

EFFECTS OF ENVIRONMENTAL CORPORATE SOCIAL RESPONSIBILITY
PROGRAMS ON JOB SEEKER INTENTIONS

by

Wesley D. Ramey

A Thesis Submitted to the
Faculty of the Graduate School at
Middle Tennessee State University
in Partial Fulfillment
of the Requirements for the Degree of
Master of Arts
in Industrial/Organizational Psychology

Murfreesboro, TN

August 2013

Thesis Committee:

Dr. Beverly Burke

Dr. Judith Van Hein

Caitlin, thank you for always being there for me through thick and thin.

ABSTRACT

Environmental corporate social responsibility (ECSR) is a type of corporate social responsibility (CSR) that has grown in popularity among organizations. Previous research suggests that ECSR programs are a way for organizations to increase competitiveness and to attract talented employees. This study builds upon previous research and investigates the effects that ECSR programs may have on attracting potential job seekers. A survey was conducted where participants were placed within one of three different types of CSR conditions including environmental, charity, and neutral. Two hypotheses and one research question were tested. Final results were contrary to previous research findings that suggest ECSR programs have significant effects on job seeker pursuit intentions. Results comparing CSR programs being advertised via website format and newspaper formats also yielded no significant findings. Areas of potential future research as well as explanations of possible reasons for the results are discussed.

TABLE OF CONTENTS

LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER I	1
Defining Corporate Social Responsibility	1
Environmental Corporate Social Responsibility	4
ECSR in Human Resource Management	9
Attracting and Retaining Employees	10
Current Trends in ECSR HR Practices	12
Hypotheses	14
CHAPTER II	17
Participants	17
Design and Conditions	19
Measures	22
CHAPTER III	24
Scale reliability testing	24
Hypothesis testing	25
CHAPTER IV	29
Summary	29
Limitations	30
Conclusion	30
REFERENCES	32
APPENDICES	39
APPENDIX A	40
APPENDIX B	41

LIST OF TABLES

Table 1. Descriptive Statistics of Manipulation Check Items.....	18
Table 2. Descriptive Statistics of Participant Demographics.....	20
Table 3. Scale Reliability Measurements.....	24
Table 4. Descriptive Statistics by CSR Condition.....	26
Table 5. Descriptive Statistics by Medium Condition.....	28

LIST OF FIGURES

Figure 1. Carroll's (1991) Pyramid of CSR adapted from original source.....	3
---	---

CHAPTER I

INTRODUCTION

A growing trend among organizations is the creation and implementation of Corporate Social Responsibility (CSR) programs that focus on being environmentally friendly (Bansal & Roth, 2000). CSR programs are a way for organizations to gain a competitive advantage by attracting and hiring talented and dedicated employees. These programs focus on many aspects of organizations' role in the community, region, or even globally, but a popular subgroup within this trend focuses on the environment. This subgroup of CSR is referred to as Environmental Corporate Social Responsibility (ECSR). By conducting an investigation of job-seeker attitudes towards the environment and towards an organization's role in relation to the environment, it will be possible to determine if the use of ECSR programs enhances the appeal of applying to and/or working for an organization.

Before focusing entirely on ECSR it is important to understand the history of CSR in general. This information will reveal the beginnings and development of the practice of incorporating CSR programs in organizations, and lead into the eventual trend of focusing on the environment. With that foundation in mind, a review of the effects of environmental corporate social responsibility on job seeker intentions will be addressed.

Defining Corporate Social Responsibility

CSR has a long-standing history of interest dating back to the early 1900s (Banerjee, 2007; Cochran, 2007). Public interest in CSR gained popularity beginning in the 1950s with Bowen's (1953) book *Social Responsibilities of the Businessman*. Bowen

is credited as being the first person to define the modern term of CSR as: “It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (p. 6). In Bowen’s description he emphasizes that business people should engage in actions that are beneficial to society. Bowen’s (1953) idea of CSR has become an area of importance for organizations and sparked an interest for professional research.

Over the past decades, the emergence of interest in CSR research has created definitional issues and construct ambiguity (e.g., Carroll, 1999; Dahlsrud, 2006; Taneja, Taneja & Gupta, 2011; Okoye, 2009). To clear up the definitional issues, Carroll (1999) conducted an extensive review of literature dating back to the 1950s examining the various definitions of CSR. Carroll discusses how theoretical and definitional research on CSR had evolved over fifty years. Over the period of 5 decades, changes in societal and economic views created multiple definitions of CSR. Subsequent research conducted by Wan-Jan (2006) concluded that Hopkin’s (2003) definition combined the best of all concepts found in the previous literature regarding the definition of CSR. Hopkins (2003) states that, “CSR is concerned with treating the stakeholders of the firm ethically or in a responsible manner” (p. 183). Stakeholders include customers, the community, society, employees, and shareholders. This definition of CSR brings together all previous definitions and provides an all-encompassing definition that can be used to discuss multiple types of CSR.

Along with definitional issues found in the beginnings of CSR research, construct ambiguity also raised the question of what factors should be considered as major dimensions of CSR. To help clarify the multiple dimensions found in CSR research,

Carroll (1991) created the pyramid of corporate social responsibility (Figure 1). The pyramid includes four essential elements of CSR being philanthropic, ethical, legal, and economic dimensions. These four dimensions are not mutually exclusive; organizations must carefully balance each of the four dimensions. Each dimension can be viewed as a separate entity; when considered as a whole they make up the entire concept of CSR. While more recent CSR literature commonly refers to five specific dimensions – stakeholders, social, economic, voluntariness, and environmental – these are merely commonly used terms found in searches that do not create a conceptual structure as does Carroll's pyramid (Dahlsrud, 2006).

