

**A STUDY ON COLLEGE JOB APPLICANT'S INTENTION TO  
REFUSE JOB OFFER**

---

A Thesis Presented to  
the Faculty of the Graduate School  
at the University of Missouri

---

In Partial Fulfillment of the Requirements for the Degree  
Master of Science

---

by  
JUAN LIU  
Dr. Seonghee Cho, Thesis Supervisor

MAY 2010

The undersigned, appointed by the dean of the Graduate School, have examined the thesis entitled

**A STUDY ON COLLEGE JOB APPLICANT'S INTENTION TO  
REFUSE JOB OFFER**

presented by Juan Liu,

a candidate for the degree of Master of Science,

and hereby certify that, in their opinion, it is worthy of acceptance.

---

Dr. Seonghee Cho, Hotel and Restaurant Management

---

Dr. James Groves, Hotel and Restaurant Management

---

Dr. Ze Wang, Educational and Counseling Psychology

## **ACKNOWLEDGEMENTS**

I would like to express my sincere appreciation to my advisor Dr. Seonghee Cho. Without her continuous and patient encouragement, advice and support, I would not be able to finish this thesis. I learned a lot from Dr. Cho not only about research and profession, but also about the motivation and spirit to work during motherhood and parenting. Dr. Cho will be a model in my whole life.

I would like to thank Dr. James Groves for his encouragement, support and excellent suggestions. I would also like to thank Dr. Ze Wang, for serving on the committee board and her advice on the statistical analysis. I wish to extend my special thanks to Dr. Dae-Young Kim for his generous help and Ms. Lada Micheas for her assistant on the statistical analysis.

I am also grateful to all the professors and instructors who allowed me to conduct the survey in their classes; without their kind and generous help, the completion of the thesis is impossible.

Finally, I want to express my appreciation to my family members.

# TABLE OF CONTENTS

|                               |            |
|-------------------------------|------------|
| <b>ACKNOWLEDGEMENTS .....</b> | <b>ii</b>  |
| <b>LIST OF FIGURES .....</b>  | <b>v</b>   |
| <b>LIST OF TABLES .....</b>   | <b>vi</b>  |
| <b>ABSTRACT .....</b>         | <b>vii</b> |

## Chapter

|   |           |
|---|-----------|
| <b>1 INTRODUCTION.....</b>                            | <b>1</b>  |
| 1.1 Background of the Study .....                     | 1         |
| 1.2 Statement of the Problem.....                     | 2         |
| 1.3 Objectives of the Study.....                      | 4         |
| 1.4 Hypotheses of the Study .....                     | 4         |
| 1.5 Significance of the Study .....                   | 5         |
| <b>2 LITERATURE REVIEW .....</b>                      | <b>7</b>  |
| 2.1 Introduction.....                                 | 7         |
| 2.2 Recruiting Outcomes .....                         | 8         |
| 2.3 Related Theories .....                            | 10        |
| 2.3.1 Social Identity Theory.....                     | 10        |
| 2.3.2 Signaling Theory.....                           | 11        |
| 2.4 Organizational Reputation .....                   | 13        |
| 2.4.1 Definition of Organizational Reputation.....    | 13        |
| 2.4.2 Effects of Organizational Reputation.....       | 13        |
| 2.5 Corporate Social Performance .....                | 15        |
| 2.5.1 Definition of Corporate Social Performance..... | 15        |
| 2.5.2 Effects of Corporate Social Performance.....    | 15        |
| 2.6 Interviewer Behavior .....                        | 16        |
| 2.7 Summary of Literature Review.....                 | 18        |
| <b>3 METHODOLOGY .....</b>                            | <b>19</b> |
| 3.1 Introduction.....                                 | 19        |
| 3.2 Statement of the Purposes.....                    | 19        |
| 3.3 Research Design.....                              | 20        |
| 3.4 Selection of the Participants.....                | 20        |
| 3.5 Instrumentation .....                             | 20        |
| 3.5.1 Description .....                               | 20        |
| 3.5.2 Screening Question .....                        | 21        |
| 3.5.3 Information about the Job Interview .....       | 21        |
| 3.5.4 Perceived Organizational Reputation.....        | 22        |

|  |           |
|--|-----------|
| 3.5.5 Perceived Corporate Social Performance .....   | 22        |
| 3.5.6 Perceived Interviewer Behavior .....   | 23        |
| 3.5.7 Intention to Refuse a Job Offer .....  | 23        |
| 3.6 Focus Group.....   | 24        |
| 3.7 Data Collection .....  | 25        |
| 3.8 Analysis.....  | 27        |
| 3.9 Recording the Data .....   | 27        |
| 3.10 Examining the Data.....   | 29        |
| 3.11 Summary .....   | 31        |
| <b>4 ANALYSIS AND RESULTS .....</b>  | <b>32</b> |
| 4.1 Introduction.....  | 32        |
| 4.2 Demographic Characteristics of Respondents .....   | 32        |
| 4.3 Descriptive Statistics and Reliability of Variables .....                                    | 34        |
| 4.4 Multiple Linear Regression Analysis and Pearson Product Moment<br>Correlation Analysis ..... | 35        |
| 4.5 Independent-Samples T Test.....  | 37        |
| 4.6 Summary .....  | 38        |
| <b>5 DISCUSSION AND CONCLUSIONS .....</b>  | <b>39</b> |
| 5.1 Introduction.....  | 39        |
| 5.2 Conclusions and Implications .....   | 39        |
| 5.3 Limitation and Suggestions for Future Research.....  | 43        |
| <b>APPENDIX A .....</b>  | <b>44</b> |
| <b>APPENDIX B .....</b>  | <b>50</b> |
| <b>APPENDIX C .....</b>  | <b>51</b> |
| <b>APPENDIX D.....</b>   | <b>54</b> |
| <b>REFERENCES.....</b>   | <b>55</b> |

## LIST OF FIGURES

| Figure                                   | Page |
|--|------|
| 1-1 The Proposed Model in the Study..... | 5    |

## LIST OF TABLES

| Table   | Page |
|---|------|
| 3-1 Items Revised after Focus Group .....                           | 25   |
| 3-2 Skewness and Kurtosis of the Variables .....                    | 29   |
| 3-3 Tolerance Levels of Variables.....                              | 30   |
| 4-1 Demographic Characteristics of Subjects .....                   | 33   |
| 4-2 Mean, Standard Deviations, and Reliabilities of Variables ..... | 34   |
| 4-3 Correlation Matrix.....   | 36   |
| 4-4 Results of Hypotheses Testing .....                             | 37   |
| 4-5 Independent Sample T-test.....                                  | 38   |

# **A STUDY ON COLLEGE JOB APPLICANT'S INTENTION TO REFUSE JOB OFFER**

Juan Liu

Dr. Seonghee Cho, Thesis Supervisor

## **ABSTRACT**

As job applicants could have both intention to accept job offer and intention to refuse job offer at the same time. Studies on intention to accept job offer cannot substitute the study on intention to refuse job offer. This research is to investigate whether organizational reputation, corporate social performance and interviewer behavior, which were mostly studied in recruiting research, have influence on college job applicant's intention to refuse job offer. A survey was conducted on graduating college students of a university in Midwest United States, and multiple linear regression analysis was used to analyze the data. The results of the study showed that only organizational reputation influence college job applicant's intention to refuse job offer significantly, but corporate social performance and interviewer behavior do not.

# CHAPTER 1

## INTRODUCTION

### ***1.1 Background of the Study***

In a “War for talent” time, it is critical for human resource practitioners to understand how to attract ideal job applicants and how to make their job offers accepted by qualified and best job applicants (Michaels et al., 2001). Hiring the qualified and best job applicants successfully could lead to higher work performance (Evers et al., 2005) and lower employee turnover (Novick et al., 2005); therefore, could save recruiting costs for companies. For the importance of the hiring best job applicants, ample attention has been paid to this topic regarding to variables such like organization attraction (Albinger & Freeman, 2000; Backhaus et al., 2002; Carless & Imber, 2007; Greening & Turban, 2000; Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban & Greening, 1997; Turban, 2001; Wildes & Tepeci, 2003), applicants’ intention to accept job offers (Carless & Imber, 2007) and job acceptance decision (Cabal & Turban, 2003; Turban et al., 1995).

As Kantian and Freud said that man is a creature who has contradictory intentions (Axinn, 2008), a job applicant may have both the intention to accept a job offer and the intention to refuse this job offer at the same time. A job applicant might be in a dilemma where he/she feels difficult to decide whether to accept or to refuse the job offer. Although the intention to accept and to refuse a job offer are contradictory in nature,

there is no evidence proving that a factor which has positive and heavy influence on intention to accept a job offer always has negative and heavy influence on intention to refuse a job offer. For example, studies have shown that good organizational reputation increase job applicants' intention to accept job offers (Cable & Turban, 2003), but there is no research proving that poor organizational reputation increase job applicants' intention to refuse job offers. In order to make a qualified job applicant accept the offer, a company needs to make a balance between satisfying the expectation of the qualified job applicant and maintaining a low cost, especially during economy crisis. If companies know which factors do not heavily affect job applicants' intention to refuse job offers, there is no need for them to focus on improving those factors. Companies also need to know which factors influence both job applicants' intention to accept job offers and intention to refuse job offers. Therefore, research on job applicants' intention to refuse job offers cannot be substituted by the research on job applicants' intention to accept job offers. However, job applicants' intention to refuse job offers was ignored by previous research. Thus, the current study aims to explore factors influencing job applicants' intention to refuse job offers.

