

Running head: Factors Affecting Applicant Attraction

Corporate Social Performance, Psychologically Healthy Workplaces and Applicant
Attraction

By Heather E. M. Morrow

A Thesis Submitted to
Saint Mary's University, Halifax, Nova Scotia
in Partial Fulfillment of the Requirements for
the Degree of Masters of Science

September 18, 2009 Halifax, Nova Scotia

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Your file *Votre référence*
ISBN: 978-0-494-55993-2
Our file *Notre référence*
ISBN: 978-0-494-55993-2

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Abstract

Corporate Social Performance, Psychologically Healthy Workplaces and Applicant Attraction

By Heather E. M. Morrow

Abstract: Organizational recruitment information has become geared towards attracting high quality applicants in recent years (Carless & Imber, 2007; Grawitch, Tares & Kohler 2007). Organizational psychologists have identified psychological health in the workplace as a major concern and area of research. The current study investigated student (N=116) attraction to organizational job advertisements with four levels of recruitment information: one with standard job information, one that included a corporate social performance section, one that included a section on psychologically healthy workplace practices, and one that included both corporate social performance and psychologically healthy workplace information. A repeated-measures MANOVA supported the hypothesis that the fourth condition was most attractive to participants. Other hypotheses investigated individual values with respect to the conditions, but these were not supported. Limitations of the study and ideas for future research are also discussed.

September 18, 2009

Acknowledgements

I would like to take this opportunity to thank the people who assisted me in the process of writing and conducting this thesis research. First and foremost, I would like to thank my supervisor, Dr. Vic Catano, for all of his expertise and support, and for his efficiency in providing feedback on this project. I would also like to thank my committee members, Dr. Arla Day and Dr. Catherine Loughlin, whose suggestions throughout this endeavour have been invaluable. Thank you for providing your unique perspectives on the concepts discussed in my paper. I am grateful to Dr. Margaret McKee for acting as my external examiner during my thesis defense and for all of her insightful suggestions.

I would like to acknowledge the Faculty of Graduate Studies and Research at Saint Mary's University who provided me with funding over the past two years to complete this Master's degree.

I want to express my gratitude to my other professors at Saint Mary's University during my years as a graduate student and for all of the helpful and friendly members of the psychology department. I am also very grateful for the motivation and encouragement of my classmates and I would not have achieved this without their unwavering support. Thank you to my friends in the program and those outside the program as well for taking an interest in my research and for keeping me grounded.

Finally, I am thankful for the love and support of my caring family, including my parents, siblings and close extended family. Thank you for listening, for inspiring me and for believing in me. I dedicate this thesis paper to all of you.

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Applicant Attraction Factors

For years, Industrial/Organizational psychologists have studied methods for improving organizational settings and functions as well as ways to increase the quality of life of employees. Because the average person spends from approximately 1/4 to 1/3 of their waking hours working (Harter, Schmidt, & Keyes, 2002), psychological wellbeing while at work influences the rest of an individual's time outside work. The American Psychological Association (APA) recently created the "Psychologically Healthy Workplace Award" (PHWA) that recognizes organizations that excel in one or more of five areas on a regular basis: employee recognition, work and family-life balance, employee involvement, employee growth and development, and health and safety (American Psychological Association, 1999). All of these facets of a psychologically healthy workplace influence employees differently, and some facets are essential for some types of workplaces but not for others. However, all of the facets are associated with positive organizational outcomes such as higher job satisfaction, increased commitment to work and increased productivity (Grawitch, Tares & Kohler 2007). The presence of any or all of these facets in an organization also leads to positive psychological wellbeing of employees. The goal of the present study was to investigate whether the reported presence of one or more of these factors in an organizational setting increases applicant attraction to that organization.

The Psychologically Healthy Workplace

Enhancing the psychological health of employees leads to prosperity and productive success in an organization. Empirical research (Grawitch et al, 2007; Harter et al, 2002) has demonstrated the effects of increased psychological health on positive

outcomes in organizations. Kelloway (2005) noted that “healthy people doing healthy work in a healthy organization” leads to a healthy workplace (p. 11). “Healthy people” are defined as those who have nurturing and supportive relationships and commitment and passion for their work. Healthy work is defined as having “challenge, control, climate, and leadership” (p. 11). A healthy organization has growth and development prospects, the opportunity for employee involvement, the promotion of health, and recognition of employees (Kelloway, 2005). Healthy people are not necessarily those who are happy and cheerful. Even people who are not stressed are not always mentally healthy; however, stress measures are the most accurate way of looking at positive mental health in the workplace. Kelloway (2005) claimed that individuals who love their jobs are psychologically healthy. Meeting some of the requirements of a psychologically healthy workplace is one way in which managers can ensure that employees are satisfied at work.

Psychologically Healthy Workplace Criteria

Although any one or combination of the facets of a psychologically healthy workplace (PHW) can lead to increased positive organizational and employee outcomes, each facet affects the workplace differently. Kelloway & Day (2005) proposed a healthy workplace model that suggests that some of the antecedents of a healthy workplace include safety, work-life balance, respectful culture, employee development, content of work, and interpersonal relationships at work. These facets lead to individual outcomes (higher psychological and physiological health), organizational outcomes (less turnover, higher performance, better reputation), and societal outcomes (decreased national health-care costs). The psychologically healthy workplace (PHW) awards are given out based on

excelling in one or more areas of psychological health in the workplace

(Psychologically Healthy Workplace Program, 2009).

Work-Life Balance

Of the five PHW criteria, work-life balance has received the most attention from human resource practitioners and industrial/organizational psychologists alike (Grawitch, Gottschalk, & Munz, 2006). Work-life balance involves the opportunity for flexible work, which includes setting a unique schedule or working in convenient locations/conditions (e.g., telecommuting). Work-life balance is also encapsulated with the availability of day-care services for children of employees, care for elderly relatives of employees, and assurances of job security (Psychologically Healthy Workplace Program, 2009). All of these types of policies reduce employee stress, and increase productivity at work and job satisfaction. Employees who have good work-life balance feel as if the organization cares for their psychological well-being, which leads to increased organizational commitment (Grawitch et al., 2006).

In past research, theorists have argued that work-life balance is more of an issue for individuals with families and for women (e.g., Koslowsky, 2000). In recent years, however, this dynamic is changing and many more single and married men and women are seeking balance and flexibility in their work. Research also shows that individuals are keen to incorporate aspects of their work life into their family life and vice versa – a concept which has been labeled work-life enrichment (Carlson, Kacmar, Wayne, & Grzywacz, 2005).

Employee Involvement

Another of the five facets of a PHW is employee involvement, which includes seeking out employees' opinions on organizational decisions, allowing opportunities for employees to provide feedback on day-to-day operations, and giving employees some degree of free reign to decide how they will structure their daily work (Psychologically Healthy Workplace Program, 2009). Employee involvement is associated with increases in productivity, organizational commitment and positive views towards management (Carless & Imber, 2007). Employee involvement initiatives are highly correlated with all of the other aspects of a PHW. This high correlation is due to the fact that the ability to make one's own decisions about work seeps into work-life balance, health, employee growth, and it can lead to employee recognition (Harter et al, 2002). When employees are engaged in their workplace and informed of changes as they arise, they are able to help make important decisions and influence positive change in the organization. Employees are also more likely to accept new policies if they feel as if they were involved in the policy-making process (Harter et al, 2002). Employee involvement leads to higher job satisfaction, increased organizational commitment and higher employee morale. It is also associated with decreases in turnover and absenteeism (Grawitch et al., 2006).

Employee Growth and Development

This facet of a PHW includes such policies as opportunities for promotion in the organization and numerous training opportunities to increase one's skills and individual development. The outcomes associated with training include higher job satisfaction, decreased job stress, and increased motivation to work. Training, when put into practice,

also impacts the competitive advantage of an organization and increases organizational effectiveness (Grawitch et al., 2006).

Mentorship programs, which also fall under the category of employee growth and development, lead to higher attraction to organizations (Allen & O'Brien, 2006). This finding is dependent on an individual's "learning orientation"; that is, whether they have a high thirst for learning new things or not. If the individual's learning orientation is high, Allen and O'Brien (2006) argued that the presence of a mentorship program would lead to even higher attraction.

Health and Safety

Health promotion programs in the workplace are generally geared towards physical health (e.g., lunchtime yoga sessions or fitness programs) or the reduction of stress. Health promotion programs lead to decreased absenteeism and turnover, and increases in productivity and organizational effectiveness (Grawitch et al., 2006). Many researchers (Corbett, 2004; Harter et al., 2002; Lowe, 2002; McGillivray, 2002) have discussed the benefits of health in the workplace. It is never too late to build a focus on physical and psychological health because research shows that employees who are healthy are better able to do their jobs (Lowe, 2002).