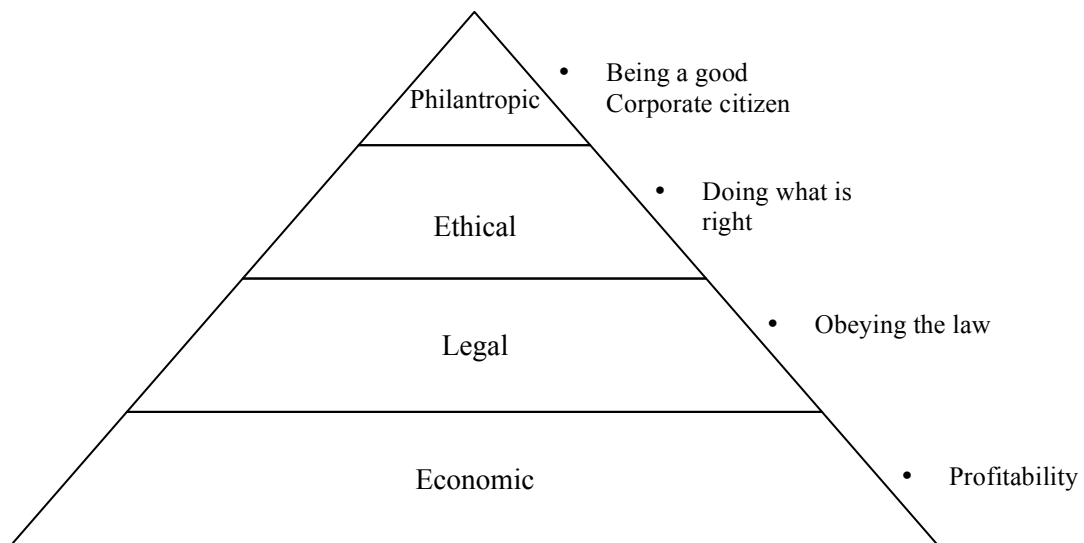


Figure 1: Carroll's (1991) Pyramid of CSR adapted from original source

Carroll's (1991) pyramid created an excellent representation of what dimensions should be included in CSR. Beginning at the bottom, the economic block of the pyramid signifies that an organization should be profitable while remaining competitive. In an organization, this block is the foundation of CSR because without profitability an organization would cease to exist. The next level of the pyramid concerns an organization's legal responsibilities. An organization must also follow the rules and regulations governed by law in order to operate. The third block of the pyramid is the ethical dimension. Being ethical goes beyond regarding the behaviors and actions governed by law in the previous block. For example, an ethical dimension of CSR would be when a company gives workers extra paid vacation days because it is the right thing to do even though it is not required under law. At the top of the pyramid is the philanthropic dimension. Being philanthropic means actively contributing to the community through financial or time contributions. This dimension is at the top of the pyramid because organizations are not required nor expected to engage in these actions. The philanthropic dimension contrasts from the ethical dimension in that organizations are expected to act in ethical ways even though they may not be required to do so by law. The top of the pyramid encapsulates the essence of an organization going above all other dimensions and contributing beyond what is legally required and ethically expected. Together these four dimensions – economic, legal, ethical, and philanthropic – make up Carroll's Pyramid of CSR.

Environmental Corporate Social Responsibility

There are a number of different aspects of CSR, such as philanthropy, community welfare, and environmental concerns (Taneja, Taneja & Gupta, 2011). This study will

focus on environmental concerns in CSR. Mazurkiewicz (2004) defines ECSR as, “the duty to cover the environmental implications of the company’s operations, products and facilities; eliminate waste and emissions; maximize the efficiency and productivity of its resources; and minimize practices that might adversely affect the enjoyment of the country’s resources by future generations” (p. 2). Organizations are increasingly becoming aware of the positive effects of ECSR programs, and stakeholders are beginning to demand their implementation. Environmental marketing and consulting firm TerraChoice (2010) reported that the number of “green” products on the market has increased from 2,739 products in 2009 to 4,744 products in 2010. The rise in green products indicates that consumers are starting to demand more environmentally friendly products and services. Not only are organizations producing more of these “green” products, they are also creating environmentally responsible programs within their organizations. Human resources (HR) departments play a role that can provide leadership and developmental opportunities that promote ECSR programs within organizations (Lockwood, 2004).

Examples of ECSR programs can include sustainability programs, emissions reduction, and usage of alternative energies, but recycling is typically considered one of the simplest forms of promoting ECSR. Organizations benefit because such programs can encourage all employees to participate. A downside of enacting ECSR programs is that certain types of programs may be burdensome and costly to enact such as installing company-wide solar panels, retrofitting work areas, or using sustainable materials in the construction of their facilities, yet they can create more long-term rewards by reducing energy costs and increasing efficiency over time.

While ECSR programs can help organizations cut costs long-term, they can also help promote a positive image of the organization to stakeholders. Many organizations are investing in promoting an environmentally friendly image through the usage of their company website. According to a study conducted by Kim, Nam, and Kang (2010), 71% of Fortune 500 corporations' websites dedicated a section of the organization's website to specifically addressing environmental responsibility. This trend reflects the fact that consumers are more interested in environmentally friendly products and services (Lyon & Maxwell, 2008). This promotion of a "green" image, however, opens up the potential for some organizations to begin the practice of "greenwashing." Greenwashing is when an organization promotes a false image that it is green or eco-friendly and is a way for companies to exploit the benefits of ECSR programs while making no changes within the company or community (Mitchell & Ramey, 2011).

While external stakeholders and employees tend to view ECSR programs positively, the benefits for the organization depend on the direct environmental impact an organization's facilities and practices have on its community. For example Kolk, Walhain, and Wateringen (2001) found that country of origin has an influence on the frequency of environmental activities that organizations report. They also found that different industries such as banking, telecommunications, and insurance reported environmental activities less than other industries. This suggests that ECSR activities are only perceived as being important when an organization engaging in such activities can have a direct impact on the environment through its operations. Banking, telecommunications, and insurance industries are not directly involved in operations that could negatively impact the environment through pollution or some other form of action,

thus reducing exposure to potential negative outcomes. Automotive manufacturers, however, can have a great impact on the environment through emission and waste. Therefore automotive manufacturers have a greater incentive to take a positive environmental stance than organizations like banks or insurance providers. In this case the organization, community, and environment in which they operate all benefit.

ECSR programs can be used by organizations in attempt to gain a competitive advantage in a growing global economy (Branco & Rodrigues, 2006; Heslin & Ochoa, 2008; Lai, Chiu, Yang, & Pai, 2010; Porter & Kramer, 2006). Competitive advantages are not limited only to ECSR programs but apply to all types of CSR programs. Gaining a small advantage over competition would be reason enough for an organization to consider a CSR program. To answer the question of whether focusing specifically on environmental CSR programs can help organizations gain a competitive advantage, several factors must be taken into consideration. First an organization must realize what competitive advantage incorporating a CSR program would achieve in the context of its business environment. The types of competitive advantages to be gained from CSR are complex and would be difficult to examine in one research study. Research investigating environmental social responsibility and recruiting suggests that potential applicants are more likely to apply to organizations that have pro-environmental stances (Behrend, Baker, & Thompson, 2009; Greening & Turban, 2000; Rodrido & Arenas, 2007). The purpose of this study is to expand on previous research and to investigate the effects of an organization's CSR programs, specifically environmental programs, charity programs, and recruiting messages on potential job seekers' attitudes.

Organizations' public promotion of CSR programs is the first way that stakeholders become aware of an organization's CSR stance. Potential applicants to an organization may access the organization's involvement in CSR programs via multiple information outlets. Organizations promote CSR initiatives and programs through the use of websites, ethical codes, mission statements, and blogs. The use of ethics statements on company websites have increased steadily over the last decade and have become an important part for organizations in promoting CSR programs (Murphy, 2005). Internet websites and blogs are becoming increasingly important for organizations to engage and to promote a particular issue that is of concern to stakeholders. Before organizations had website and social media, CSR activities may have gained less attention from the public. This raises the question as to whether websites provide a better medium for organizations to promote CSR programs over traditional media sources such as newspapers. Now that organizations use the Internet as a means of opening up communication with stakeholders, ethical and moral issues have become more prominent. Both positive and negative examples of corporations' actions can be praised or scorned within minutes of being posted on the Internet. For this reason, an organization's CSR actions must be carefully monitored and planned so that the correct message is sent to stakeholders (Stanaland, Lwin, & Murphy, 2011). Organizational reputations are built over long periods of time but can easily be ruined with one misguided action. The HR department has the ability to initiate and manage CSR programs among current employees within the organization as well as potential applicants.

In order to see if there is any difference between the multiple types of CSR programs, it is essential to analyze more than one type of CSR program. Charity work is

considered a type of CSR program. A charity CSR program may include an organization donating work such as volunteering time or resources to the community. The difference between the two different types of CSR programs has to do with their main focus. ECSR programs are focused on environmental activities whereas charity CSR programs are focused on charity activities. Charity CSR is not the focus of this study but it is important to mention because it will be used in addition to the ECSR programs.