## ***1.2 Statement of the Problem***

Campus recruitment is a traditional source for recruitment and college campuses provide large numbers of recently trained students who are ready to work for industries (Edwards et al., 2003). In early 1980s, college recruitment accounted for about 50% hiring of all managers and professionals (Lindquist & Endicott, 1986), and the percentage

is much higher today (Wildes & Tepeci, 2003). In order to help companies to get the qualified and best job candidates, conducting a study on college job applicants' intention to refuse job offers is especially necessary and urgent.

Most of the studies examining influential factors on job applicants' psychology have focused on organizational reputation, corporate social performance and interviewer behavior. These three factors will also be studied in this research. Organizational reputation, corporate social performance, interviewer behavior have been found to influence job attraction (Albinger & Freeman, 2000; Backhaus et al., 2002; Carless & Imber, 2007; Greening & Turban, 2000; Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban & Greening, 1997; Turban, 2001; Wildes & Tepeci, 2003), job applicants' intention to accept job offers (Carless & Imber, 2007), and job acceptance decision (Cabal & Turban, 2003; Turban et al., 1995). When a company is facing financial problem or in economy crisis but wants to successfully hire qualified job applicants, and if organizational reputation, corporate social performance and interviewer behavior do not have influence on job applicants' intention to refuse job offers, the company do not need to spend money to improve these three factors. But if these factors affect job applicants' intention to refuse a job offer as well as intention to accept a job offer, the cost on these factors should be spent necessarily. The research question of this research is whether organizational reputation, corporate social performance, and interviewer behavior also influence college job applicants' intention to refuse job offers.

### ***1.3 Objectives of the Study***

The objectives of this research are: (1) to determine if organizational reputation affects college job applicants' intention to refuse job offers, (2) to determine if corporate social performance affects college job applicants' intention to refuse job offers, (3) to determine if interviewer behavior affects college job applicants' intention to refuse job offers.

### ***1.4 Hypotheses of the Study***

From previous research on job acceptance decision and job attraction, three hypotheses were proposed and were shown in Figure 1-1.

Hypothesis 1: Organizational reputation affects college job applicants' intention to refuse job offers negatively.

Hypothesis 2: Corporate social performance affects college job applicants' intention to refuse job offers negatively.

Hypothesis 3: Interviewer behavior affects college job applicants' intention to refuse job offers negatively.

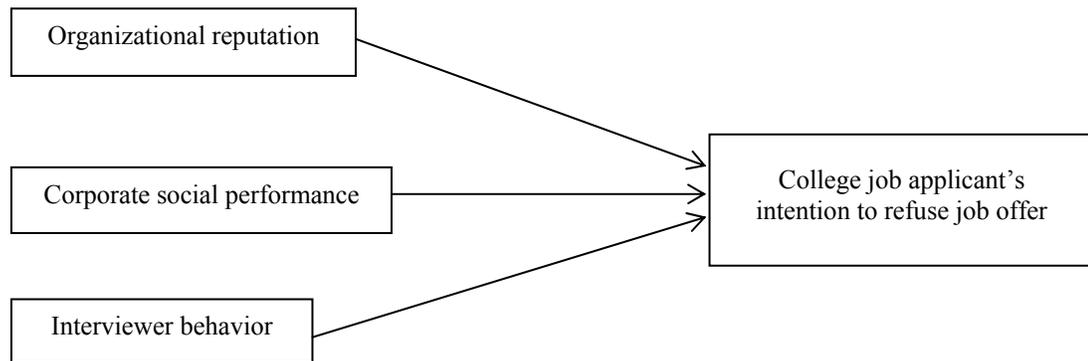


Figure 1-1 The Proposed Model in the Study

### **1.5 Significance of the Study**

There is no research on job applicants' intention to refuse job offers, but extensive attention about job applicants' psychology has been given to variables such like job attraction (Albinger & Freeman, 2000; Backhaus et al., 2002; Carless & Imber, 2007; Greening & Turban, 2000; Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban & Greening, 1997; Turban, 2001; Wildes & Tepeci, 2003), job applicant's intention to accept a job offer (Carless & Imber, 2007), and job acceptance decision (Cabal & Turban, 2003; Turban et al., 1995). As intention to accept job offer and intention to refuse job offer can exist in one person's mind at the same time, research on job applicants' intention to refuse job offers cannot be substituted by research on job applicants' intention to accept job offers.

This research is the first step to investigate job applicants' intention to refuse job offers. Results of this study would show whether organizational reputation, corporate social performance and interviewer behavior have any significant influence on college job applicants' intention to refuse job offers.

If this study finds that organizational reputation, corporate social performance, and interviewer behavior do not influence college job applicants' intention to refuse job offers, human resource practitioners may not need to invest financial capital in these factors, especially when they are facing financial problems. If the study shows that the three factors affect job applicants' intention to refuse job offers as heavily as on other recruiting psychological outcomes, financial investments on these factors should not be reduced.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### ***2.1 Introduction***

The importance of attracting and retaining qualified employees has been emphasized by both industrial firms and academic researchers (Pfeffer, 1994; Teece, 1998; Turban & Greening, 1997; Greening & Turban, 2000). Ample attention (Albinger & Freeman, 2000; Greening & Turban, 2000; Carless & Imber, 2007; Turban et al., 1995; Chapman et al., 2005) has been given to recruiting outcomes including job pursuit intentions, job-organization attraction, offer acceptance intentions, and job choice decisions. Several factors were found to have influence on these recruiting outcomes, such as organizational reputation (Cabal & Turban, 2003; Turban et al., 1998), corporate social performance (Albinger & Freeman, 2000; Backhaus et al., 2002; Greening & Turban, 2000; Turban & Greening, 1997; Turban et al., 1998) and interviewer behavior (Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban et al., 1998; Turban, 2001; Wildes & Tepeci, 2003). However, no research has been conducted on job applicant's intention to refuse a job offer.

Since organizational reputation, corporate social performance and interviewer behavior were most often studied as predictors for recruiting outcomes, in this research, these factors were used as independent variables to predict job applicants' intention to refuse job offers. In this chapter, the following parts will be discussed:

1. Current studies on recruiting outcomes
2. Two related theories: social identity theory and signaling theory
3. Current studies on organizational reputation
4. Current studies on corporate social performance
5. Current studies on interviewer behavior

## **2.2 Recruiting Outcomes**

Definition of recruiting outcomes was not found from literatures. Based on the literatures, the meaning of recruiting outcomes could be summarized as job applicants' intentions, perceived attractions, decisions or job choice behavior which formed before, during or after job application procedures. Some recruiting outcomes have already been studied by previous studies (Albinger & Freeman, 2000; Greening & Turban, 2000; Carless & Imber, 2007; Turban et al., 1995; Chapman et al., 2005). These recruiting outcomes could be categorized in four outcomes: job pursuit intentions, job-organization attraction, acceptance intentions and job choice (Chapman et al., 2005).

Job pursuit intentions include a person's desire to submit an application, attend a site visit or second interview, or willingness to enter or stay in the applicant procedure without committing to a job choice (Chapman et al., 2005; Rynes, 1991).

Job/organization attraction is one of the most popular recruiting outcomes studied by recruiting literatures. Job/organization attraction measures how attractive the job or the organizational is to the job applicant (Saks et al., 1994), the extent to which an applicant is personally attracted to the prospective organization or job (Macan et al., 1994) and

general attractiveness of the organization (Chapman et al., 2005; Smither et al., 1993). Acceptance intention measures a job applicant's intention to accept a job offer if an organization would offer a job position (Chapman et al., 2005). Job choice measures whether a job applicant eventually accept the job offer and it is the final decision, which is different from the acceptance intention (Chapman et al., 2005).

Although the intention to accept and to refuse a job offer are contradictory in nature, there is no evidence showing that a strong predictor of intention to accept a job offer is also a strong predictor for intention to refuse a job offer. For example, studies have shown that good organizational reputation improves job applicants' intention to accept job offers (Cable & Turban, 2003), but no study has been conducted to examine that poor organizational reputation increases job applicants' intention to refuse job offers. In order to make a qualified job applicant accept an offer, a company needs to make balance between satisfying expectation of the qualified job applicant and maintaining low cost, especially during financial or economy crisis. If companies know which factors do not heavily affect job applicants' intention to refuse job offers, there is no need for them to focus on improving these factors. Companies also need to know which factors influence both job applicants' intention to accept job offers and intention to refuse job offers, so that they could make necessary investment on these factors. For those factors, in order to attract the qualified job applicants, companies have to invest adequately in the factors.

Therefore, research on job applicants' intention to refuse job offers cannot be substituted by any research on other recruiting outcomes studied before. However, job

applicants' intention to refuse job offers was ignored by previous research. The current research aims to investigate job applicants' intention to refuse job offers.

## **2.3 Related Theories**

Social identity theory and signaling theory are related to the topic of this study.

### **2.3.1 Social Identity Theory**

Social identity theory and signaling theory are related to the topic of this study.

