentrates in the job requirements, and the third generation cover more aspects. This may be because they tend to be better inform and familiarized with a hiring process that is intended for Non-Hispanic White applicants to which they are similar, they focus in the clarity of the job requirements, the professionalism of the recruiter and if they are treated fairly and with respect. For the three generations, medical insurance is very important. The second generation adds personal leave time to the list, while the third generation also adds vacation, and personal leave time. For the first generation, it is very important the pay rate, the second generation pays more attention to the job requirements, while the third generation looks at the career development opportunities, communication with the supervisor, work life balance, and vacation time. For respondents in the first generation, seventy five percent have never felt that they were given a job opportunity because they are members of a minority

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group, while fifty percent in the third generation have had this feeling and they have mixed feelings about it, some of them feel proud. Although, it appears to be more prevalent among males: whereas, females indicated they felt professionally underappreciated.

Seventy five percent of the companies that participated in the study do not have a strategy in place to attract Hispanic candidates; I will say Hispanics from the first and second generation, because Hispanics from the third generation are reached through the recruitment practices that are implemented to attract the Non-Hispanic White population. 33.3% of the companies have an Affirmative Action Program in place, and from those 41.7% indicated that this program affects their recruitment practices. For the companies that do not have an official Human Resources Department, forty percent of the Hispanic population is represented in Administrative and clerical jobs, while twenty percent is represented in technical jobs. For companies with an official Human resources department, fifty percent of the Hispanics are in professional jobs, 66.7% in management and corporate level jobs. The organizations that do not have a Human Resources Department do not advertise their job openings in Hispanic media at all; while fifty percent of the companies that had a Human Resources Department did not. However, 33% of the remaining companies that had a Human Resources Department indicated that they did advertise job opening in Hispanic newspapers, and 16.7% used radio advertisement.

The 2010 Census reported a fifty two percent increase in the Hispanic population in the Central Florida Region, an increase that is expected to continue for several years.

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Given the growth of the Hispanic population in Central Florida, it is strongly recommended that companies in the region begin programs to understand and recruit the Hispanic population. Companies need to become familiar with Hispanics in general, but especially with the acculturation level concept. Companies will have to implement different strategies to attract Hispanics from the first generation, most of the do not speak English as their primary language and do not have computer knowledge. It is recommended that companies' advertise in Hispanic media and have a referral program in place to attract this group. The second generation speaks English and Spanish and advertising in both English and Spanish media is recommended. The second generation also has computer knowledge suggesting that a strong web page in both languages could be an advantage. For the third generation, their primary language is English and can be effectively reached the same way as Non-Hispanics with the primary being gender. This knowledge will assist companies to determine the best way to reach the Hispanic labor force for different job levels.

It is further recommended that companies develop recruitment strategies that demonstrate their understanding of the Hispanic community and employ or retain a Hispanic specialist. They would not have to be of Hispanic heritage; but well versed in Hispanic culture, values, and employment expectations. This source could communicate these needs throughout the necessary levels and units in the organization; concentrating on recruitment, talent development teams, and training all managers and supervisors involved in the employment process. For companies implementing a comprehensive program dedicated to the Hispanic community, the

investment would create a broader relevant labor market to recruit and likely increase retention rates among Hispanic employees.

In conclusion, organizations that are willing to invest in enhancing their understanding of the Hispanic labor force could be the beneficiary of creating a recruitment strategy contributing to its competitive advantage.

APPENDIX A: SURVEYS

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Surveys

Employee/Applicant Survey

1. **Gender**
   - ☐ Male
   - ☐ Female
2. **Ethnicity:**
   - ☐ Hispanic
   - ☐ White No-Hispanic
   - ☐ Other
3. **What is your primary language?**
   - ☐ English
   - ☐ Spanish
4. **Please indicate your Age group:**
   - ☐ Over 65 Years of Age
   - ☐ 46 to 65 Years of Age
   - ☐ 31 to 45 Years of Age
   - ☐ 18 to 30 Years of Age
   - ☐ Under 18 Years of Age
5. **Please indicate the County you presently reside:**
   - ☐ Sumter
   - ☐ Lake
   - ☐ Seminole
   - ☐ Orange
   - ☐ Osceola
   - ☐ Polk
   - ☐ Other

6. **Did you or your family immigrate to the United States within the last seventy years:**
   - ☐ NO
   - ☐ Does Not Apply
   - ☐ YES - **If Yes, Please indicate your generation:**
     - ☐ First Generation
     - ☐ Second Generation
     - ☐ Third Generation
     - ☐ Fourth Generation

7. **Education: Please indicate the highest level completed:**
   - ☐ Less than seven years of education
   - ☐ Attended High School but did not graduate
   - ☐ High School Graduate - or Equivalent (GED)
   - ☐ Some College Credit (No Degree)
   - ☐ Technical College Certification
   - ☐ Community College Associate Degree
   - ☐ College (Bachelors) Degree
   - ☐ Advance Degree

8. **How long has it been since you were involved in a job search process:**
   - ☐ Presently actively searching for a job
   - ☐ In the last 12 months
   - ☐ 12 to 24 months
   - ☐ 24 to 36 months
   - ☐ Over 36 months

9. **If you have participated in a job search during the past five years, how would you describe your overall experience with the recruiting process:**
   - ☐ Extremely Satisfied
   - ☐ Satisfied
   - ☐ Neither Satisfied nor Dissatisfied
   - ☐ Dissatisfied
   - ☐ Extremely dissatisfied
   - ☐ Does not apply

10. **Please indicate the level of importance to you concerning how job openings are advertised. Indicate the level of Importance by selecting Very Important (VI), Important (I), Moderately Important (MI), and Not Important (NI).**