ECSR in Human Resource Management

HR professionals have the ability to encourage and maintain a successful CSR program. HR professionals possess some of the most powerful tools needed across all levels of an organization to create a culture of successful CSR (Sharma, Sharma, & Devi, 2009). HR departments handle legal and regulatory standards set by agencies; they are also responsible for a wide variety of functions including communicating and maintaining information and creating policies that promote a healthy work culture. Strategic human resource management (HRM) is responsible for creating an ethical, forward thinking culture within the organization (Fuentes-Garcia, Núñez-Tabales, & Veroz-Herradón, 2008; Hopkins, 2006; Lefkowitz, 2006). Many types of CSR including environmental and charity programs fall into the realm of HRM. These programs have the ability to provide benefits to both the organization and community.

Highly competitive organizations must decide which CSR programs fit best with the strategies, culture, and goals of the organization. Heslin and Ochoa (2008), describe this type of decision making as developing a strategic CSR program. They describe key principles that organizations can use to help develop strategic CSR that can result in positive outcomes. Of the principles Heslin and Ochoa (2008) discuss, HR would be best

suited to manage the principles of cultivating talent, protecting labor welfare, and reducing the environmental footprint. Thus, HR professionals are given the responsibility to administer and oversee organizations' CSR programs. HR departments can carefully plan and design performance management systems, training, selection systems, and reward systems around the CSR programs at an organization. Once all of the HR systems are aligned with the CSR program, new employees can be introduced and trained on what is expected in accordance with the CSR program of the organization. A strategically planned CSR program can foster a culture in accordance with the espoused CSR values of an organization.

Attracting and Retaining Employees

Attracting, recruiting, and retaining talented employees is crucial to an organization's success. Organizations that promote and practice ECSR programs may have a gained advantage of attracting talented employees that appreciate a pro-environmental stance (Behrend, Baker, & Thompson, 2009). A survey by Boston College (The Center for Corporate Citizenship, 2005) found that 30% of 1,200 surveyed companies reported that corporate citizenship helped recruit and retain employees, and that 56% of companies said it helped the reputation and image of the company. Furthermore, it is suggested that job seekers value organizations that maintain positive reputations and are willing to accept lower wages to work at those types of organizations (Cable & Turban, 2003).

Tsai and Yang (2010) addressed applicant individual differences on organizational attractiveness; they found that an individual's level of environmental sensitivity moderated the relationship between an organizations citizenship image and

level of organizational attractiveness. In other words, applicants who had stronger attitudes towards environmental issues were more likely to have stronger organizational attractiveness to companies with positive corporate images. Research conducted by Turban and Greening (1997) indicates that organizations with a perceived positive corporate social performance have a competitive advantage in attracting talented employees. These findings support the case that organizations have much to gain by investing in CSR and ECSR programs. Potential outcomes of having a positive corporate image could possibly be found by measuring an applicant's pursuit intentions.

Organizations that promote and practice CSR may be able to decrease turnover intentions and increase employee commitment and satisfaction. Ambrose, Amaid, and Schminke (2008) found that employees are more satisfied, committed, and have lower levels of turnover when they feel that their ethical values are in line with their employer's values and actions. Organizations must not only promote the image of corporate responsibility but must also follow through in practice as well to make employees feel ethically connected to their work and place of employment.

Person-organization fit can help explain possible reasons as to why job applicants may be attracted to organizations that promote ECSR. Research by Finegan and Theriault (1997) found that the more similar an organization's code of ethics and values were to employee personal values and beliefs, the more positively employees would rate their organizations ethics and values. This research suggests that organizations' code of ethics is not only important to promote the responsibility to stakeholders but also to make employees feel that they fit within the organization. Similarly, Sims and Kroeck (1994)

found that employees who feel they fit ethically within their organization have higher affective commitment.

Current Trends in ECSR HR Practices

A specific practice of ECSR is sustainability. Sustainability in HRM has gained momentum in recent years and has been the topic of much discussion among practitioners and researchers. The most widely used definition of the term was first coined by the United Nations World Commission on Environment and Development (WCED) in 1987 as being, “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (p. 43). Since then, the topic has gained so much attention that the Society for Human Resource Management Foundation (SHRM) has taken notice and published guidelines for socially responsible and environmentally sustainable HRM practices (Cohen, Taylor, & Muller-Camen, 2012). The guide outlines strategies that HR departments can take to increase sustainability within their organization. The guide also discusses the important role that HR professionals play in creating and maintaining an environmentally sustainable workplace.

Industrial and Organizational (I-O) psychologists have also taken notice of environmental sustainability practices within organizations. I-O psychologists are in a particularly influential role to research and promote environmental sustainability within organizations. Promotion of environmental sustainability can be delivered through several I-O psychologist roles including selection, recruitment, compensation, and training practices (Huffman, Watrous-Rodriguez, Henning, & Berry, 2009). Widespread usage of sustainability practices would require a majority of HR professionals and I-O psychologists alike to take initiative and promote sustainable ECSR practices. A push

has been made to encourage I-O psychologists to contribute and take leadership roles in researching, promoting, and practicing environmental sustainability in organizations (DuBois & DuBois, 2010; Ones & Dilchert, 2012).

While there are multiple viewpoints in support of CSR and ECSR, arguments against CSR and ECSR in organizations are more limited. This could be due to the sensitivity of the topic that deters organizations from publicly stating opposition to such programs because of the potential consequences of doing so. Organizations that do not have any active CSR or ECSR programs may be indifferent to the topic and not have a need to be involved in public displays either for or against such practices. One critic that is well known for questioning CSR and environmental responsibility is economist David Henderson. Henderson's (2001; 2005) biggest criticisms against CSR are that such activities could stifle competition and lead to unneeded regulations on businesses. Other than Henderson's criticism, the five principal arguments against CSR activities are the role of profit in business, competitive disadvantage, competency, fairness, and legitimacy (Smith, 2002). The first two arguments are similar to Henderson's arguments in that a business's role is to make profit and that CSR program could inhibit such activities. The argument of competency questions whether or not businesses are competent to carry out such activities for the good of society if their main role is to provide a business function. The fairness argument has to do with the idea of private business taking over the role and dominating social responsibility actions in society in accordance to the businesses ideas and influence. The final argument of legitimacy has to do with business not having a legitimate concern for being involved in such matters. It is the government, he argues,

that has a legitimate social concern to solve such issues and is granted the resources to take action by collecting taxes from business and society.

In context, organizations that understand the importance of CSR programs can potentially benefit. ECSR is one area of CSR that focuses on environmental activities that organizations may choose to embrace. By adopting an ECSR program a competitive advantage in the areas of recruiting and retaining employees could be a possible outcome. Job seekers and employees alike may tend to value working for companies that are ethical in image and in practice (Turban & Greening, 1997). This is precisely why it is important to investigate the relationship between organizations with CSR programs to organizations with nonexistent CSR programs. Additional research in this area can help uncover the relationship between advertised CSR programs and any possible effects such messages may have on job seekers intentions and recruiting outcomes.

