

Spring 2019

Sherwin-Williams Research Report

Chase Edwards
cwe9@zips.uakron.edu

Krista Mathis
kam195@zips.uakron.edu

Savannah Frase
slf101@zips.uakron.edu

Madeline Connolly
mgc19@zips.uakron.edu

Charles Howe
cah176@zips.uakron.edu

Please take a moment to share how this work helps you [through this survey](#). Your feedback will be important as we plan further development of our repository.

Follow this and additional works at: https://ideaexchange.uakron.edu/honors_research_projects

Part of the [Advertising and Promotion Management Commons](#), [Business and Corporate Communications Commons](#), and the [Marketing Commons](#)

Recommended Citation

Edwards, Chase; Mathis, Krista; Frase, Savannah; Connolly, Madeline; and Howe, Charles, "Sherwin-Williams Research Report" (2019). *Williams Honors College, Honors Research Projects*. 976.

https://ideaexchange.uakron.edu/honors_research_projects/976

This Honors Research Project is brought to you for free and open access by The Dr. Gary B. and Pamela S. Williams Honors College at IdeaExchange@UAkron, the institutional repository of The University of Akron in Akron, Ohio, USA. It has been accepted for inclusion in Williams Honors College, Honors Research Projects by an authorized administrator of IdeaExchange@UAkron. For more information, please contact mjon@uakron.edu, uapress@uakron.edu.

Sherwin-Williams Secondary Research Report

Krista Mathis, Savannah Frase, Chase Edwards, Charles Howe, & Madeline Connolly

The University of Akron

Sure-Win Williams

Abstract

The overall purpose of this research is to gather information from a variety of different sources regarding recruitment and retention strategies. After gathering this information, the findings will be applied to The Sherwin-Williams Company in order to provide them with strategies on how to increase both retention and recruitment efforts in their organization. While there is no universal secret to better recruitment, the findings may transfer to a variety of different solutions.

The study was designed to cover a variety of different generations that companies can pull from. Primarily, baby boomer, generation X, and generation Y were taken into account. The assumption is that this core group of workers will be the prime hiring and retention targets. A big emphasis was put on branding and how it can lead to greater recruitment. It is vital for Sherwin Williams to identify target pools and use strategies centered around those pools.

The findings gave great insight in the struggles with recruiting in different generations. Specifically, baby boomers and millennials have contrasting needs and therefore cannot be put under the same strategies of recruitment. It is essential that any brand implement a variety of different strategies in order to recruit different segments of the talent pool. A well diversified company can lead to insight and application on a variety of different levels.

Sherwin- Williams Secondary Research Report

Human capital is generally regarded as one of the most crucial assets in a thriving business. Similarly, high employee turnover can be devastating to an organization in many ways. From a financial perspective, recruiting, hiring, and orienting replacement workers could cost firms more than 200% of the replacements yearly wage. Additionally, high turnover rates can weaken good relationships with customers, lower firm performance, and hurt remaining employees by giving them more work to do while a replacement is searched for. This can even inspire other employees to quit (Lee, Hom, Eberly, & Li, 2018).

For these reasons, companies are continuously evaluating new methods to recruit employees and retain existing staff. Furthermore, human resource professionals are increasingly prioritizing these tasks. In 2013, surveys showed only 25% of HR managers claimed turnover as their highest priority, but that grew to 46% in 2016 (Lee, Hom, Eberly, & Li, 2018). The emergence of new technologies and new generations entering the workforce makes it even harder for companies to to keep up. In one study, 297 companies were asked if they consider their recruitment abilities to be running optimally. Of them, only 13% claimed that they are doing so (Dessain, 2016).

To begin rectifying the issues these employers are facing, a focus should be placed on retention first. Companies should continuously improve working conditions to prevent future turnover since low job satisfaction frequently prompts dissatisfied employees to leave. Once retention strategies are sufficiently developed and implemented, companies can turn their attention to recruitment. An effective evaluation of the program should begin with an

examination of the employer's reputation. By listening in on what potential new hires are saying, firms can adjust their HR marketing strategy and recruitment practices.