Social identity theory was proposed by Henri Tajfel and John Turner in 1979. Social identity theory is an interrelated group of social psychological theories which concerned with when and why individuals identify with, and behave as part of social groups, adopting shared attitudes different from outsiders; it is also concerned with what difference it makes when encounters between individuals are perceived as encounters among group members (Tajfel & Turner, 1979). According to Tajfel and Turner (1979), social identity theory is composed of four elements: (1) categorization---People often put others and themselves into categories, for example, labeling someone as Muslim, or a basketball player; (2) identification--- people also associate themselves with certain groups, which is used to support their self-esteem; (3) comparison--- people compare their groups with other groups, seeing a favorable bias toward the group to which they belong to; (4) psychological distinctiveness--- people tend to view their identity to be both distinct from and positively compared with other groups.

Social identity theory suggests that people's self-concept is influenced by membership in social organizations, including the company where an individual works and the colleagues whom an individual works with (Ashforth & Mael, 1989; Dutton et al., 1994; Greening & Turban, 2000). Social identity theory also suggests that employees' self image is influenced by the image and reputation of their employers or organizations (Greening & Turban, 2000). Based on social identity theory, Greening and Turban (2000) suggested that a part of a firm's reputation and image is influenced by knowledge of the firm's actions regarding developing social and political issues and their associated stakeholders.

Some studies based on social identity theory have found that organizational reputation (Cabal & Turban, 2003; Turban et al., 1998), corporate social performance (Albinger & Freeman, 2000; Backhaus et al., 2002; Greening & Turban, 2000; Turban & Greening, 1997; Turban et al., 1998) and interviewer behavior (Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban et al., 1998; Turban, 2001; Wildes & Tepeci, 2003) could increase job applicants' intention to accept job offers. Since intention to accept job offers is contradictory with intention to refuse job offers, therefore, from social identity theory we may hypothesize that organizational reputation, corporate social performance and interviewer behavior may have influence on college job applicants' intention to refuse a job offer.

### **2.3.2 Signaling Theory**

Signaling theory was first proposed in the biology field (Bradbury & Vehrenkamp, 1998), and it was then used in human-related field (Madkour et al., 1997). Signaling

theory refers to a body of theoretical work examining communication between individuals (Bradbury & Vehrenkamp, 1998). Signals are traits, including structures and behaviors, which have evolved specifically because they change the behavior of receivers in ways that benefit the receivers (Bradbury & Vehrenkamp, 1998).

Signaling theory, in human-related field especially in human resource recruiting process, suggests that since job applicants do not have adequate information about an organization, they interpret information they receive as “signals” about the organization’s working conditions (Breugh & Starke, 2000; Rynes, 1991). Organizational reputation, corporate social performance and interviewer behavior could be the signals used by job applicants to get to know the organizations (Turban et al., 1998; Greening & Turban, 2000).

Some studies based on signaling theory also have confirmed that organizational reputation (Cabal & Turban, 2003; Turban et al., 1998), corporate social performance (Albinger & Freeman, 2000; Backhaus et al., 2002; Greening & Turban, 2000; Turban & Greening, 1997; Turban et al., 1998) and interviewer behavior (Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban et al., 1998; Turban, 2001; Wildes & Tepeci, 2003) could increase job applicants’ intention to accept job offers. Likewise, since intention to accept job offers is contradictory with intention to refuse job offers, therefore, from signaling theory we may also hypothesize that organizational reputation, corporate social performance and interviewer behavior may have influence on college job applicants’ intention to refuse a job offer.

## **2.4 Organizational Reputation**

### **2.4.1 Definition of Organizational Reputation**

Like individuals, organizations can have reputation (Clardy, 2005). In general, organizational reputation is a perceptual representation that accompanies past actions and future prospects that describes the firm's overall appeal to various stakeholders and constituency groups (Fombrun, 1996). A reputation is a representation or image of an organization held by people either external to and/ or members of the organizations (Clardy, 2005). Clardy (2005) identified six properties to define further meaning and functions of organizational reputation. (1) An organizational reputation is a blanket characterization of what an organization is like, which functions like a stereotype reducing some complex phenomenon to a simplified essence. (2) An organizational reputation provides predictions about how an organization's members will act in certain circumstances. (3) An organizational reputation is a simplified characterization embodied by beliefs and attitudes attributed to an organization. (4) Different groups of people come into contact with an organization for various reasons and in various ways. (5) An organizational reputation is not fixed but can change. (6) A brand is a special type of organizational reputation, attached to a firm's products or services.

### **2.4.2 Effects of Organizational Reputation**

An organizational reputation affects how customers, employees, investors, stakeholders and job applicants perceive the organization (Clardy, 2005; Lawler et al., 1975; Rynes et al., 1991; Turban et al., 1998). A given reputation and its effects on different groups will either confirm or disconfirm the organizational identity, which can

lead to enhancements or modifications of member performance and/or organizational communications (Clardy, 2005).

Organizational reputation affects job applicants' recruiting outcomes, such as attraction to the organization and job pursuit intention. Studies found that organizational reputation prior to a job interview has a direct effect on attraction to the organization (Lawler et al., 1975; Rynes et al., 1991; Turban et al., 1998) and also organizational reputation referring to the status of a firm's name relative to competing firms is a major determinant of an organization's ability to recruit new talent (Belt & Paolillo, 1982; Gatewood et al., 1993; Rynes, 1991). Cable and Turban (2003) concluded that organizational reputation affected job applicant's job pursuit because (a) individuals use reputation as a signal about job attributes, and (b) reputation affects the pride that individuals expect from organizational membership. They also found that individuals were willing to pay a premium in the form of lower wages to join firms with positive reputations. All the above mentioned literatures suggested that good organizational reputation would increase the possibility of job applicants accepting job offers, therefore, we hypothesized that organizational reputation may have negative influence on job applicants' intention to refuse job offers.

*Hypothesis 1: Organizational reputation decrease job applicant's intention to refuse job offers.*

## **2.5 Corporate Social Performance**

### **2.5.1 Definition of Corporate Social Performance**

Corporate social performance has been studied by many researchers (Albinger & Freeman, 2000; Backhaus et al., 2002; Greening & Turban, 2000; Turban & Greening, 1997; Turban et al., 1998) and also has received attention from business practitioners in the past few years (Greening and Turban, 2000). Corporate social performance is defined as “a business of social responsiveness, and policies, programs and observable outcomes as they relate to the firm’s societal relationships” (Wood, 1991). For example, to improve corporate social performance, a company may organize some activities in the community, donate to charity, or do something good for natural environment (Albinger & Freeman, 2000).

### **2.5.2 Effects of Corporate Social Performance**

Corporate social performance affects the development of a firm through many perspectives. “A socially and environmentally responsible firm is easy to increase investment” (Social Investment Forum, 1999). Consumers are actually paying attention to the corporate social performance records (Gildea, 1994; Maignan et al., 1999; Owen & Scherer, 1993; Paul et al., 1997). Some studies found that financial performance of a firm had positive relationship with its corporate social performance (Cochran & Wood, 1984; Coffey & Fryxell, 1991; McGuire et al., 1988; Waddock & Graves, 1994; Wokutch & Spencer, 1987).

Previous studies also found that corporate social performance has influence on some of recruiting outcomes. Greening and Turban (2000) found that firms with higher corporate social performance were perceived as more attractive than firms with lower corporate social performance and that prospective applicants' job pursuit, probability to interview and probability to accept a job offer were positively associated with a firm's corporate social performance. Albinger and Freeman (2000) also indicated that corporate social performance is positively related to employer attractiveness for job seekers with high level positions of job choice. Moreover, different corporate social performance dimensions were found to have different effects on organization attractiveness. For example, environment and community relations had a larger impact on attractiveness than other dimensions did (Backhaus et al., 2002). From social identity theory, signaling theory and the previous research results on corporate social performance, we hypothesized that good and active corporate social performance could reduce job applicant' intention to refuse a job offer.

*Hypothesis 2: Corporate social performance reduces job applicant's intention to refuse job offers.*

## **2.6 Interviewer Behavior**

Since interviewers play a critical role in the recruitment process, it is reasonable that considerable research has addressed the issue of interviewers and their impact on recruiting outcomes (Breaugh & Starke, 2000). Interviewer behavior includes several

aspects, such as interviewer and job applicant similarity, interview focus, interview structure, informativeness, interest in job applicants, warmth, personableness, friendliness, job knowledge (Breaugh & Starke, 2000; Carless & Imber, 2007; Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban et al., 1998; Wildes & Tepeci, 2003).

Some dimensions of interviewer behavior were found to influence applicant attraction and job choice intentions. For example, applicants' perceptions of interviewer behaviors, especially the interest shown in candidates, had the strongest influence on attraction (Turban & Dougherty, 1992). Goltz and Giannantonio (1995) realized that subjects watching a videotape of a "friendly" interviewer made significantly more positive inferences regarding organizational characteristics that were not explicitly provided than subjects watching an "unfriendly" interviewer. Turban et al. (1998) found that interviewer behavior influenced applicant attraction to firms indirectly through influencing perceptions of job and organization attributes. Interviewer behavior was also found to influence applicant attraction to hospitality companies (Wildes & Tepeci, 2003). Carless and Imber (2007) said that interviewer characteristics (warmth, unfriendliness, job knowledge, general competence and humor) had both a direct and indirect effect on applicant attraction and job choice intentions. In terms of these previous findings, we can find that satisfying interviewer behavior would increase the possibility of job applicants accepting job offers. Therefore, we proposed that interviewer behavior has influence on job applicant's intention to refuse job offers negatively as well.

