

A Joint Problem: How Cannabis Testing Policies affect Applicants'

Attraction toward an Organization

By
Prachi

A Thesis Submitted to
Saint Mary's University, Halifax, Nova Scotia
In Partial Fulfillment of the Requirements for
the Degree of MSc Applied Psychology (Industrial/Organizational Psychology).

August, 2020, Halifax, Nova Scotia

@ Prachi, 2020

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Abstract

Cannabis use has increased from 14.9% to 16.8% post-legalization. Policies that enable cannabis-testing of employees might negatively affect the perceptions of individuals toward the organizations that hold these policies. I investigated the influence of cannabis testing policy on job applicants' perceived fairness, organizational attractiveness, and intention to apply to a job. Vignettes followed by a survey were administered to 415 adults recruited via MTurk. MANCOVA revealed that cannabis users displayed greater attractiveness as well as greater intent to apply to the organization that did not have a cannabis-testing policy in place compared to an organization that has a strict cannabis testing policy. Generally, cannabis testing was perceived as fair by individuals. Study has implications such that understanding applicants' reactions to workplace drug policies is critical for industries when designing cannabis policies. Such policies must comply with legal regulations without deterring potential employees who may be interested in joining the organization.

Keywords: Cannabis, Cannabis testing, Organizational Attractiveness, Intention to Apply

August 8th, 2020

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Introduction

Although cannabis use is still prohibited in multiple countries, the trend is changing rapidly. With the recent legalization of cannabis in Canada (October 17, 2018; Government of Canada) and 11 states of the US (Leafly, 2020), recreational cannabis use has increased among the North American population (from 14.9% to 16.8% post-legalization; Fischer, Ialomiteanu, Russell, Rehm, & Mann, 2016; Rotermann, 2020). Therefore, cannabis research is becoming an area of interest in most fields with applications especially relevant to employers. For example, The Society for Human Resources Management (SHRM) has declared the need to update its employee handbooks with cannabis usage in the workplace as one of its top priorities (Bates, 2016).

Although a few international researchers have examined the perceptions of individuals toward cannabis use pre- and post- legalization in Australia and the USA (Cruz, Boidi, & Queirolo, 2018), more research is needed to confirm their findings and assess whether they apply to other countries. Clearly there is value in testing for cannabis within specific industries; however, it is also important to understand the way cannabis testing is perceived by potential employees. Many industries currently struggle with recruitment and retention; thus, implementing cannabis drug testing may create an additional barrier to maintaining a sustainable workforce. Industries may need to weigh the benefits of cannabis drug testing against the need to attract employees (McKinsey Global Institute, 2012; KPMG, 2014). Given that, I examined the influence of cannabis testing on applicants' perceived fairness, perception of organizational attractiveness, and their intention to apply to a job vacancy.

Importance and Novelty of the Current Study

The current study is novel in that it is one of the few studies to be conducted on this topic post-legalization across North America. The study helps to fill a gap in cannabis testing research within industries and increases our knowledge of employee attitudes, behaviours, and applicant reactions toward cannabis testing across safety-sensitive industries (i.e., the transportation industry). Practically speaking, employers can legally test for cannabis if the job is safety-sensitive regardless of cannabis legalization. However, intrusive policies may negatively influence potential employees and have adverse consequences for both recruitment and retention. I intended to lend some additional context to cannabis testing policies' research within high risk industries while taking into account the current and recent legalization of cannabis in multiple areas of North America.

This study combines multiple variables (i.e., type of cannabis testing policies and perceived fairness among cannabis users and non-users) in a selection paradigm to partially understand their influence on employee attitudes. Testing for a legal drug (cannabis) posits challenges for employers in terms of attracting optimal applicants for the job, especially applicants who hold liberal views of cannabis. Thus, this research has important implications. Not only will this study help to highlight the attitudes and behaviors of the impact of cannabis testing on the applicant pool, it will also guide organizations to design testing programs accordingly.

Review of Literature

Effect of Cannabis on Workers

Cannabis use has detrimental effects on employees and these negative effects are likely to be of major concern to the employer. Specifically, recreational cannabis use has been linked to higher rates of forgetting (Lane, Cherek, Lieving, & Tcheremissine, 2005),

decrease in neurological efficiency (Kanayama, Rogowska, Pope, Gruber, & Yurgelun-Todd, 2004), absenteeism, on-the-job accidents, and turnover (Normand, Salyards, Mahoney, 1990). Cannabis use has shown a similar pattern to alcohol consumption such that even low levels of blood alcohol (.05%) have been linked to impaired performance on complex managerial tasks (Strefert et al., 2005). In one experimental study, aircraft pilots demonstrated significant decrements in performance 24-hours after ingestion of marijuana (Yesavage, Leirer, Denari, & Hollister, 1985). Furthermore, employees who reported substance and drug use at or away from work were found to be engaged in antagonistic work behaviors and withdrawal activities compared to nonusers (Lehman & Simpson, 1992). Finally, a study on navy personnel found that marijuana users were less likely to stay in service compared to non-users (Blank & Fenton, 1989).

The effect of cannabis use on workplace health and safety is especially concerning. Li et al. (2012) examined the association between people who generally use marijuana and motor vehicle crashes. The authors performed a meta-analysis of nine epidemiological studies and found that marijuana use is associated with a heightened risk of car crashes. The odds ratio from Li et al. (2012) meta-analysis ranged from 2.66 to 7.16 and that implies that there is a higher odds of motor vehicle accidents with exposure to cannabis use. The magnitude of the effect reported by Li et al (2012) suggests that these results have considerable practical implications for safety. Cannabis intoxication (i.e., even lower to medium dose of THC in the system) has been associated with motor vehicle crashes (Rogeberg & Elvik, 2016). In addition, multiple studies conducted in Australia have found a significant relationship between marijuana consumption and decline in cognitive and behavioural performance, leading to a decrease in workplace health and safety (Elliot & Shelley, 2006; Holland, Pyman, & Teicher, 2005). Elliot and

Shelley in 2006 offered substance use intervention to employees with positive drug screens. Pre- and post-test results showed that employees with positive drug screens had significant reduction in workplace accidents after the intervention. Prior to the treatment intervention, the number of workplace accidents were higher among positive drug screen individuals. Anecdotal evidence from infrastructure and building sectors further highlights the impact of alcohol and drug use on safety risks at construction sites (Biggs & Williamson, 2013). For instance, 58% ($n = 286$) of the respondents scored above the cut-off cumulative score for risky drug and alcohol use within the construction industry.

Cannabis-Testing Situations

According to the US Department of Health and Human Services (2020) and Ontario Human Rights Commission (2016), there are five different situations in which employers typically test for various substances: pre-employment testing, post-accident testing, testing as part of rehabilitation, random drug testing, and testing positive (e.g., testing known casual and recreational drug users; Occupational Testing Services, 2019).

Pre-employment testing is a preventive measure taken by organizations, especially those that have safety-sensitive roles. The Canadian Human Rights Commission (CHRC; 2017) defines safety-sensitive roles as roles that, if not performed in a safe manner or if safety procedures are not followed, will cause significant injury to the property and/or employees around them. However, even in such context, pre-employment drug testing is not always legally justified. Post-accident testing is done when there is a potential link between impairment and failure to perform safety-sensitive job duties. It is an investigatory method to find reasons behind the accident. If an employee is returning back to a safety-sensitive position, testing as part of rehabilitation may be conducted. Random testing could be conducted by the organization, which basically entails testing employees

at random, instead of testing the whole workforce (CHRC, 2017). Finally, employees may be tested if the employer has a subjective perception of disability.

Carpenter (2007) conducted a meta-analysis using National Household Surveys on Substance Abuse and found that employees consumed marijuana less frequently in the last month due to the fear of random testing. Post-accident testing may cause some employees to be motivated to hide accidents from their employers if they were involved in substance use. This further increases safety risks (Carpenter, 2007). Therefore, some organizations are rapidly adopting random drug testing. However, it has been shown that random testing is costly and decreases employees' morale and loyalty toward the industry they work in (Rothman, 1988). Furthermore, drug testing is perceived to be fairer when conducted due to a cause (Arthur & Doverspike, 1997). Not only does testing without a cause increase turnover, it also leads to decreased organizational commitment among employees. Rothman (1988) suggests multiple measures that could be used as alternatives to random drug testing, such as: training all employees to be responsible for maintaining drug-free workplaces, training all employees in identifying symptoms of drug abuse on the job, and asking employees to volunteer in creating a drug-free policy for their organization.

Price (2014) tested the difference in rate of positive results between a sample of random drug tests and a sample of post-accident drug tests. The author failed to find a difference. However, this was only one study and it utilized urine tests, which are not the best method to assess marijuana concentration in humans (CRC Health, 2015; Huestis, Mitchell, & Cone, 1996; Verstraete, 2004). Furthermore, a unique characteristic of cannabis is that it can stay in the system for a very long time. For instance if someone used it on Friday you will be tested positive for it on Monday but the THC level in your

body does not pose a risk by then (Huestis, Mitchell, & Cone, 1996; Verstraete, 2004).

Nonetheless, these results do make me wonder if random testing is at all necessary given that it leads to decreased morale in employees.

Cannabis-Testing Policy

A 2011 poll conducted by SHRM and the DAIA suggests that more than half of employers (57%) conduct drug testing of all job candidates. Given legalization of cannabis in the few states of US and Canada, it is safe to assume that employers will include cannabis testing of applicants before hiring them. This cannabis drug testing policy may have an influence on job seekers' perceptions toward the organization.

Organizations have different levels of drug-testing policy in place. Some of the safety-sensitive industries such as transportation, construction, mining, and sports require severe cannabis drug testing (Bakx, 2019; Tomo Drug Testing, 2016). Severe drug testing policies include testing pre-employment, randomly during the employment period, and in response to suspicious behavior. Employers with severe policies are able to administer cannabis testing during any given day without a reason in order to increase workplace health and safety. This is important in order to increase safety in the workplace and prevent accidents. Furthermore, severe drug testing helps to reduce other consequences of substance abuse, including absenteeism, increased health costs, decreased productivity, increased crime rates, and high employee turnover.

Other organizations have moderate drug testing policies such that the employer may administer drug testing pre-employment and in cases of suspicion (SHRM, 2011). Instead of being able to administer a test at any time, the employer should have a valid reason. Employers believe that moderate testing policies help retain employee trust while still identifying some drug users.

Finally, some organizations do not have a drug testing policy at all (SHRM, 2011). SHRM (2011) found that 27% of organizations do not have a drug testing policy in place. Organizations such as Google, Twitter, Whole Foods, and Red Bull do not administer drug testing (Benson, 2016). Since employees may display a negative attitude toward drug testing policies, organizations, especially those that do not have safety-sensitive jobs, might not be in favor of administering drug testing. In addition, it has been suggested that testing for drugs could make employees feel violated of their privacy: for instance, individuals who are picked randomly for drug testing might feel singled out and resentful (Johnson, 2017). Furthermore, there are legal concerns with drug testing and employers might not be confident in the way they are measuring/testing for the drug (Johnson, 2017).

On the contrary, employers may incorporate cannabis-testing policies in jobs that are high-risk, especially in the post-legalization era, in order to manage their workforce and increase the health and safety of their employees. At the same time, individuals, especially cannabis-users, may respond to companies with drug-testing policies differently from companies without. For example, it is possible that drug-testing policies hinder applicants' perception of organizational attractiveness.

Cannabis Testing Post-Legalization

Legalizing cannabis will potentially lead to increased consumption of the drug due to increased availability and decreased stigma associated with it (Inciardi, 2008; McKeganey, 2007; Singer, 2008). The most-cited research studies across the USA and Australia have examined the increase in the prevalence of marijuana use post-legalization (Harper, Strumpf, & Kaufman, 2012; Hughes & Stevens, 2012). Despite the importance of demonstrating increased prevalence, it is also critical to understand the way cannabis

testing within organizations influences individuals. There is a lack of research within the realm of cannabis testing post-legalization and job applicants' perceptions toward the testing organization. Legalization of cannabis has likely lead to challenges for employers because there is now a need to re-design policies on cannabis use in the workplace to prevent workplace accidents, impairment, and injuries (especially in high risk industries such as mining; Bakx, 2019). At the same time, cannabis testing may hinder various facets of the organization (e.g., perception of organizational attraction) because individuals may not find it just and fair to test for cannabis use.

Inception and legality of cannabis testing. Industries commonly use alcohol and substance testing to screen applicants prior to hiring. A survey by Rogers, Sellers, Steinbreder, Wiener, and Worthy in 1986 showed that employee drug testing in the United States grew rapidly from 1985 to 1986 with an increase of 7%. There was concern over drug use, especially on Wall Street because there was a lot of pressure on employees which was assumed to be related to increased drug use. As workplace pressure increases, it is believed that individuals will indulge in cannabis intake and more so now since it is legalized across multiple states. Therefore, the current study intended to contribute to the cannabis and recruitment literature. Furthermore, 97% of the Fortune 500 organizations have some form of drug testing policy in place for pre-employment applicants and employees who are already hired (Cadrain, 2003). Employers have a practical incentive to test for drugs because substance abusers (including cannabis users) have shown to be 10 times more likely to miss work relative to employees who are sober, 3.6 times more likely to be involved in a workplace accident, and 5 times more likely to file compensation claims (Cadrain, 2003).