Hypotheses

The current study seeks to examine CSR as related to job seeker reactions towards organizational messages. The first hypothesis was chosen based on previous research conducted on the same topic. Behrend, Baker, and Thompson (2009) found that pro-environmental support messages from an organization positively affected job pursuit intentions from job applicants. Furthermore, research by Kim and Park (2011) found that college students perceived CSR programs as being an important factor when considering employment. Both of these research studies closely resemble the hypotheses that will be analyzed in this research study. Additionally, research gathered about the growth in environmental programs and research on attracting and retaining employees supports the hypotheses proposed. Two hypotheses are being proposed for this research:

Hypothesis 1: Job seekers will score higher on scales measuring pursuit intentions and organizational attractiveness towards organizations that advertise CSR programs.

Hypothesis 2: Organizations in the ECSR condition will affect the job pursuit intentions of job seekers who have higher concerns towards the environment than job seekers who have lower concerns towards the environment.

These hypotheses are being proposed because, as previously discussed, CSR programs are gaining interest in research literature and in the HR field. There are different types of CSR programs that an organization can enact, but this research study is mostly focusing on ECSR programs. In addition to ECSR programs, charity CSR programs will also be a part of the study design. The charity CSR programs were added in addition to the ECSR programs to see if the type of CSR program that is advertised makes a difference in participant reactions. Environmental programs are the focus of this research because of an interest in analyzing a potential moderator effect. A moderator effect will be analyzed for the environmental condition to see if applicants with positive attitudes towards the environment prefer CSR programs that are aimed towards environmental responsibility. Research by Behrend, Baker, and Thompson (2009) tested for a similar moderator effect and found no support.

In addition to the hypotheses, a research question will also be investigated. Websites are a popular way for organizations to advertise and promote CSR programs. Research question: Will there be a difference in job seekers pursuit intentions and organizational attractiveness towards organizations that advertise via websites over organizations that advertise via newspaper article? This research question will be

investigated to see if job seekers show any possible effects that the source of the information may have.

In summary, organizations have an interest in attracting top talent. CSR programs and initiatives may be an approach that organizations can use to increase competitiveness and to attract top talent applicants. Testing the proposed hypotheses using college students can offer some insight into any possible effects that CSR programs may have on applicant attitudes and pursuit intentions.

CHAPTER II

METHOD

Participants

Complete responses were acquired from 336 participants. Participants were college students from a large southern public university. Data were collected via an online survey system (SONA systems and Qualtrics) where participants were awarded course credit for their participation in the study. Students were encouraged to participate in the research pool during their semester in an undergraduate psychology class. The study was made available to all students that are a part of the research pool.

The sample used for data analyses was reduced from the 336 total acquired responses resulting in a final sample size of 218. Removing data that was not used as part of this research study reduced the sample size as well as removing data based on results of the manipulation check items. The manipulation check items included in the survey were analyzed to identify participants who did not accurately respond to the CSR condition. Complete responses to each manipulation check item organized by CSR condition are displayed in Table 1. Participants who incorrectly answered the manipulation check question corresponding to the condition to which they were assigned were removed from the data set. In addition, participants that accurately answered the manipulation check item corresponding to the CSR condition to which they were assigned remained in the data set.

Table 1

Descriptive Statistics of Manipulation Check Items

		Yes	No	No Response
Charity	Is a consumer electronics company	91.7%	8.3%	
	Has programs that support the environment	53%	46.2%	.8%
	Has programs that support local charities	73.5%	25.8%	.8%
	Has a location in La Vergne	78.8%	21.2%	
	Is currently recruiting to fill new positions	94.7%	4.5%	.8%
	Is ISO9000 accredited	30.3%	68.9%	.8%
Environment	Is a consumer electronics company	92.4%	7.6%	
	Has programs that support the environment	81.4%	18.6%	
	Has programs that support local charities	48.3%	50.8%	.8%
	Has a location in La Vergne	83.1%	16.1%	.8%
	Is currently recruiting to fill new position	92.4%	7.6%	
	Is ISO9000 accredited	28%	70.3%	1.7%
Neutral	Is a consumer electronics company	95.3%	4.7%	
	Has programs that support the environment	59.3%	40.7%	
	Has programs that support local charities	40.7%	58.1%	
	Has a location in La Vergne	94.2%	5.8%	
	Is currently recruiting to fill new position	97.7%	2.3%	
	Is ISO9000 accredited	91.9%	8.1%	

Demographic information gathered relating to age, gender, class, and race are displayed in Table 2. The sample had a mean age of 20 with age ranging from 18 to 36. Gender was distributed with 62% being female and 36% being male. The majority of participants, 55%, were freshmen with 29% sophomores, 10% juniors, and 6% seniors. Sixty-two percent of participants were white, 29% African American, 5% Asian, 5% Hispanic or Latino, .5% as being Native Hawaiian or Other Pacific Islander, 1% as being Indian or Alaskan native and, 5% as other. The majority of participants, 60%, indicated that they were currently employed. Participants that were employed worked on average 24 hours per week with total hours worked across participants ranging from 4 to 50 hours.

Design and Conditions

The design and procedures were replicated from Behrend, Baker, and Thompson's (2009) study looking at the effects of pro-environmental recruiting messages. Their research found positive support for environmental recruiting messages on job seeker intentions. The measures that were used in their study were also used in this study; however, some changes were made to the conditions and layout of the overall study design, and some additional variables were added.

Table 2

Descriptive Statistics of Demographics

		Frequency	Percent
Gender	Male	78	35.8
	Female	134	61.5
	Other	2	.9
	Missing Data	4	1.8
	Total	218	
Race	American Indian or Alaska Native	2	.9
	Asian	10	4.6
	Black or African American	63	28.9
	Hispanic or Latino	10	4.6
	Native Hawaiian or other Pacific Islander	1	.5
	White	136	62.4
	Other	12	5.5
	Total	234	
Class	Freshmen	119	54.6
	Sophomore	64	29.4
	Junior	22	10.1
	Senior	13	6
	Total	218	
Employment Status	Yes	130	59.6
	No	88	40.4
	Total	218	

All conditions were designed around a fictitious organization named “Au Industries.” Au Industries is described as a consumer electronics company that is seeking to recruit and employ new college graduates. In total there were two different independent variable (IV) conditions. The first IV consisted of three different social responsibility conditions – environmental, charity, and neutral. The second IV consisted of two different information medium conditions – website recruiting page and a newspaper article. The environmental condition depicted the organization as having a commitment towards pro-environmental actions. The charity condition depicted the organization as having a commitment towards community charity work. The neutral condition depicted the organization as having no involvement in a socially responsible action. The website recruiting page condition presented the social responsibility conditions in a website format. The news article condition presented the social responsibility condition as a newspaper article. After viewing the description of the company, participants were forwarded to the questionnaire portion of the survey. Examples of all study conditions are displayed in Appendix B.

The dependent variables in the study were organizational attractiveness and pursuit intentions. Aiman-Smith, Bauer, and Cable (2001) define organizational attractiveness as being, “an attitude or expressed general positive affect toward an organization, toward viewing the organizational as a desirable entity with which to initiate some relationship” (p. 221). Organizational attractiveness was included to see how participants viewed organizations that had a CSR program. Aiman-Smith, Bauer, and Cable (2001) define pursuit intentions as being, “the intention to take action to find out more information about an organization, to contact the organization, and to try to

secure an interview with the organization” (p. 221). Pursuit intentions were included to see how interested participants were in actually pursuing employment with the organization.