Job Advertising Options	VI	I	MI	NI
E-Recruiting (Internet: CareerBuilder, Monster.com, Community sites, etc.)				
Company web page				
Referrals				
Employment Agency				
College Career Offices				
Newspaper add				
TV Advertisement				
Radio Advertisement				
Community Career Centers				
State Workforce Centers				
Job Fairs				
Nonprofit Employment Agencies				
Community Ethnic Organizations				
Other **(Please provide source)**				

11. **Please rate the level of importance that each of the following Recruiting Actives are to you when making your decision to accept an employment offer with a Company. Indicate the level of Importance by selecting Very Important (VI), Important (I), Moderately Important (MI), and Not Important (NI).**

Recruiting Process Activities	VI	I	MI	NI
How quickly your contacted by the recruiter				
How clearly the recruiting process is explained				
How clearly the job requirements are explained				
Recruiter's knowledge of the company				
How professionalism of the recruiter				
How the recruiter treats/respects you				
Does the recruiter understand gender differences				
Does the recruiter understand ethnic/cultural differences?				

12. **Please rate the level of importance that each of the following Employment Benefit options is to you when making a decision to accept or reject an employment offer with a company. Indicate the level of Importance by selecting Very Important (VI), Important (I), Moderately Important (MI), and Not Important (NI).**

Employment Benefit Options	VI	I	MI	NI
Major Medical Insurance				
Supplemental Insurance (Long-term Care)				
Life Insurance				
Dental				
Educational Reimbursement				
Retirement Income Program				
Health/Fitness Expenses				
Child Care				
Vacation Time				
Personal Leave Time				
Sick Leave Policy				
Job Uniform & Equipment Reimbursement				
Relocation Expense				

13. **Please rate the level of importance that each of the following Employment Issues are to you when making your decision to either accept or reject an employment offer with a Company. Indicate the level of Importance by selecting Very Important (VI), Important (I), Moderately Important (MI), and Not Important (NI).**

Employment Issues	VI	I	MI	NI
Job Location				
Commute Time to Job				
Transportation Availability				
Pay Rate				
Company Policies				
Organization's Culture				
Work Environment				
Job Requirements (Duties & Responsibilities)				
Career Development (Training Opportunities)				
Communication with Supervisor				
Relationship with co-workers				
Flexibility in Work Schedule				
Work Life Balance				
Vacation Time				
Weekends Off				

14. **Although qualified to perform the job, have you ever felt that the primary reason you received the job offer was because you were a minority group member:**

☐ NO

☐ NOT SURE

☐ YES – **If Yes, which of the following best describes how you felt about the decision:**

    ☐ Proud

    ☐ Indifferent

    ☐ Professionally under appreciated

    ☐ Disappointed

    ☐ Other (Please provide an explanation)

Company Survey

1. **Which industry classification best describes your Company?**
   ☐ Construction
   ☐ Hospitality
   ☐ Health Care
   ☐ Manufacturing
   ☐ Transportation
   ☐ Retail
   ☐ Food and Beverage
   ☐ Government
   ☐ Other- Please specify: _____
2. **How many fulltime employees does your Company employ?**
   ☐ Less than 25 employees
   ☐ 25-50
   ☐ 50-99
   ☐ 100-250
   ☐ 250-500
   ☐ 500-999
   ☐ 1000-1499
   ☐ 1500-1999
   ☐ 2000-2499
   ☐ 2500-4999
   ☐ Above 5000 employees
3. **Your Company's primary location is in which County?**
   ☐ Sumter
   ☐ Lake
   ☐ Seminole
   ☐ Orange
   ☐ Osceola
   ☐ Polk
   ☐ Other

4. **Does your Company have a formal Human Resources Department?**

☐ No

☐ Yes

5. **Does your Company have a department or a person whose primary responsibility is recruitment?**

☐ No

☐ Yes- If Yes, is there a recruiter that speaks Spanish?

☐ No

☐ Yes

6. **Does your Company currently have fulltime Hispanic employees?**

☐ No

☐ Yes - If Yes , what percentage of your Company's workforce is Hispanic:

☐ Less than 2%

☐ 2 – 5%

☐ 5 -10%

☐ More than 10%

7. **What job classifications are represented by Hispanic employees in your Company (Please indicate All that apply)?**

☐ Service

☐ Administrative /Clerical

☐ Operational/Maintenance

☐ Technical

☐ Professional

☐ Supervisory/Management

☐ Corporate

8. **Does your Company approach recruiting Hispanics differently than Non-Hispanic Whites?**

☐ No

☐ Yes

9. **Does your Company have a strategy to attract Hispanic job applicants?**

☐ No

☐ Yes – If Yes, please indicate how successful your believe your Hispanic Recruitment Strategy has been:

☐ Successful

☐ Moderately Successful

☐ Unsuccessful

☐ Not Sure

10. **Does your Company advertise its job openings in Hispanic media or organizations?**

☐ No

☐ Yes- If yes, please indicate each type of media utilize (Please indicate All that apply):

☐ Hispanic Newspapers

☐ Hispanic Radio stations

☐ TV channels

☐ Hispanic Organizations

☐ Hispanic Community Centers

☐ Career Fairs focusing on Hispanics

11. **Does your Company use bilingual (Spanish and English) job opening advertisements?**

☐ No

☐ Yes

12. **Does your Company have a job opening advertisement s stated only in Spanish?**

☐ No

☐ Yes

13. **Does your Company have an employee applicant referral program?**

☐ No

☐ Yes- If yes, please indicate how active are Hispanics in this program:

☐ Not active

☐ Moderately active

☐ Active

☐ Very active

14. **Does your Company have an Affirmative Action program that affects its recruiting decisions?**

☐ No

☐ Yes

☐ Not Sure

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