Employers have the duty to protect the health and safety of their employees, both

physically and psychologically, by ensuring nobody is working under the influence (Cadieux-Lulin, 2018). Despite the legalization of cannabis, employees are still required to be sober at work and perform their jobs with care and due diligence. This ensures they do not endanger the health and safety of their coworkers. For the most part, drug testing may seem like one of the “easy” ways to increase safety of employees. However, drug testing violates the Human Rights Code as well as the privacy of individual workers (Stevenson, 2019). Stevenson (2019) mentions that employers should ensure that employees are coming to work healthy and remain fit during their time at work; but, they cannot legally test them for drugs without a cause. Drug testing may be allowed in a few rare circumstances such as extremely dangerous workplaces, suspicion of impairment, as part of rehabilitation, or when given a reasonable cause. Employers cannot test for cannabis randomly; as per US and Canadian laws, an employer can administer drug testing only if the worker is hired for a safety-sensitive position or job (Stam, 2018). Federal US laws are a bit more lenient for employers than Canadian laws (Cascio & Aguinis, 2011). According to these laws, substance testing, including marijuana, is allowed for truck drivers, and those who work for federal agencies or federal companies (Lytle, 2019).

The design of optimal cannabis testing policy is not easy. There are multiple variables that an employer must consider, including the federal law, legalization of cannabis, and application to safety-sensitive jobs. The issue or conflict is that cannabis can be legally consumed by individuals, but employers within high risk industries can legally test for the drug and reprimand users. Thus, individuals who apply for these jobs may not see testing for a legal drug as fair. This might have a negative influence on applicants' attitudes toward those organizations.

In addition, substance testing aids companies to screen out applicants who might increase organizational turnover. In collaboration with and commissioned by the Drug and Alcohol Industry Association (DATIA), SHRM found that 19% of organizations who implemented drug testing policies reported a substantial improvement in productivity. They also found that the same 19% of organizations who had drug testing policies in place reported a significant decrease in absenteeism rates compared to industries that did not implement drug testing (SHRM, 2011). There is no doubt that cannabis-testing policies are important for high-risk industries as a whole; however, it is also important to understand the influence cannabis testing has on employees.

Voluntary turnover is a huge issue for top-level industries. Industries spend large amounts of money and resources to retain employees (Mitchell, Holtom, & Lee, 2001). Implementing cannabis-testing policies will add another layer of complexity with respect to hiring and retention. More organizations are striving toward a diverse workforce with the expectation of being more successful if they have a group of individuals from different backgrounds (McCuiston, Ross, Wooldridge, & Pierce, 2004; Richard, McMillan, Chadwick & Dwyer, 2003; Roberson & Park, 2006). These organizations believe that diversity within management will best allow them to achieve their long-term goals (McCuiston et al., 2004). Testing for cannabis post-legalization might hinder an organization's ability to recruit a diverse workforce. That is, intrusive testing for a legal substance may raise a red flag for potential job applicants, regardless of the safety-sensitivity of the job. A study on 66 employees of a valve manufacturing company in the Midwestern United States found that employees' negative attitudes toward substance testing positively correlated with their turnover intentions, which is shown to be a strong predictor of actual turnover (Mastrangelo & Popovich, 2000; Steel & Ovalle, 1984). In

addition to having difficulty retaining employees, organizations that test for cannabis may find it difficult to attract applicants, especially those who use cannabis. Specifically, cannabis users might perceive testing to be an unfair invasion of their privacy.

Cannabis Testing and Perceived Fairness

Organizational justice research defines two types of justice: distributive and procedural. Distributive justice is concerned with the fairness of the consequences and outcomes received by an individual. Individuals assess outcomes through some distributive rule, most commonly it is equity theory (Adams, 1965). Individuals assess the fairness of treatment by comparing their pay-off ratio of input (previous work, education, etc.) and output (salary, bonus, etc.) with that of their counterparts (i.e., colleagues). Contrarily, procedural justice focuses on the perceived fairness of the procedure that is used to reach to a certain conclusion (Cropanzano & Folger, 1991). Lind and Tyler (1988) conducted a series of studies that caused a boom in procedural fairness research such that researchers moved from the examination of voice effects toward the examination of social context in perceived fairness.

Multiple features have been shown to influence fairness, including quality of treatment and organizational context. If a procedure is deemed to be fair and just, the individual tends to accept the consequences (Cropanzano & Folger, 1991). Procedural justice has also been found to increase one's satisfaction with an organization (Farlin & Sweeney, 1992), loyalty toward the organization (Fisher, 2004), commitment to the organization (Zeinabadi & Salehi, 2011), and work group cohesiveness (Andrews, Kacmar, & Blakely, 2008). High perceptions of procedural justice also leads to greater morale, lower absenteeism, and lower turnover (Crant & Bateman, 1989). Based on organizational justice research (Cropanzano, Byrne, Bobocel, & Rupp, 2011), potential

job applicants might react favourably if the organization or employer offers a clear explanation or account of the reasons underlying cannabis testing (Crant & Bateman, 1990; Konovsky & Cropanzano, 1991).

According to the model proposed by Gilliland in 1993, the degree to which individuals perceive procedural and distributive justice to be violated or satisfied is influenced by situational and procedural factors. The applicants' perceptions of procedural justice are impacted by factors such as: the type of test used, human resource policies, human resource personnel behaviour, etc. The degree to which the perceptions of the procedural justice rules (opportunity to perform, honesty, propriety of questions, etc.) are satisfied or not are combined by the applicant to form an overall evaluation of the organization in order to judge the fairness of selection system. Further, perceived equity is more predictive of distributive justice than equality or perceived need. Thus, perceived equity is the primary distributive rule if discrimination/special requirements of the applicant are in question as it influences one's perceived fairness of selection system. This holistic procedural and distributive justice evaluation leads to outcomes that are separated into three categories: reactions during hiring, reactions after hiring, and self-perceptions (Gilliland, 1995). Each category contains a series of sub-facets, the most relevant of which to the current study is an applicants' job decision. If a job seeker perceives that procedural justice rules (e.g., explanation, selection information, etc.) and distributive justice rules (e.g., equal treatment provided by the organization pre-employment, accommodation of needs, etc.) are unfair, then he or she is predicted to experience less attraction toward the organization. This study also manipulated providing reasoning / no reasoning behind conducting marijuana testing to examine the perception of job applicants' perceived fairness, perception of attractiveness, and intent to apply to

the organization. This was manipulated by incorporating two conditions: providing explanation for cannabis testing (seen as logical and valid) and not providing any explanation (not logical).

To offer further credence to the perceived fairness literature, Truxillo, Cadiz, Bauer, and Erdogan (2013) found that nurses ($n = 172$) who perceived themselves to be in high- and low- safety-sensitive jobs reacted negatively to policies allowing the consumption of cannabis. The authors also found that perceptions toward organizational attractiveness were significantly higher for organizations without testing policies compared to those that had drug-policy in place, regardless of whether individuals perceived their jobs to be safety-sensitive. This is most likely due to an innate resistance to invasive testing when it is not related to one's jobs or workplace in an obvious way (Lumsden, 1967; Thorson & Thomas, 1968). Indeed, cannabis testing is not legally justified in all jobs. For instance, if you drive a truck or operate a construction crane, your employer can legally test for you for cannabis use; but, if you work at Starbucks, your employer cannot legally justify cannabis testing under current Canadian or American laws (OHRC, 2005). Thus, cannabis-testing policy might be perceived as acceptable (e.g., transportation) or unnecessarily invasive and unjust, depending on the job. The greater the relevance of drug testing within the context of one's job, the greater the likelihood of them accepting a drug testing policy (Cropanzano & Konovsky, 1995; Truxillo, Cadiz, Bauer, & Erdogan, 2013). Job seekers who are applying to organizations/industries where the job itself is moderately high-risk may expect that employers are legally justified in conducting cannabis testing; however, due to the legalization of recreational cannabis use in quite a few states in North America, job seekers might see testing as unfair. Even if an employer justifies the drug testing, potential employees might not see it as a place they

would like to work. The attitudes (i.e., attraction toward the organization) and behaviours (i.e., intent to apply to a job vacancy) of potential employees who use cannabis might be negatively affected if a company is testing for the drug. Therefore, the current study hypothesized:

Hypothesis 1. The extent to which fairness perceptions are affected by drug testing policies would be moderated by whether or not the individual uses cannabis. Cannabis users would see no testing or moderate-testing as more fair than severe cannabis testing policies. However, non-users would see moderate and severe testing policies as more fair than no-testing.

Organizational Attractiveness

Organizational attractiveness is defined as the degree to which an individual feels that their values and beliefs align with that of the organization and the overall general attitude or feeling that one possess towards it (Albinger and Freeman, 2000). Job seekers form perceptions about each organization while screening their job advertisements, requirements, and technology-based interviews (Rynes, Bretz, & Gerhart, 1991). Organizational attractiveness causes potential applicants to first recognize that they are interested in working with them (Aiman-Smith, Bauer, & Cable, 2001). Despite pay scale being the primary component to applying for a job vacancy, there are numerous other variables that job applicants consider (Cable & Turban, 2003). According to Rousseau, Ho, and Greenberg (2006), employees expect more than financial gains from their organization of employment and are attracted to organizations that define their purpose and function in society. In other words, employees are attracted to organizations that provide a lucrative salary, good bonuses, those that define their purpose in the society, and the relevant and ethical practices that help the organizations reach their societal goals.

When applying for a job, applicants are attracted by multiple variables within an organization. For instance, research has shown that high organizational citizenship attracts individuals because it fosters optimistic expectations of career success (Lin, Tsai, Joe, & Chiu, 2012). In addition, job seekers are attracted to certain corporate social responsibilities that organizations possess; for example, companies that display their efforts toward an environment-related agenda while recruiting for new talent have been perceived by applicants as more prestigious and of greater integrity, and thereby as a more attractive employer (Behrend, Baker, & Thompson, 2009). Every little detail on the application form, recruitment poster, and advertisement influence the way applicants perceive their fit within the organization, which then affects the overall organizational attractiveness.

Organizational Attractiveness and P-O Fit. It is optimal for organizations to hire candidates who have a good “fit” with the culture of the organization (Kristof, 1996). There are online assessment tools used by organizations (e.g., PLUM.com) to assess if an applicant’s values and beliefs align with the organization (Rivera, 2015). In addition, the way organizations recruit potential candidates has been shown to strongly influence applicants’ general feelings of attraction toward, beliefs about, and fit within the organization (Taylor & Bergman, 1987). The term initially used by organizations was person-environment fit (P-E fit) which refers to the degree to which individuals are compatible with an organization’s environment (Kristof-Brown & Guay, 2010). The “fit” includes both supplementary and complementary fit (Muchinsky & Monahan, 1987). Supplementary fit refers to the finding that candidates have a higher chance of being hired if they are similar to employees who are already working within the organization. Complementary fit refers to the finding that the new hire should fill a deficiency in the

organization's current environment (Beasley et al., 2012; Muchinsky & Monahan, 1987).

P-O fit is a form of P-E fit (match between individual characteristics and the organization's environment). P-O fit is related to the degree to which the employees' values, beliefs, and personality traits match those of the organization. The main focal point is the broad organizational attributes, which might then be perceived as attractive or not attractive by the applicant. Supplementary fit falls under P-O fit (Kristof, 1996). If a candidate has high P-O fit, it implies that he or she has very similar values and attributes as the organization.

Organizational characteristics such as organizational image, prestige, reputation, coworker diversity, job security, and familiarity are some of the prominent predictors of organizational attractiveness (Uggerslev, Fassina, Kraichy, 2012). According to Schneider's ASA model (1987), the fit between a candidate's values and personality with that of existing members within the organization is one of the key determinants of hiring success and job interest. Job applicants who feel they fit better within a particular organization tend to be attracted to it. Applicants who are cannabis users might find a severe cannabis drug-testing policy intrusive and will most likely be un-attracted to the organization and not apply.

Multiple research studies have shown that applicants prefer fairness during selection (Truxillo, Steiner, & Gilliland, 2004). If an organization is not fair in its measure of assessment, it tends to be perceived as unattractive by employees (Bauer, Maertz, Dolen, & Campion, 1998; Schinkel, Vianen, & Ryan, 2016). Despite reference and background checks being moderately valid tools of assessment, their invasiveness has shown to negatively affect organizational attractiveness and intention to pursue a job within the organization (Seibert, Downes, Christopher, 2018). Similarly, drug testing in

general is not perceived as a fair means of assessment by job applicants (Crant & Bateman, 1990).