Measures

Participants in the study were required to complete a total of five questionnaires. The first scale in the questionnaire was designed specifically to assess job seeker pursuit intentions and company attractiveness (see Appendix B). The scale was used to measure the dependent variables and was originally developed and researched by Highhouse, Lievens, and Sinar (2003). The researchers used a combination of items from multiple well-regarded scales to design each subscale of the measurement. Highhouse, Lievens, and Sinar (2003) calculated reliabilities for the scale as follows: company attractiveness ($\alpha = .88$), intentions toward the company ($\alpha = .82$), and company prestige ($\alpha = .83$). The scale is measured using a five-point likert scale. This scale was chosen because it captures multiple elements that are important to this study, particularly pursuit intentions and organizational attractiveness. This scale was also used in Behrend, Baker, and Thompson’s (2009) study to assess participant pursuit intentions.

A scale was developed and included to assess participants’ attitudes towards various job choice preferences such as person-organization fit, characteristics of the job, and characteristics of the organization itself (see Appendix B). The scale was rated using a five-point likert scale ranging from not at all important to very important to job choice. Factors included in the scale were found by researching a meta-analysis study on applicant attraction and recruitment predictor outcomes (Chapman et al., 2005). Each

factor was indicated as being a relevant predictor variable to recruitment and applicant attraction outcomes.

Six items were included as a manipulation check to assure that the fictitious organization's messages were perceived as hoped (see Appendix B). The manipulation items asked questions such as, "Au Industries is currently recruiting to fill new positions." Manipulation check questions help determine if participants are paying attention and if our manipulation in each condition is being perceived as intended. The items were rated by asking participants to answer either yes or no for each item.

The last measure was used to assess participants' attitudes towards the environment. The scale was taken from Dunlap and Van Liere's (1978) New Ecological Paradigm (NEP). The most up to date, revised version of the NEP scale developed by Dunlap, Van Liere, Mertz, and Jones (2000) was used to assess attitudes towards the environment in this research study (see Appendix B). The measure is widely accepted as a valid measurement for assessing people's attitudes towards the environment. The scale includes 15 total items and is rated using a five-point likert scale. Dunlap et al. (2000) compared the scale to similar scales yielding correlation coefficients ranging from a high of $r = .61$ to the lowest of $r = .31$ demonstrating sufficient predictive and construct validity of the measurement. This measure was included as a covariate because it was predicted that participants who held strong attitudes about the environment would express more favorability (pursuit intentions) towards the ECSR conditions.

CHAPTER III

RESULTS

Scale reliability testing

Reliability analyses were conducted for the organizational attractiveness and NEP environmental attitudes scales. Cronbach's alphas were calculated for all scales and are displayed in Table 3. The organizational attractiveness scale including all subscales combined resulted in an alpha of .89. The general organizational attractiveness subscale resulted in an alpha of .84, which was similar to the alpha of .88 found by Highhouse, Lievens, and Sinar (2003). The second subscale of intentions to pursue resulted in an alpha of .73, which was lower than what was found in the original publication of .82. The last subscale of prestige resulted in an alpha of .83, which was identical to the .83 alpha that was found in the original publication.

Table 3

Scale Reliabilities

Scale	Subscales	Cronbach's Alpha	Number of Items
Attraction to Organization		.89	15
	General Attractiveness	.84	5
	Intentions to Pursue	.73	5
	Prestige	.83	5
New Environmental Paradigm		.73	15

The Cronbach's alpha calculated for the NEP scale resulted in an alpha value of .73. Dunlap et al. (2000) calculated an alpha value of .83 when researching and designing the scale. While the alpha value that was calculated for this study is slightly lower than what was found in research, it is still within an acceptable range to conclude that it has good internal consistency.

In addition to calculating Cronbach's alphas for all scales, intercorrelations between the dependent variable scales and the NEP scale were also calculated. The correlation between general organizational attractiveness and the NEP scale was -.03. The correlation between intentions to pursue and the NEP scale was -.06. Both of the correlations indicate discriminant validity of the two constructs being measured. Correlations between the organizational attractiveness and intentions to pursue scales resulted in a correlation of .72 signifying a strong relationship between the two dependent variables.

Hypothesis testing

Multivariate analysis of variance (MANOVA) as well as analysis of covariance (ANCOVA) was used to test for any statistical significance. A familywise alpha value of .05 was used for all analyses. Main effects for each condition were analyzed as well as a follow-up analysis investigating a possible interaction effect.

Hypothesis 1: Job seekers will score higher on scales measuring pursuit intentions and organizational attractiveness towards organizations that advertise CSR programs. A MANOVA was conducted to test hypothesis 1. The three CSR conditions, environment, charity, and neutral were included as the IV.

Pursuit intentions and organizational attractiveness were included as the DVs. Results indicated that hypothesis 1 was not significant. The MANOVA analysis resulted in $F(4, 428) = .218, p > .05$; Wilk's $\Lambda = .996$, partial $\eta^2 = .002$. Complete descriptive statistics of scores are displayed in Table 4.

Table 4

Descriptive Statistics by CSR Condition

Scale	CSR Condition	Mean	SD	N
Attraction to Organization	Charity	3.26	.72	68
	Environment	3.33	.74	65
	Neutral	3.24	.81	85
Intentions to pursue	Charity	3.35	.57	68
	Environment	3.39	.68	65
	Neutral	3.37	.58	85

Hypothesis 2: Organizations in the ECSR condition will affect the job pursuit intentions of job seekers who have higher concerns towards the environment than job seekers who have lower concerns towards the environment. An interaction between environmental attitudes and the ECSR condition was explored for possible moderation between job seeker environmental attitudes and pursuit intentions. To test for a possible interaction effect, an analysis of covariance (ANCOVA) was used. The medium condition was not included in the analysis. It was predicted that job seekers that scored as having more positive attitudes towards the environment were predicted to also

have stronger pursuit intentions towards the ECSR condition. Behrend, Baker, and Thompson (2009) tested for a similar hypothesis using the same measurements.

An ANCOVA was conducted to test hypothesis 2. The three CSR conditions, environment, charity, and neutral were included as the IV. The DV included was pursuit intentions, and the environmental attitudes scale was included as the covariate. Results for hypothesis 2 were not significant. Results for the CSR condition yielded, $F(4, 426) = .235, p > .05$; Wilk's $\Lambda = .996$, partial $\eta^2 = .002$. Results for the environmental NEP scale yielded, $F(2, 213) = .476, p > .05$; Wilk's $\Lambda = .996$, partial $\eta^2 = .004$. Hypothesis 2 results were consistent with Behrend, Baker, and Thompson's (2009) findings of no significance when testing for similar effects.

The final analysis was conducted to test a research question. The research question was raised based on longitudinal research conducted by Murphy (2005), discussing ways in which organizations' advertise and communicate corporate messages. The research question was analyzed to see if the medium condition had any effect on job seekers level of pursuit intentions or organizational attractiveness. A MANOVA was used to test the research question much like in hypothesis 1 except that the medium condition was the focus of the analysis. The IV used to test the research question was the two medium conditions, website and newspaper article. The DV included pursuit intentions. The research question was stated as follows: **Will there be a difference in job seekers pursuit intentions and organizational attractiveness towards organizations that advertise via websites over organizations that advertise via newspaper article?** Results indicated that there were no significant differences between medium conditions. The MANOVA analysis resulted in $F(2, 215) = .951, p > .05$;

Wilk's $\Lambda = .991$, partial $\eta^2 = .00$. Complete descriptive statistics of scores are displayed in Table 5.