Project Scope Statement

Our team will be researching different strategies and practices to address the needs that The Sherwin-Williams Company has to help improve their recruitment and retention practices. We will need to do more research on the company itself first to get a better understanding of the company's strengths and weakness as well as the opportunities that we may be able to capitalize on. One key element that we will focus on is improving retention among workers within the company. Sherwin is a large company with many employees that range in age, so we want to learn more about each generation and understand their values and what they are looking for in a place of work. This research will help give us and Sherwin more insight as to how to develop strategies for retaining employees, with such a large range in age, and how to keep them happy with the company.

The other key element that we will focus on is the company's brand and image and how to improve recruitment practices. We will first get into strategies to use to figure out how people view the company that they work for. We want to know what employees think about the company they work for through staff word of mouth as well as the opinions of people outside of the company. We will focus more on college students because they are the prime hiring pool for a company like Sherwin and they may have more exposure to the company and things to say about it compared to the average person. We will also be researching how to better attract college students once they graduate and are looking for their first job after graduating. Another

topic that we want to explore is e-recruitment, or the use of online tools and services to attract and recruit job candidates. The Internet has become an important source for recruitment and the majority of large corporations use the Internet for this purpose as it can be much more efficient and cost effective.

Background of the Firm

The Sherwin-Williams Company, best known for their retail paint stores across North America, employs nearly 53,000 people worldwide. The scope of The Company, however, stretches far beyond its iconic paint. Sherwin develops, manufactures, and sells a wide variety of products including spray equipment, varnishes, aerosol products, wood preservatives, and corrosion inhibitors. The Company aims their array of products at a wide range of customers, from industrial giants to individuals. The company operates in a variety of regions, including North and South America, the Caribbean, Europe, and parts of Asia. Their headquarters are located in Cleveland, Ohio. In 2017, the company reported sales of \$14,983.8 million. This was a 26.4% increase from the prior year, and they have continued to show significant growth through 2018.

In addition to its notable revenue increase, Sherwin-Williams also finds strength in its well established distribution network and robust brand portfolio. On the other hand, shareholders are frequently concerned by the considerable level of debt and heavy reliance on its largest customers in the U.S. market. These are areas that the company is working to improve upon in coming years. Sherwin also has several promising opportunities, which include a recent acquisition of Valspar in June 2017, the launch of a variety of new products, and an overall

positive outlook for the paint and coating industry from a global perspective. However, these opportunities do not negate the collection of serious threats that they face. Some areas of threats include intense competition, unfriendly weather conditions during the busy summer season, strict environmental regulations, and volatile costs of raw materials and energy used in production (The Sherwin-Williams Company, 2018).

Literature Review

Retention: Addressing Generational Differences

An employee's job performance can provide clues about eventual employee departures. Studies have shown that "low performers (because they are denied rewards or fear potential dismissal) and high performers (because they have more options) more often quit than moderate performers." At-work relationships matter, as employees dislike abandoning companies where superiors are compassionate. It should also be noted that excessive work demands or work hours that interfere with their ability to participate in other activities and roles outside work can prompt employees to seek alternative jobs that enable them to participate in such outside roles.

Differences in generations can also be linked with employee preferences and why an employee may choose to stay with or leave a company in relation to these previously mentioned factors.

There are three generations that compose today's workforce: Baby-Boomers, Generation X, and Generation Y (also known as millennials) (Shrivastava, Ikonen, & Savolainen, 2017). Exact ranges vary by source, but, in general, Baby Boomers are defined as individuals born between 1946 and 1964. Members of Generation X were born between 1965 and 1980. Generation Y includes individuals born from 1981 to 2001.

One principle issue that many companies currently face is maintaining recruitment and retention strategies to attract and keep employees of all ages. There are differing preferences among the three generations, and it has become difficult to manage these differences and meet each generation's requirements. As a result of this issue, extensive research has been conducted to determine exactly what each generation values based on their experiences and what they are looking for in a place of work.