*Hypothesis 3: Interviewer behavior reduces job applicant's intention to refuse job offers negatively.*

## **2.7 Summary of Literature Review**

An ample body of knowledge exists in terms of recruiting outcomes including job pursuit intention, job-organization attraction, job offer acceptance intention and job choice. However, job applicant's intention to refuse a job offer was ignored by previous research. Social identity theory and signaling theory suggest that organizational reputation, corporate social performance and interviewer behavior may have influence on college job applicant's intention to refuse a job offer. Previous studies on recruiting outcomes also found that organizational reputation, corporate social performance and interviewer behavior influence some of the recruiting outcomes such as job-organization attraction, job offer acceptance intention and job choice. Therefore, we proposed three hypotheses as follows:

Hypothesis 1: Organizational reputation decreases job applicant's intention to refuse job offers.

Hypothesis 2: Corporate social performance reduces job applicant's intention to refuse job offers.

Hypothesis 3: Interviewer behavior reduces job applicant's intention to refuse job offers.

# **CHAPTER 3**

## **METHODOLOGY**

### ***3.1 Introduction***

This chapter describes the methodology used to examine the hypotheses. The first section of this chapter reiterates the purpose of the study. The second section of this chapter introduces the research design. The third section presents the subject selection procedures. In the fourth section, instrumentation is discussed. The focus group which was used to modify the questionnaire is addressed in the fifth and sixth sections. In the seventh section, data collection is discussed. The eighth section addresses data analysis procedures. Finally, in the ninth section, data analysis is introduced.

### ***3.2 Statement of the Purposes***

The purposes of this research were: (1) to determine if organizational reputation affects college job applicants' intention to refuse job offers, (2) to determine if corporate social performance affects college job applicants' intention to refuse job offers, (3) to determine if interviewer behavior affects college job applicants' intention to refuse job offers.

### ***3.3 Research Design***

This study used a non-experimental research design with a survey to test the research hypotheses. The independent variables were organizational reputation, corporate social performance, and interviewer behavior. The dependent variable is college job applicant's intention to refuse job offers.

### ***3.4 Selection of the Participants***

The target population of the study was college job applicants who have ever applied for a full time job. All the undergraduate students of University of Missouri graduating in May 2009 were sampled and requested to fill out the questionnaire.

### ***3.5 Instrumentation***

#### ***3.5.1 Description***

The instrument of this research required respondents to fill out the questionnaire according to the job interview that they had most recently. In the very beginning of the questionnaire, there was a question to screen participants who did not apply for a job in the past year. In the following, there were five sections in the instrument. The first section was to ask some information about a job interview that the respondents had most recently in order to help them recall the interview. The second section was to examine a college job applicant's perception of the organizational reputation of the company where the

applicant applied for a job. The third section was to examine a college job applicant's perception of the social performance of the company. The fourth section was to examine a college job applicant's perception of the interviewer behavior. The fifth section was to examine college job applicant's intention to refuse the job offers. The last section of the questionnaire contains some general demographic questions such as gender, age, major, and ethnicity.

### **3.5.2 Screening Question**

We screened respondents who had not had applied for a job and who had applied for a job more than a year ago from the time the data were collected. Participants who had not had applied for a job may not have experience about job interview; and participants who had applied for a job more than one year ago may not have clear memory about the job application process. Therefore, these two groups of students were screened from the survey. The first question asked participants to respond to a question, "Have you applied for a full-time job in the past year?" The participants who answered "Yes" were allowed to continue the survey and the participants who answered "No" should terminate the survey.

### **3.5.3 Information about the Job Interview**

Three questions were asked to help respondents recall the company and the job interview that they had most recently. The questions were: "When did you have this job interview," "What's the name of the company?", and "What's the level of this job?" All the questions in this section were developed by the researcher. The purpose of this

section was to help respondents recall the company which they applied for the position and the job interview that they had most recently.

### **3.5.4 Perceived Organizational Reputation**

Four items from Turban, Forret and Hendrickson (1998) were used to measure college job applicants' perception of organizational reputation. The four items were "This firm has a reputation as being an excellent employer", "This firm has a good public image", "I have heard a lot of good things about this firm", and "This firm has an excellent reputation on campus". Respondents were asked to indicate their extent of their agreement on a 5-point Likert scale, from 1 (*strongly disagree*) to 5 (*strongly agree*). The coefficient alpha reliability for this four-item scale in Turban et al.'s study was .74 (Turban et al., 1998).

### **3.5.5 Perceived Corporate Social Performance**

Albinger and Freeman's corporate social performance index was used to measure college job applicants' perceived corporate social performance in this study. Respondents were asked to evaluate nine items classified into four dimensions regarding the corporate social performance of an organization. The four dimensions were (1) community outreach including outreach activities in the community and charitable giving in the community; (2) diversity, including representation of women and minorities, family benefits and family programs; (3) workplace and employee issues, including union relations, employee benefits and employee participation; and (4) natural environment. A 5-point Likert scale (1= very poor; 2= poor; 3= average; 4= good; 5=very good) along

with an option “do not know” were provided for the respondents to evaluate each of the nine items (Albinger & Freeman, 2000).

### **3.5.6 Perceived Interviewer Behavior**

Interviewer behavior includes interviewer and job applicant similarity, interview focus, interview structure, informativeness, interest in job applicants, warmth, personableness, friendliness, job knowledge (Breugh and Starke, 2000; Carless & Imber, 2007; Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban et al., 1998; Wildes & Tepeci, 2003). In order to measure college job applicants’ perceived interviewer behavior, 22 items including “The interviewer was sensitive to my concerns”, “The interviewer made me feel uncomfortable”, or “The interviewer was familiar with my background” were adopted from Turban and Dougherty (2002) and used to measure college job applicants’ perceptions of interviewer and job applicant similarity, interview focus, interview structure, informativeness, interest in the job applicant, warmth, personableness, friendliness and job knowledge. A 5-point Likert scale was from 1 (*strongly disagree*) to 5 (*strongly agree*).

### **3.5.7 Intention to Refuse a Job Offer**

No research was found to study job applicants’ intention to refuse a job offer so far. On the other hand, studies on job applicants’ intention to accept a job offer could be found from previous research. In the studies one item “I intend to accept a job offer with this company if offered” was used to measure job applicants’ intention to accept a job offer (Maertz et al., 2004). This item was modified as “I intend to refuse a job offer with this company if offered” in order to measure job applicants’ intention to refuse a job offer

in this study. Whether there is an alternative job offer may possibly influence job applicants' intention to refuse a job offer, therefore, one item was developed by the researcher and added to measure this dependent variable, "I intend to refuse the job offer from this company if other company will offer a job." In this economy crisis situation, one more question was asked to measure college job applicants' intention to refuse job offers in the economy crisis. "I would refuse the job offer from this company, if the economy were good". A 5-point Likert scale was used again for these three questions, and respondents answered the questions from 1 (*strongly disagree*) to 5 (*strongly agree*).

### **3.6 Focus Group**

In order to make the questions in the survey easier to understand, a focus group was used to modify the questionnaire. Five undergraduate student volunteers attended the focus group. The recruitment for the focus group was conducted in a hotel and restaurant management class and a restaurant gift card was offered as an incentive to each volunteer.

In the focus group, the researcher introduced the study to the students, let them read over the questionnaire, and then make sure they fully understood the purpose of the study and the focus group. Then, the students had a discussion and provided some comments and suggestions on revising the questionnaire. Students' suggestions included:

Change "natural environment" to "environmentally friendly" in the questions of perceived corporate social performance; for the question about "perceived interviewer behavior", Change "the interviewer was a liable person" to "the interviewer was

professional”; Change “the interviewer described the careers of others” to “the interviewer described the careers of others in the company”; Add a question “what is your major” to the general information part of the questionnaire; the wordings of the items were revised too (Table 3-1).

Table 3-1 Items Revised after Focus Group

| Characteristics                        |          | Items  |
|--|----------|--|
| Perceived Corporate Social Performance | Original | Natural Environment  |
|  | Revised  | Environmentally friendly                                       |
| Perceived Interviewer Behavior         | Original | The interviewer was a liable person                            |
|  | Revised  | The interviewer was professional                               |
|  | Original | Interviewer described the careers of others                    |
|  | Revised  | The interviewer described the careers of others in the company |

### **3.7 Data Collection**

There were two steps for the data collection. The first step was an in-class data collection and the second step was an online survey. The reason for the two data collection steps was that researcher initially wanted to collect data only in class. However, the number of data collected from the in-class survey was not enough and there were only 54 respondents completed the survey. Therefore, an online survey was used to get more data. A total of 171 respondents completed the survey through in-class and online.

The in-class data collection was conducted from March 2009 to April 2009, the researcher was allowed to conduct the in-class survey in 8 classes of College of

Agriculture, Food and Natural Resources at the University of Missouri. A paper-based questionnaire along with a cover letter was distributed to the 463 undergraduate students in the classes. A total of 54 questionnaires were completed through the in-class survey and the response rate is 11.7%.

The online survey was conducted in June 2009 using [www.surveymonkey.com](http://www.surveymonkey.com). The online survey questionnaire was developed and emailed to all of the undergraduate students graduating in May 2009 from the University of Missouri. To avoid students who already took the survey in class to participate the online survey, a sentence “If you have already done this survey, please stop here.” was highlighted in the email. Around 7,000 students received the survey email, and 117 respondents completed the online survey, the response rate is 1.7%.