Benefits of a Psychologically Healthy Workplace

Previous research has shown that psychologically healthy workplaces tend to yield positive organizational outcomes (Grawitch et al., 2006), but there is no literature at present that clearly associates these five factors with the rate of attraction of applicants to the workplace and other recruitment issues. These five factors are unique to other recruitment techniques because they have been established as measures of psychological

health in the workplace. It is important to study which of the factors lead to higher levels of attraction.

Applicant Attraction

Applicant attraction is one of the primary recruitment outcomes that organizations hope to achieve by advertising information about themselves. Applicant attraction is defined as an individual's perceptions of appeal or interest in an organization, and it is linked to the desire to apply and attain work with an organization (Allen, Mahto, & Otondo, 2007).

Recruiting and selecting productive employees is a major concern for organizations in our current fast-paced job market. By selecting quality incumbents, organizations can save millions of dollars in costs, and quality applicants bring intellectual capital to the organization (Bretz & Judge, 1994). Although recruitment practices have held a prominent place in the literature over the past number of years, recruitment issues in the past decade have evolved considerably due to the Internet and high-speed technology. Additionally, research has shown that individuals who perceive a good person-organization fit based on information they receive about a company are much more likely to be attracted to that organization (Hu, Su, & Chen, 2007). Hu and colleagues (2007) gave participants random fit feedback after they viewed a fabricated website. The researchers found that those individuals who were given good fit feedback (who then perceive good person-organization fit) had higher levels of attraction to that organization. Their study also demonstrated the concerns of many organizations in regards to online recruitment. Online recruitment increases the applicant pool, but that does not necessarily mean that higher quality applicants are applying online (Hu et al.,

2007). It is imperative that organizations put consideration into their recruitment information on their websites so as to best attract quality applicants.

In regards to attraction research, Highhouse, Lievens, and Sinar (2003) make note of a common and highly researched psychological concept: attitudes predict behaviour (originally proposed by Fishbein & Ajzen, 1975). In the case of organizational attraction, then, it follows that the way people feel about an organization based on the knowledge they have will predict their attraction and effort in attaining a job at that organization. However, mere attraction does not consistently lead to pursuit of a job because individuals can be simultaneously attracted to more than one organization at once. Highhouse and colleagues (2003) found three dimensions of organizational attraction, which were defined as company attractiveness, intention, and prestige.

Applicant Attraction to Work-Life Balance Policies

Carless and Wintle (2007) found that applicants were more attracted to organizations with a flexible or dual career path than those organizations with a traditional career path. A traditional career path, which is the path that organizations historically offered their employees, involves dedicating the majority of one's time and effort to the workplace and moving up in the work world. A dual career path (Schwartz, 1992) that aims to address work-life balance concerns, tends to allow individuals to choose between prioritizing the career or prioritizing the family, with flexibility to switch between the two paths if desired. The dual career path was originally meant for women to adjust their positions in the workforce while raising a family. An alternative to the dual career path is the flexible career path (Carless & Wintle, 2007), which allows equal

flexibility for women and men for whatsoever aspects of their lives for which they might require flexibility.

Carless and Wintle (2007) argued that these multiple career paths are moderated by “salient identity” (p.395). This term refers to a person’s dominant or preferred identity at any given time and the three types of identity proposed are “family-salient”, “balance-salient”, and career-salient”. The researchers exposed participants to various job ads featuring the different types of career paths and assessed the participants’ salient identity. They found that individuals were most attracted to organizations that offered a flexible career path, next most attracted to organizations with dual career paths, and least attracted to organizations with traditional career paths. Carless and Wintle (2007) also found that salient identity did not interact with preference for career path and that young workers are particularly attracted to work-life balance career policies (Carless & Wintle, 2007).

Organizational Attributes and Applicant Attraction

Research has shown that other attributes of an organization influence an individual’s attraction to that organization. For instance, individuals perceive organizations that have a strong reputation for corporate social performance more positively than those with poor reputations in regard to corporate social issues (Backhaus, Stone & Heiner, 2002). Corporate social performance (CSP) refers to an organization’s interest in social responsibility, as well as social policies that aid in improving its relationship with society. CSP involves fair treatment of employees, clients, the environment and the community. Aspects of CSP are similar to PHW practices and both aspects of organizations have been linked to financial success and recruitment concerns (Highhouse, Thornbury & Little, 2007).

An extension of corporate social performance theory that is relevant to the current research involves affirmative action policies. This is related to diversity in the workplace and it has evolved extensively as a priority in organizations over the past few decades. Affirmative action policies include those that encourage women and minorities to apply to work at an organization. Many organizations also make a point of hiring a certain number of these applicants to attain a diverse workplace setting (Avery & McKay, 2006). Thomas and Wise (1999) studied the effects of individual differences, and, in particular, the presence of affirmative action policies to levels of recruitment. They found that job factors correlated most highly with attraction, but that some individual differences (e.g., whether a participant is a minority or not) did have an impact on intention to pursue jobs in an MBA student sample.

There is another growing body of research that demonstrates that current climate and environmental concerns lead individuals to feel strongly about environmental policies in organizations (Wood, 1991; Russo & Fouts, 1999). This body of research demonstrates that although environmental policies in organizations are often required by legislation at present, those organizations that work towards even higher sustainability will stand out from their competition (Russo & Fouts, 1999). Whether this applies only to corporate success or whether it also applies to applicant attraction is yet to be determined; the current study will investigate the links between applicants who value environmental policies and their attraction to organizations that also value the environment.

Corporate Social Performance and Applicant Attraction

Corporate social performance is an integral aspect of organizational image. Organizations who have high CSP are more attractive to potential applicants because the

organization is seen to “care for” its employees. Corporate social performance includes tending to the environment, promoting community relations, improving employee relations, diversity and benefits, and handling product issues (Backhaus et al, 2002). The CSP policies that seem to affect applicant reactions to recruitment the most are those involving employee relations and benefits (Albinger & Freeman, 2000). Albinger and Freeman (2000) found that those applicants with high job choice are more likely to be attracted to CSP than those who have low job choice. These results suggest that those organizations seeking high quality applicants should concentrate on CSP policies and practices.

Corporate social performance affects attraction to an organization in a similar way as PHW practices: through signaling theory. Signaling theory, as discussed by Greening and Turban (2000), asserts that the information that applicants receive about an organization during recruitment “signals” what it would be like to work in the organization (Greening & Turban, 2000). For instance, certain policies might represent the fact that the organization is committed to its employees, and other policies might symbolize values of the organization or causes to which employees are committed. It is important to take into consideration that an individual’s background and unique values impact the way in which they respond to information, and in particular, recruitment information (Schwartz, 1992). If people value their own success over social order or they value authority over cooperation, their perspective on particular jobs and career choices will vary from those who have other values. The strength of individuals’ values also affects attraction, and we addressed this in the current study.

In addition to person-organization fit (Bretz & Judge, 1994) and signaling theory (Greening & Turban, 2000), social identity theory (Ashforth and Mael, 1989) is linked to applicant attraction. Social identity theory (as defined by Ashforth and Mael, 1989), suggests that an individual's personal identity will be linked to the social groups to which he or she belongs. Research by Maslach and Leiter (1997) demonstrates that social identity theory is an important component of a peaceful workplace. This means that the extent to which individuals appreciate socialization and social order will have an effect on productivity at work.

Individuals who work for specific organizations define themselves in terms of that organization and what it represents. Individual values play a strong role in defining oneself. By defining oneself this way, this means that organizational life becomes a part of one's personal and/or social "identity" or "self-concept" (Ashforth & Mael, 1989). To the extent that the desired "audience" (e.g., society, friends) will approve, individuals relate to specific aspects of their life, including work (Tajfel & Turner, 1986). Therefore, the organizations to which individuals can relate to positively and the organizations that others would approve of are influenced by one's individual values, which factors into their identity and their social identity. If a job is highly desired by others, it follows that individuals will be more highly attracted to it based on social identity theory.

Researchers have also found that recruiter characteristics influence attraction to the workplace. If recruiters describe some of the psychologically healthy benefits of a workplace, they might increase applicant interest in the organization. Connerley and Rynes (1997) found that applicants perceived recruiters who show that they "care" about them much more positively than those who did not show that they cared. Therefore, the

way the recruiter acts when approaching potential applicants is important for increasing attraction as well (this is explained by signaling theory). By outlining clear and accurate information about the job and all of the appropriate policies at an organization, recruiters can make use of CSP policies as well as PHW policies of a workplace to entice applicants and increase interest in applying to the organization.

The Current Study

Because organizations are currently seeking new and creative ways to attract suitable applicants, particularly through increased technology such as the Internet (Dineen, Ash, & Noe, 2002), advertising aspects of having a psychologically healthy workplace could have a strong and real effect on recruitment. The current lab study investigated whether participants experience greater attraction to a fictitious organization that either: excels in policies that encompass corporate social performance/responsibility (CSP/CSR) or has elements of a PHW (work-life balance, employee involvement, employee recognition, health and safety, and employee growth and development). There were several hypotheses for this study.