Baby Boomers, the largest generation, commonly hold positions of leadership in the workplace since they have had years of development and opportunities. These individuals have been challenged by the tremendous technological changes during their lifetimes and have had to adapt in order to succeed. It is said that Baby Boomers consider themselves to be optimistic and resourceful, and evaluate themselves and others based on their quality of work (Shrivastava, Ikonen, & Savolainen, 2017). They are appreciative of rewards that are monetary or promotion related. They tend to be more trusting of organizations as a result of their long tenure, and along with this, many of them believe in commitments in their workplace and do not change their jobs as frequently as other generations may. This generation is also considered to be authentic, experienced, and competitive. Lastly, they believe in equal opportunities and value teamwork, loyalty, and commitment.

The next group, Generation X, is frequently considered to be fun-loving, autonomous, and quick learners. Some theorize that their ability to learn new tasks and concepts quickly can be credited to exposure of technology at a young age including computers, video games, etc. Unlike Baby Boomers, Gen X-ers were able to grasp basic technological skills at a young age.

Individuals in Generation X typically value having a good work-life balance, embrace diversity, and are not considered to be workaholics. This generation has also shown a willingness to change jobs in order to achieve personal aspirations, which differs from individuals who are part of the Baby Boomer generation. They are more unattached to their organizations and change jobs more frequently in order to advance their careers. Generation X is seen as being very independent, flexible, and adaptable. They are very trusting of their leader, but once that trust is broken, it can be very difficult to regain it. They seek leaders who are competent and respect someone's knowledge over their position. Lastly, they are also competitive, highly educated, and innovative (Shrivastava, Ikonen, & Savolainen, 2017). Their motivation stems from their freedom of work and limited rules.

Millennials, the youngest generation in the workforce, are considered to be highly evolved and oriented with technology, even more so than Generation X. They appreciate empowerment and feedback, and prefer to have intellectual leaders who work efficiently, actively, and at ease with modern technology. They do not easily succeed under leaders that manage teams through dominance. Some studies also suggest that millennials may need constant supervision and guidance. They face much more stress and competition for employment than other generations have had to face in the past. Like Generation X, millennials value having a good work-life balance (Shrivastava, Ikonen, & Savolainen, 2017). Along with this, they value a work environment that allows for creativity and flexibility and gives them recognition.

Generations X and Y share many similarities, but Baby Boomers have very different values and work ethics. Because of this, many researchers regard Baby Boomers as the largest

outlier of the generations in today's workforce. This information can be used to guide further research about recruitment and retention and inform the research by showing what each generation values and what can be done to promote recruitment and retention within each generation.

Retaining Baby Boomers.

Baby Boomers are the largest segment of the population in America today. They are also the largest portion of the workforce available, and are an extremely valuable asset to have in any corporation due to the years of experience they have. Baby Boomers can blend seamlessly into an organization and bring value that you might not be able to find with a younger college graduate. Therefore, retaining these baby boomers is vital to the ongoing success of an organization until the next generation can begin to fill the gaps that they will leave. Because Baby Boomers hold half of all executive positions, it is vital to transfer this knowledge before it's too late (DeZube, 2018).

As baby boomers get older, there are several different things an organization can potentially do in order to help keep them around the office. The first of which would be to offer flexible hours for them to continue to be involved in the organization, but still being able to enjoy the benefits of retirement (DeZube, 2018). The main reason baby boomers leave the workforce, or leave a company for a smaller role, is because they burn out and want to begin to experience the benefits of retirement. In order to combat this, it would be effective to offer baby boomers a more flexible schedule. This would allow them to continue to add to the company and serve as a source of intelligence for younger employees. Boomers would be able to retain

role in higher management, but more as a consultant than a decision maker. It is vital to keep these types of employees around in order to maintain relationships and learn from their mistakes. By bringing back their hours but continuing to keep them involved, you kill two birds with one stone.

Another thing a company could do to increase retention rates among baby boomers is to make the workplace more friendly to older generations. As baby boomers get older, many of them begin to develop physical imparities making it difficult to do the things they use to do (DeZube, 2018). In order to get around this, it would be effective to make the office more handicap accessible. This would allow workers to continue to produce despite not being able to move around as well. It would also make them more comfortable in their environment and more likely to work for much longer. It would be a good idea to offer training to these employees in industries that have become more technologically developed. Many baby boomers haven't fully adapted to today's technology, leaving gaps in their work and possibly frustration of not being able to keep up with the times. By offering very simple training on jobs that have been inundated with technology, it will make members of this generation more inclined to stay in certain industries longer (DeZube, 2018).