In order to see whether the different data collection methods influence the results, an independent-sample T test was used to compare the means of the two groups from two data collections. The test result will be showed in the next chapter.

In order to protect the rights of participants in the survey, a review and approval of all research are required by the Institutional Review Board at the University of Missouri. This study was guaranteed permission and was assigned the number 1130837 (Appendix D).

### **3.8 Analysis**

SPSS 17.0 (2009) was used to conduct the statistical analysis to test the hypotheses. The data were examined for normality, linearity, outliers and multicollinearity before being conducted an analysis to test the hypotheses. Following that the data were analyzed by descriptive statistics to obtain frequencies, means and standard deviations, in order to identify the general information of the respondents, such as gender, grade, citizenship and ethnicity. Finally, multiple linear regression analysis and Pearson product moment correlation analysis were used to test the hypotheses.

### **3.9 Recording the Data**

Before analyzing the data, the data were first manipulated in two ways:

(1). Reversing

The seven questions of perceived interviewer behavior were reversed. Most of the questions for perceived interviewer behavior were expressed in a positive way, for example, “IV1: the interviewer was professional”, but 7 of 22 questions were expressed in a negative way. These 7 questions are “IV3: The interviewer made me feel uncomfortable”, “IV5: The interviewer tried to intimidate me in the interview”, “IV6: The interviewer asked inappropriate questions”, “IV8: The interviewer was not prepared for the interview”, “IV11: The interviewer was unable to answer my questions”, “IV12: The interviewer asked difficult questions”, and “IV18: The interviewer did not spend

enough time discussing issues that were important to me”. The answers of these 7 questions were reversed.

## (2). Recoding

The questions for perceived corporate social performance were recorded. There was an option “do not know” for each of the 9 questions for perceived corporate social performance. The answer “do not know” was recorded to missing value. Four cases were recorded to missing value.

For the convenience of data analysis, recoding was done for major. The data for respondents’ majors in the general information part were also recoded into 3 categories, as the majors answered by respondents were very various. Business included accounting, economics, business, finance, management and marketing; Engineering and Science included agriculture, agronomy, animal science, atmospheric science, biology, biochemistry, chemistry, fisheries, food science, forestry, plant science, physics, statistics and all majors related to engineering, medicine, nursing, therapy, pharmacology and veterinary medicine; and Social Science included anthropology, archaeology, architecture, art, history, classics, communication, language, film, music, philosophy, religious studies and theatre, education related majors, sociology, psychology and law. Categorical variables with more than two categories need to be coded for regression analysis, and dummy coding is the simplest and most often used way to code categorical variables for

regression analysis (Pedhazur, 1997). The major variable in this study has three categories and thus was dummy coded for regression analysis in later chapter.

### **3.10 Examining the Data**

The data collected for testing the hypotheses were examined for normality, linearity, outliers and Multicollinearity.

Multivariate normality was evaluated by examining skewness, kurtosis and normal probability plots. According to Kline (1998), in the assumption of univariate normality, variables that have a skewness index over 3.0, and kurtosis index over 10.0 are assumed to violate the normal distribution assumption. In this study, as Table 3-2 shows, the skewness of the variables ranged from -.846 to .613; and the kurtosis of the variables ranged from -.513 to 1.709, which were both below the cut off value. The plots showed that the distributions among the variables were normal (Appendix B) Therefore, it was concluded that the data of this study were normally distributed.

Table 3-2 Skewness and Kurtosis of the Variables

| Variable                               | n   | Skewness | Kurtosis |
|--|-----|----------|----------|
| Intention to Refuse Job Offer          | 171 | .606     | -.512    |
| Perceived Organizational Behavior      | 171 | -.856    | 1.715    |
| Perceived Corporate Social Performance | 167 | -.216    | -1.179   |
| Perceived Interviewer Behavior         | 171 | -.566    | 1.621    |

In order to check linearity of the data, partial regression plots were done. Most of the plots follow a linear pattern, and they were presented in Appendix C.

With regard to the outliers, standardized residuals (ZRESID) were used. Various authors have suggested that standardized residuals greater than 2 in absolute value be scrutinized (Pedhazur, 1997), and there were five outliers were detected, therefore need to be scrutinized. However, an outlier is not necessarily an influential observation (Pedhazur, 1997), rather an influential case is a special kind of outlier (Bollen & Jackman, 1985). So further examination for outliers was needed to decide whether the outliers were influential, and Cook's distance was employed. Points with a Cook's distance of 1 or more are considered to merit closer examination in the analysis (Cook, 1979), and no points in the data was found to be with a Cook's distance of 1 or more.

Multicollinearity can be identified through very low tolerances (Tabachnick & Fidell, 2006). In this study, multicollinearity was examined by tolerance values. If the tolerance value is less than the cut off value 0.10, the independent variable is detected with multivollinearity (Hair, et al., 1998). As Table 3-3 shows, none of the independent variables had a tolerance value below 0.10. Therefore, it was concluded that multicollinearity was absent in the data.

Table 3-3 Tolerance Levels of Variables

| Variables                                     | Tolerance level with dependent variable |
|---|---|
| Perceived organizational reputation (POR)     | .952                                    |
| Perceived corporate social performance (PCSP) | .957                                    |
| Perceived interviewer behavior (PIB)          | .959                                    |

### **3.11 Summary**

This chapter presented the methodology of this research. The first part of this chapter repeated the purpose of the study. The second part of this chapter introduced the research design. The third part presented the subject selection procedures. In the fourth part, instrumentation was discussed. The focus group was elaborated in the fifth sections. In the sixth section, data collection was introduced. The seventh section addressed data analysis procedures. In the eighth part, data analysis was introduced. The ninth part was to address how the data were manipulated before analysis. Finally, the assumptions of the data analysis of this study (normality, linearity, outliers and multicollinearity) were examined so as to determine whether data can be used in the main data analysis.

## **CHAPTER 4**

### **ANALYSIS AND RESULTS**

#### ***4.1 Introduction***

This chapter presents the data analysis and the results of the study. First, the demographic characteristics of the subjects including respondents gender, major, age and ethnicity, are presented. Second is the descriptive statistics of independent variables and the dependent variable, including number of respondents, mean value, standard deviation and reliability level. Third is the procedure and result of hypotheses test. Finally independent sample T test was used to check whether the two groups from two different data collections have different means.

#### ***4.2 Demographic Characteristics of Respondents***

A descriptive analysis was used to identify the demographic characteristics of respondents by gender, major, age and ethnicity (Table 4-1). With regards to the age, the ages of 167 respondents range from 18-39 years old and the average age of the respondents was 22.86.

With regards to the subjects' gender, it was found that 55.6% of the respondents were female (n=95), and 44.4% were male (n=76).

In terms of major, 47 respondents (27.3%) were in business, 60 respondents (35.1%) were in Engineering and Science, and 59 respondents (34.3%) were in social science.

In terms of ethnicity 153 respondents were non-Hispanic Caucasian accounted for 89%. Seven respondents (4.1%) were Asian-American, six respondents (3.5%) were African-American, two respondents (1.2%) were American Indian, one respondent (0.6%) was Hispanic, and three respondents (1.7%) were from other ethnicity.

Table 4-1 Demographic Characteristics of Subjects

| Characteristics  | n   | Mean  | %    |
|------------------|-----|-------|------|
| Age              | 167 | 22.86 |      |
| Gender           |     |       |      |
| Female           | 95  |       | 55.6 |
| Male             | 76  |       | 44.4 |
| Major            |     |       |      |
| Business         | 47  |       | 27.5 |
| Engineering and  | 60  |       | 35.1 |
| Social science   | 59  |       | 34.5 |
| Missing          | 5   |       | 2.9  |
| Ethnicity        |     |       |      |
| African-American | 6   |       | 3.5  |
| Hispanic         | 1   |       | .6   |
| American Indian  | 2   |       | 1.2  |
| Asian-American   | 7   |       | 4.1  |
| Caucasian, not   | 153 |       | 89.0 |
| Other            | 3   |       | 1.7  |

### **4.3 Descriptive Statistics and Reliability of Variables**

As Table 4-2 shows, the reliability of the variables ranged from 0.73 (intention to refuse job offers) to 0.91 (perceived corporate social performance), which satisfied the required minimum level of reliability. A total 171 respondents completed items on perceived organizational reputation with a mean of 3.98, and a reliability level of 0.89; 168 respondents completed 9 items on perceived corporate social performance with a mean score of 3.67, and a reliability level of 0.91; 171 respondents completed 22 items on perceived interviewer behavior with a mean score of 3.68, and a reliability level of 0.75; and 171 respondents completed 3 items measuring intention to refuse job offers with an average score of 1.94, and a reliability level of 0.73.

Table 4-2 Mean, Standard Deviations, and Reliabilities of Variables

| Variables                              | n   | Mean | S.D  | Reliability |
|--|-----|------|------|-------------|
| Perceived Organizational Reputation    | 171 | 3.98 | .77  | .89         |
| Perceived Corporate Social Performance | 167 | 3.67 | .74  | .91         |
| Perceived Interviewer Behavior         | 171 | 3.68 | 1.00 | .75         |
| Intention to Refuse Job Offers         | 171 | 1.94 | .42  | .73         |

Note: Perceived corporate social performance was measured on a 5-point Likert scale, 1=very poor, 5=very good; all other variables were measured on a 5-point Likert scale 1=strongly disagree, 5= strongly agree.