Hypothesis 1. Participants will experience the highest levels of attraction to the organizations that presented both PHW and CSP policies in their recruitment statement (Highhouse et al., 2003, Carless & Wintle, 2007). Organizations are giving the most positive and detailed information about the organization and past research suggests that various facets of PHW impact levels of attraction. Other research indicates that organizations that have achieved high CSP will be able to attract higher quality applicants (Hu et al., 2007).

Hypothesis 2a. Individual values that lead to the development of social identity will be correlated with attraction to organizations that emphasized CSP policy information compared to organizations presenting either PHW information or just presenting basic organizational material. Specifically, the correlation between these values and attraction to the organization would be higher in the CSP condition than the correlation between social identity values and attraction in the other conditions. This result was expected because these individuals value the way that other people view the reputation of their workplace (Ashforth & Mael, 1989). The CSP/PHW combined condition was not part of this analysis because the CSP information cannot be separated reliably from the PHW information.

Hypothesis 2b: Environmental values will correlate with attraction to CSP policies and these correlations will be higher compared to correlations between environmental values and attraction in the other conditions because CSP policies align with their values (Backhaus et al., 2002). The extent to which individuals value the environment and social justice concerns will determine the extent to which these policies affect their attraction.

Hypothesis 2c. The presence of affirmative action policies will correlate with attraction to CSP policies and these correlations will be higher compared to the other conditions because CSP policies align with their values (Backhaus et al., 2002). This hypothesis is consistent with diversity research and the fact that individuals are attracted to organizations that care about them and identify with their values.

*Method**Participants.*

Students from universities across Canada participated in this study. Students who participated from Saint Mary's University received credit in their current psychology course. The other participants were recruited using a convenience/snowball technique, and they came from universities across Canada. 101 students were from Saint Mary's University, with fifteen students from other universities in Canada (who were recruited due to sample constraints at Saint Mary's University). Overall, these external 15 students were similar in background to those from Saint Mary's University. They were recruited via another Atlantic university psychology department and via a snowball effect. None of the participants were working full-time and all participants were enrolled either in a commerce program or a psychology program. In all, 116 students participated, and they ranged in age from 18-39. The study was comprised of 29.1% male participants and 70.9% female participants. The groups were randomized and almost even; there were 30 participants in Condition 1, 28 in Condition 2, 28 in Condition 3 and 30 in Condition 4.

Experimental Design.

Vignette Development. This design involved four independent conditions that reflected the three manipulations and a control condition. Each of the four conditions involved an assessment of four vignettes that contained basic biographical information about a position in an organization. These vignettes were developed solely for this study. To develop the vignettes, I researched various job advertisements and reviewed occupations listed on the National Occupational Classification (NOC).

The first group of vignettes, which were used in Condition 1 (Control), contained only basic salary and benefits information about the position and a history of the organization (without focusing on particular recruitment information). The Condition 1 vignettes only contained basic organizational information, and were formed based on NOC job descriptions and job descriptions from Workopolis.ca. The vignettes used in Condition 2 (CSP), included information on CSP policies held by an organization in addition to the basic organizational information. The third set of vignettes used in Condition 3 (PHW) contained specific PHW information about the organization in addition to the basic information. The last set of four vignettes used in Condition 4, contained both PHW and CSP information about the organization as well as the basic information.

The vignettes for Conditions 2, 3, and 4 contained information that emulated information from various Fortune 500 organizational biographies that were available online. These biographies were adapted to fit the specific organizations used in these vignettes. The CSP and PHW information, in the first instance, was adapted from the constructs of CSP and PHW and then inserted into the biographical information section of the vignettes (job advertisements) and the other information about salary and requirements was consistent throughout the vignettes.

The 16 vignettes were next reviewed in a pilot study where 8 graduate students and faculty in I/O Psychology assessed whether the vignettes addressed the specific constructs, and then rated their attractiveness. The vignettes were also uploaded online and then pre-tested to ensure that the links were accurate. The pre-test was conducted to determine if the representation of constructs was clear in the vignettes. Changes were

made to the vignettes based upon the pilot group feedback. The final set of 16 vignettes used in the study is presented in Appendix A.

Measures

Applicant attraction. Applicant attraction was assessed using seven items. Six of these items were used in past studies and addressed three unique components: two items were related to general attractiveness, intentions to pursue a job, and prestige (Highhouse et al., 2003). The seventh item was created to assess the psychologically healthy component. The participants answered all seven items using a five-point scale (1=strongly disagree to 5=strongly agree). The ratings were made after participants viewed each of the four vignettes in their condition. The seven items had a relatively high average internal consistency, $\alpha = .87$. A sample item is “A job at this company is very appealing for me” (see Appendix E).

Next, I computed the mean response to each of the seven questions across all 16 vignettes and ran an exploratory principal components analysis (PCA) with a varimax rotation. Table 1 presents the means, standard deviations, and item-total correlations for the seven items. The PCA identified two factors that explained 80% of the variance. The data were analyzed using a varimax rotation because the items, which were not highly correlated in regards to their content, and a review of the questions, suggested that they would fall into two groups based on their content. Nonetheless, as a check, I also performed a PCA using an oblique rotation; this analysis yielded similar results with two emerging components. Item 6 is a complex item and it loaded onto both factors in the varimax and oblique rotations. It was classified into the second factor after reviewing all of the items in the scale and taking note of how it fit conceptually with the other six

items. The first factor, labeled “Good Workplace”, consisted of the first four items.

The second factor, labeled “Reputation”, consisted of the last three items. The uni-weighted composites for each of these two factors were used in all subsequent analyses.

Tables 2 and 3 present the results of the PCA.

Table 1

Means, Standard Deviations and Inter-Item Correlations of Items in the Attraction Scale Arranged in Descending order of Item-Total Correlations.

Variables	Mean	S.D.	Item-Total Correlations^a
Item 2	3.30	0.67	.87
Item 3	3.05	0.74	.87
Item 4	3.24	0.74	.86
Item 1	3.51	0.70	.84
Item 5	3.64	0.49	.65
Item 7	3.62	0.51	.62
Item 6	3.28	0.55	.61

^a The Item-Total correlations are with respect to the Good Workplace (Items 1, 2, 3, &4) or Reputation (Items 5, 6, 7) composites.

Table 2

Results of Principle Components Analysis

Component	Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.319	61.701	61.701	3.543	50.615	50.615
2	1.301	18.580	80.280	2.077	29.665	80.280
3						
4						
5						
6						
7						

Table 3

Rotated Component Matrix from Principle Components Analysis.

Attraction Scale Item	Component	
	Good Work	Reputation
2	.922	.150
3	.902	.223
1	.901	.185
4	.866	.262
7	.090	.876
5	.199	.838
6	.519	.657

Note: Rotation Method: Varimax with a Kaiser Normalization.

Demographics. Because participants were looking for jobs in unique settings, we asked about their desired careers post-university. This was assessed with the item “in what type of setting are you planning to look for work after university?” I also asked about past work experience, and what their ideal desired pay in a position would be. I asked participants about their age, gender, and marital status, the avenues that they use to search for jobs, and whether they identify with a particular minority group (see Appendix F for a complete list of questions). The mean age of participants was 23.15 (SD =4.00). The percentage of male participants was 29.1, whereas the percentage of female participants was 70.9. Eighty-nine percent of participants were single, ten percent were married and one percent was divorced. Participants used various avenues to search for

jobs; the most frequent avenues were Workopolis/online searches and career fairs. The average minimum salary that participants expected after graduating from university was \$40,000 (mode).

This section also included three questions related to their support for affirmative action policies. A sample item for this section is “I support the implication and use of affirmative action programs” (see Appendix F for a full list of items). The composite of the three questions was used to assess Hypothesis 2c. The internal consistency of the three items was $\alpha = 0.76$.

Individual values. I also administered a shortened version of Schwartz’s value survey (1992). The internal consistency of these 47 items was $\alpha = 0.93$. Schwartz’s (1992) survey asks respondents to consider how much they identify with particular values on a scale of “1 = not at all important to me” to “9 = extremely important to me”. Some sample values from this survey are, “successful”, “independent” and “reciprocation of favours” (see Appendix G for a full list of items).

Responses to Schwartz’s values of “preserving public image”, “social power”, and “social order” were used to form a composite that addressed the development of social identity ($\alpha = .63$). The values of “unity with nature”, “social justice” and “protecting the environment” formed a composite used to address environmental values ($\alpha = .75$). These composites were used in testing Hypotheses 2a, 2b, and 2c.

Procedure.