Table 5

Descriptive Statistics by Medium Condition

Scale	Medium Condition	Medium Condition		
		Mean	SD	<i>N</i>
Attraction to Organization	News article	3.34	.77	93
	Website	3.22	.75	125
Intentions to pursue	News article	3.44	.58	93
	Website	3.32	.62	125

To investigate the data further a 2 x 3 MANOVA was conducted in addition to the other analyses. The MANOVA included the three CSR conditions as well as the two medium conditions as the IV variables. Pursuit intentions and organizational attractiveness were included as the DVs. The MANOVA testing both IVs as well as an interaction between both variables resulted in non-significant findings. Results for the CSR condition yielded $F(4, 422) = .237, p > .05$; Wilk's $\Lambda = .996$, partial $\eta^2 = .002$. Results for the medium condition yielded $F(2, 211) = 1.08, p > .05$; Wilk's $\Lambda = .990$, partial $\eta^2 = .010$. Results for the interaction between CSR condition and medium condition yielded $F(4, 422) = .890, p > .05$; Wilk's $\Lambda = .983$, partial $\eta^2 = .008$.

CHAPTER IV

DISCUSSION

Summary

The results of this research study present findings that differ from previous findings. Both hypotheses and the research question were non-significant. Organizational attraction and intentions to pursue scores were equal across both the CSR and medium conditions. Participants did not indicate any statistically significant preference for organizations across the conditions. This finding could be due to the design of the manipulation.

The difference between the conditions was subtle. A picture and one sentence description was used to distinguish each condition. Making each condition the same except for a picture and one sentence description may not have been strong enough of a manipulation to signal that the company was focused on having ECSR or charity CSR programs. In addition, there was no support for the interaction between environmental attitudes and CSR. Again, this could be related to the subtleness of the manipulations. A similarly designed study conducted by Behrend, Baker, and Thompson (2009) utilized a 2 x 1 research design. Their research found significance but there was only an ECSR and neutral condition displayed in a single website page format. This research study, as compared to Behrend, Baker, and Thompson's (2009) study, had three CSR conditions. Nevertheless, it is not clear why the findings are different. The non-significant findings may also be because there was not enough power to detect small effects.

Limitations

The first limitation of this study was the usage of a college student sample. The majority of participants (54%) were freshman. College students are currently not in the job market and most of them have not held a career related job. In addition the sample was also taken from one university in the southern United States. Yet the scenario described a company that was specifically seeking college graduates to appeal to this population.

Other limitations to this study include the realism of the manipulation conditions. The website and newspaper conditions along with the fictitious company may not have seemed real enough for the participants. Both conditions were presented as screenshots with information about the company. Using screenshots limited the scope of information that might typically be provided on a company's website such as the usage of links that can lead and provide an applicant with additional information about the company.

Finally, the company was an electronics company, which could have made some participants disinterested. Participants may not have been interested in working in the consumer industry or for an electronics company. Organizations in other types of industries may have gained more interest from participants that were interested in fields closer to their major fields of study.

Conclusion

Future research could look into the prevalence of ECSR programs in current times as compared to the prevalence of ECSR programs in the past. Research on the prevalence of ECSR programs could provide further support for the claim that ECSR

programs are becoming more popular. It could also be the case that ECSR programs have become so popular among organizations that job seekers have become accustomed to seeing them. Thus, limiting the impact they may have on recruiting and attracting talented candidates. Future research in this area could help explore ways in which organizations might be able to better utilize and distinguish their particular ECSR program from competitors.

Other areas of future research could expand upon current ECSR research and examine whether or not specific types of ECSR programs are more effective or appealing to potential job applicants. The current study found that the type of CSR program made no significant difference to job seekers. Further researching one particular type of CSR could help better explain the multiple dimensions of the construct. By focusing on one type of CSR program, such as ECSR, research could focus in more detail on particular factors that may explain more variance.

REFERENCES

- Aiman-Smith, L., Bauer, T. N., & Cable, D. M. (2001). Are you attracted? Do you intend to pursue? A recruiting policy-capturing study. *Journal of Business Psychology, 16* (2), 219-237.
- Ambrose, M. L., Amaud, A., & Schminke, M. (2008). Individual moral development and ethical climate: The influence of person-organization fit on job attitudes. *Journal of Business Ethics, 77*, 323-333. doi: 10.1007/s10551-007-9352-1.
- Banerjee, S. B. (2007). *Corporate social responsibility: The good, the bad and the ugly*. Cheltenham, UK: Edward Elgar Publishing Inc.
- Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of Management Journal, 43* (4), 717-736.
- Behrend, T., Baker, B., & Thompson, L. (2009). Effects of pro-environmental recruiting messages: The role of organizational reputation. *Journal of Business Psychology, 24*, 341-350. doi: 10.1007/s10869-009-9112-6.
- Bowen, H. R. (1953). *Social responsibilities of the businessman*. New York, NY: Harper & Row.
- Branco, M. C. & Rodrigues, L. L. (2006). Corporate social responsibility and resource-based perspectives. *Journal of Business Ethics, 69*, 111-132. doi: 10.1007/s10551-006-9071-z.

- Cable, D. M. & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology, 33* (11), 2244-2266.
- Carroll, A. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Blue Horizons, 34*, 39-48. doi: 10.1016/0007-6813(91)90005-G.
- Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business and Society, 38* (3), 268-295.
- Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology, 90*, 928-944. doi: 10.1037/0021-9010.90.5.28.
- Cochran, P. L. (2007). The evolution of corporate social responsibility. *Business Horizons, 50*, 449-454. doi:10.1016/j.bushor.2007.06.004.
- Cohen, E., Taylor, S., & Muller-Camen, M. (2012). HRM's role in corporate social and environmental sustainability. Alexandria, VA: SHRM Foundation.
- Dahlsrud, A. (2006). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environment Management*. doi: 10.1002/csr.132.

- DuBois, C. L. Z. & DuBois, D. A. (2010). A call for I-O leadership in “going green”. *The Industrial-Organizational Psychologist*, 48, 12-19.
- Dunlap, R. E., & Van Liere, K. D. (1978). The “new environmental paradigm”: A proposed measuring instrument and preliminary results. *Journal of Environmental Education*, 9, 10-19.
- Dunlap, R. E., Van Liere, K. D., Mertig, A. G., & Jones, R. E. (2000). Measuring endorsement of the new ecological paradigm: A revised NEP scale. *Journal of Social Issues*, 51, 425-442.
- Finegan J. & Theriault, C. (1997). Relationship between personal values and the perception of the corporation’s code of ethics. *Journal of Applied Social Psychology*, 27 (8), 708-724.
- Fuentes-García, F. J., Núñez-Tabales, J.M., & Veroz-Herradón, R. V. (2008). Applicability of corporate social responsibility to human resources management: Perspective from Spain. *Journal of Business Ethics*, 82(1), 27-44.
- Greening, D. W. & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business and Society*, 39 (3), 254-280.
- Henderson, D. (2001). Misguided virtue: False notions of corporate social responsibility. *New Zealand Business Roundtable*, Wellington: Institute of Economic Affairs.