Specifically, in jobs that are less safety-sensitive, job seekers with relevant credentials may not even apply for the job if pre-employment drug testing is required. However, the threat of impairment at the workplace may cause those who are working in construction, maintenance, repair, mining, oil, and gas industries to be more accepting of drug testing (Ward, 2017). Most likely, jobs in the health care industry such as doctors, nurses, technicians, etc. might also be accepting of testing for drugs in the workplace. Individuals are protected under the Canadian legal system and employers cannot administer drug testing unless they make a case for it. However, testing might be possible in the US.

Individuals who use cannabis for recreational purposes perceive cannabis-testing policies to be unjust and unfair (Paronto et al., 2002). This would likely influence the way they perceive organizations across Canada. Based on Schneider's (1987) theory of attraction-selection-attrition, individuals are attracted to organizations that share similar values with them. Given that, I investigated the influence of cannabis testing policies and explanation on applicants' perception of organizational attractiveness.

Hypothesis 2. The extent to which attractiveness perceptions are affected by drug testing policies would be moderated by whether or not the individual uses cannabis. Cannabis users will report greater attraction toward organizations that administer no-testing and moderate-testing policies compared to those with severe-testing policies. However, non-users will report greater attraction toward organizations that administer moderate and severe policies compared to no-testing policies.

It is possible that the attractiveness and intention to apply to the organization might increase if the organization provides justification or an explanation for including the specific type of cannabis testing. Explaining forms a more reliable and valid foundation for individuals regardless of the type of policy that tests for the drug. Providing a rationale for testing increases the level of procedural justice felt by individuals (Gilliland, 1995). Therefore,

Hypothesis 3. Individuals will report more attraction to organizations that provide an explanation for the administration of moderate and severe cannabis testing policies compared to those with no explanation.

Intention to Apply

Recruitment is a sequential and multi-stage process. The first phase of recruitment is for potential applicants to become attracted to an organization, which is then followed by intention to apply for the job (Rynes, Bretz, & Gerhart, 1991). Understanding applicants' attraction toward organizations and their intention to apply for a job are two crucial considerations for organizations. The "attraction" stage is the most critical stage in the recruitment-selection life cycle because candidates are not exposed to further details if they are not initially attracted to an organization.

The extant research has focused on three main types of intentions: intention to apply to a job vacancy, intention to pursue a job, and intention to accept a job (Cable & Judge, 1994; Robertson, Collins, & Oreg, 2005). Intention to apply to a job vacancy is statistically associated with attraction toward the job (Barber & Roehling, 1993). Intentions to pursue and accept a job represent an outcome in the recruitment-selection process. The current study does not focus on these two types of intentions because they do not fall under the "attraction realm" and therefore are not a point of interest to the

current research question. In contrast, intention to apply to a job vacancy is one of the dependent variables in this study because it is critical for understanding the job choice of job seekers.

Prior research in the area of organizational attractiveness has shown that applicants' job choice might be based on other factors such as: organizational attributes (e.g., adequate pay, training and development programs, stability and safety on the job, ability to learn new skills, extra-salary benefits), job characteristics (e.g., autonomy, feedback, task variety, task identity), and other factors (e.g., urgency in finding a job, professional versus student group, age of the individual, individual vs. team tasks preferences; Robertson et al., 2005; Uggerslev et al., 2012; Van Hooft et al., 2006). Therefore, the current study controlled for all three variables to purify the variance in the two dependent variables (organizational attractiveness and intention to apply).

Intention to Apply and Cannabis Testing Policy. Job applicants are most interested in applying to organizations in which they feel that they have a good fit. If the applicant's beliefs and values match that of the organization, job seekers would be willing to apply for the job vacancy. In the current study, we expect that an applicant who uses cannabis would feel discomfort in applying to an organization that administers severe cannabis drug testing. Cannabis users might move away from organizations that are testing for cannabis on a regular basis and apply to companies/industries that are more lenient. This may cause organizations to lose talented employees from the pool of applicants.

There will be individuals who use cannabis and want to apply to a job vacancy which is a right fit for them; however, the only thing keeping them from applying may be the organization's drug testing policy. In addition, research shows that individuals

perceive cannabis drug testing as an invalid measurement tool for assessment of job performance (Konovsky & Cropanzano, 1991). Therefore, the present study intended to compare the influence of cannabis policy and perceived fairness on intention to apply to a job vacancy among cannabis users and non-users.

Hypothesis 4. Cannabis users will report a greater level of intention to apply to a job vacancy within organizations that administer no-testing and moderate-testing policies compared to severe-testing policies. However, non-users will report a greater level of intention to apply to a job vacancy within organizations that administer moderate and severe policies compared to no-testing policies.

Hypothesis 5. Individuals will report a greater level of intention to apply to a job vacancy within organizations that provide an explanation for administering moderate and severe cannabis testing policies compared to those that provide no explanation.

The Current Study

Thus, the purpose of my study was to examine the effect of cannabis testing policy on job seekers' perceived fairness, perception of organizational attractiveness, and their intention to apply to a job vacancy. Specifically, I tested five hypotheses while controlling for attitudes toward cannabis use and perceived stigma of cannabis user. Including covariates within a model can greatly improve its accuracy and reduce the error, thereby increasing the power of statistical tests. Previous research shows that individuals' prior attitudes, beliefs, and stereotypes/stigma surrounding substance use in general influences their behavior and perceptions of organizational attributes (Ajzen & Fishbein, 2005; Lingard & Yesilyurt, 2003). The perceived stigma of those who are stigmatized, in this case, cannabis users, influences their attitudes and social interactions

(Snyder, Tanke, & Berscheid, 1977). These reactions to stigma include: affective reactions, altered behavior, and expectancies about the future (Weiner, Perry, & Magnusson, 1988). Pre-existing attitudes toward cannabis use, including perceived stigma, are unavoidable and pervasive. Stigma is often described as an “attitude that is deeply discrediting” (Goffman, 1963). Individuals who are stigmatized believe that they are discriminated in the world on various different levels. Practically speaking, stigma could have an influence on their perceived fairness and organizational attributes (e.g., attraction towards organization). Stigma affects cognitive functioning, behavior, and perception of the world at large (Crocker, Brenda, & Claude, 1998). Similarly, when individuals read the hypothetical job vignette, their perceived fairness, organizational attractiveness, and intentions might be influenced by their prior attitudes towards cannabis use. Therefore, the current study controlled for these two factors (attitudes toward cannabis use and perceived stigma of cannabis user) in order to increase the internal validity of the findings. Controlling these variables will statistically account for their effect on the dependent variables and provide a more clear relationship between the variables of interest.

Method

Design

A 2 (cannabis use, non-use) x 2 (explanation provided, no explanation provided) x 3 (cannabis policy: no-testing, moderate, severe) between-subjects multivariate analysis of covariance (MANCOVA) while controlling for perceived stigma and attitude towards cannabis use was conducted to find support for the above-mentioned five hypotheses. Participants were randomly assigned to one of the six job advertisement conditions (vignettes). I did not stratify on user/non-user of cannabis. All six cells (e.g., cannabis

user, no-testing, with explanation) had 30 to 49 individuals.

Participants

Recruitment. Participants were recruited via Amazon's Mechanical Turk (MTurk). Recruitment material is given in Appendix A. Mturk participants were paid \$1.00 USD for their participation. Buhrmester, Kwang, and Gosling (2011), as well as Landers and Behrend (2015) noted that recruiting from MTurk provides a more reliable sample of diverse and experienced participants than recruiting from organizations or student pools. Thus, this platform allows the acquisition of high-quality data for analysis.

Selection and screening. Individuals were eligible to participate in this study if they: had been employed for more than one year, reside in Canada or one of the 11 states in US (Alaska, California, Colorado, Illinois, Maine, Massachusetts, Michigan, Nevada, Oregon, Vermont, Washington) where cannabis is legal, are fluent in English. Participants' data was excluded if they failed attention check items (e.g., if participants said "agree" and "strongly agree" to attention check items then they were excluded from the analysis) and/or did not pass the manipulation check. Of the 472 participants who contributed data to this study, 57 individuals were excluded.

Individuals who had been employed for at least one year have a more thorough and practical understanding of the job application process and the way organizations function. The rationale for restricting participation to those fluent in English was that all study materials were presented in English. Furthermore, results will ultimately be compared with other countries; therefore, it is important to control for language. Those who were not fluent in English were allowed to participate; however, their data was not analysed. Individuals residing in Canada and the US were included in the analysis because we were interested in their perceptions post Cannabis legalization. Those whose

residency was outside Canada and 11 states of US were excluded from the analysis.

Demographics. Of the 415 participants who were included in the study, 55.4% ($n = 230$) self-identified as female, 43.9% ($n = 182$) self-identified as males, and .7% ($n = 3$) selected "other". The sample was relatively well-educated as 4.1% ($n = 17$) held an advanced degree (PhD or MD), 16.9% ($n = 70$) held a Master's degree, 13.3% ($n = 55$) held an associate degree, 4.8% ($n = 20$) held a technical degree, 40.7% ($n = 169$) graduated with bachelor's degree, 19.5% ($n = 81$) completed high school, and .5% ($n = 2$) had completed elementary school. All participants were from the US. Table 1 shows breakdown by state and Table two presents breakdown by self-reported ethnicity.

Table 1.

Participants' breakdown by states (N = 415)

US State	Percent	<i>n</i>
Alaska	.7%	3
California	32.3%	134
Colorado	5.1%	21
Illinois	15.7%	65
Maine	1.9%	8
Massachusetts	7.5%	31
Michigan	15.2%	63
Nevada	4.6%	19
Oregon	8.0%	33
Vermont	.2%	1
Washington	8.9%	37

Note: Cannabis is legal in these 11 states; therefore, participants were recruited from these states only.

Table 2.

Participants' breakdown by their ethnicity (N = 415)

Ethnicity	Percent	<i>n</i>
Caucasian	76.1%	316
African-American	4.6%	19
Hispanic/Latino	6.7%	28
Asian	8.0%	33
Native/Aboriginal/Indigenous	.5%	2
Mixed	2.7%	11
Other	.5%	2

Self-reported cannabis use. A minority of participants (36.9%, $n = 153$) were cannabis users while 63.1% ($n = 262$) did not use cannabis. The main modes of cannabis intake were hand pipes (15.2%, $n = 63$), rolling paper (10.4%; $n = 43$), edibles (8.2%, $n = 34$), and vaporization (2.0%, $n = 29$).

Measures

Organizational Attractiveness. Organizational attractiveness was measured using five-items from Highhouse, Zickar, Thorsteinson, Stierwalt, and Slaughter (1999) and Highhouse, Lievens, and Sinar (2003). These items were used to assess job applicants' generalized attitudes and feelings toward the hypothetical organization described in the vignette. Example item "For me, this company would be a good place to work." All items are given in Appendix A. Participants were asked to respond using a 5-

point Likert scale where 1 indicates “strongly disagree” and 5 indicates “strongly agree”. The measure has been used and cited by multiple studies ($n = 617$; Highhouse et al., 2003) and the Cronbach’s alpha for this scale in previous studies was .88 (Highhouse et al., 2003). The reliability in my study for this scale was .92.

Intention to Apply to a Job Vacancy. Participant’s intention to apply to a hypothetical job vacancy was measured by two questions (Collins, 2007; adapted from Taylor & Bergmann, 1987). Example item “If I saw a job opening for this organization, I would apply for it.” All items can be found in Appendix B. Participants were asked to base their responses on a 5-point Likert scale, where 1 indicates “strongly disagree” and 5 indicates “strongly agree”. This scale has been widely used by past research studies and the Cronbach’s alpha for this scale has been shown to be .91 (Collins, 2007). The reliability in my study for this scale was .90.

Perceived Fairness of Cannabis Testing. Seven items were adapted from Colquitt (2001) to assess participants’ perceived fairness / justice of the cannabis testing policy. Example item “The cannabis/marijuana testing policy upheld ethical and moral standards.” All items can be found in Appendix C. Participants were asked to base their responses on a 5-point Likert scale, where 1 indicates “strongly disagree” and 5 indicates “strongly agree”. Previous studies have shown internal consistency estimate for the measure to be .90. The reliability in my study for this scale was .83.

Cannabis Usage Assessment. Participants were asked about their use of cannabis. (Appendix D).

Perceived Stigma Questionnaire. Six items from the Perceived Alcohol Stigma scale (Link, 1987) were adapted for use in measuring the perceived stigma of marijuana use. Example item “Most people believe that a person who has had cannabis/marijuana

treatment is just as intelligent as the normal person.” All items can be found in Appendix E. One item was reverse scored to prevent response biases. Participants were asked to base their responses on a 5-point Likert scale, where 1 indicates “strongly disagree” and 5 indicates “strongly agree”. The internal consistency estimate for the measure has been shown to be .82. The reliability in my study for this scale was .78.