The participants were randomly assigned to one of four conditions specified by the experimental design. Participants were given a URL for Survey Monkey™ where

they found the study measures and vignettes that were specific to their experimental condition. Participants were asked to read an information page and to give their informed consent in order to continue. Participants were assured that the study had been approved by the Saint Mary's University Research Ethics Board (Certificate # REB 09-103, Appendix I). The participants next read the four vignettes, which included the organizational and recruitment information. In all conditions, participants replied to the seven applicant attraction questions after reading each vignette. Participants next rated the four vignettes from least attractive (1) to most attractive (4). Finally, participants completed the demographic section of the questionnaire (see Appendix F) and individual values questionnaire (see Appendix G). After completing the survey, they saw a page that thanked them for their participation and reassured of the confidentiality of their responses. The entire procedure took no more than 30 minutes.

Results

Data screening and cleaning were conducted using listwise deletion of missing data at the individual level. Before conducting any analyses, all data were tested for violations of the assumptions of normality, independent observations and equality of variance using SPSS for MacIntosh V.17. The data did not violate any of these assumptions.

Hypothesis 1.

I predicted that those organizations that presented information on both CSP and PHW policies would be more attractive to participants than organizations that presented only one or none of these types of information. To test Hypothesis 1, I used a general linear model (MANOVA) with one-factor (Condition) and four repeated measures

(Vignettes) with the two applicant attraction composites as dependent variables. Two separate analyses were run; one for each dependent variable.

Table 4 presents the means and standard deviations for the two dependent variables for each of the four vignettes and the four conditions.

Table 4

Means and standard deviations for conditions and vignettes of the mean attractiveness in terms of being a good workplace and having a good reputation

	Good Workplace				Reputation			
	First	Second	Third	Fourth	First	Second	Third	Fourth
	Vignette	Vignette	Vignette	Vignette	Vignette	Vignette	Vignette	Vignette
Condition 1 (control)	3.88 (.70)	3.00 (.95)	3.28 (.78)	2.68 (1.08)	3.71 (.57)	3.36 (.54)	3.42 (.47)	3.10 (.57)
Condition 2 (CSP information)	3.88 (.70)	2.77 (.86)	3.06 (.93)	2.60 (.86)	3.98 (.58)	3.29 (.57)	3.55 (.70)	2.90 (.61)
Condition 3 (PHW information)	3.73 (.97)	3.11 (1.13)	3.39 (.97)	2.72 (.91)	3.90 (.60)	3.64 (.68)	3.62 (.67)	3.19 (.69)
Condition 4 (CSP and PHW information)	3.99 (.76)	3.64 (.93)	3.48 (.83)	3.17 (.99)	4.19 (.71)	3.72 (.62)	3.58 (.63)	3.14 (.59)

The multivariate effect for the four vignettes with respect to the Good Workplace variable was significant (Wilk's $\lambda = .50$, $F(3, 108) = 35.90$, $p < .001$), but the interaction between Attraction and Condition was not significant (Wilk's $\lambda = .90$, $F(9, 263) = 1.37$, *n.s.*). Tests of within subject contrasts showed that the Good Workplace ratings assigned to all four vignettes differed significantly from one another. The Between-subjects effect for Condition was significant ($F(3, 110) = 3.45$, $p < .05$). LSD post hoc tests showed that Condition 4 (PHS + CSP) significantly differed from Condition 3 (PHS), Condition 2 (CSP) and Condition 1 (Control); there were no significant differences between any other pair of conditions. The strength of the condition effect was relatively strong with the partial $\zeta^2 = 0.09$. The means, standard deviations, and mean differences are presented in Table 5.

Table 5

Mean Differences among Conditions for the Good Workplace Component					
Condition	Mean	S.D.	LSD: Mean Difference with Condition 4	Significance	
1 (Control)	11.16	2.62	1.43	$p < .03$	
2 (Corporate Social Performance)	11.66	2.05	2.08	$p < .01$	
3 (Psychologically Healthy)	11.05	3.00	1.36	$p < .05$	
4 (Corporate Social Performance/Psychologically Healthy)	9.72	2.42	-	-	

The results for the repeated measures analysis using the Reputation attractiveness dependent variable was similar to those with the Good Workplace variable with some exceptions. Once again the multivariate effect for the four vignettes with respect to the Reputation variable was significant (Wilk's $\lambda = .45$, $F(3, 110) = 45.51$, $p < .001$) and its interaction with Condition was not significant (Wilk's $\lambda = .89$, $F(9, 268) = 1.44$, *n.s.*). Tests of within subject contrasts showed that the Reputation ratings assigned to vignettes One and Two and between Three and Four differed significantly from one another but not those between Vignettes Two and Three. The Between-subjects effect for Condition was marginally significant ($F(3, 112) = 2.58$, $p = .057$). LSD post hoc tests showed that Condition 4 (PHS + CSP) significantly differed from Condition 2 (CSP) and Condition 1 (Control), but not from Condition 3 (CSP) when participants rated Reputation; there were no significant differences between any other pair of conditions. The strength of the condition effect was moderately strong with the partial $\eta^2 = 0.07$. The means, standard deviations and mean differences are presented in Table 6.

Table 6

Mean Differences between Conditions for Reputation Component.

Condition	Mean	S.D.	Mean Difference with Condition 4	Significance
1 (Control)	7.81	1.12	0.78	$p < .05$
2 (Corporate Social Performance)	7.71	1.19	0.68	$p < .05$
3 (Psychologically Healthy)	7.23	1.42	0.21	<i>n.s.</i>
4 (Corporate Social Performance/Psychologically Healthy)	7.02	1.33	-	-

Hypotheses 2a, 2b, and 2c

As a first step in testing Hypotheses 2a, 2b and 2c, I correlated the Social Identity, Environment and Affirmative Action composites with the Good Workplace and Reputation attractiveness measures for each of the four levels of the Condition variable. Table 7 presents these correlations, none of which were significant. As can be seen there is no apparent pattern evident among the correlations. Therefore, no further analyses were carried out with respect to these hypotheses.

Table 7

Correlations among Social Identity, Environment and Affirmative Action, and Attractiveness.

	Social Identity Values	Environmental Values	Pro-Affirmative Action
Condition 1 - Control			
Good Workplace	-.11	.14	-.11
Reputation	.20	.08	.23
Condition 2 – CSP			
Good Workplace	-.18	-.26	.15
Reputation	-.28	-.20	.16
Condition 3 – PHW			
Good Workplace	.09	.01	-.24
Reputation	-.03	.15	-.25
Condition 4 - CSP+PHW			
Good Workplace	-.07	.11	-.24
Reputation	.18	-.12	-.23

Note: N= 27 to 30 per correlation. None of the correlations are significant.

Discussion

The current study extends the growing literature on the benefits of psychologically healthy workplace practices. It also extends the literature on methods for improving applicant attraction to the workplace and demonstrates the value of including information on high corporate social performance in recruitment literature.

The goal of the current study was to test the hypothesis that job-seekers would be most attracted to organizations that included information about PHW policies and their high CSP in recruitment advertisements. This hypothesis was fully supported and students were most attracted to organizational biographies that included PHW and CSP information over and above biographies that did not contain such information.

For organizations, this means that the best way to attract quality applicants to the workplace is to develop PHW practices and to strive to be socially responsible in the community. Furthermore, organizations that are already psychologically healthy or that have already achieved high corporate social performance levels should ensure that they include information about these achievements in their recruitment advertisements.

Attraction to Organizational Biographies

The results of this study demonstrate trends in organizational recruitment strategies. The first hypothesis predicted that individuals would be most attracted to the vignettes in the fourth condition, which contained information about both psychologically healthy workplace initiatives and corporate social performance. After finding that the attraction items comprised of two components, subsequently labeled “good workplace” and “reputation”, the repeated-measures MANOVA yielded significant results and the hypothesis was generally supported. The groups differed significantly from one another in regards to the level of attraction of

respondents, particularly in regards to the first four items (Good Workplace component).

Post-hoc tests also showed that the fourth condition was most attracted to the organizational vignettes on this component.

In regards to the Reputation component, the repeated-measures MANOVA demonstrated that the attraction levels between conditions were also significantly different. Participants in Condition 4 were generally more attracted to the vignettes, although there was no significant difference between those in Condition 3 and Condition 4. The fact that there was no difference between the PHW condition (3) and the combined condition (4) means that the CSP aspect of the fourth condition was not as unique as it was in the second condition. It could also mean that participants did not distinguish between types of reputation and rather clumped psychologically healthy workplace reputation information with corporate social performance and decided whether the organization was “attractive” or “unattractive” based on all the information together.

Results of Individual Values Hypotheses

The first part of the second hypothesis predicted that there would be a correlation between those who scored high in “social identity” and their attraction to conditions 2 and 3. There was no support for this prediction. None of these correlations were significant, and there are several possible reasons for the lack of significance. Perhaps this study’s unique construct of social identity (containing these particular values) does not necessarily differ significantly from the other values in Schwartz’s survey. The fact that there were very few participants who “agreed” or “highly agreed” with the values used in the social identity scale also limited the results of this hypothesis because most individuals only responded moderately to many of the values.