The final recommendation in order to keep baby boomers in the workforce longer would be to find a way to integrate them as entrepreneurs rather than employees. The baby boomer generation is inherently adept at entrepreneurship (Smith, 2018). If there was a way to obtain that sense of entrepreneurship in the industry, there would be a better chance of them staying in the workforce for longer despite them not being within an organization. Workers could be

brought on as sub-contractors, and owners of their own business, in order to do a variety of work such as project management, consulting, or specialty skill work (DeZube, 2018). This allows people to be more flexible with their schedule, more focused on specific aspects of the job, and gives them a better feeling about what they are doing because they are running their own business. Retaining this segment of the workforce is vital at this point in time. Thankfully, there are many strategies that companies can implement in order to increase retention rates.

Retaining Generation X.

While individuals who are a part of Generation X may not share all of the same values, there are certain general characteristics companies should understand to help them succeed within the company and retain them for their career. They greatly value knowing the organization's visions and missions. This helps them have more of an emotional attachment to an organization and feel as if they are contributing to the bigger picture. Without this clear purpose and vision, members of Generation X tend to seek new jobs that may give them this sense of accomplishment and achievement (Hessen, & Lewis, 2001).

Gen X-ers are also very attentive to the use of resources, including the application of training, reward distribution, and strategies implementation. They want to see that all of these are linked to the clear vision of the company that was previously mentioned. They also do not tolerate incompetent leadership. Oftentimes, they may feel they can do a job better than someone else, so it is important to listen and respond to these concerns. Gen X-ers always want to ensure that the structure of the organization is as efficient as possible and not just compliant to how things were done in the past (Hessen, & Lewis, 2001). This generation puts a great deal of

value into training and learning the best methods to do something. It is important to them to have continual feedback, such as coaching and mentoring, more than just annual reviews. Gen X-ers also want to feel appreciated and that they are valued within an organization. They value being involved in decisions and being asked for their opinions (Hessen, & Lewis, 2001). Lastly, it can be helpful in retaining Gen X-ers to take a lighter approach and have some fun within the company. The implementation of these values and strategies within a company can be very helpful with the retention of Generation X employees.

Retaining Generation Y (Millennials).

By adjusting their practices to what Millennials want, companies might be able to increase their retention of employees. Compared to all other generations, Millennials are the most likely to change jobs and companies, and are also the most likely to engage in role innovation (Gong, Ramkissoon, Greenwood & Hoyte, 2018). Role innovation in the workplace allows employers to better adopt and meet Millennials expectations and desires for their job and career. There are six “career anchors,” which the researchers believe are non-compromisable factors for Gen Y employees to stay at a company (Gong et al., 2018). If these career anchors are not present at the company that a Millennial is currently employed at, the Millennial has a very high probability of leaving the company within the next few years. These six career anchors are technical competence, independence, managerial competence, sense of service, creativity, and challenge.

Role innovation also allows employers to benefit from the skills and technological knowledge of their hirees by giving them the ability to “customize” a job to a specific person and

their specific skill set. Generation Y or Millennial employees express a need for continuous development in their job (Naim & Lenka, 2018). By allowing a better customization of roles in an organization, employees are given the ability to apply critical thinking to problems while also expanding their roles in the organization. This allows them to gain a better sense of belonging within that organization, which could lead to higher rates of retention.

Millennials value and connect more to companies that provide opportunities to learn and grow in their field. They also desire immediate feedback on their performance, as well as guidance and mentoring from a manager or higher level employee. Millennials have been found to value innovation, and the new tasks and problems provided through role innovation gives them the flexibility to be creative, learn, and challenge themselves further. As Millennials were the first generation of the workforce that grew up with modern technology since birth, they are used to having almost immediate access to information and answers. Millennials “are up for any challenge (‘bring it on’ may well be their motto) and have an astonishing amount of expertise in technology,” (Lowe, Levitt & Wilson 2008). One reason for high turnover of Millennials in the workforce is their expectation for quick solutions to problems (Gong et al., 2018). Many Millennials also prefer to be challenged, so they tend to leave jobs that do not present responsibilities requiring critical thinking. “Generation Y perform best when their abilities are identified and matched with challenging work that pushes them fully,” (Lowe et al., 2008). New workers may believe it is better to change jobs than to waste time only solving simple problems.