Attitudes Toward Drug Use. Four items were adapted from the “Permissiveness” section of the Substance Abuse Attitude Scale to measure individual’s attitudes toward cannabis use. Example item “I find cannabis/marijuana use to be acceptable in confines of one’s own home.” All items can be found in Appendix F. Participants were asked to base their responses on a 5-point Likert scale, where 1 indicates “strongly disagree” and 5 indicates “strongly agree”. The internal consistency estimate for the measure has been shown to be .82. The reliability in my study for this scale was .70.

Demographics Questionnaire. The demographics questionnaire included: gender identified with most, province of residence, employment history (i.e., “have you been previously employed and have you been working in an organization?”), education level, ethnicity, how difficult one finds it to stop or go without cannabis, etc. (Appendix G).

Attention Check. In order to filter out participants who were not fully attentive, three attention check items (“Select “strongly agree” for this item.”, “I eat cement.”, and “I have been to Mars.”) were incorporated throughout the survey. Attention check items can be found in Appendix H.

Manipulation Check. Item to determine whether participants were attentive to the manipulation were also included in the questionnaire. At the end of the survey, participants were asked about the drug testing condition they were presented with in order

to check their level of awareness while answering the survey questionnaire (Appendix I).

Manipulation blurb:

“What was the cannabis/marijuana testing situation that you were presented in the job advertisement?”

- Strict (The organization tested for cannabis pre-employment, randomly, post-incident / suspicious behavior.)
- Moderate (The organization tested for cannabis post-incident / suspicious behavior only.)
- None (The organization did not test for cannabis during employment period.)”

Stimulus: Cannabis-Testing Policy

Six cannabis-testing policies were included in the current study. Vignettes for no-cannabis testing (with and without explanation), moderate cannabis testing (with and without explanation), and severe cannabis testing (with and without explanation) were created based on the current range of organizations' drug testing policies (SHRM, 2019). Vignettes were in the form of hypothetical job advertisement to increase the realism of the study and thus the external validity of the findings. Also, bus driver job was used for the job advertisement because it is a safety sensitive job that could be justified by the employee under Canadian and US law for drug testing. Finally, looking at a “real” job advertisement will be more exciting for participants to read and engage with.

The no-cannabis testing policy was defined such that the organization will not test for cannabis before, during, or after employment. The moderate cannabis testing policy included testing post-accident or suspicious behavior as observed by a supervisor or co-workers. The severe cannabis testing policy entailed testing pre-employment, randomly during the employment period, and due to any suspicious behavior as observed by co-workers or the supervisor. Equivalent of all three types of cannabis-testing conditions with a brief explanation in the end will be used for the “explanation” condition. Vignettes

can be found in Appendix J.

Procedure

Data for the study were collected through Qualtrics data collection software, which was linked to an Amazon Mturk account. Mean time for survey completion was 7.91 minutes ($SD = 6.81$ minutes; range: 4.33 to 15 minutes). A recruitment notice was presented to potential participants, which included a link to the survey (Appendix K). Once a participant clicked on the link, they were presented with a consent form (Appendix L). After reading and signing the consent form, participants were randomly assigned one of the three drug testing conditions. The corresponding vignette was presented, followed by the survey questionnaire (measures on organizational attractiveness, intention to apply, perceived fairness, and perceived stigma), demographic questions, and questions on cannabis usage. Finally, participants were presented with a feedback form (Appendix M) and thanked for their participation in the study. Participants recruited through MTurk were paid via MTurk for their participation in the study.

Results

Data-cleaning and preparation

Descriptives and inter-correlations of key study variables can be found in Table 3. Frequencies and missing value analysis (MVA) was conducted on the three DVs: perceived fairness of cannabis testing, attraction to organization, and intention to apply to job vacancy. There were less than 1% missing data for all three DVs, therefore missing data were not removed. The values of asymmetry (skewness) and kurtosis for all variables was between -2 and +2, which is considered acceptable in order to prove normal univariate distribution. Correlations among the three DVs were then assessed (Table 3). The statistical significance of the correlations suggests linear associations in the data;

however, the correlations between variables are not above .90, which suggests no multicollinearity in the data.

Table 3.

Descriptives and intercorrelations among study variables (N=415)

Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	1.57	.51	—									
2. Ethnicity	1.64	1.39	.02	—								
3. Cannabis User	1.63	.48	.09	.06	—							
4. Policy	1.96	.82	-.07	-.10*	.02	—						
5. Explanation	1.51	.50	-.02	.02	-.02	.03	—					
6. Attractiveness Scale	3.38	.96	-.01	.06	-.11*	-.03	.03	—				
7. Intention to Apply Scale	3.27	1.06	-.01	.03	-.10*	-.00	.03	.89	—			
8. Perceived Fairness Scale	3.87	.64	-.00	.01	-.01	.09	-.02	.44**	.41**	—		
9. Perceived Stigma Scale	3.33	.68	-.03	-.10*	-.19**	-.02*	.04	.16**	.12*	.09	—	
10. Attitude Scale	3.73	.81	.03	-.10*	-.42**	-.03	-.05	.12*			.11*	—

Note. For cannabis user: 1 = user, 2 = non-user; For policy: 1 = none, 2 = moderate, 3 = strict; For explanation: 1 = with explanation, 2 = no explanation; Attractiveness scale = attractiveness towards the organization scale; Intention to apply scale = intention to apply to a job vacancy; Perceived fairness scale = perceived fairness of cannabis policy in the organization; Perceived stigma scale = perceived stigma towards cannabis use; Attitude scale = attitude towards cannabis use; * $p < .05$, ** $p < .01$.

In preparation for analysis, a “policy” variable was created such that 1 = no cannabis policy in the organization, 2 = moderate cannabis policy in the organization, and 3 = strict cannabis policy within the organization. Similarly, an “Explanation” variable was created such that 1 = company provided an explanation for cannabis testing policy, and 2 = company did not provide an explanation for cannabis testing policy in the workplace. Three composite scores were computed for the three DVs.

Manipulation Check

After removing participants who did not provide consent, were not legally allowed to ingest cannabis in their resident state, were unemployed, or who failed the attention check, 467 participants remained. Manipulation check analysis was conducted for these 467 participants, 52 of whom failed manipulation check (e.g., participant who was given no-testing condition but they chose either moderate or severe condition when asked post-vignette was removed from the analysis) and 415 of whom were included in the study. As evidenced in Table 4, the policy manipulation worked as intended.

Table 4.

Manipulation check analysis (N=467)

Policy- Explanation	Perceived Correctly / Passed Manipulation Check <i>n</i> (%)	Perceived Incorrectly / Failed Manipulation Check <i>n</i> (%)
None-No	73 (94.8%)	4 (2 opted Mod, 2 opted Severe)
None-With	75 (92.5%)	6 (4 opted Mod, 2 opted Severe)
Mod-No	70 (88.6%)	9 (1 opted None, 8 opted Severe)
Mod-With	66 (88%)	9 (3 opted None, 6 opted Severe)
Severe-No	70 (90.9%)	7 (2 opted None, 5 opted Mod)

Severe-With	61 (78.2%)	17 (5 opted None, 12 opted Mod)
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Note: None-No = No-cannabis testing and no explanation; None-With = No-cannabis testing with explanation; Mod-No = Moderate cannabis testing and no explanation; Mod-With = Moderate cannabis testing with explanation; Severe-No = Severe cannabis testing and no explanation; Severe-With = Severe cannabis testing with explanation.

There were no univariate or multivariate outliers. Upon looking at the frequency of z-scores, only a couple data points were above +/- 3SDs. Since these could be realistic data points, I did not filter them out. Cook's distance (measure of leverage) was not greater than 1 which implies that the distance is small, indicating lower chances of being a multivariate outlier. The histogram did not show gross departure from normality, it was "normal-like" suggesting normality in the data. The equality of cell sizes was achieved (range: 30 to 49 participants per cell). Also, none of the three dependent variables yielded statistical significance for any of the interaction effects. This means that the data meets the assumption of homogeneity of regression (Meyers, Gamst, & Guarino, 2016). Finally, scatterplots of covariates and dependent variables showed that the linearity of regression assumption for all three dependent variables was met. Given that, I proceeded to covariance analysis.

Findings

This study had three IVs: Cannabis use (user or non-user), Explanation for testing (Provided or not provided), and Policy (none, moderate, or strict); it also had three DVs: perceived fairness of cannabis testing, attraction to organization, and intention to apply to job vacancy. Perceived stigma of cannabis use and attitudes toward cannabis use were included as covariates. Thus, a 2 x 2 x 3 multivariate analysis of covariance (MANCOVA) was conducted to test each of the five hypotheses.

Table 5 shows all univariate results.

Table 5.

Univariate Results (N=415)

Independent Variable	Dependent Variable	df	F	Sig.	Partial Eta Squared
Cannabis User	Attractiveness	1	.53	.465	.001
	Intention to Apply	1	.67	.412	.002
	Perceived Fairness	1	1.94	.165	.005
Policy	Attractiveness	2	3.91	.021*	.02
	Intention to Apply	2	2.10	.12	.01
	Perceived Fairness	2	2.16	.117	.011
Explanation	Attractiveness	1	.30	.582	.001
	Intention to Apply	1	.47	.492	.001
	Perceived Fairness	1	.001	.971	.000
Cannabis User * Policy	Attractiveness	2	10.53	.000*	.05
	Intention to Apply	2	6.76	.001*	.033
	Perceived Fairness	2	6.41	.002*	.031
Cannabis User * Explanation	Attractiveness	1	.611	.435	.002
	Intention to Apply	1	.423	.516	.001
	Perceived Fairness	1	.611	.435	.002
Policy * Explanation	Attractiveness	2	.645	.525	.003
	Intention to Apply	2	.82	.442	.004
	Perceived Fairness	2	.91	.405	.004
Cannabis User * Policy * Explanation	Attractiveness	2	.443	.642	.002
	Intention to Apply	2	.124	.883	.001

Perceived Fairness	2	.622	.537	.003
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Note. For cannabis user: 1 = user, 2 = non-user; For policy: 1 = none, 2 = moderate, 3 = strict; For explanation: 1 = with explanation, 2 = no explanation; Attractiveness = attractiveness towards the organization scale; Intention to apply = intention to apply to a job vacancy; Perceived fairness = perceived fairness of cannabis policy in the organization; * $p < .05$.

There was no significant multivariate main effect for cannabis use on perceived fairness variable, $Wilks \lambda = .99$, $F(1, 415) = .759$, $p = .16$, $\eta_p^2 = .005$, attractiveness variable, $Wilks \lambda = .99$, $F(1, 415) = .263$, $p = .582$, $\eta_p^2 = .001$, and intention to apply variable, $Wilks \lambda = .99$, $F(1, 415) = 733$, $p = .412$, $\eta_p^2 = .002$. There was no significant multivariate main effect for explanation on perceived fairness variable, $Wilks \lambda = .999$, $F(1, 415) = .001$, $p = .971$, $\eta_p^2 < .001$, attractiveness variable, $Wilks \lambda = .999$, $F(1, 415) = .263$, $p = .582$, $\eta_p^2 = .001$, and intention to apply variable, $Wilks \lambda = .999$, $F(1, 415) = .515$, $p = .492$, $\eta_p^2 = .001$. There was no significant multivariate main effect of policy on perceived fairness variable, $Wilks \lambda = .967$, $F(2, 415) = 1.68$, $p = .117$, $\eta_p^2 = .011$ and intention to apply variable, $Wilks \lambda = .967$, $F(2, 415) = 4.577$, $p = .123$, $\eta_p^2 = .01$. There was, however, a significant multivariate main effect of policy that affected the attractiveness variable, $Wilks \lambda = .967$, $F(2, 415) = 6.78$, $p = .02$, $\eta_p^2 = .019$. Tukey post-hoc comparison revealed that the level of attractiveness was not significantly greater for moderate ($M = 3.53$, $SD = .93$), compared to severe ($M = 3.26$, $SD = .97$) and no-testing policy ($M = 3.37$, $SD = .98$), $F(2, 412) = 2.54$, $p = .08$. The p-values for individual comparisons ranged from .34 to .63.

A significant multivariate effect of cannabis user x policy interaction was detected for perceived fairness (Figure 1) when controlling for attitude toward cannabis and perceived stigma of cannabis use, $Wilks \lambda = .940$, $F(2, 415) = 5.018$, $p = .002$, $\eta_p^2 = .031$. A significant multivariate effect of cannabis user x policy interaction was detected for attractiveness variable (Figure 2) when controlling for attitude toward cannabis and perceived stigma of cannabis use, $Wilks \lambda = .940$, $F(2, 415) = 18.252$, $p < .001$, $\eta_p^2 = .05$. A significant multivariate effect of cannabis user x policy interaction was detected for

intention to apply variable (Figure 3) when controlling for attitude toward cannabis and perceived stigma of cannabis use, $Wilks \lambda = .940$, $F(2, 415) = 14.710$, $p = .001$, $\eta_p^2 = .033$.