#### ***4.4 Multiple Linear Regression Analysis and Pearson Product Moment Correlation Analysis***

Research objectives one through three sought to examine the relationships between three independent variables including organizational reputation, corporate social performance, interviewer behavior and the dependent variable college job applicants' intention to refuse job offers.

The hypotheses were examined with multiple linear regression. The dependent variable college job applicant' intention to refuse job offer was first regressed on the linear combination of control variables, age, gender and major. Then the dependent variable was regressed for another model on the linear combination of control variables and the three independent variables.

As correlation matrix (Table 4-3) shows, all the three independent variables, organizational reputation, corporate social performance and interviewer behavior had negative relationship with college job applicant's intention to refuse job offer. All the relationships were significant.

Table 4-3 Correlation Matrix

|          | IRJO   | Age  | Gender | Business | E & S | OR    | CSP   | IB |
|----------|--------|------|--------|----------|-------|-------|-------|----|
| IRJO     |        |      |        |          |       |       |       |    |
| Age      | .13    |      |        |          |       |       |       |    |
| Gender   | .06    | .18* |        |          |       |       |       |    |
| Major    |        |      |        |          |       |       |       |    |
| Business | .00    | .03  | .14    |          |       |       |       |    |
| E & S    | .02    | .08  | .02    | -.47**   |       |       |       |    |
| OR       | -.35** | -.10 | -.09   | .10      | .08   |       |       |    |
| CSP      | -.23** | -.14 | -.09   | .12      | -.03  | .37** |       |    |
| IB       | -.30** | -.06 | -.18*  | .03      | .01   | .34** | .43** |    |

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

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

Note: IRJO= intention to refuse job offer; OR= organizational reputation; CSP= corporate social performance; IB= interviewer behavior; E & S=Engineering and Science

As shown in Table 4-4, the first regression model containing only three control variables showed no significance ( $R^2=0.02$ ,  $F=0.74$ ,  $p=0.57$ ). None of the three control variables had influence on the dependent variable college job applicant's intention to refuse job offer. Model 2 containing both control variables and the three independent variables, accounted for 17% variance in college job applicant's intention to refuse job offer ( $R^2=0.17$ ),  $F=4.41$ , and  $p<0.001$ . In Model 2, only organizational reputation had significant affect on college job applicant's intention to refuse job offer and the beta weight for organizational reputation was -3.47, while corporate social performance and interviewer behavior do not affect college job applicant's intention to refuse job offer

significantly. The results indicated that hypothesis 1 was supported, but hypothesis 2 and hypothesis 3 were rejected.

Table 4-4 Results of Hypotheses Testing

| Independent Variables        | Model 1 |      |          | Model 2 |       |          |
|------------------------------|---------|------|----------|---------|-------|----------|
|                              | Beta    | t    | <i>p</i> | Beta    | t     | <i>p</i> |
| Age                          | .12     | 1.46 | .15      | .08     | .99   | .32      |
| Gender                       | .05     | .58  | .56      | -.01    | -.15  | .88      |
| Major                        |         |      |          |         |       |          |
| Business                     | .12     | .06  | .87      | .10     | 1.10  | .27      |
| Engineering and Science      | .00     | -.01 | .99      | .07     | .84   | .40      |
| Organizational Reputation    |         |      |          | -.29    | -3.47 | .00      |
| Corporate Social performance |         |      |          | -.05    | -.64  | .52      |
| Interviewer Behavior         |         |      |          | -.16    | -1.90 | .06      |
| R <sup>2</sup>               |         | .02  |          |         | .17   |          |
| R <sup>2</sup> Change        |         |      |          |         | .15   |          |
| F                            |         | .74  |          |         | 4.41  |          |
| <i>p</i>                     |         | .57  |          |         | .00   |          |

#### **4.5 Independent-Samples T Test**

In order to check whether different data collection methods have influence on the results of the study, an independent samples T test was used. The independent samples T test (Table 4-5) showed that the Levene's test is not significant (.57), which means the variances of two groups are approximately equal. T is 1.12, degree of freedom is 169, and

the significance is .26. This result indicated that there is no significant difference between the two groups.

Table 4-5 Independent Sample T-test

|   |   | Intention to Refuse Job Offer |      |                             |
|---|---|-------------------------------|------|-----------------------------|
|   |   | Equal variances assumed       |      | Equal variances not assumed |
| Levene's Test for Equality of Variances |   | F                             | .32  |                             |
|   |   | Sig.                          | .57  |                             |
| t-test for Equality of Means            |   | t                             | 1.12 | 1.13                        |
|   |   | df                            | 169  | 106.42                      |
|   |   | Sig. (2-tailed)               | .26  | .26                         |
|   |   | Mean Difference               | .16  | .16                         |
|   |   | Std. Error Difference         | .14  | .14                         |
|   | 95% Confidence Interval of the Difference | Lower                         | -.12 | -.12                        |
|   |   | Upper                         | .45  | .44                         |

## 4.6 Summary

This chapter presents the results of the statistical analysis of the data. First, the demographic characteristics of the respondents are presented. Second, the results of descriptive statistics are addressed. Following that is the multiple linear regression analysis along with correlation analysis. The results of the statistic analysis shows that all the independent variables have significant negative relationships with the dependent variable, but only the first independent variable organizational reputation have significant influence on the dependent variable college job applicant's intention to refuse job offer. In addition, independent samples T test confirmed that two data collection methods do not influence the results of the groups.

# CHAPTER 5

## DISCUSSION AND CONCLUSIONS

### ***5.1 Introduction***

The first section of this chapter addresses discussion of each hypothesis and the implications suggested by the findings of the study. The second section addresses the limitations of the study and some recommendations for future research.

### ***5.2 Conclusions and Implications***

Hypothesis 1: Organizational reputation affects college job applicants' intention to refuse job offers.

The results of the study supported the hypothesis that good organizational reputation decreases college job applicants' intention to refuse job offers. Previous studies showed that organizational reputation affects job applicants through some recruiting outcomes, such as attractions to the organization (Lawler et al., 1975; Rynes et al., 1991; Turban et al., 1998) and job pursuit (Cable & Turban, 2003). This study shows that organizational reputation has significant negative influence on college job applicants' intention to refuse job offers. Then it could be concluded that organizational reputation is a very important factor for companies to attract and retain their qualified job applicants. Therefore, if companies really want to retain their qualified job applicants, they should

improve organizational reputation; even when they face economy crisis or financial problem, they would better not save money on improving organizational reputation.

This result could be explained by social identity theory and signaling theory, as mentioned in the literature review part. Organizational reputation is taken as a signal by college job applicants; and through organizational reputation, they identify the similarities and differences between themselves and the companies that they applied for jobs. If organizational reputation is favorable to a college job applicant, he/she would associate him/herself to the company to support his/her self-esteem. If the organizational reputation is unfavorable to him/her, he/she would distinguish him/herself with the company, thereby the intention to refuse job offer would increase.

Hypothesis 2: Corporate social performance affects college job applicants' intention to refuse job offers.

The multiple linear regression analysis did not support the significant affect of corporate social performance on college job applicant's intention to refuse job offer, rejecting the hypothesis 2. Previous studies showed that companies with good corporate social performance were more attractive to job applicants (Backhaus et al., 2002; Greening & Turban, 2000) and would increase intention to accept job offer (Albinger & Freeman, 2000), but this study showed that corporate social performance did not influence college job applicants' intention to refuse job offer significantly. Therefore, respondents in this study indicated that corporate social performance was not as important as organizational reputation in terms of decreasing qualified job applicants' job offer refuse.

This result supports Kantian and Freud' theory, that man could have two contradictory intentions at the same time and shows that a factor influencing an intention may not influence its contradictory intention. College job applicants could have intention to accept job offer and intention to refuse job offer at same time, good corporate social performance could increase intention to accept job offer, but does not decrease intention to refuse job offer; and vice versa.

Hypothesis 3: Interviewer behavior affects college job applicants' intention to refuse job offers.

The results showed that interviewer behavior did not affect college job applicant's intention to refuse job offer significantly. Therefore, the hypothesis 3 was rejected. Previous studies indicated that interviewer behavior influence job applicants' attraction to companies (Goltz & Giannantonio, 1995; Turban & Dougherty, 1992; Turban et al., 1998; Wildes & Tepeci, 2003) and their job choice intentions (Carless & Imber, 1997). While this study found that interviewer behavior did not affect college job applicant's intention to refuse job offer, it could be concluded that interviewer behavior was not as important as factors such like organizational reputation that affects both intention to accept job offer and intention to refuse job offer.

The rejection of hypothesis 3 also supports the argument that a factor which influences intention to accept job offer may not influence its contradictory intention which is intention to refuse job offer.

In sum, the results of the study indicated only organizational reputation has influence on college job applicants' intention to refuse job offer, but corporate social performance and interviewer behavior do not. The results suggested that among the three independent variables in this study organizational reputation is the most important factor that is effective to make qualified and ideal job applicants accept job offer. Companies should make enough investment on organizational reputation, if they want to retain their qualified and ideal job applicants. When in financial problem or economy crisis, companies do not have to invest on corporate social performance and interviewer behavior, since these factors do not influence intention to refuse job offer, although they influence other recruiting outcomes.