Employer Branding and Recruitment

Maintaining a multigenerational workforce requires employers to use a variety of retention tactics. Similarly, a wide range of recruitment strategies must also be deployed. However, one factor that affects recruitment of all generations is the employer brand. As Jeff Bezos of Amazon once defined it, “Your brand is your reputation. It’s what people say about you when you’re not in the room” (Bezos, as cited in Lane, 2016). It is composed of what current and potential employees think about an employer. Whether organizations actively manage their employer brands or not, one exists that influences potential candidates’ decisions (Lane, 2016).

The first step to creating a positive and recognizable brand as an employer is to find out and influence what current staff think of the company. This is because their opinions will be heard by others through word of mouth. Then, perceptions of potential candidates should be considered. Once these views are collected, employers can better position themselves to appeal to desired groups.

Staff Word of Mouth.

Few employers consider the strength and impact of staff word of mouth (SWOM). SWOM occurs when current employees share opinions of their employer with people outside of the organization (Keeling, McGoldrick, & Sadhu, 2013). For example, an employee may discuss their day at work with their friends, which can cause the friends to perceive the organization in a new way. If the employee has poor comments about their experiences in the organization, they are creating a negative employer brand; their friends will be less likely to apply for a job there in

the future. If the employee has positive opinions, however, then the brand is promoted, and the friends may be more inclined to seek employment there (Lane, 2016).

Few employers take an active role monitoring and influencing SWOM, but many try to leverage employee's social connections in different ways. A widely used method is an employee referral program (ERP). Under this model, employers identify specific roles that need to be filled. Then, current staff members promote the opening amongst their friends outside of the company. If an employee convinces someone they know to apply and the applicant is hired, then the recruiter will receive some kind of reward, typically cash. Commonly, the recruiter will not receive the prize until the new hire stays at the company for a minimum amount of time (Moll, 2016)

Utilizing an ERP may help increase the total number of applicants, but it has significant drawbacks. Firstly, the incentive structure of ERP's can be difficult to balance. If the reward for filling a vacancy is too high, it can make the program impractical. But if the reward is too low, then employees may not find it a compelling reason to assist in the recruitment process. Another disadvantage of using an ERP is that the best candidates may not be the ones applying. In order to get the reward, employees will likely encourage as many of their friends and acquaintances as possible to apply, even if they are completely unfit for the job. Hiring managers must spend time reviewing these applications, therefore decreasing their productivity. Furthermore, employees incentivized by the reward will likely promote unrealistic job expectations and give unauthentic testimony in order to get their friends to apply. This can cause low job satisfaction and high turnover among new hires found through the program (Keeling et al., 2013).

SWOM, on the other hand, can be a cheaper and more effective way to find new recruits for a variety of positions. Unlike ERP's, the scope of SWOM is not limited to just a handful of job openings. Instead, employees share their thoughts of the employer as a whole and contribute to its employer brand. Additionally, SWOM does not require costly incentive programs to maintain. Because of the lack of reward, employees will be more honest and provide outsiders with more realistic expectations of the organization. This will reduce the total number of applicants, but those who do apply will likely be a better fit (Keeling et al., 2013).

Another distinct difference between ERP's and SWOM is that ERP's only reach direct contacts of the employee. SWOM, however, has the potential to influence individuals beyond the employee's social circles. For example, customers in a retail store may approach employees and ask what it is like to work there (Keeling et al., 2013). Alternatively, people frequently discuss what they do for a living while meeting for the first time or making small talk.

It is very important that companies do not to ignore the power of SWOM. The implications it has on company brand and organizational attractiveness can be profound. But many employers may not know where to begin when deciding how to influence what their employees are saying. The first step for any organization seeking to improve SWOM is to first discover what staff are currently saying. This can be achieved through a variety of methods, including surveys and focus groups (Lane, 2016). Then, any negative SWOM can be addressed.