Univariate post-hoc tests confirmed a few significant differences between cannabis users and non-users in the no testing and severe testing conditions for all three DVs (see Table 6 for specific significant differences). Moderate condition did not differ significantly from no-testing and severe testing conditions. More specifically, perceived fairness was significantly greater for severe- compared to no-testing for non-users. The level of attractiveness and intention to apply was greater for no- compared to severe-testing for cannabis users. Finally, non-users' intentions to apply to a job vacancy were greater for severe- compared to no-testing policy.

Table 6

Post-hoc results for the three dependent variables (N=415)

Cannabis User	Policy (n)	Perceived Fairness M (SD)	Attractiveness M (SD)	Intention to Apply M (SD)
Yes	None (54)	3.97 (.72)	3.87* (.82)	3.69* (.78)
	Moderate (54)	3.92 (.67)	3.55 (.85)	3.46 (.88)
	Severe (45)	3.73 (.48)	3.05* (.97)	3.01* (.83)
No	None (94)	3.15* (.58)	3.08 (.95)	2.96* (1.04)
	Moderate (82)	3.79 (.55)	3.51 (.95)	3.17 (1.10)
	Severe (86)	3.99* (.70)	3.37 (.95)	3.37* (1.03)

Note. For cannabis user: 1 = user, 2 = non-user; For policy: 1 = none, 2 = moderate, 3 = strict; Attractiveness = attractiveness towards the organization scale; Intention to apply = intention

to apply to a job vacancy; Perceived fairness = perceived fairness of cannabis policy in the organization; Numbers in bold demonstrate significant differences such that cannabis user's attractiveness and intention differs between no-testing and severe testing, non-cannabis user's fairness and intention differs between no-testing and severe-testing policies; * $p < .05$.

This provides partial support for the first, second, and fourth hypotheses. It was hypothesized that moderate testing, compared to severe testing policies, would lead to increased perceived fairness, greater attractiveness, and enhanced intent to apply.

However, the current study partially rejected the hypotheses as there was no significant difference between no testing and moderate testing conditions. Finally, the difference between moderate and severe testing did not reach significance either.

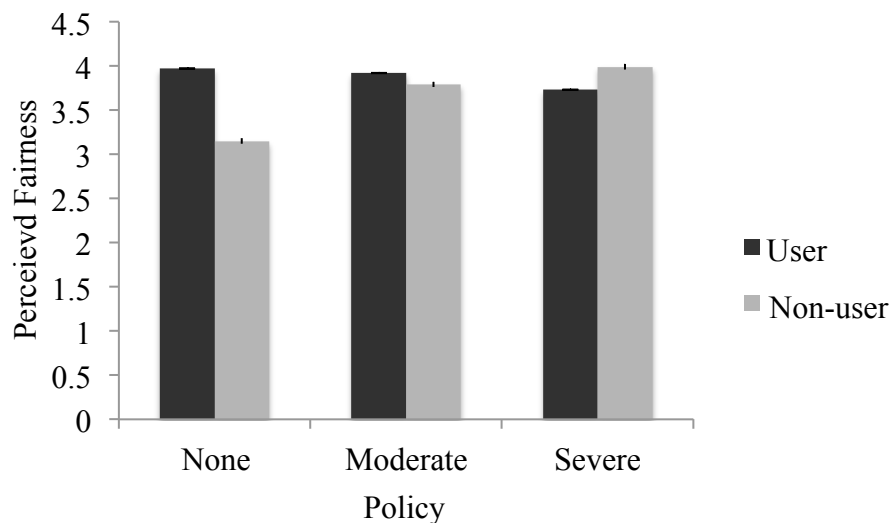


Figure 1. Interaction between cannabis use and cannabis testing policy on perceived fairness.

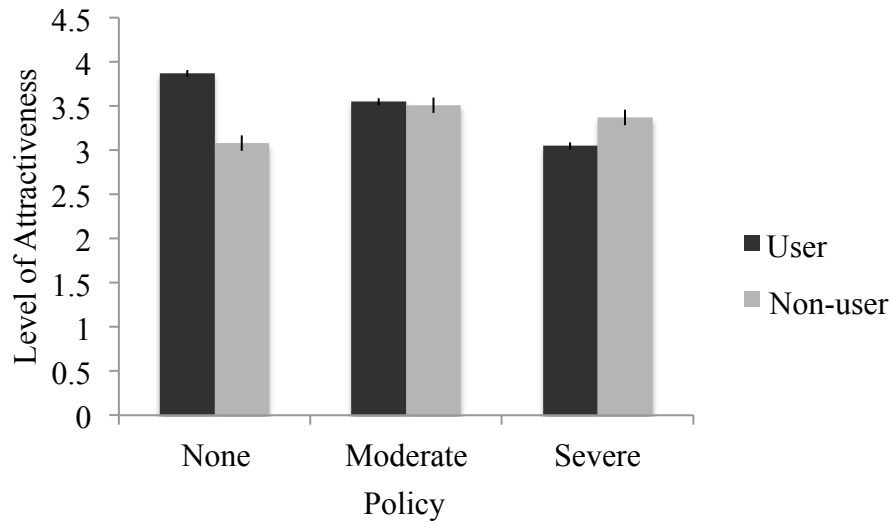


Figure 2. Interaction between cannabis use and cannabis testing policy on level of attractiveness towards the organization.

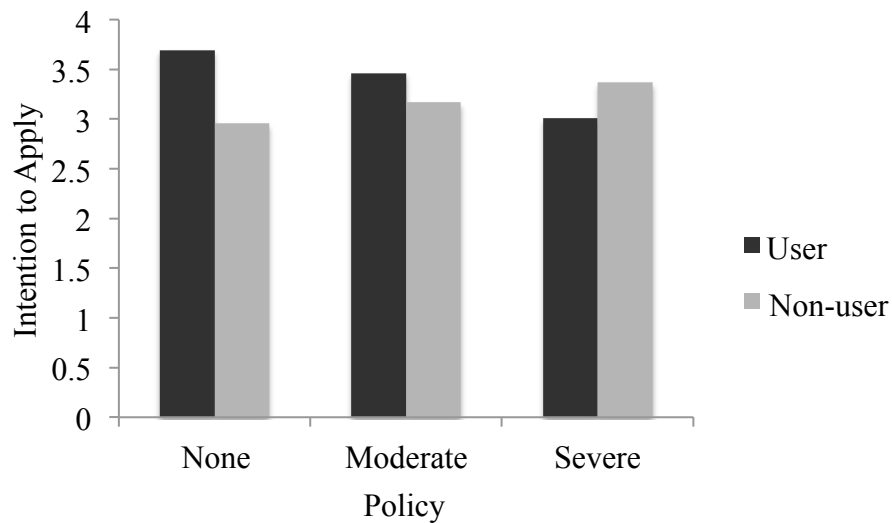


Figure 3. Interaction between cannabis use and cannabis testing policy on intention to apply to job vacancy.

A non-significant multivariate effect of cannabis user x explanation interaction was obtained for perceived fairness, $Wilks \lambda = .995$, $F(1, 415) = .255$, $p = .420$, $\eta_p^2 = .001$, attractiveness variable, $Wilks \lambda = .995$, $F(1, 415) = .529$, $p = .435$, $\eta_p^2 = .002$, and

intention to apply variable, $Wilks \lambda = .995, F(1, 415) = .460, p = .516, \eta_p^2 = .001$, while controlling for attitude toward cannabis and perceived stigma of cannabis use. A non-significant multivariate effect of policy x explanation interaction was obtained for perceived fairness, $Wilks \lambda = .994, F(2, 415) = .709, p = .405, \eta_p^2 = .004$, attractiveness variable, $Wilks \lambda = .995, F(2, 415) = 1.117, p = .525, \eta_p^2 = .003$, and intention to apply variable, $Wilks \lambda = .995, F(2, 415) = 1.117, p = .525, \eta_p^2 = .003$, while controlling for attitude toward cannabis and perceived stigma of cannabis use. Thus, hypotheses three and five were not supported by the data. Individuals did not report more attraction or greater intent to apply to a job vacancy when an explanation for the administration of moderate or severe cannabis testing was provided. In other words, explanation did not significantly affect the DVs, which does not support hypotheses 3 or 5.

Finally, a non-significant multivariate effect of cannabis user x policy x explanation interaction was obtained for perceived fairness, $Wilks \lambda = .988, F(2, 415) = .487, p = .537, \eta_p^2 = .003$, attractiveness variable, $Wilks \lambda = .995, F(2, 415) = .768, p = .642, \eta_p^2 = .002$, and intention to apply variable, $Wilks \lambda = .995, F(2, 415) = .271, p = .883, \eta_p^2 = .001$, while controlling for attitude toward cannabis and perceived stigma of cannabis use.

Additional Findings

Two one-way ANOVAs were conducted to examine the effect of cannabis use on perceived stigma of cannabis use and attitude toward cannabis use. Figure 4 shows that cannabis users perceived a greater stigma toward cannabis use ($M = 3.51, SD = .63$) compared to non-users ($M = 3.24, SD = .68$), $F(1, 413) = 14.47, p < .001$. Figure 5 shows that cannabis users ($M = 4.17, SD = .58$) had more positive and acceptable attitudes toward the consumption of cannabis relative to individuals who do not ingest it ($M =$

3.48, $SD = .82$), $F(1, 413) = 82.89, p < .001$ (Figure 5).

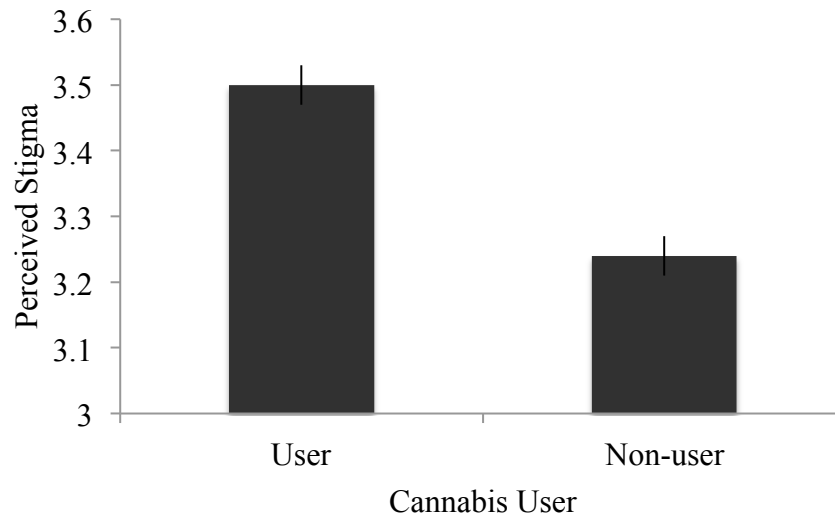


Figure 4. Effect of cannabis use on perceived stigma of cannabis use

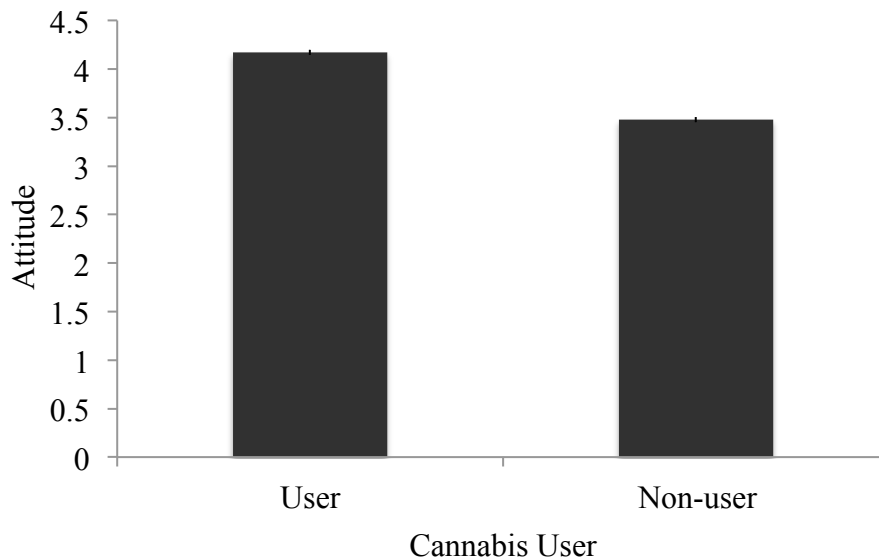


Figure 5. Effect of cannabis use on attitude toward cannabis use

Discussion

The current study sought to examine the influence of cannabis testing policies on perceived fairness, applicants' perception of organizational attractiveness, and intention

to apply to a job vacancy. Three of five hypotheses were partially supported by the data. The status of each hypothesis and potential explanations for the results will be discussed followed by additional findings that were not the focal point of the present study but do shed light on the perceptions and attitudes of cannabis users.

Partial Support for Hypothesis 1: Extent to which fairness perceptions are affected by drug testing policies would be moderated by whether or not the individual uses cannabis.