The other parts of the second hypothesis predicted that those who responded in agreement to three affirmative action items would be mostly highly attracted in Condition 2. These hypotheses were also not supported. The attraction levels in Condition 2 did not differ from any of the other conditions when considering those who responded to the Affirmative Action questions and who responded highly to the three items in Schwartz's (1992) survey. The mean responses were moderate (i.e. no major outliers), however, so there was not much variability in the different conditions.

Past research suggested that work-life balance policies had an effect on the attraction level of applicants to organizations (Carless & Imber, 2007). The current study extends this finding, but also includes support for the idea that other psychologically healthy workplace practices (namely employee recognition, health and safety and employee growth and development) also impact level of attraction to an organization.

Implications

The results of this study suggest that organizations should tailor their recruitment advertisements to include specific information about various organizational characteristics: psychologically healthy workplace practices and levels of corporate social performance. Organizations should therefore try to adopt such practices so that they can accurately advertise them to incumbents.

The results also imply that certain individual values do not impact applicant attraction to recruitment information at this age group. This could be due to the fact that the sample included students who were soon to be embarking on career searches and were less stringent with their organizational choices.

Limitations

This study used self-report data collection, which was appropriate for the subjective nature of attraction to organizations. However, although there was no motivation to respond dishonestly, there can be no guarantee that participants responded to answers honestly. One of the other major limitations of this study was sample size. The study followed an experimental design; with at least 20 participants per cell the design produced a relatively high power for the MANOVA; however, the power was lower for the within group correlations used to test the second hypotheses. The sample itself was mostly female and mostly from Saint Mary's University, and although all participants were students, their backgrounds could be unique in ways that were not tested. A larger number of participants per cell may have led to more statistically significant results for these hypotheses.

It is also quite possible that there were innate problems with the vignettes, which were created solely for the purpose of this study. Some of the participants could have been "attracted" to all of the vignettes or "unattracted" to all of the vignettes depending on their perspective on job-hunting while filling out the survey. For instance, participants who are in the middle of a job search might find themselves attracted to all of the vignettes because they want a job, whereas participants who might not be seeking jobs in any of the fields described in the vignettes could be unattracted to all of the organizational biographies.

The sample was not representative of society in general either, and this study lacks external validity in that sense. The convenient student sample fit the needs of this research because I wanted to study levels of attraction at that age, but results might be different if a truly random sample of individuals of all ages were surveyed. The generalizability of this study only extends to students who have had similar backgrounds or individuals who are of

this age group. However, it is expected that these policies appeal to individuals in jobs regardless of age or background so the results of future research would probably be similar.

Although I did conduct pilot testing before collecting the majority of the data, the vignettes were not extremely different (the main differences were the inclusion of some extra information). It was important for control of variables that these vignettes were similar; however, it may have led to boredom and lack of attention. There is always the possibility that participants did not read the vignettes closely enough to distinguish information that would have attracted them more to the organization.

Future Research

Although organizational attraction has been studied for many years, it is important to link new organizational psychology concepts to attraction (i.e. psychologically healthy workplace practices). This study is one of the first to investigate the direct link between the portrayal of psychologically healthy workplace information, corporate social performance information and its effect on employee attraction to the organization. There are other directions in which this research will likely take in the future. One way to continue studying these concepts would be to use actual organizational recruitment processes and investigate the actions taken by participants (thereby not just asking them about their attraction but observing it through their actions). Another future research direction might involve sampling actual working adults instead of students. The job market for those who are seeking career changes is different from those who are just embarking on their career, and this might strengthen or change some of the results.

Future research could also encompass research surrounding whether corporate social performance information is more highly desirable in a job advertisement than

psychologically healthy workplace policies. Although the two unique conditions did not differ significantly in this study, this could be due to the fact that the organizations were all relatively similar in terms of job stress. It might be the case that having a psychologically healthy workplace is very important in the health care industry, for instance, but that having high corporate social performance is more desirable in another industry such as government or business sectors. It is important to study these issues in different workforces and with different positions.

In this current study, no major individual differences had an effect on levels of attraction in different conditions. Because person-organization fit, as studied by Bretz & Judge (1994), shows that individual differences impact attraction, perhaps measuring person-organization fit in this study would explain some of the results. That is, this sample is unique in that all individuals were anticipating embarking on a job search in the near future and might not be as concerned with person-organization fit as those who are already established in their career path. Previous research showed that high “perceived” person-organization fit led to high attraction to the organization (Hu et al., 2007) so this could be measured in the future. Additionally, some participants probably perceived very low person-organization fit if they were not interested in pursuing careers in the job fields presented in the vignettes of this study.

Finally, studying this research cross-culturally might yield different results. Corporate social performance tends to be very important in our tight job market, but this might not be the case in different economies. Psychologically healthy workplace policies might also be more common in western cultures than in eastern cultures, and it would be interesting to study differences among cultures in this regard.

Conclusion

The main goal of this study was to investigate whether individuals would be more attracted to job advertisements containing information about psychologically healthy workplace practices and corporate social performance achievements. The results show that individuals were more attracted to organizations that contained this information. That is, organizations in general should consider portraying PHW and CSP information in their attempts to recruit applicants. Highhouse and colleagues (2003) studied the dimensionality of attraction to the organization as a construct. Attraction to the organization is impacted by the types of information contained in recruitment advertisements, as demonstrated in past studies (Carless & Wintle, 2007; Highhouse et al., 2007) and in this study.

An important finding of this study is that psychologically healthy workplace facets and corporate social performance policies provide benefits to an organization at the recruitment phase rather than at the production stage. Past research (Grawitch et al., 2006) demonstrated that psychologically healthy workplace concepts are beneficial to the organization in regards to higher productivity and higher job satisfaction. The current study supports the idea that psychologically healthy workplace policies promote positive perceptions of the organization before job applicants are even hired.

In conclusion, although this study has advanced research in recruitment, there are many avenues that this research may take in the future. It is also important to note that corporate social performance and psychologically healthy workplace practices are relatively new concepts that are increasingly becoming commonplace in successful organizations and those organizations that wish to compete in attracting quality applicants should adopt such practices.

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Appendix A
Condition 1 (Control) Vignette 1
HTL Consulting Firm

HTL Consulting Human Resources Manager Position
Halifax, NS

General Information

This position requires one to be quick on their feet and have at least 3 years experience in the field of HR. This position requires one to monitor many HR functions and to instill corporate HR policies in the employees.

Responsibilities:

- Plan, organize, direct, control and resources or personnel departments
- Plan human resource requirements in conjunction with other departmental managers
- Co-ordinate internal and external training and recruitment activities
- Develop and implement labour relations policies and procedures and negotiate collective agreements
- Administer employee development, language training and health and safety programs
- Advise and assist other departmental managers on interpretation and administration of personnel policies and programs
- Oversee the classification and rating of occupations
- Organize and conduct employee information meetings on employment policy, benefits and compensation and participate actively on various joint committees
- Direct the organization's quality management program

Requirements:

- A bachelor's degree in a field related to personnel management, such as business administration, industrial relations, commerce or psychology or Completion of a professional development program in personnel administration is required.
- Several years of experience as a personnel officer or human resource specialist are required.

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 1 (Control) Vignette 2
TelAtlantic Communications

TelAtlantic Customer Service Manager and Specialist Position
Halifax, NS

General Information

A full-time permanent position has arisen at TelAtlantic, one of Nova Scotia's largest providers of home communication systems in the form of telephones, Internet and digital cable.

Responsibilities:

- Resolve customer complaints regarding sales and service.
- Determine price schedules and discount rates.
- Review operational records and reports to project sales and determine profitability.
- Monitor customer preferences to determine focus of sales efforts.
- Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications.
- Confer with potential customers regarding equipment needs and advise customers on types of equipment to purchase.

Requirements:

- Ability to develop strong relationships with peers, management, and key business contacts
- Adaptability and creativity competencies
- Ability to handle multiple projects at once and deliver projects on time
- 2+ years of relevant experience

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 1 (control) Vignette 3
Haliwater Seafoods Ltd.

Haliwater Seafoods Marketing Project Manager position
Halifax, Nova Scotia

General Information

This term position is for a two-year contract. The incumbent is responsible for coordinating, facilitating, and participating in the execution of various marketing projects. This is one of four positions reporting to the Director of Marketing.

Responsibilities:

Participating in the development, coordination, facilitation and execution of multiple marketing projects from concept through to delivery with respect to:

- Critical paths
- Budgets
- Managing task force and supplier involvement
- Post analysis, recommendations & presentations
- Website and e-Commerce content management and promotions
- Customers & sales specific educational materials development
- Customer Promotions and Events
- General marketing

Requirements:

Be effective and demonstrate the following competencies:

- Excellent organizational and time management skills
- Planning and prioritizing
- Results Orientation
- Food industry marketing or related experience
- University degree or post secondary diploma
- Computer skills (Word, Excel, PowerPoint, general web-based applications)
- Ability to work as a team member as well as independently
- Project management proven ability
- Business writing and presentation skills with samples
- 5-years experience in related marketing field
- Ability to travel internationally

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%

- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 1 (control) Vignette 4
Greenimo Automobiles Ltd.