- Henderson, D. (2005). The role of business in the world today. *Journal of Corporate Citizenship, 17*, 30-32.
- Heslin, P. & Ochoa, J. (2008). Understanding and developing strategic corporate social responsibility. *Organizational Dynamics, 37* (2), 125-144.
doi:10.1016/j.orgdyn.2008.02.002.
- Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Measuring attraction to organizations. *Educational and Psychological Measurement, 63* (6), 986-1001.
- Hopkins M. (2003). *The planetary bargain: CSR matters*. London, UK: Earthscan.
- Hopkins M. (2006). What is corporate social responsibility all about? *Journal of Public Affairs, 6*, 298-306. Doi: 10.1002/pa.238.
- Huffman, A.H., Watrous-Rodriguez, K. M., Henning, J. B., & Berry, J. (2009).
“Working” through environmental issues: The role of the I-O psychologist. *The Industrial-Organizational Psychologist, 47*, 27-36.
- Kim D., Nam, Y., & Kang, S. (2010). An analysis of corporate environmental responsibility on the global corporate web sites and their dialogic principles. *Public Relation Review, 36*, 285-288. doi: 10.1016/j.pubrev.2010.04.006.
- Kim, S. & Park, H. (2011). Corporate social responsibility as an organizational attractiveness for prospective public relations practioners. *Journal of Business Ethics, 103*, 639-653. doi: 10.1007/s10551-011-0886-x.

- Kolk, A., Walhain, S., & Wateringen, S. (2001). Environmental reporting by the fortune global 250: Exploring the influence of nationality and sector. *Business Strategy and the Environment, 10*, 15-28.
- Lai, C., Chiu, C., Yang, C., & Pai, D.(2010). The effects of corporate social responsibility on brand performance: The mediating effect of industrial brand equity and corporate reputation. *Journal of Business Ethics, 95*, 457-469. doi 10.1007/s10551-010-0433-1.
- Lefkowitz, J. (2006). The constancy of ethics amidst the changing world of work. *Human Resource Management Review, 16*, 245-268. doi:10.1016/j.hrmmr.2006.03.007.
- Lockwood, N. (2004). Corporate social responsibility: HR's leadership role. *HR Magazine, 49* (2).
- Lyon, T. P. & Maxwell, J. W. (2008). Corporate social responsibility and the environment: A theoretical perspective. *Review of Environmental Economics and Policy, 1* (0), 1-22.
- Mazurkiewicz, P. (2004). Corporate environmental responsibility: Is a common CSR framework possible? *A Discussion Paper*, DevComm-SDO, World Bank.
- Mitchell, L. & Ramey, W. (2011). Look how green I am! An individual-level explanation for greenwashing. *Journal of Applied Business and Economics, 12* (6), 40-45.
- Murphy, P. E. (2005). Developing, communicating and promoting corporate ethics statements: A longitudinal analysis. *Journal of Business Ethics, 62*, 183-189.

- Okoye, A. (2009). Theorising corporate social responsibility as an essentially contested concept: Is a definition necessary? *Journal of Business Ethics, 89*, 613-627. doi 10.1007/s10551-008-0021-9.
- Ones, D. S. & Dilchert, S. (2012). Environmental sustainability at work: A call to action. *The Industrial Organizational Psychologist, 5*, 447-469.
- Porter, M. & Kramer, M. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 1-13.
- Rodrigo, P. & Arenas, D. (2007). Do employees care about CSR programs? A typology of employees according to their attitudes. *Journal of Business Ethics, 83*, 265-283. doi 10.1007/s10551-007-9618-7.
- Sharma, S., Sharma, J., & Devi, A. (2009). Corporate social responsibility: The key role of human resource management. *Business Intelligence Journal, 2*, 205-213.
- Sims, R. L. & Kroeck, K. G. (1994). The influence of ethical fit on employee satisfaction, commitment and turnover. *Journal of Business Ethics, 13* (12), 939-947.
- Smith, N. C. (2002). Arguments for and against corporate social responsibility. *Perspectives in Business Ethics*, 231-236.
- Stanaland, A., Lwin, M. O., & Murphy, P. E. (2011). Consumer perceptions of the antecedents and consequences of corporate social responsibility. *Journal of Business Ethics, 102*, 47-55.

- Taneja, S., Taneja, P., & Gupta, R. (2011). Researches in corporate social responsibility: A review of shifting focus, paradigms, and methodologies. *Journal of Business Ethics, 101*, 343-364. doi 10.1007/s10551-010-0732-6.
- TerraChoice Environmental Marketing. (2010). The sins of greenwashing: Home and family edition. Retrieved from TerraChoice reports main page via <http://www.terrachoice.com/Home/Portfolio/Reports>.
- The Center for Corporate Citizenship at Boston College. (2005). The state of corporate citizenship in the U.S.: Business perspectives in 2005. Retrieved from Center for Corporate Citizenship Document Library via <http://www.bcccc.net/index.cfm?fuseaction=Home.actUserLogin&nodeID=1>.
- Tsai, W. & Yang, W. (2010). Does image matter to different job applicants? The influences of corporate image and applicant individual differences on organizational attractiveness. *International Journal of Selection and Assessment, 18*, 48-63.
- Turban, D. B. & Greening, D. W. (1997). Corporate social performance and organizational attractiveness to prospective employers. *Academy of Management Journal, 40*, 658-672.
- Wan-Jan, W. S. (2006). Defining corporate social responsibility. *Journal of Public Affairs, 6*, 176-184. doi: 10.1002/pa.227.
- WCED. (1987). *Our common future*. World Commission on Environment and Development, Oxford; Oxford University Press.

APPENDICES

APPENDIX A
IRB APPROVAL

January 3, 2013

Wesley Ramey, Dr. Beverly Burke Department of Psychology fm2r@mtmail.mtsu.edu,
Beverly.Burke@mtsu.edu

Protocol Title: “Effects of environmental corporate social responsibility programs on job seeker intentions”

Protocol Number: 13-170

Dear Investigator(s),

The exemption is pursuant to 45 CFR 46.101(b) (2). This is because the research being conducted involves the use of educational tests, survey procedures, interview procedures or public behavior.

You will need to submit an end-of-project report to the Office of Compliance upon completion of your research. Complete research means that you have finished collecting data and you are ready to submit your thesis and/or publish your findings. Should you not finish your research within the three (3) year period, you must submit a Progress Report and request a continuation prior to the expiration date. Please allow time for review and requested revisions. Your study expires on **January 3, 2016**.

Any change to the protocol must be submitted to the IRB before implementing this change. According to MTSU Policy, a researcher is defined as anyone who works with data or has contact with participants. Anyone meeting this definition needs to be listed on the protocol and needs to provide a certificate of training to the Office of Compliance. **If you add researchers to an approved project, please forward an updated list of researchers and their certificates of training to the Office of Compliance before they begin to work on the project.** Once your research is completed, please send us a copy of the final report questionnaire to the Office of Compliance. This form can be located at www.mtsu.edu/irb on the forms page.

Also, all research materials must be retained by the PI or **faculty advisor (if the PI is a student)** for at least three (3) years after study completion. Should you have any questions or need additional information, please do not hesitate to contact me.

Sincerely,

[Andrew W. Jones](#)

Andrew W. Jones Graduate Assistant Compliance Office

615-494-8918 Compliance@mtsu.edu

APPENDIX B
QUESTIONNAIRE

Please begin by reading the below paragraph.