Cannabis user's perceived fairness of cannabis testing was not higher within organizations that did not test or had moderate policies compared to those with severe testing policies. However, individuals who did not ingest cannabis perceived organizations that had severe cannabis testing policies to be more fair than those without cannabis testing policies. However, there was no difference in perceived fairness between moderate and no-testing conditions among non-cannabis users.

Even though the post-hoc results for users who ingest cannabis did not reach significance, the findings still provide valuable information. Cannabis users' average perceived fairness varied from 3.73 to 3.97 on a 1-5 scale. This suggests that severe and moderate testing policies were perceived to be quite fair as all means were much higher than the middle point of the fairness scale. Overall, individuals who consume cannabis found testing and no-testing to be quite fair. This refutes prior research on recreational use of cannabis and job seekers' perceptions of drug testing (Paronto et al., 2002). Paronto et al. (2002) conducted a telephone survey of 1,484 individuals and found that individuals who have used cannabis over the past month had lower fairness perceptions.

Based on Gilliland's (1993) model of organizational justice and perceived fairness, there are 10 procedural rules categorized into three categories: formal

characteristics of selection system, explanations offered during the selection process, and interpersonal treatments that help form an applicants' perceived fairness. One explanation for the current results could be that the no, moderate, and severe cannabis testing policies portrayed on the job advertisement might have been seen as valid (one of Gilliland's procedural rules is selection information) and honest (one of Gilliland's procedural rules is honesty) by cannabis users because of the explanation provided. Although it is unclear whether the explanation manipulation worked or not, it may account for the higher fairness ratings. The two procedural rules may have been perceived as reasonable leading to an increased overall perception of organizational fairness among cannabis users. Since the univariate tests were significant but post-hoc analysis was non-significant, these findings are not conclusive.

The parallel evidence is particularly interesting. Specifically, individuals who do not ingest cannabis would rather feel increased justice within organizations that have some kind of cannabis testing policies. Severe-testing, compared to no-testing, was perceived as more fair. However, the severe condition was not perceived as more fair than the moderate condition for non-users. In general, a moderate policy seems "justified enough" for non-users and adding more severity does not further improve the perceptions of individuals. This refutes prior research which found that individuals perceived drug testing to be an unfair invasion of privacy and harassment of individuals regardless of being drug users or not (Crant & Bateman, 1989; Rothman, 1998). However, it is possible that the hypothetical job description used in the present study (i.e., a school bus driver) was perceived as highly safety-sensitive, causing non-cannabis users to believe that not having a cannabis testing policy in place risked children's safety. In addition, some research suggests that job applicants react favourably when a company offers an

explanation or rationale underlying their cannabis testing. Applicants believe the organization is just if their reasons make sense (Crant & Bateman, 1990; Konovsky & Cropanzano, 1991). Individuals who do not ingest cannabis might not understand the gravity of unfair drug testing within organizations because they are not at risk of consequences. For them, having a policy in place would result in a safer and more productive work environment (Vodanovich & Reyna, 1988); and, therefore, their level of perceived fairness is higher for severe over no-cannabis testing policy.

Partial Support for Hypotheses 2 and 4: Extent to which attractiveness perceptions and intentions are affected by drug testing policies would be moderated by whether or not the individual uses cannabis.

The necessity and invasiveness of drug testing has been a controversial topic for decades. Attitudes toward drug testing, including organizational attractiveness and intention to apply for a job, have often been studied by researchers. The current study supported past research by partially confirming the second and fourth hypotheses. Individuals who ingest cannabis demonstrated increased levels of organizational attractiveness and intention to apply to organizations that had no, compared to severe, cannabis testing policies. Contrarily, non-cannabis users' intent to apply to a job vacancy was higher when the organization had severe- compared to no-testing policies. However, the study did not find conclusive evidence that moderate vs. severe testing policies impact an applicant's attraction toward a job or intent to apply to job vacancy.

If the organization is testing for cannabis use pre-employment or randomly, in addition to post-accident/suspicious behavior (i.e., severe policy), cannabis users' level of organization attractiveness and intention to apply is a bit lower. This could be due to the fact that cannabis has been legalized in Canada and 11 states in the US (Leafly, 2020).

Individuals might feel that severe testing is unnecessary. Given the means for organizational attractiveness and intent to apply is above average on a five-point scale, policy regardless of the type (moderate, severe, or no-testing) is perceived as quite attractive overall.

These findings support existing research. Crant and Bateman (1990) examined the attitudes of individuals toward drug testing and their intention to apply to organizations with various drug testing policies in place. Individuals were more interested in applying to organizations that did not have a drug testing policy. They had more positive attitudes toward those organizations with no policy. Similarly, individuals who are cannabis users in the present study have moderately positive attitudes towards organizations that have severe cannabis testing in place.

Thibaut and Kelley (1999) provide a useful theoretical framework for these findings. They proposed that potential job applicants consider the cost-benefit ratio of expected outcomes if they ultimately join an organization. The presence of cannabis testing is one factor that applicants may consider before applying for a position. According to this framework, an applicants' assessment of an organization's attractiveness and intention to apply for a job will be different for organizations with no testing policies compared to those with severe testing policies. For cannabis users, there is a direct link between severe testing policy and the critical outcome of rejection from the organization (Thibaut & Kelley, 1999). Furthermore, cannabis users might experience greater anxiety and breach of privacy despite legalization, leading to moderately positive organizational attractiveness and decreased intention to apply in the current study. Overall, severe testing might demonstrate greater costs and decreased benefits for cannabis users.

The findings of the present study clearly suggest that cannabis users feel less positively about getting tested pre-employment or randomly after being hired by an organization. No cannabis testing was associated with increased levels of attractiveness and intention to apply to a job vacancy. Cannabis users appear to be more receptive to no testing policy. Additionally, there were stronger and significant differences for attractiveness than perceived fairness for cannabis users. This might suggest that the person-organization (P-O) fit, which is the degree to which the employees' values, beliefs, and personality traits match those of the organization is not strong enough. The main focal point is the broad organizational attributes (such as severe-testing), which in the current study was perceived as less lucrative by the applicant (Kristof, 1996). Cannabis users might be worried that since they are users of cannabis, they may "get caught" and thus be sanctioned or lose their job. So, it makes the job less attractive to them. Severe-testing suggests weak P-O fit, which implies that the applicant does not have similar values or attributes to the hypothetical organization.

Although Rynes and Connerley (1993) found that job seekers displayed a "neutral reaction" toward drug testing compared to other selection and screening methods, no previous research has found a positive reaction from potential or current applicants regarding organizational drug testing. The current study found somewhat positive reactions regarding cannabis testing. Despite no-testing being more lucrative than severe testing among cannabis users, severe-testing seems to be perceived as quite fair as well. Similarly, cannabis users' intent to apply to a job vacancy is higher for no-testing relative to severe testing; but, the level of intent for severe testing is above the mean, suggesting positive reactions from applicants.

According to the Theory of Planned Behavior (TPB), there are three predictors or

antecedents to intended behavior, which is itself a key determinant of actual behavior (Ajzen & Fishbein, 2005). The three predictors are: attitude, subjective norms, and perceived behavioral control. The current study found that cannabis users' intention to apply to a job vacancy is lower in the severe testing condition. This could be due to decreased organizational attractiveness (attitude) and lower societal acceptance of random cannabis testing pre- and during employment (subjective norms). According to TPB, this will deter an individual from actually applying for the job.

Contrarily, individuals who do not ingest cannabis demonstrated increased intent to apply to organizations with a testing policy compared to those without a testing policy. This aligns with Thibaut and Kelley's (1999) theoretical framework such that non-users may prefer increased safety within the workplace and do not mind being tested for cannabis since they are non-users. In fact, non-users may feel more safe at their jobs when testing policies exist because they expect such policies to eliminate practices that cause danger in the workplace. The non-users' cost-benefit calculation of joining an organization that tests for cannabis seems to be positive, while the calculation of cannabis users' cost-benefit ratio appears to be negative.

Rejection of Hypotheses 3 and 5: Individuals will report more attraction and greater intentions to organizations that provide an explanation for the administration of moderate and severe cannabis testing policies compared to those with no explanation.

These two hypotheses were not supported by the data. Individuals were not more attracted to organizations that provide an explanation for the administration of moderate or severe cannabis testing policies compared to those with no explanation (hypothesis 3). Also, they did not display a greater level of intention to apply to a job vacancy within

organizations that provide an explanation for administering moderate or severe cannabis testing policies compared to those that provide no explanation (hypothesis 5).

The interaction between explanation and cannabis testing across individuals did not produce an effect on the level of attractiveness or intent to apply to job vacancy. The degree of attractiveness and intent to apply was similar in no-explanation and explanation conditions across both cannabis testing and the user groups. One reason could be that the explanation manipulation in the vignettes was not sufficiently salient for individuals and hence did not produce a significant effect. Additionally, it is possible that an explanation for drug testing does not affect one's perceived fairness or that perceived fairness does not influence one's attitudes (attractiveness) or intentions to apply for a job. There might be other driving forces such as job relatedness, opportunities to perform the job in the hypothetical company, requirements, etc. that strongly interact with cannabis testing policy and affect the degree of attractiveness and intention to apply to an organization. Finally, it is possible that explanation plays a minor role in this context and hence, did not produce a significant effect.

Extensive studies have shown that the presence of drug-testing increases a company's turnover rate, discourages individuals from applying for a position, and negatively influences perceptions about the organization (Truxillo, Bauer, & Paronto, 2002). Drug-testing policies are also associated with lowered morale, increased turnover intentions, and lowered employee performance because employees perceive drug screening as unfair and unjust (Konovsky & Cropanzano, 1991). Providing a rationale/explanation for drug testing was expected to influence employee attitudes; however, the present study's explanation manipulation was flawed. Future research should consider replicating the study with greater methodological rigor. Based on the

current study, we can not conclude that explanation does not influence individual's attitudes (based on prior robust research); however, the 2-way interaction and weak explanation manipulation did not generate significant findings in the present study.

Additional Findings

Effect of Cannabis Use on Perceived Stigma and Attitude. Compared to non-users, cannabis users had more positive attitudes toward cannabis use but perceived greater societal stigma toward former cannabis users. Cannabis users believe that there are stigmatizing attitudes and behaviors toward individuals who formerly ingested the drug; however, non-users' perceived lower stigma. Multiple studies have found that greater perceived stigma is present among individuals who use heroin compared to marijuana (Brown, 2015). It has been consistently shown that there is greater stigma toward individuals who ingest hard illicit drugs such as ecstasy, opioids, amphetamine, and cocaine (Palamer, 2012) compared to legal drugs such as alcohol or cannabis. However, some stigmatization surrounding marijuana does exist, albeit lower than other drugs. This may explain why non-users perceived lower stigma of cannabis use compared to cannabis users. Specifically, cannabis users have likely been the recipient of the stigma due to their cannabis use while those who do not indulge in the drug are less aware of the stereotypes and stigma surrounding it.

Finally, cannabis users had more positive attitudes toward the consumption of marijuana by others relative to individuals who do not ingest it. Cannabis users believe that it is normal for people to experiment with marijuana in the confines of their own home and within limits. Since cannabis is by far the most used drug, even before its legalization, individuals view it as "normal" (Hathaway et al., 2018; Osborne & Fogel, 2017). This normalization of cannabis use is even greater among cannabis users which

explains their highly positive attitudes toward cannabis in the current study; non-users also viewed cannabis use moderately positively in this study.

Limitations and Future Directions

First, participants reacted to a written description of a hypothetical company rather than an actual job opportunity. Even though the advertisement was adapted from an actual job description on indeed.com, it isn't the same. As such, reactions of participants may have differed from those of people engaged in a real job search. Future research could try to ameliorate this situation by editing the vignette to appear more realistic by using organization labels and creating a link that takes them to something like indeed.com website; and, also by using participants who are actually employed.

Second, the explanation component of the vignette did not work as intended. There was no effect found for the explanation and no-explanation condition. This might be due to the fact that the hypothetical job advertisement had a short blurb (i.e., five to six words) to explain the rationale behind including or not-including cannabis testing policy. It is possible that individuals, while skimming through the ad, did not pay enough attention to it and thus it did not influence their attitudes and intentions. Future research should alter the description to something that might stand out, but not so much that it biases the study.

Third, approximately 12% of the population in the US consumes cannabis (Hrynowsky, 2020); however, there were 36.9% cannabis users in the current study. It limits generalizability as the current results might not hold in the general population. But the current study was interested in exploring the attitudes of cannabis users and in order to practically examine them would require over-sampling that part of the population. Future research is needed in order to explore the external validity of the findings and if

the results are replicable in general population.

Also, the current study found small but significant effect sizes. This could be seen as a limitation; however, small effects can be considered meaningful if they trigger big consequences. In this study, if the applicants' perceptions (small effect) are not taken into consideration, then that might lead to fewer people applying for the job (bigger consequence). Therefore, organizations should take into account the impact of cannabis testing policy on job seekers' attitudes.