It is important to note, however, that changing negative SWOM must result from a change in reality for employees (Lane, 2016). If, for example, employees are speaking negatively about the poor benefits packages offered by the employer, then what they say will not

change until the issues are resolved. Simply encouraging employees to say nice things about the organization will not positively affect SWOM if larger issues continue to exist. Once this issues are addressed, positive SWOM can be added upon through an extension of pre-existing practices such as morale boosting initiatives (Keeling et al.,2013)

Recruiting New Graduates.

New graduates serve as one of the largest potential hiring bases that a company can look for. With millions of students in higher education today, the crop is always plentiful. They are fresh, eager, and ready to dive into professional life as they begin to transition out of higher education. However, there are a variety of concerns that arise when considering hiring a young adult coming straight out of college. For example, these kinds of new hires require a large investment of time and money for training and development. New recruits need to be trained in company culture in order for that culture to continue to grow. This training takes time away from other employees who need to supervise and coach a young candidate, and can become a costly measure should companies decide to put them through programs through the first several months of their initial time with a company. From this perspective, it would be much easier for companies to select older, more experienced talent. Older talent comes in with work experience already in place. Developing a company culture blends much more seamlessly due to the nature of corporations. Initially, this will save a company both time and money compared to hiring a fresh faced graduate straight out of school. However, there is genuine value in recruiting college graduates that is not always seen at face value; new graduates are actually one of the most cost effective employees because they have the lowest salaries and the hungriest minds (Jones, 2018).

Despite lacking the experience and knowledge necessary to be effective, new hires are willing to put in the time it takes to develop these skills, whereas a seasoned professional may have already developed habits.

When attempting to attract young, undeveloped talent, a company's image of success can have immense influence on who will apply for positions. This is referred to as "snob appeal," and there is a dichotomy to this effect (DeRose, 2007). On one hand, a company can have an egotistical atmosphere, where the common dream among employees is to have luxuries, such as a corner office with a view and a private parking spot at the front of the building. This type of atmosphere may serve to attract young and hungry professionals who desire to climb the corporate ladder for a high class role. Such a workplace climate will bring in talent by serving as a promotional advantage, giving people the thought that they have an opportunity to grow and succeed. On the other hand, this uppity, or snobbish, atmosphere may scare away good quality candidates who would never be able to thrive under these conditions. These candidates may envision success through more subtle or humble means. Success to them may involved building relationships with clients or making a difference in the world that cannot be seen by the kind of car you drive, something that is seldom done sitting in a cubicle next to hundreds of other employees. Companies must consider these differing images of success in order to best determine which will lead to the highest quality candidates (Krumrie, 2017). It may not be a matter of determining which is more effective, but developing different approaches that attract a multitude of different candidates. By having a company that can offer different experiences for different types of people, it allows you to attract many different kinds of personalities.

E-Recruiting and Social Media.

Having effective recruitment practices is very important to corporations because good practices can lead to the overall success of the company and it also places applicants in roles that fits their strengths and their desire to work hard at that particular job. Thanks to improvements in modern technology, human resource professionals frequently utilize online tools to hire the right job candidates. This practice is often referred to as e-recruiting which is the use of online tools and services to attract, recruit, manage, and hire job candidates. It has allowed HR departments everywhere to become more efficient in filling job openings. It has been estimated that 4 million US job seekers use the Internet to search for a job on any given day. Also as many as 90% of large organizations in the United States have incorporated the Web in their current recruitment practices (Pfieffelman, 2010). With more and more online resources being developed these numbers will continue to increase each year.

It is important to understand how some of these companies are attracting and retaining the best applicants to their online applications. Instead of just relying on electronic job boards, organizations focus their efforts on developing their own web sites as a recruitment source. This is an excellent resource to use to present highly detailed job and organizational information to attract relevant job seekers who are a good fit to the company. It is important to have good web design to give applicants a user friendly experience. A good practice is to include an easily locatable career section on the corporate website. Human resource departments have invested heavily in creating attractive, marketable career pages that give job seekers an insight into company culture. The site should be very easy to navigate and a search engine that enables

candidates to target specific interests and preferences. organizations should see an increase in the amount of applications. The home page and should contain an up-to-date list of job openings. Each opening must be accompanied by a standard, easy-to-read job description that includes expectations of the employee as well as skill requirements (Cullen, 2011). It is also important to have an easily accessible way to contact the company. There should be link to an HR contact somewhere on the page.