Greenimo Automobiles: Retail Salesperson Position
Halifax, NS

General Information:

This is a permanent full-time position at our office located in the North End of Halifax, NS.

Responsibilities:

- Greet customers and discuss type, quality and quantity of merchandise or services sought for purchase, rental or lease
- Advise customers on use and care of merchandise, and provide advice concerning specialized products or services
- Estimate or quote prices, credit terms, trade-in allowances, warranties and delivery dates
- Prepare merchandise for purchase, rental or lease
- Prepare sales, rental or leasing contracts and accept cash, cheque, credit card or automatic debit payment
- Assist in display of merchandise
- Maintain sales records for inventory control
- Operate computerized inventory record keeping and re-ordering systems
- May conduct sales transactions through Internet-based electronic commerce.

Requirements:

- A university degree or college diploma is required.
- Specific subject matter courses or training may be required.
- Demonstrated automobile sales ability and product knowledge is required.

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Appendix B
Condition 2 (CSP) Vignette 1
HTL Consulting Firm

HTL Consulting Human Resources Manager Position
Halifax, NS

General Information

HTL has a reputation for being a great place to work, and it has placed in the top 20 organizations in Halifax (as rated by the Chronicle Herald) for the past 10 years. Its sustainability policies and reduction of paper waste as well as its affirmative action policies make it a unique and creative environment. All employees are treated equally despite rank (i.e., all voices are heard and feedback is well received). HTL Consulting is known for giving back to the community and promoting climate change and environmental causes in the HRM. This position requires one to be quick on their feet and have at least 3 years experience in the field of HR. This position requires one to monitor many HR functions and to instill corporate HR policies in the employees.

Responsibilities:

- Plan, organize, direct, control and resources or personnel departments
- Plan human resource requirements in conjunction with other departmental managers
- Co-ordinate internal and external training and recruitment activities
- Develop and implement labour relations policies and procedures and negotiate collective agreements
- Administer employee development, language training and health and safety programs
- Advise and assist other departmental managers on interpretation and administration of personnel policies and programs
- Oversee the classification and rating of occupations
- Organize and conduct employee information meetings on employment policy, benefits and compensation and participate actively on various joint committees
- Direct the organization's quality management program

Requirements:

- A bachelor's degree in a field related to personnel management, such as business administration, industrial relations, commerce or psychology or Completion of a professional development program in personnel administration is required.
- Several years of experience as a personnel officer or human resource specialist are required.

Compensation:

Factors Affecting Applicant Attraction 53

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 2 (CSP) Vignette 2
TelAtlantic Communications

TelAtlantic Customer Service Manager and Specialist Position
Halifax, NS

General Information

A full-time permanent position has arisen at TelAtlantic, one of Nova Scotia's largest providers of home communication systems in the form of telephones, Internet and digital cable. TelAtlantic has won community awards for its citizenship and community involvement programs such as the TA Charity Hockey Game, which raised approximately \$100,000 for local food banks in Atlantic Canada last year. TelAtlantic has numerous policies to reduce waste in the workplace; for instance, all employees are required to recycle, and all reports and presentations are conducted electronically, without the use of paper. The incumbent will play a role in the future development of TelAtlantic's communication with customers.

Responsibilities:

- Resolve customer complaints regarding sales and service.
- Determine price schedules and discount rates.
- Review operational records and reports to project sales and determine profitability.
- Monitor customer preferences to determine focus of sales efforts.
- Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications.
- Confer with potential customers regarding equipment needs and advise customers on types of equipment to purchase.

Requirements:

- Ability to develop strong relationships with peers, management, and key business contacts
- Adaptability and creativity competencies
- Ability to handle multiple projects at once and deliver projects on time
- 2+ years of relevant experience

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 2 (CSP) Vignette 3
Haliwater Seafoods Ltd.

Haliwater Seafoods Marketing Project Manager position
Halifax, Nova Scotia

General Information

This term position is for a two-year contract. The incumbent is responsible for coordinating, facilitating, and participating in the execution of various marketing projects. This is one of four positions reporting to the Director of Marketing. In 2007, Haliwater Seafoods Ltd. received three major awards for its “Self-sufficient food production Program”. From the Chamber of Commerce in the category Medium Company we received the CCIFA Corporate Social Responsibility Award 2005. We were also singled out among 89 other companies in the 4th edition of the Social Entrepreneur Award with an acknowledgment in the category Community Integration. Finally, the American Chamber of Commerce in Canada granted us an Honorific recognition in the category Social Promotion where we competed with big players such as Coca Cola.

Responsibilities:

Participating in the development, coordination, facilitation and execution of multiple marketing projects from concept through to delivery with respect to:

- Critical paths
- Budgets
- Managing task force and supplier involvement
- Post analysis, recommendations & presentations
- Website and e-Commerce content management and promotions
- Customers & sales specific educational materials development
- Customer Promotions and Events
- General marketing

Requirements:

Be effective and demonstrate the following competencies:

- Excellent organizational and time management skills
- Planning and prioritizing
- Results Orientation
- Food industry marketing or related experience
- University degree or post secondary diploma
- Computer skills (Word, Excel, PowerPoint, general web-based applications)
- Ability to work as a team member as well as independently
- Project management proven ability

- Business writing and presentation skills with samples
- 5-years experience in related marketing field
- Ability to travel internationally

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 2 (CSP) Vignette 4
Greenimo Automobiles Ltd.

Greenimo Automobiles: Retail Salesperson Position
Halifax, NS

General Information:

This is a permanent full-time position at our office located in the North End of Halifax, NS. Greenimo Automobiles has focused on its corporate social performance in the past 5 years. One of its major projects is “Operation Carbon”, which aims to reduce carbon emissions from vehicles sold by the organization. In 2004, Greenimo presented the ElectricA, which was to become the best-selling “no carbon emission” vehicle in Canada. It also has a recent partnership with TiresCo so that all automobiles may benefit from the development of Energy Saver tires, capable of further reducing greenhouse gas emissions by 4g/km.

Responsibilities:

- Greet customers and discuss type, quality and quantity of merchandise or services sought for purchase, rental or lease
- Advise customers on use and care of merchandise, and provide advice concerning specialized products or services
- Estimate or quote prices, credit terms, trade-in allowances, warranties and delivery dates
- Prepare merchandise for purchase, rental or lease
- Prepare sales, rental or leasing contracts and accept cash, cheque, credit card or automatic debit payment
- Assist in display of merchandise
- Maintain sales records for inventory control
- Operate computerized inventory record keeping and re-ordering systems
- May conduct sales transactions through Internet-based electronic commerce.

Requirements:

- A university degree or college diploma is required.
- Specific subject matter courses or training may be required.
- Demonstrated automobile sales ability and product knowledge is required.

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Appendix C
Condition 3 (PHW) Vignette 1
HTL Consulting Firm

HTL Consulting Human Resources Manager Position
Halifax, NS

General Information

This position requires one to be quick on their feet and have at least 3 years experience in the field of HR. This position requires one to monitor many HR functions and to instill corporate HR policies in the employees. HTL Consulting is well known in the public eye for its work-family balance policy which allows for up to 10 “family” days per year, and flexibility in work hours when available. The position being advertised also promotes driving change in the organization and making an important contribution to the corporation. HTL Consulting is very concerned with the health of its employees and offers a diverse benefits package as well as access to a company-wide doctor’s office for quick appointments. To apply for this position, please contact the management department.

Responsibilities:

- Plan, organize, direct, control and resources or personnel departments
- Plan human resource requirements in conjunction with other departmental managers
- Co-ordinate internal and external training and recruitment activities
- Develop and implement labour relations policies and procedures and negotiate collective agreements
- Administer employee development, language training and health and safety programs
- Advise and assist other departmental managers on interpretation and administration of personnel policies and programs
- Oversee the classification and rating of occupations
- Organize and conduct employee information meetings on employment policy, benefits and compensation and participate actively on various joint committees
- Direct the organization's quality management program

Requirements:

- A bachelor's degree in a field related to personnel management, such as business administration, industrial relations, commerce or psychology or Completion of a professional development program in personnel administration is required.
- Several years of experience as a personnel officer or human resource specialist are required.

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%

Factors Affecting Applicant Attraction 59

- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 3 (PHW) Vignette 2
TelAtlantic Communications

TelAtlantic Customer Service Manager and Specialist Position
Halifax, NS

General Information

A full-time permanent position has arisen at TelAtlantic, one of Nova Scotia's largest providers of home communication systems in the form of telephones, Internet and digital cable. TelAtlantic is known in Atlantic Canada as a great place to work. In fact, TelAtlantic was named one of Canada's Best Managed Companies for 2007. TelAtlantic is committed to providing their employees with career opportunities in an environment that promotes individual growth and career satisfaction. TelAtlantic has work-life balance policies that limit overtime hours and link parents with ideally located daycares in the HRM. An Atlantic Canadian-owned and operated company, TelAtlantic delivers world-class telecommunication and entertainment services to residential and business customers throughout Canada. A notable benefit of working for TelAtlantic includes stress training, weekly fitness programs and offers of one massage per month to alleviate the physical stress of sitting at a desk on the phone all day. The incumbent will play a role in the future development of TelAtlantic's communication with customers.