Moreover, the results of this study confirm the phenomenon that factors which affect intention to accept job offer, do not certainly affect intention to refuse job offer. This finding may apply to other intention studies. Although some factors were found to influence an intention, same factors need to be studied for the contradictory intention.

In addition, although the there were two data collection methods were used for the study, independent sample T test did not find any difference between the two groups of the two data collection methods, therefore there is no need to concern the influence of the data collection methods on the results.

### ***5.3 Limitation and Suggestions for Future Research***

Although this study made some contributions to human resource management research, there are still some limitations.

First, the survey questionnaires were completed by only 172 respondents. Although the sample size in this study meets the minimum requirement for multiple linear regression, the sample size may not be representative of the population as a whole.

Second, the data were collected only from University of Missouri. A convenient sampling was adopted. Therefore, the findings of the study were limited to the sample studied, and may not be generalizable to the whole population.

The small sample size and the limited location of respondents are major limitations of this study. Therefore, it would be recommended to reexamine the issue with a larger sample size and various locations, so as to generalize a larger population.

Third, the survey was conducted during the situation of economy crisis, so in general, it was difficult for college student to get a satisfying job in this situation. Most of the respondents did not want to refuse job offers; therefore, the results of the study may only reflect the reality in economy crisis. It would be recommended to reexamine the issue in the future when the economy situation turns better.

## APPENDIX A

## Cover Letter for the Survey

You are invited to participate in the research investigation for Juan Liu's thesis entitled as "A study on college job applicants' intention to refuse job offers" under the supervision of Dr. Seonghee Cho. The purpose of this study is to determine if organizational reputation, corporate social performance and recruiter behavior influence college job applicants' intention to refuse job offers. The results of the study will help human resource practitioners understand how to effectively attract qualified college job applicants.

Your participation in this study is completely voluntary. You are free to refuse to answer any questions at anytime. The survey will take approximately 7 minutes to complete. This study is strictly for research purposes only. The expected risks in this study are none. This study is anonymous and each response is strictly confidential.

Should you have any questions, please contact Juan Liu at 573-529-0995 (jlrn7@mizzou.edu) or Dr. Seonghee Cho at choseo@missouri.edu.

For questions regarding the rights of research subjects, any complaints or comments regarding the manner in which the study is being conducted you may contact the MU Office for the Protection of Research Subjects at 573-882-9585 or umcresearchcirb@missouri.edu.

Sincerely,

Juan Liu  
Master Student  
Hotel and Restaurant Management Program,  
Food and Hospitality System  
University of Missouri

## Questionnaire

If you have ever filled out this questionnaire, please stop here. Thank you!

1. Have you applied for a **full-time** job in the past year?

- Yes. Please continue on the following questions  
 No. Please stop here. Thank you!

**Please answer the following questions according to the job interview that you had MOST RECENTLY.**

### I. The information about the job interview

|   |
|---|
| 1. When did you have this job interview?<br><input type="checkbox"/> with in the last week <input type="checkbox"/> 1 week ago <input type="checkbox"/> 2 weeks ago<br><input type="checkbox"/> 1 month ago <input type="checkbox"/> 2 months ago <input type="checkbox"/> 6 months ago<br><input type="checkbox"/> 6-12 months ago <input type="checkbox"/> 1 year ago |
| 2. What's the name of the company?  |
| 3. What's the level of this job?<br><input type="checkbox"/> Managerial position, including management-training program<br><input type="checkbox"/> Non-managerial position   |

### II. Perceived Organizational Reputation

Please indicate the extent of your **agreement** with the following statement on a 5-point scale. (Please circle your answer)

|   | 1<br>▼                   | 2<br>▼   | 3<br>▼                     | 4<br>▼ | 5<br>▼                |
|---|--------------------------|----------|----------------------------|--------|-----------------------|
|   | <b>Strongly Disagree</b> | Disagree | Neither agree nor disagree | Agree  | <b>Strongly Agree</b> |
| 1. This firm has a reputation as being an excellent employer. | 1                        | 2        | 3                          | 4      | 5                     |
| 2. This firm has a good public image.                         | 1                        | 2        | 3                          | 4      | 5                     |
| 3. I have heard a lot of good things about this firm.         | 1                        | 2        | 3                          | 4      | 5                     |
| 4. This firm has an excellent reputation on campus.           | 1                        | 2        | 3                          | 4      | 5                     |

### III. Perceived Corporate Social Performance

Please evaluate the following items of the company as you perceived. (Please circle your answer)

|  | 1<br>▼           | 2<br>▼ | 3<br>▼  | 4<br>▼ | 5<br>▼           | 6<br>▼            |
|--|------------------|--------|---------|--------|------------------|-------------------|
|  | <b>Very Poor</b> | Poor   | Average | Good   | <b>Very Good</b> | <b>Don't know</b> |

|   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| 1. Outreach activities in the community   | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. Charitable giving in the community     | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. Representation of women and minorities | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. Family benefits                        | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. Family programs                        | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. Workplace union relations              | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. Employee benefits                      | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. Employee participation                 | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. Environmentally Friendly               | 1 | 2 | 3 | 4 | 5 | 6 |

#### IV. Perceived Interviewer Behavior

Please indicate the extent of your **agreement** with the following statement on a 5-point scale. (Please circle your answer)

|   | 1<br>▼<br><b>Strongly Disagree</b> | 2<br>▼<br>Disagree | 3<br>▼<br>Neither agree nor disagree | 4<br>▼<br>Agree | 5<br>▼<br><b>Strongly Agree</b> |
|---|------------------------------------|--------------------|--------------------------------------|-----------------|---------------------------------|
| 1. The interviewer was professional                                   | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 2. The interviewer was sensitive to my concerns                       | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 3. The interviewer made me feel uncomfortable                         | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 4. The interviewer was confrontational                                | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 5. The interviewer tried to intimidate me in the interview            | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 6. The interviewer asked inappropriate questions                      | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 7. The interviewer conducted an excellent interview                   | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 8. The interviewer was not prepared for the interview                 | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 9. The interviewer seemed interested in the contribution I could make | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 10. The interviewer was familiar with my background                   | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 11. The interviewer was unable to answer my questions                 | 1                                  | 2                  | 3                                    | 4               | 5                               |
| 12. The interviewer asked difficult questions                         | 1                                  | 2                  | 3                                    | 4               | 5                               |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 13. The interviewer allowed me to describe my qualifications                              | 1 | 2 | 3 | 4 | 5 |
| 14. The interviewer asked specific questions  | 1 | 2 | 3 | 4 | 5 |
| 15. The interviewer acted like he/she was following a script                              | 1 | 2 | 3 | 4 | 5 |
| 16. The interviewer attempted to sell me on the company                                   | 1 | 2 | 3 | 4 | 5 |
| 17. The interviewer asked me about my work preferences                                    | 1 | 2 | 3 | 4 | 5 |
| 18. The interviewer did not spend enough time discussing issues that were important to me | 1 | 2 | 3 | 4 | 5 |
| 19. The interviewer described the careers of others in the company                        | 1 | 2 | 3 | 4 | 5 |
| 20. The interviewer followed a definite pattern of questions                              | 1 | 2 | 3 | 4 | 5 |
| 21. The interviewer gave me a good introduction to the interview                          | 1 | 2 | 3 | 4 | 5 |
| 22. The interviewer set aside time for me to ask questions                                | 1 | 2 | 3 | 4 | 5 |

#### V. Intention to Refuse the Job Offer from The Company

Please indicate the extent of your **agreement** with the following statement on a 5-point scale. (Please note: this question is asking about your intention, not the final behavior)

|   | 1<br>▼<br><b>Strongly Disagree</b> | 2<br>▼<br>Disagree | 3<br>▼<br>Neutral | 4<br>▼<br>Agree | 5<br>▼<br><b>Strongly Agree</b> |
|---|------------------------------------|--------------------|-------------------|-----------------|---------------------------------|
| 1. I intend/intended to refuse the job offer from this company if offered.                                    | 1                                  | 2                  | 3                 | 4               | 5                               |
| 2. I would refuse the job offer from this company, if the economy were good                                   | 1                                  | 2                  | 3                 | 4               | 5                               |
| 3. I intend/intended to refuse the job offer from this company if other company will give me a similar offer. | 1                                  | 2                  | 3                 | 4               | 5                               |

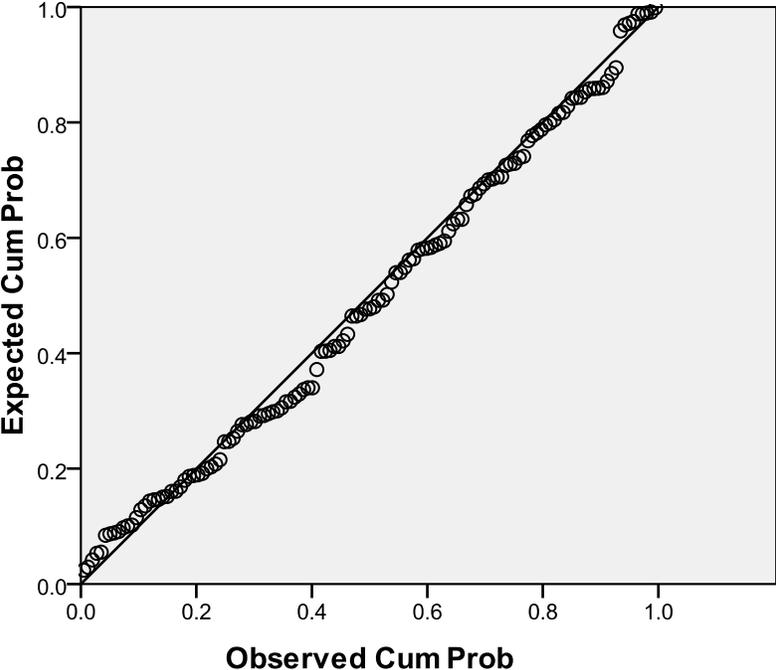
#### VI. General Information

1. Please indicate your gender.  Female  Male
2. What is your major? \_\_\_\_\_
3. How old are you? \_\_\_\_\_
4. What is your ethnicity?
- |   |  |
|---|--|
| <input type="checkbox"/> African-American | <input type="checkbox"/> Asian-American          |
| <input type="checkbox"/> Hispanic         | <input type="checkbox"/> Caucasian, not Hispanic |
| <input type="checkbox"/> American Indian  | <input type="checkbox"/> Other                   |