Finally, the present study intended to examine a diverse sample of Canadian and US adults' attitudes and behaviors toward cannabis testing within organizations; however, the sample used for the analysis was from individuals living in the 11 US states where cannabis is legal. The study was open to US and Canadian residents. Most people were from the US because Mturk platform has greater US population. Therefore, the results are circumscribed. It would be interesting and worth researching the attitudes of Canadians and how they both (Canadians and US adults) differ in terms of perceived stigma and fairness of cannabis testing post-legalization. Due to differences in culture between the two countries, it would provide more generalizable findings with higher external validity. Additionally, it would be beneficial to investigate the degree of organizational attractiveness individuals feel pre and post-legalization across the USA. In USA, only 11 states have legalized recreational cannabis consumption; therefore, there might be some differences between individuals living in the 11 post-legalized states compared to those living in 39 states where cannabis is still an illegal drug.

Practical Implications

Organizations that have drug testing policies in place know that it will reduce the number of individuals who apply to work with them; specifically, it will reduce the

number of applications who consume the particular drugs that are being tested for by the company (Crant & Bateman, 1989). The findings of the present study partially support existing research such that cannabis users displayed moderately positive levels of attraction toward organizations with pre-employment, random, and post-accident cannabis testing policies and a lower level of intent to apply to job vacancies within these organization.

This study has important implications for employers and organizations in general. Even though it is important to have cannabis testing policies in place, it is equally important to consider the impact of cannabis testing on the potential talent pool. Such perceptions of drug testing may lead talented applicants to self-select out of the job pool. This would lead to a decreased number of applicants for a job available to the employer. Therefore, knowing the attitudes and intentions of individuals who ingest cannabis toward moderate and severe testing policies will provide employers with solid research-based evidence from which to design programs and policies surrounding cannabis testing.

Furthermore, the present study did not find that cannabis users perceived no-cannabis policy compared to moderate and and severe testing as fair and just. However, non-cannabis users' fairness levels showed a bit of an increase in the presence of severe testing policies relative to no testing policy at all. These findings are vital for employers because the perceptions of organizational justice among current and potential employees may lead to negative consequences for organizations. Given the findings of the present study, employers could design testing programs and policies surrounding cannabis that specifically test post-incident or after suspicious behavior (moderate testing) only. All types of policies were generally perceived as fair among cannabis users while severe-compared to no-testing was perceived as moderately more positive by non-users, severe

testing (testing pre-employment, randomly, and post-accident) might not be necessary. There was not much of a difference in fairness perceptions of moderate and severe testing among non-users; therefore, having moderate testing policy in place might cater to all individuals regardless of their cannabis consumption.

Overall, the present findings provide a useful starting point for researchers who are interested in examining job applicants' attitudes towards cannabis testing as there is lack of research in this area. Additionally, the results provide substantial information for employers and organizations. Employers must take into consideration the attitudes and behaviors of cannabis and non-cannabis users while designing cannabis testing programs. It is even more important to make sure that employers communicate their stance on cannabis testing within the organization carefully while posing job advertisements in order to attract all individuals regardless of their use of cannabis. If done properly, it will increase the talent pool (great for employers) and applicants will feel greater organizational attractiveness and perceive it to be fair (good for potential employees).

Conclusion

I sought to fill a gap in research on cannabis testing policy and the literature on organizational attractiveness to job applicants. I examined a pool of individuals who were given a hypothetical job advertisement for which they themselves were the job applicants. I found that cannabis users, compared to non-cannabis users, felt less attracted to organizations that administer severe, compared to no, cannabis testing within their organizations. The intent to apply to a job vacancy in the same organizations was lower as well. Furthermore, perceived fairness of individuals who do not use cannabis was lower when there was no- versus severe-cannabis testing policy in place. This study explored job applicants' attitudes towards cannabis testing, which adds an important missing piece

to cannabis testing and applicants' attitudes literature. The study has important implications for employers and organizations overall.

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Appendix A

Attractiveness Scale

Please respond to the statements below based on the company's job advertisement.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

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.

Appendix B

Intention to Apply to a Job Vacancy Scale

Please respond to the statements below based on the company's job advertisement.

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
---------------------------	---------------	--------------	------------	---------------------

1. If I saw a job opening for this organization, I would apply for it.
2. If I were searching for a job, I would apply to this organization.

Appendix C

Perceived Fairness of Cannabis Testing

Please respond to the statements below based on the company's job advertisement.

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
---------------------------	---------------	--------------	------------	---------------------

1. The cannabis/marijuana testing procedures are free of bias.
2. The cannabis/marijuana testing policy is based on accurate information.
3. The cannabis/marijuana testing policy upheld ethical and moral standards.
4. The organization is candid in their communication about cannabis/marijuana testing policy with you.
5. The organization explained the cannabis/marijuana testing policy thoroughly.
6. The explanations regarding cannabis/marijuana testing is reasonable.
7. The organization communicated details about cannabis/marijuana policy in timely manner.

Appendix D

Cannabis Usage Assessment

1. Are you a cannabis/marijuana user?

Yes	No
-----	----

Appendix E

Perceived Stigma Questionnaire

Now you will be presented with some questions on your perceptions surrounding cannabis/marijuana, which will then be followed by a short demographic questionnaire.

Note: "Cannabis user" is defined as "Individual who ingests cannabis/marijuana once or more than once a week for recreational purposes."

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1. Most people would willingly accept a former cannabis/marijuana user as a close friend.
2. Most people believe that a person who has had cannabis/marijuana treatment is just as intelligent as the normal person.
3. Most people believe that a former cannabis/marijuana user is just as trustworthy as the normal person.
4. Most people would not hire a former cannabis/marijuana user to take care of their children, even if he or she had been sober for some time. [Reverse wording]
5. Most employers will hire a former cannabis/marijuana user if he or she is qualified for the job.
6. Most people in my community would treat a former cannabis/marijuana user just as they would treat anyone else.

Appendix F

Attitude Towards Drug Use

Now you will be presented with some questions on your perceptions surrounding cannabis/marijuana, which will then be followed by a short demographic questionnaire.

Note: "Cannabis user" is defined as "Individual who ingests cannabis/marijuana once or more than once a week for recreational purposes."

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
---------------------------	---------------	--------------	------------	---------------------

1. I find cannabis/marijuana use to be acceptable in confines of one's own home.
2. Daily use of one cannabis/marijuana cigarette is not necessarily harmful.
3. It can be normal for a teenager to experiment with cannabis/marijuana.

Appendix G

Demographics Questionnaire

2. How do you self-identify?

- Male
- Female
- Other, please specify if you wish (specifying is not required): _____

3. Where do you currently reside?

- Alaska
- California
- Colorado
- Illinois
- Maine
- Massachusetts
- Michigan
- Nevada
- Oregon
- Vermont
- Washington
- Alberta
- British Columbia
- Manitoba
- New Brunswick
- Newfoundland and Labrador
- Nova Scotia
- Ontario
- Prince Edward Island
- Quebec
- Saskatchewan
- Northwest Territories
- Nunavut
- Yukon
- Other _____

4. What is your ethnicity?

- Caucasian
- Black
- Hispanic/Latino
- Asian
- Middle Eastern
- Native/Aboriginal/Indigenous/Pacific Islander
- Mixed
- Other _____

5. Which of the following corresponds to the highest education level that you have achieved?

- Elementary school
- Technical/Vocational degree
- High school degree
- University – Associate's degree
- University - Bachelor's degree
- University - Master's degree
- University - Advanced degree (e.g., Ph.D., M.D., J.D.)

6. What is your current professional situation?

- Student
- Unemployed
- Self-employed
- Employed (part-time)
- Employed (full-time)
- Retired
- Other _____

7. Which category best describes your current position?

- Employee/Worker (i.e., without subordinates)
- Supervisor/Manager
- Director/CEO/President
- Other, please specify: _____
- Not Applicable

8. How long have you worked in the job you currently have?

- Less than 6 months
- Less than a year
- More than a year
- More than 5 years
- Other, please specify: _____

- Not Applicable
9. If you are currently not employed / not working, what was your past professional situation? (Select "not applicable" if you are currently employed).
- Student
 - Unemployed
 - Self-employed
 - Employed (part-time)
 - Employed (full-time)
 - Retired
 - Other, please specify: _____
 - Not Applicable
10. If you are currently not employed / not working, which category best describes the position you had in your past? (Select "not applicable" if you are currently employed).
- Employee/Worker (i.e., without subordinates)
 - Supervisor/Manager
 - Director/CEO/President
 - Other, please specify: _____
 - Not Applicable
11. If you are currently not employed / not working, how long have you worked in the job you had in the past? (Select "not applicable" if you are currently employed).
- Less than 6 months
 - Less than a year
 - More than a year
 - More than 5 years
 - Other, please specify: _____
 - Not Applicable
12. If you are a cannabis/marijuana user or ex-user (not using currently but have used cannabis in the past one-year), do / did you use it for:
- Recreational Purposes
 - Medical Purposes
 - Not Applicable; because I am not a cannabis/marijuana user or ex-user
13. If you are or have been a cannabis user, how difficult did you find it to stop or go without cannabis?
- Very difficult
 - Difficult
 - Moderate
 - Easy

- Very Easy
 - Not Applicable; because I am not a cannabis/marijuana user or ex-user
14. If you are or have been a cannabis user in the past one-year, have you ever used cannabis/marijuana during the time of your employment (including evenings and weekends)?
- Yes
 - No
 - Not Applicable; because I am not a cannabis/marijuana user or ex-user
15. If you are a cannabis/marijuana user or were a cannabis user (used cannabis in the past one-year), did you use it:
- While working a shift
 - While not working a shift
 - While working a shift and not working a shift
 - Not Applicable; because I am not a cannabis/marijuana user or ex-user
16. Have you used cannabis/marijuana pre-legalization?
- Yes
 - No
17. If you are or have been a cannabis user in the past one-year, how do / did you ingest/smoke cannabis/marijuana?
- Hand Pipes
 - Water Pipes
 - Rolling Paper
 - Hookahs
 - Vaporization
 - Ingestible Oils
 - Tinctures
 - Edibles
 - Topical Use
 - Other _____

Appendix H

Attention Check (to be embedded in between scale items)

1. Select "strongly agree" for this item.
2. I eat cement.
3. I have been to Mars.

Appendix I

Manipulation Check

What was the cannabis/marijuana testing situation that you were presented in the job advertisement, before the survey?

- Strict (The organization tested for cannabis pre-employment, randomly, post-incident / suspicious behavior.)
- Moderate (The organization tested for cannabis post-incident / suspicious behavior only.)
- None (The organization did not test for cannabis during employment period.)

Appendix J

Vignettes

No Cannabis-Testing Policy; No Explanation:

Please read the company's job advertisement below. Please also note that to ensure you have had adequate time to read the advertisement, you will not be able to proceed to the next page until 60 seconds have elapsed.

Bus Driver

Toronto, ON
Part-time
\$19.50 - \$21.50 an hour

Job Description

Dresden Bus Drivers will be provided with complimentary training, competitive wages and the opportunity for bonuses, as well as a sense of family. Employees are treated to staff BBQ's, brunches, a celebration on many occasions and more.

Responsibilities:

- Safely drive to and from specified locations following prescribed routes
- Obey traffic laws and follow established traffic and transportation procedures
- Comply with all company & government regulations, laws & policies for Bus Drivers.

Perks and Rewards:

- Competitive wage plus additional bonuses
- Job Stability
- Modern fleet
- High demand of work for school bus driving
- Flexible hours
- Manage your own schedule
- We provide the best industry training!

About Us:

Dresden Transportation is a Canadian company devoted to "Safety in Motion". A transportation company providing pupil transportation and charter services to Boards, Independent Schools, Colleges, Universities plus other educational institutions and organizations requiring pupil and person transportation.

The applicant considered for hire will not be tested for cannabis before beginning work or receiving an offer of employment. Additionally, employees will not be subjected to testing during their employment period.

Requirements:

- Experienced driver with an excellent driving record
- Must be a Canadian/US Citizen or Permanent Resident
- Able to pass a medical and criminal check

No Cannabis-Testing Policy; With Explanation:

Please read the company's job advertisement below. Please also note that to ensure you have had adequate time to read the advertisement, you will not be able to proceed to the next page until 60 seconds have elapsed.

Bus Driver

Toronto, ON
Part-time
\$19.50 - \$21.50 an hour

Job Description

Dresden Bus Drivers will be provided with complimentary training, competitive wages and the opportunity for bonuses, as well as a sense of family. Employees are treated to staff BBQ's, brunches, a celebration on many occasions and more.

Responsibilities:

- Safely drive to and from specified locations following prescribed routes
- Obey traffic laws and follow established traffic and transportation procedures
- Comply with all company & government regulations, laws & policies for Bus Drivers.