Unfortunately, poor web design can have a serious effect on recruitment outcome. Something as small as the navigational usability and stylistic features on the web sites have been seen to affect how well a potential candidate is attracted to the company. If a site is hard to navigate and use then users will be frustrated and may stop searching for jobs with this company altogether. If information about the job is difficult to find, this will leave candidates less interested in it compared to a job that they know more about (Pfieffmann, 2010).

The emergence of e-recruiting has given companies significant benefits. Online recruiting can reduce recruitment costs and increase applicant yields. Companies have reported savings of 95% when changing from traditional to online recruiting sources (Pfieffmann, 2010). As companies begin to yield higher applicant pools for their array of job listings, they may be overwhelmed by the amount of applicants they will have to sift through. However, human resource managers have been able to use specialized software that can filter applicants and take the data on the qualified applicants only and import them into their own databases for them to review and look over. The Web is increasingly in use both as a source of applicants for organizations and as a job search tool for individuals seeking employment.

On the other side of e-recruitment is the benefit of the job seekers. Candidates can conveniently apply wherever and whenever they have Internet access. Corporate sites even have the potential to provide applicants with real-time feedback. They can use online questionnaires to assess how well they would fit in the organization. They then would give the candidates feedback about the individual's likelihood of fitting in. This may give candidates a better understanding of how the workplace culture is and candidates who received high-fit results become more attracted to the company. This also gives the company a better understanding of the values of the candidate based on the answers in the questionnaire.

Companies can also utilize the use of social media to attract job seekers to their company. More than 2 billion people worldwide are users of social media, making it a logical platform for companies seeking to attract potential employees (Cervellon, 2017). Companies can use these platforms to share information about brand activities or other news about the organization such as open positions with links to their corporate website. Some companies like Patagonia Inc. have encouraged their employees to be "brand ambassadors" to consumers and job seekers on social networks including Facebook, Twitter, and of course, LinkedIn. By following the organization on social media, employees can share interesting posts made by the company. They can share their experiences with the company and give them insight into the type of culture that the company has to offer. If employee engagement is very good, staff can even begin their own discussions online about their employer.

Conclusion

Human capital is extremely important for businesses to operate. Not only is it essential to have the right people in the right positions, but also to have the best working in each position. In order to have the best in the business, it is important to have the right recruitment strategies as well as retainment strategies. Companies want to hire the best applicant for each job as well as maintain their loyalty and dedication for the company.

Larger companies, like Sherwin, have many employees that range in age, and with a big range in age there is going to be generational differences who have different values when it comes to life and how they view the company they work for. Making decisions to keep employees satisfied should not be approached with a “one size fits all” attitude. Employees of different generations have different goals and desires that must be catered to. By being mindful of employee age group while implementing various recruitment and retention tactics, employers can improve their methods of finding and keeping the best workforce.

A company’s brand and image can be reflected by how employees view the company as well as the opinions of people outside of the company. College students are a big hiring pool for a company like Sherwin and they may have more exposure to the company and what people say about it compared to the average person.

E-recruitment, or the use of online tools and services to attract and recruit job candidates. The Internet has become an important source for recruitment and the majority of large corporations use the Internet for this purpose as it can be much more efficient and cost effective.

Discussion of Primary Research

The Sherwin-Williams Company can benefit by implementing or examining the topics reviewed in this secondary research report. In particular, further research should be conducted on the company's staff word of mouth. Such research can be conducted in several ways, including the use of mystery shoppers or surveys.

If utilizing the mystery shopper approach, the undercover shoppers could enter Sherwin retail locations and casually make conversation with the sales people. In the conversation, the shopper could ask, "What is it like to work here?" Or, the shopper could mention that they are considering applying for a position in the company and evaluate the employee's reaction.

Further investigation of staff word of mouth could be completed using surveys sent to Sherwin employees. The questions could be focused on the frequency and level of positivity or negativity in which the employee speaks of the company. The survey could also collect information about who the employees speak to about the company.

Additionally, authors of this paper recommend researching the company's attractiveness from the perspective of Millennials in college. This research can be conducted using surveys and focus groups.