Imagine yourself in the following situation: You graduated from college. Currently, you have been working on your first career job for a couple of years. You recently discover that a major consumer electronics company, Au Industries, has a job opening in the area. After browsing some information, the job at Au Industries fits well with your interests and has the pay and benefits similar to what you have now. You decide to research the job at Au Industries further before making any decisions.

Participants will be forwarded to one of the following scenarios:

1. Upon further searching you find more information about Au Industries on their website. Please carefully review the Au Industries website to learn more information about the company.
2. Upon further searching you find more information about Au Industries in the local newspaper. Please carefully review the newspaper article to learn more information about the company.
3. Upon further searching you find more information about Au Industries on a social media website. Please carefully review the site to learn more information about the company.

Website neutral condition

[CONTACT US](#) | [RETURN TO HOME PAGE](#)



- [HOME](#)
- [Company Info.](#)
- [Employment Opportunities](#)
- [Product Info.](#)
- [Current Promotions](#)

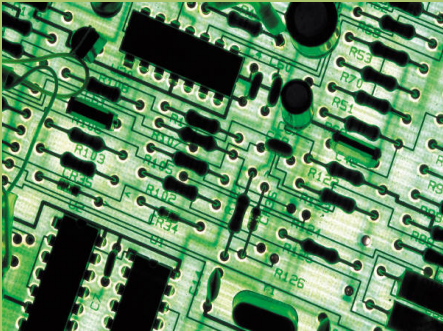
[Job Search](#)

[College Events](#)

[Recruiting Events](#)

[Apply Now](#)

[Benefits](#)



APPLY
HERE

[Click here](#) to learn about our ISO9000 accreditation.

Au Industries
Storefront & Management
Careers

Au Industries
Corporate Headquarter
Careers

Au Industries is a consumer electronics company that is seeking to recruit new talent. We have locations in La Vargne and nationwide with a variety of career paths for our employees. Au Industries is committed to providing customers with a consistent and high quality product. Our customers and employees have made Au Industries a leading company in the field.



Website environment condition

[CONTACT US](#) | [RETURN TO HOME PAGE](#) **Au Industries®**

[HOME](#) [Company Info.](#) [Employment Opportunities](#) [Product Info.](#) [Current Promotions](#)

Au Industries has programs that support the Environment!

[Job Search](#)

[College Events](#)

[Recruiting Events](#)

[Apply Now](#)

[Benefits](#)



**APPLY
HERE**

[Click here](#) to learn about our environmental initiatives and programs.

Au Industries
Storefront & Management
Careers

Au Industries
Corporate Headquarter
Careers

Au Industries is a consumer electronics company that is seeking to recruit new talent. We have locations in La Vargne and nationwide with a variety of career paths for our employees. Au Industries is committed to providing customers with a consistent and high quality product. Our customers and employees have made Au Industries a leading company in the field.

Website charity condition

[CONTACT US](#) | [RETURN TO HOME PAGE](#)



- [HOME](#)
- [Company Info.](#)
- [Employment Opportunities](#)
- [Product Info.](#)
- [Current Promotions](#)

Au Industries Supports local charities!

- [Job Search](#)
- [College Events](#)
- [Recruiting Events](#)
- [Apply Now](#)
- [Benefits](#)

APPLY
HERE

[Click here](#) to learn about our local charity initiatives and programs.

Au Industries
Storefront & Management
Careers

Au Industries
Corporate Headquarter
Careers

Au Industries is a consumer electronics company that is seeking to recruit new talent. We have locations in La Vargne and nationwide with a variety of career paths for our employees. Au Industries is committed to providing customers with a consistent and high quality product. Our customers and employees have made Au Industries a leading company in the field.



Newspaper neutral condition



Newspaper environment condition



Newspaper charity condition



Measuring Attraction to Organizations Highhouse, Lievens, and Sinar (2003)

For each statement listed below, please indicate whether you SD = STRONGLY DISAGREE, D = DISAGREE, U = UNSURE, A = AGREE, SA = STRONGLY AGREE

General attractiveness

1. For me, this company would be a good place to work.
2. I would not be interested in this company except as a last resort.
3. This company is attractive to me as a place for employment.
4. I am interested in learning more about this company.
5. A job at this company is very appealing to me.

Intentions to pursue

6. I would accept a job offer from this company.
7. I would make this company one of my first choices as an employer.
8. If this company invited me for a job interview, I would go.
9. I would exert a great deal of effort to work for this company.
10. I would recommend this company to a friend looking for a job.

Prestige

11. Employees are probably proud to say they work at this company.
12. This is a reputable company to work for.
13. This company probably has a reputation as being an excellent employer.
14. I would find this company a prestigious place to work.
15. There are probably many who would like to work at this company.

Organizational Preferences Importance Survey

Think about your future job search. Please answer each statement indicating the degree of importance that you would place on the factor in searching for a job.

5= Absolutely critical to job choice, 4= Very important to job choice, 3= Important to job choice, 2= Somewhat important to job choice, 1= Not at all important to job choice

Job characteristics

1. Pay ____
2. Type of Work ____
3. Room for advancement ____
4. Reasonable working schedule ____
5. Job security ____
6. Having a good supervisor ____

Organizational characteristics

7. Work environment ____
8. Location ____
9. Size of company ____
10. Having a positive reputation ____

Organization fit

11. Fitting in with the job ____
12. Matching with the organization ____

Manipulation Check Items

For each statement listed below, please indicate YES or NO

1. Au Industries is a consumer electronics company
2. Au Industries has programs that support the environment
3. Au Industries has programs that support local charities
4. Au Industries has a location in La Vergne
5. Au Industries is currently recruiting to fill new positions
6. Au Industries is ISO9000 accredited.

New Environmental Paradigm Scale Revised Dunlap et al. (2000)

Listed below are statements about the relationship between humans and the environment. For each one, please indicate whether you STRONGLY AGREE, MILDLY AGREE, are UNSURE, MILDLY DISAGREE or STRONGLY DISAGREE with it.

SA= Strongly Agree, MA= Mildly Agree, U= Unsure, MD= Mildly Disagree, and SD= Strongly Disagree

1. We are approaching the limit of the number of people the earth can support.
2. Humans have the right to modify the natural environment to suit their needs.
3. When humans interfere with nature it often produces disastrous consequences.
4. Human ingenuity will insure that we do NOT make the earth unlivable.
5. Humans are severely abusing the environment.
6. The earth has plenty of natural resources if we just learn how to develop them.
7. Plants and animals have as much right as humans to exist.
8. The balance of nature is strong enough to cope with the impacts of modern industrial nations.
9. Despite our special abilities humans are still subject to the laws of nature.
10. The so-called "ecological crisis" facing humankind has been greatly exaggerated.
11. The earth is like a spaceship with very limited room and resources.
12. Humans were meant to rule over the rest of nature.
13. The balance of nature is very delicate and easily upset.
14. Humans will eventually learn enough about how nature works to be able to control it.
15. If things continue on their present course, we will soon experience a major ecological catastrophe.

Demographic information

1. Age:
2. Gender: Male, Female
3. Class: Freshman, Sophomore, Junior, Senior, Graduate, Non-degree
4. Race: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, White, Other
5. Do you currently have a job?
6. How many hours per week do you work?
7. Would you like to apply for a job at Au Industries? YES or NO