Responsibilities:

- Resolve customer complaints regarding sales and service.
- Determine price schedules and discount rates.
- Review operational records and reports to project sales and determine profitability.
- Monitor customer preferences to determine focus of sales efforts.
- Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications.
- Confer with potential customers regarding equipment needs and advise customers on types of equipment to purchase.

Requirements:

- Ability to develop strong relationships with peers, management, and key business contacts
- Adaptability and creativity competencies
- Ability to handle multiple projects at once and deliver projects on time
- 2+ years of relevant experience

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution

Factors Affecting Applicant Attraction 61

- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 3 (PHW) Vignette 3
Haliwater Seafoods Ltd.

Haliwater Seafoods Marketing Project Manager position
Halifax, Nova Scotia

General Information:

This term position is for a two-year contract. The incumbent is responsible for coordinating, facilitating, and participating in the execution of various marketing projects. This is one of four positions reporting to the Director of Marketing. Haliwater Seafoods Ltd. offers an environment that attracts great people; employees are fully engaged which forms the basis of our entrepreneurial culture. Haliwater encourages a balanced life by promoting policies that involve families in various organizational fun activities. Haliwater also boasts a commitment to fitness; with the availability of gym membership deals at NuBodys in Halifax. Haliwater recognizes employee effort with monthly employee awards and continual support of professional development.

Responsibilities:

Participating in the development, coordination, facilitation and execution of multiple marketing projects from concept through to delivery with respect to:

- Critical paths
- Budgets
- Managing task force and supplier involvement
- Post analysis, recommendations & presentations
- Website and e-Commerce content management and promotions
- Customers & sales specific educational materials development
- Customer Promotions and Events
- General marketing

Requirements:

Be effective and demonstrate the following competencies:

- Excellent organizational and time management skills
- Planning and prioritizing
- Results Orientation
- Food industry marketing or related experience
- University degree or post secondary diploma
- Computer skills (Word, Excel, PowerPoint, general web-based applications)
- Ability to work as a team member as well as independently
- Project management proven ability
- Business writing and presentation skills with samples
- 5-years experience in related marketing field
- Ability to travel internationally

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 3 (PHW) Vignette 4
Greenimo Automobiles Ltd.

Greenimo Automobiles: Retail Salesperson Position

Halifax, NS

General Information:

This is a permanent full-time position at our office located in the North End of Halifax, NS. Greenimo Automobiles has high-ranking safety policies including driver training courses, health policies (reduced gym membership with employment), and employment recognition programs leading up to vehicular awards for best sales.

Responsibilities:

- Greet customers and discuss type, quality and quantity of merchandise or services sought for purchase, rental or lease
- Advise customers on use and care of merchandise, and provide advice concerning specialized products or services
- Estimate or quote prices, credit terms, trade-in allowances, warranties and delivery dates
- Prepare merchandise for purchase, rental or lease
- Prepare sales, rental or leasing contracts and accept cash, cheque, credit card or automatic debit payment
- Assist in display of merchandise
- Maintain sales records for inventory control
- Operate computerized inventory record keeping and re-ordering systems
- May conduct sales transactions through Internet-based electronic commerce.

Requirements:

- A university degree or college diploma is required.
- Specific subject matter courses or training may be required.
- Demonstrated automobile sales ability and product knowledge is required.

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Appendix D
Condition 4 (PHW & CSP) Vignette 1
HTL Consulting Firm

HTL Consulting Human Resources Manager Position
Halifax, NS

General Information

This position requires one to be quick on their feet and have at least 3 years experience in the field of HR. This position requires one to monitor many HR functions and to instill corporate HR policies in the employees.

HTL Consulting is well known in the public eye for its work-family balance policy which allows for up to 10 “family” days per year, and flexibility in work hours when available. The position being advertised also promotes driving change in the organization and making an important contribution to the corporation. HTL Consulting is very concerned with the health of its employees and offers a diverse benefits package as well as access to a company-wide doctor’s office for quick appointments.

HTL has a reputation for being a great place to work, and it has placed in the top 20 organizations in Halifax (as rated by the Chronicle Herald) for the past 10 years. Its sustainability policies and reduction of paper waste as well as its affirmative action policies make it a unique and creative environment. All employees are treated equally despite rank (i.e., all voices are heard and feedback is well received). HTL Consulting is known for giving back to the community and promoting climate change and environmental causes in the HRM. To apply for this position, please contact the management department.

Responsibilities:

- Plan, organize, direct, control and resources or personnel departments
- Plan human resource requirements in conjunction with other departmental managers
- Co-ordinate internal and external training and recruitment activities
- Develop and implement labour relations policies and procedures and negotiate collective agreements
- Administer employee development, language training and health and safety programs
- Advise and assist other departmental managers on interpretation and administration of personnel policies and programs
- Oversee the classification and rating of occupations
- Organize and conduct employee information meetings on employment policy, benefits and compensation and participate actively on various joint committees
- Direct the organization's quality management program

Requirements:

- A bachelor's degree in a field related to personnel management, such as business administration, industrial relations, commerce or psychology or

Completion of a professional development program in personnel administration is required.

- Several years of experience as a personnel officer or human resource specialist are required.

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 4 (PHW & CSP) Vignette 2

TelAtlantic Communications

TelAtlantic Customer Service Manager and Specialist Position
Halifax, NS

General Information

A full-time permanent position has arisen at TelAtlantic, one of Nova Scotia's largest providers of home communication systems in the form of telephones, Internet and digital cable. TelAtlantic has won community awards for its citizenship and community involvement programs such as the TA Charity Hockey Game, which raised approximately \$100,000 for local food banks in Atlantic Canada last year. TelAtlantic has numerous policies to reduce waste in the workplace; for instance, all employees are required to recycle, and all reports and presentations are conducted electronically, without the use of paper. The incumbent will play a role in the future development of TelAtlantic's communication with customers.

A notable benefit of working for TelAtlantic includes semi-annual stress management training, weekly fitness programs and offers of one massage per month to alleviate the physical stress of sitting at a desk on the phone for long hours.

Responsibilities:

- Resolve customer complaints regarding sales and service.
- Determine price schedules and discount rates.
- Review operational records and reports to project sales and determine profitability.
- Monitor customer preferences to determine focus of sales efforts.
- Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications.
- Confer with potential customers regarding equipment needs and advise customers on types of equipment to purchase.

Requirements:

- Ability to develop strong relationships with peers, management, and key business contacts
- Adaptability and creativity competencies
- Ability to handle multiple projects at once and deliver projects on time
- 2+ years of relevant experience

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution

- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

A notable benefit of working for TelAtlantic includes semi-annual stress management training, weekly fitness programs and offers of one massage per month to alleviate the physical stress of sitting at a desk on the phone for long hours.

Condition 4 (PHW & CSP) Vignette 3
Haliwater Seafoods Ltd.

Haliwater Seafoods Marketing Project Manager position
Halifax, Nova Scotia

General Information

This term position is for a two-year contract. The incumbent is responsible for coordinating, facilitating, and participating in the execution of various marketing projects. This is one of four positions reporting to the Director of Marketing. Haliwater offers an environment that attracts great people; employees are fully engaged which forms the basis of our entrepreneurial culture. Haliwater encourages a balanced life, commitment to fitness, recognition of effort, and support of professional development.

Haliwater Seafoods Limited Partnership is vertically integrated and comprised of a group of companies involved in the seafood industry. In 2007, Haliwater Seafoods Ltd. received three major awards for its “Self-sufficient food production Program”. From the Chamber of Commerce in the category Medium Company we received the CCIFA Corporate Social Responsibility Award 2005. We were also singled out among 89 other companies in the 4th edition of the Social Entrepreneur Award with an acknowledgment in the category Community Integration. Finally, the American Chamber of Commerce in Canada granted us an Honorific recognition in the category Social Promotion where we competed with big players as Coca Cola.

Responsibilities:

Participating in the development, coordination, facilitation and execution of multiple marketing projects from concept through to delivery with respect to:

- Critical paths
- Budgets
- Managing task force and supplier involvement
- Post analysis, recommendations & presentations
- Website and e-Commerce content management and promotions
- Customers & sales specific educational materials development
- Customer Promotions and Events
- General marketing

Requirements:

Be effective and demonstrate the following competencies:

- Excellent organizational and time management skills
- Planning and prioritizing
- Results Orientation

- Food industry marketing or related experience
- University degree or post secondary diploma
- Computer skills (Word, Excel, PowerPoint, general web-based applications)
- Ability to work as a team member as well as independently
- Project management proven ability
- Business writing and presentation skills with samples
- 5-years experience in related marketing field
- Ability to travel internationally

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Condition 4 (CSP & PHW) Vignette 4
Greenimo Automobiles

Greenimo Automobiles: Retail Salesperson Position
Halifax, NS

General Information:

This is a permanent full-time position at our office located in the North End of Halifax, NS. Greenimo Automobiles has high-ranking safety policies including driver training courses, health policies (reduced gym membership with employment), and employment recognition programs leading up to vehicular awards for best sales.