In the surveys and focus groups, participants could be asked to rank local companies in order of "best" to "worst" employers. Further questioning could be focused on what the participants know about the company. Such questions may ask if they realize Sherwin- Williams is based in Ohio; do they know that the company is hiring; have they ever considered applying? Using projective, word association techniques in the surveys and focus groups may also be

beneficial. Researchers could ask, “Students who intern for Sherwin- Williams are ____,” and collect participant’s initial reactions. All of these methods of research can help to inform Sherwin- Williams about the awareness and perspective of their company.

References

- Cervellon, M.-C., & LIRIO, P. (2017). When Employees Don't "Like" Their Employers on Social Media. *MIT Sloan Management Review*, 58(2), 63–70.
- Cullen, B. (2001). e-Recruiting Is Driving HR Systems Integration. (cover story). *Strategic Finance*, 83(1), 22–26.
- Dessain, N. (2016). Human Resources Marketing and Recruiting: Introduction and Overview. In M. Zeuch (Ed.), *Handbook of Human Resources Management*(pp. 3-19). Berlin, Heidelberg: Springer-Verlag.
- DeRose, D. (2007). Creating a case for hiring new graduates Organization Reshaping. *Power*, 23-32.
- DeZube, D. (n.d.). How Can You Retain Baby Boomer Employees? | Monster.com. Retrieved February 3, 2018.
- Gong, B., Ramkissoon, A., Greenwood, R. A., & Hoyte, D. S. (2018). The Generation for Change: Millennials, Their Career Orientation, and Role Innovation. *Journal of Managerial Issues*, 30(1), 82–96.
- Hessen, C. N., & Lewis, B. J. (2001). Steps You Can Take to Hire, Keep, and Inspire Generation Xers. *Leadership & Management in Engineering*, 1(1), 42.
- Jones, S.(2018) "Succession Planning: Creating A Case for Hiring New Graduates." *Current Neurology and Neuroscience Reports.*, U.S. National Library of Medicine,
- Keeling, K. A., McGoldrick, P. J., & Sadhu, H. (2013). Staff Word-of-Mouth (SWOM) and retail

- employee recruitment. *Journal of Retailing*, 89(1), 88–104.
- Krumrie, Matt. (2017). “How To Successfully Recruit New College Graduates.” *ZipRecruiter*, 29
- Lane, P. (2016). Human Resources Marketing and Recruiting: Essentials of Employer Branding. In M. Zeuch (Ed.), *Handbook of Human Resources Management*(pp. 23-52). Berlin, Heidelberg: Springer-Verlag.
- Lee, T. W., Hom, P., Eberly, M., & Li, J. (2018). Managing employee retention and turnover with 21st century ideas. *Organizational Dynamics*, 47(2), 88–98.
- Lowe, D., Levitt, K. J., & Wilson, T. (2008). Solutions for Retaining Generation Y Employees in the Workplace. *Business Renaissance Quarterly*, 3(3), 43–58.
- Moll, B. (2016). Human Resources Marketing and Recruiting: Essentials of Employer Branding. In M. Zeuch (Ed.), *Handbook of Human Resources Management*(pp. 93-101). Berlin, Heidelberg: Springer-Verlag.
- Naim, M. F., & Lenka, U. (2018). Development and retention of Generation Y employees: a conceptual framework. *Employee Relations*, 40(2), 433–455.
- Pfieffelman, B., Wagner, S. H., & Libkuman, T. (2010). Recruiting on Corporate Web Sites: Perceptions of fit and attraction. *International Journal of Selection & Assessment*, 18(1), 40–47.
- The Sherwin-Williams Company. (2018). *Sherwin-Williams Company SWOT Analysis*, 1–8.
- Shrivastava, P., Ikonen, M., & Savolainen, T. (2017). Trust, Leadership Style and Generational Differences at Work - A Qualitative Study of a Three-Generation Workforce from Two

Countries. *Nordic Journal of Business*, 66(4), 257–276.

Smith, Kelly Anne. (2018). “Baby Boomers Face Reality They Might Never Retire.” *Bankrate*, Bankrate.com, 23 Aug. 2018.