Perks and Rewards:

- Competitive wage plus additional bonuses
- Job Stability
- Modern fleet
- High demand of work for school bus driving
- Flexible hours
- Manage your own schedule
- We provide the best industry training!

About The Company:

Dresden Transportation is a Canadian company devoted to "Safety in Motion". A transportation company providing pupil transportation and charter services to Boards, Independent Schools, Colleges, Universities plus other educational institutions and organizations requiring pupil and person transportation.

Safety is one of our top priorities. Although we don't have specific policies on cannabis usage, we expect everybody to act in a safe manner. The company trusts their employees. The applicant considered for hire will not be tested for cannabis before beginning work or receiving an offer of employment. Additionally, employees will not be subjected to testing during their employment period.

Requirements:

- Experienced driver with an excellent driving record
- Must be a Canadian Citizen/US or Permanent Resident
- Able to pass a medical and criminal check

Moderate Cannabis-Testing Policy; No Explanation:

Please read the company's job advertisement below. Please also note that to ensure you have had adequate time to read the advertisement, you will not be able to proceed to the next page until 60 seconds have elapsed.

Bus Driver

Toronto, ON
Part-time
\$19.50 - \$21.50 an hour

Job Description

Dresden Bus Drivers will be provided with complimentary training, competitive wages and the opportunity for bonuses, as well as a sense of family. Employees are treated to staff BBQ's, brunches, a celebration on many occasions and more.

Responsibilities:

- Safely drive to and from specified locations following prescribed routes
- Obey traffic laws and follow established traffic and transportation procedures
- Comply with all company & government regulations, laws & policies for Bus Drivers.

Perks and Rewards:

- Competitive wage plus additional bonuses
- Job Stability
- Modern fleet

- High demand of work for school bus driving
- Flexible hours
- Manage your own schedule
- We provide the best industry training!

About The Company:

Dresden Transportation is a Canadian company devoted to "Safety in Motion". A transportation company providing pupil transportation and charter services to Boards, Independent Schools, Colleges, Universities plus other educational institutions and organizations requiring pupil and person transportation.

The company has a moderately-strict cannabis testing policy in place. The applicant considered for hire will not be tested for cannabis before beginning work or receiving an offer of employment. However, employees are subject to testing based on suspected workplace use, possession or impairment as observed by at least two members of management.

Requirements:

- Experienced driver with an excellent driving record
- Must be a Canadian Citizen/US or Permanent Resident
- Able to pass a medical and criminal check

Moderate Cannabis-Testing Policy; With Explanation:

Please read the company's job advertisement below. Please also note that to ensure you have had adequate time to read the advertisement, you will not be able to proceed to the next page until 60 seconds have elapsed.

Bus Driver

Toronto, ON
Part-time
\$19.50 - \$21.50 an hour

Job Description

Dresden Bus Drivers will be provided with complimentary training, competitive wages and the opportunity for bonuses, as well as a sense of family. Employees are treated to staff BBQ's, brunches, a celebration on many occasions and more.

Responsibilities:

- Safely drive to and from specified locations following prescribed routes
- Obey traffic laws and follow established traffic and transportation procedures

- Comply with all company & government regulations, laws & policies for Bus Drivers.

Perks and Rewards:

- Competitive wage plus additional bonuses
- Job Stability
- Modern fleet
- High demand of work for school bus driving
- Flexible hours
- Manage your own schedule
- We provide the best industry training!

About The Company:

Dresden Transportation is a Canadian company devoted to "Safety in Motion". A transportation company providing pupil transportation and charter services to Boards, Independent Schools, Colleges, Universities plus other educational institutions and organizations requiring pupil and person transportation.

Safety is one of our top priorities. Although we have a moderately-strict cannabis drug testing policy in place, we expect everybody to act in a safe manner. The company trusts their employees. The applicant considered for hire will not be tested for cannabis before beginning work or receiving an offer of employment. However, employees are subject to testing based on suspected workplace use, possession or impairment as observed by at least two members of management.

Requirements:

- Experienced driver with an excellent driving record
- Must be a Canadian Citizen/US or Permanent Resident
- Able to pass a medical and criminal check

Severe Cannabis-Testing Policy; No Explanation:

Please read the company's job advertisement below. Please also note that to ensure you have had adequate time to read the advertisement, you will not be able to proceed to the next page until 60 seconds have elapsed.

Bus Driver

Toronto, ON
Part-time
\$19.50 - \$21.50 an hour

Job Description

Dresden Bus Drivers will be provided with complimentary training, competitive wages and the opportunity for bonuses, as well as a sense of family. Employees are treated to staff BBQ's, brunches, a celebration on many occasions and more.

Responsibilities:

- Safely drive to and from specified locations following prescribed routes
- Obey traffic laws and follow established traffic and transportation procedures
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Perks and Rewards:

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Requirements:

- Experienced driver with an excellent driving record
- Must be a Canadian Citizen/US or Permanent Resident
- Able to pass a medical and criminal check

Severe Cannabis-Testing Policy; With Explanation:

Please read the company's job advertisement below. Please also note that to ensure you have had adequate time to read the advertisement, you will not be able to proceed to the next page until 60 seconds have elapsed.

Bus Driver

Toronto, ON
Part-time
\$19.50 - \$21.50 an hour

Job Description

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Requirements:

- Experienced driver with an excellent driving record
- Must be a Canadian Citizen/US or Permanent Resident
- Able to pass a medical and criminal check

[After reading one of the six vignettes, participants will be asked to answer the survey questionnaire including attractiveness towards organization scale, intention to apply scale, perceived fairness of cannabis policy scale, perceived stigma of cannabis use scale, attitudes towards cannabis use scale, and demographics.]

Appendix K

Recruitment Material for Mturk Participants

STUDY ON RECRUITMENT:

This study will require approximately 10-15 minutes in exchange for USD \$1. You will be asked to read a job advertisement at a hypothetical organization and asked to answer a series of opinion-based questions. This survey is only available to MTurk workers who were previously or are currently employed and reside in Canada or USA.

Appendix L

Informed Consent Form

RECRUITMENT AND APPLICANTS' PERCEPTIONS

SMU REB #20-055

Dr. Kevin Kelloway
Supervisor

Prachi
Graduate Student
Department of Psychology
Saint Mary's University, 923 Robie Street, Halifax, NS B3H 3C3
Contact email: Prachi.28x@gmail.com

INTRODUCTION AND PURPOSE OF THIS RESEARCH

You are being invited to participate in our research study as part of the researcher's master's thesis in Psychology at Saint Mary's University. The goal of our study is to examine the relationship between organizational policies and applicants' perceptions towards organizations.

Participation in our research study is completely voluntary. Should the participant wish to no longer participate, the participant may withdraw at any point of the process without penalty. However, only participants who finish the survey will be compensated. Any personal information collected in this study will remain completely anonymous, and your participation will have no bearing on your current or future employment status. The investigators have no financial interest in conducting this research study.

WHO IS ELIGIBLE TO TAKE PART?

Individuals who are registered as a participant on the Mechanical Turk (MTurk) website, are 21 years of age or older, are currently or have been previously employed, and currently living in Canada/US may participate in our research study. Individuals who are not registered on the MTurk website but fulfill previously mentioned criteria may participate in the study as well.

WHAT DOES PARTICIPATING MEAN? (OR WHAT WILL I HAVE TO DO?)

Participants will be asked to complete an online survey via Qualtrics. The survey will ask the participant to read a short vignette about an organization which will be followed by a short questionnaire. The questionnaire includes questions about your personality and experiences, as well as demographic information (e.g., about your education, length of employment, etc.). It should take approximately 10 minutes to complete.

WHAT ARE THE POTENTIAL BENEFITS OF THIS RESEARCH?

Participating in this research will help by adding to the current body of research related to cannabis testing policies within organizations. By adding to this research, this study may have an influence on workplace policies.

WHAT ARE THE POTENTIAL RISKS FOR PARTICIPANTS?

The researchers do not foresee that you will incur any risk, harm, or inconvenience by participating in the study. Although unlikely, it is possible that some participants may experience some psychological or emotional discomfort when answering some of the survey items. In the event that this happens, participants will be allowed to skip over any such items. They can also contact the researchers using the contact information provided above if they have any questions or concerns about the survey.

WHAT WILL BE DONE WITH MY INFORMATION? (OR WHO WILL HAVE ACCESS TO IT?)

The participation in this study is strictly confidential and anonymous. The participant's IP address will not be recorded by the researchers. The survey provider for the research is Qualtrics (for more information, see Qualtrics.com) and the recruitment is done via Mechanical Turk. Data collected via Qualtrics are encrypted and surveys are password protected. Data will be stored on password-protected computers at Saint Mary's University. Only the researchers listed above will have access to the information collected. The anonymous data will be retained indefinitely, which is the standard imposed by journals for scientific publication. Data will be used in academic publications or presentations. With your consent to participate in this study, you acknowledge this.

WHAT TYPE OF COMPENSATION IS AVAILABLE FOR PARTICIPATION?

All participants recruited via Mechanical Turk will receive \$1 USD. The compensation will be automatically paid by Mechanical Turk provided that you reach the end of the online survey.

Participants recruited through SONA Participant Pool will be compensated with .25 course credit for their time.

Participants recruited via LinkedIn and Twitter will be asked to enter in a draw for Visa gift card prize, worth CA\$250.

HOW CAN I WITHDRAW FROM THIS STUDY?

All participants are free to withdraw from the research study at any time, without penalty. However, data collected up until that point might be included in the study analyses. All such data will be safeguarded according to the procedures noted above. But the participant can email the researcher if you would rather have your data discarded (i.e., not have your data retained).

If the participant choose to withdraw, the participant can skip the remaining questions until the last page to receive compensation. The participant may also close the survey; however, this will not result in compensation. Participants are also able to withdraw your consent after completing the survey - if you wish to do so please email the

researcher: Prachi.28x@gmail.com.

HOW CAN I GET MORE INFORMATION? (OR HOW CAN I FIND OUT MORE ABOUT THIS STUDY?)

If the participant is interested in the study's results, you can email the research team using any of the emails provided above.

Certification:

The Saint Mary's University Research Ethics Board has reviewed this research. If you have any questions or concerns about ethical matters or would like to discuss your rights as a research participant, you may contact the Chair of the Research Ethics Board at ethics@smu.ca or supervisor, Dr. Kevin Kelloway, at kevin.kelloway@smu.ca.

Signature of Agreement:

I understand what this study is about, appreciate the risks and benefits, and that by consenting I agree to take part in this research study and do not waive any rights to legal recourse in the event of research-related harm. I understand that my participation is voluntary and that I can end my participation at any time.

I agree to participate

I do not agree to participate

Please keep one copy of this form for your own records.

Appendix M

Feedback Form

RECRUITMENT AND APPLICANTS' PERCEPTIONS**SMU REB #20-055****Dr. Kevin Kelloway**
Supervisor**Prachi**
Graduate Student
Department of Psychology
Saint Mary's University, 923 Robie Street, Halifax, NS B3H 3C3
Contact email: Prachi.28x@gmail.com

Dear participant,

We would like to thank you for your participation in this study.

As a reminder, the main purpose of our study was to understand how cannabis testing policy influences job applicants' perceptions of organizational attractiveness and intention to apply for a job vacancy. You were asked to read a short, fictional vignette about an organization's cannabis drug testing policy and to answer several questions about your perceptions towards the organization.

With your help, we hope to evaluate the extent to which cannabis drug testing policy influences job seekers' level of attraction toward the organization. Understanding employee reactions to workplace drug policies is critical for organizations designing policies that comply with legal regulations but that are acceptable to employees.

The survey consisted of three attention check questions (Select "strongly agree" for this item, I eat cement, I have been to Mars.). These were included to make sure if the participant was attentive while responding to the statements/questions.

Please remember that any data pertaining to you as an individual participant will be anonymized and kept confidential. Once all the data are collected and analyzed for this project, we plan to share the results with the research community through conferences and presentations, as part of the students' Masters's thesis. Data will be presented as a group and no individual participants will be identified.

You can request the results of this study when it is completed by emailing the primary researcher at Prachi.28x@gmail.com. We expect the project to be completed by May 2020. If you are interested in receiving more information regarding this study, or if you have any questions or concerns, you can contact the researcher at the e-mail address listed at the top of this page.

Interested participants can also visit the website for the CN Centre for Occupational Health and Safety (<https://www.cncentreinitiatives.com>) or the Saint Mary's University Faculty of Graduate Studies and Research (FGSR) website (<https://smu.ca/academics/summaries-of-completed-research.html>).

This project was reviewed by the Saint Mary's University Research Ethics Board. Should you have any comments or concerns about ethical matters or would like to discuss your rights as a research participant, please contact the Chair of the Research Ethics Board at 902-420-5728 or ethics@smu.ca.

Thank you again for your time and your contribution to research!

Please save the feedback form for future reference or in case you need to contact the researcher.

Researchers:
Prachi, MSc Student,
Kevin Kelloway (Supervisor),
Department of Psychology, Saint Mary's University