Greenimo Automobiles has high-ranking safety policies including driver training courses, health policies (free gym membership with employment), and employment recognition programs leading up to vehicular awards for best sales.

Greenimo Automobiles has focused on its corporate social performance in the past 5 years. One of its major projects is “Operation Carbon”, which aims to reduce carbon emissions from vehicles sold by the organization. In 2004, Greenimo presented the ElectricA, which was to become the best-selling “no carbon emission” vehicle in Canada. It also has a recent partnership with TiresCo so that all automobiles may benefit from the development of Energy Saver tires, capable of further reducing greenhouse gas emissions by 4g/km.

Responsibilities:

- Greet customers and discuss type, quality and quantity of merchandise or services sought for purchase, rental or lease
- Advise customers on use and care of merchandise, and provide advice concerning specialized products or services
- Estimate or quote prices, credit terms, trade-in allowances, warranties and delivery dates
- Prepare merchandise for purchase, rental or lease
- Prepare sales, rental or leasing contracts and accept cash, cheque, credit card or automatic debit payment
- Assist in display of merchandise
- Maintain sales records for inventory control
- Operate computerized inventory record keeping and re-ordering systems
- May conduct sales transactions through Internet-based electronic commerce.

Requirements:

- A university degree or college diploma is required.
- Specific subject matter courses or training may be required.
- Demonstrated automobile sales ability and product knowledge is required.

Compensation:

- Competitive base salary (\$55,000-60,000 dependent on qualifications) + annual bonus of approximately 10%
- Pension plan with significant employer contribution
- 2 weeks paid vacation per annum
- Flexible social benefit with 100 % employer contribution
- Relocation compensation package including a vast range of expenses

Appendix E

Attraction Items (from Highhouse et al, 2003)

1) For me, this company would be a good place to work.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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2) A job at this company is very appealing for me.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

3) I would make this company one of my first choices as an employer.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

4) I would exert a great deal of effort to work for this company.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

5) This company probably has a reputation for being an excellent employer.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

6) I would find this company a prestigious place to work.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

7) This company seems to care about its employees and their psychological health.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**Appendix F
Demographics Questions**

1. What is your age?

2. What is your gender?

Male	Female
------	--------

3. What is your field of study?

4. Where do you usually search for jobs?

Workopolis/Monster/JobShop or other online databases
Newspapers/magazines
Career fairs
Word of mouth
Networking connections

5. What is your marital status?

Single
Married
Divorced

6. Please list the jobs you have had in the past 5 years:

7. What types of jobs will you be seeking out after graduation? (please list)

8. What is the minimum annual salary you would expect for a first job after graduation?

9. Do you fall into any of the following minority groups?

Disabled
Visible Minority
Aboriginal
Female

10. Affirmative Action programs in organizations (programs that specifically make an effort to hire minorities or women) are beneficial and useful.

1	2	3	4	5
Strongly agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

11. Affirmative action programs in all organizations are fair to applicants.

1	2	3	4	5
Strongly agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

12. I support the implication and use of affirmative action programs.

1	2	3	4	5
Strongly agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Appendix G
Schwartz Value Survey

DIRECTIONS: The survey below contains a number of words describing principles people use to guide their behaviour. Please use the rating scale provided to indicate the extent to which these words are guiding principles in your life.

	Opposed to my Values	Not Important			Important			Very Important	Of Supreme Importance
1. Equality	-1	0	1	2	3	4	5	6	7
2. Preserving public image	-1	0	1	2	3	4	5	6	7
3. Accepting one's portion in life	-1	0	1	2	3	4	5	6	7
4. Ambitious	-1	0	1	2	3	4	5	6	7
5. World at peace	-1	0	1	2	3	4	5	6	7
6. Influential	-1	0	1	2	3	4	5	6	7
7. Choosing own goals	-1	0	1	2	3	4	5	6	7
8. Devout	-1	0	1	2	3	4	5	6	7
9. Unity with nature	-1	0	1	2	3	4	5	6	7
10. Pleasure	-1	0	1	2	3	4	5	6	7
11. Politeness	-1	0	1	2	3	4	5	6	7
12. Capable	-1	0	1	2	3	4	5	6	7
13. Wisdom	-1	0	1	2	3	4	5	6	7
14. Curious	-1	0	1	2	3	4	5	6	7
15. Successful	-1	0	1	2	3	4	5	6	7
16. World of beauty	-1	0	1	2	3	4	5	6	7
17. Moderate	-1	0	1	2	3	4	5	6	7
18. Independent	-1	0	1	2	3	4	5	6	7
19. Self- discipline	-1	0	1	2	3	4	5	6	7
20. Social justice	-1	0	1	2	3	4	5	6	7

Factors Affecting Applicant Attraction 77

21. Obedient	-1	0	1	2	3	4	5	6	7
22. Enjoying life	-1	0	1	2	3	4	5	6	7
23. Forgiving	-1	0	1	2	3	4	5	6	7
24. Self-indulgent	-1	0	1	2	3	4	5	6	7
25. Humble	-1	0	1	2	3	4	5	6	7
26. Honoring parents and elders	-1	0	1	2	3	4	5	6	7
27. Exciting life	-1	0	1	2	3	4	5	6	7
28. Respectful	-1	0	1	2	3	4	5	6	7
29. Wealth	-1	0	1	2	3	4	5	6	7
30. Broadminded	-1	0	1	2	3	4	5	6	7
31. Creativity	-1	0	1	2	3	4	5	6	7
32. Forgiving	-1	0	1	2	3	4	5	6	7
33. Social power	-1	0	1	2	3	4	5	6	7
34. Authority	-1	0	1	2	3	4	5	6	7
35. Clean	-1	0	1	2	3	4	5	6	7
	Opposed to my Values	Not Important			Important			Very Important	Of Supreme Importance
36. Freedom	-1	0	1	2	3	4	5	6	7
37. Protecting the environment	-1	0	1	2	3	4	5	6	7
38. Helpful	-1	0	1	2	3	4	5	6	7
39. Social order	-1	0	1	2	3	4	5	6	7
40. Daring	-1	0	1	2	3	4	5	6	7
41. Reciprocation of favours	-1	0	1	2	3	4	5	6	7
42. Varied life	-1	0	1	2	3	4	5	6	7
43. Family security	-1	0	1	2	3	4	5	6	7
44. Loyal	-1	0	1	2	3	4	5	6	7

Factors Affecting Applicant Attraction 78

45. National security	-1	0	1	2	3	4	5	6	7
46. Responsible	-1	0	1	2	3	4	5	6	7
47. Honest	-1	0	1	2	3	4	5	6	7

Appendix H
Correlation Matrices for Variables in Hypotheses 2a, 2b & 2c

Condition 1

	Good				
	Workplace	Reputation	Social Identity	Environment	Affirmative Action
Good Workplace	1	.393(*)	-.112	.142	-.112
Reputation	.393(*)	1	-.201	.077	.228
Social Identity	-.112	-.201	1	.348	-.239
Environment	.142	.077	.348	1	-.385(*)
Affirmative Action	-.112	.228	-.239	-.385(*)	1

* Correlation is significant at the 0.05 level (2-tailed).

Condition 2

Good		Workplace	Reputation	Social Identity	Environment	Affirmative Action
Good Workplace	1	.539(*)		-.179	-.262	.149
Reputation	.539(**)	1		-.276	-.204	.161
Social Identity	-.179	-.276	1		.171	-.034
Environment	-.262	-.204	.171	1		-.292
Affirmative Action	.149	.161	-.034	-.292	1	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Condition 3

Good						
	Workplace	Reputation	Social Identity	Environment	Affirmative Action	
Good Workplace	1	.442(*)	.089	.005		-.243
Reputation	.442(*)	1	-.030	.149		-.254
Social Identity	.089	-.030	1	.289		-.083
Environment	.005	.149	.289	1		-.162
Affirmative Action	-.243	-.254	-.083	-.162		1

• Correlation is significant at the 0.05 level (2-tailed).

Condition 4

Good		Workplace	Reputation	Social Identity	Environment	Affirmative Action
Good Workplace	1	.612(**)	-.067	.114		-.240
Reputation	.612(**)	1	.175	-.125		-.232
Social Identity	-.067	.175	1	.054		.081
Environment	.114	-.125	.054	1		-.089
Affirmative Action	-.240	-.232	.081	-.089	1	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).



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