# APPENDIX B

Normal P-P Plot of Regression Standardized Residual

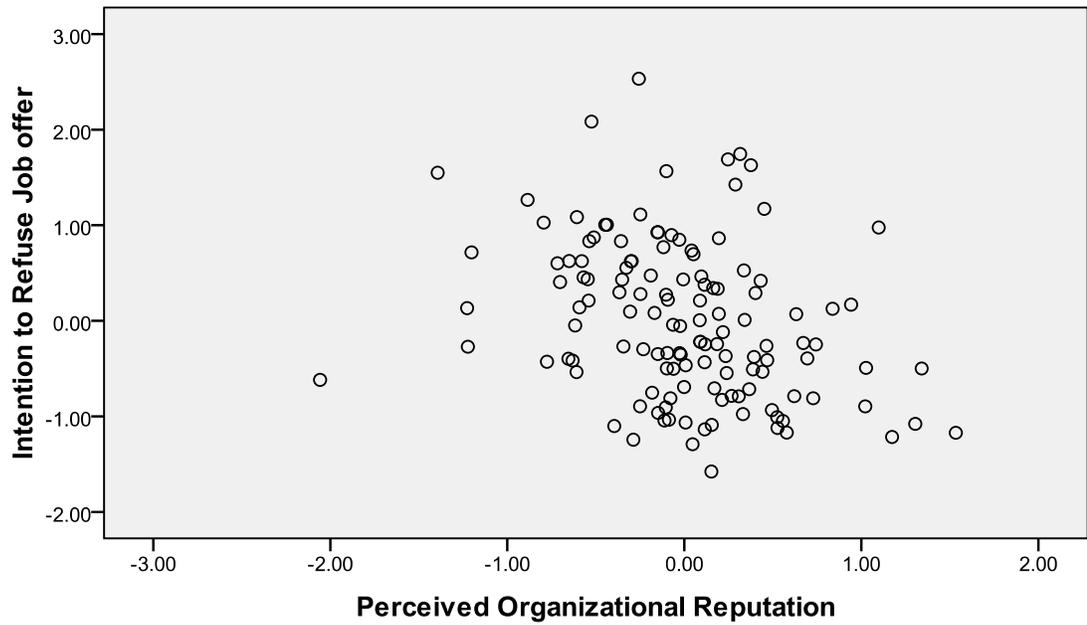
Dependent Variable: Intention to Refuse Job offer



# APPENDIX C

## Partial Regression Plot

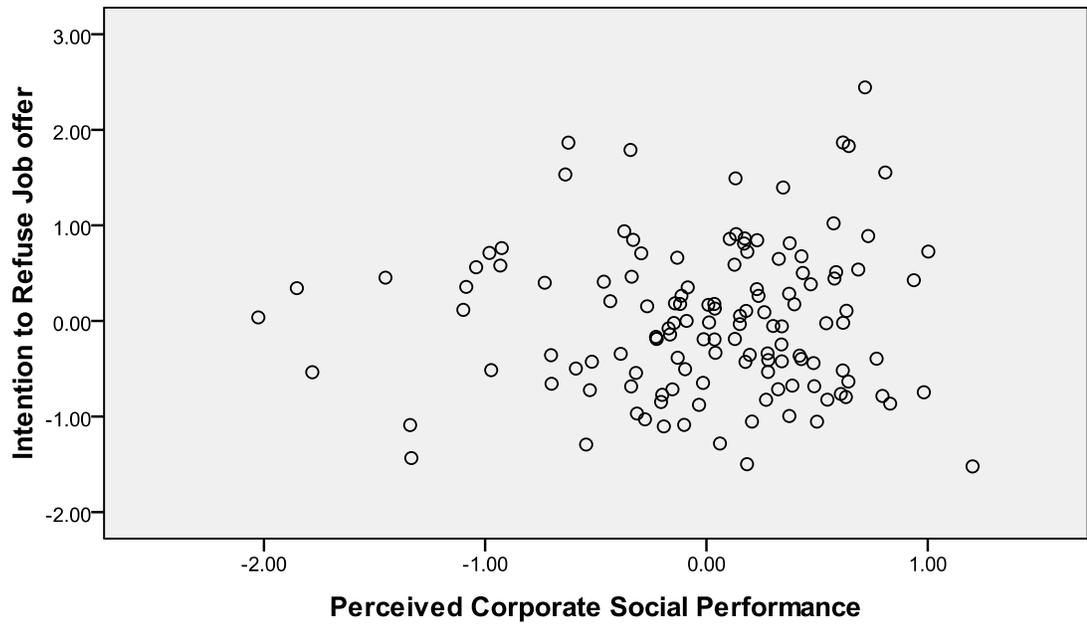
Dependent Variable: Intention to Refuse Job offer



The Relationship between Perceived Organizational Reputation and Intention to Refuse Job Offer

### Partial Regression Plot

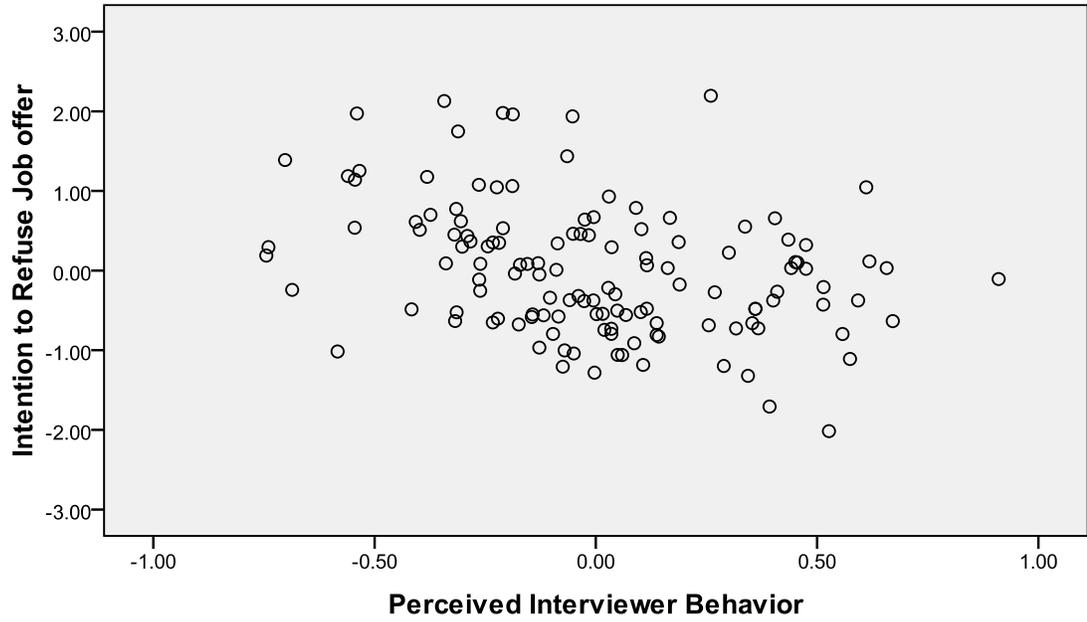
Dependent Variable: Intention to Refuse Job offer



The Relationship between Perceived Corporate Social Performance and Intention to Refuse Job Offer

### Partial Regression Plot

Dependent Variable: Intention to Refuse Job offer



The Relationship between Interviewer Behavior and Intention to Refuse Job Offer

## APPENDIX D

Campus IRB Exempt Approval Letter: IRB # 1130837

Dear Investigator:

Your human subject research project entitled A study on college job applicants' intention to refuse job offers from hospitality organizations was reviewed and APPROVED as "Exempt" on March 23, 2009 and will expire on March 23, 2010. Research activities approved at this level are eligible for exemption from some federal IRB requirements. Although you will not be required to submit the annual Continuing Review Report, your approval will be contingent upon your agreement to annually submit the "Annual Exempt Research Certification" form to maintain current IRB approval. You must submit the "Annual Exempt Research Certification" form by February 06, 2010 to provide enough time for review and avoid delays in the IRB process. Failure to timely submit the certification form by the deadline will result in automatic expiration of IRB approval. (See form: <http://irb.missouri.edu/eirb/>)

If you wish to revise your activities, you do not need to submit an Amendment Application. You must contact the Campus IRB office for a determination of whether the proposed changes will continue to qualify for exempt status. You will be expected to provide a brief written description of the proposed revisions and how it will impact the risks to subject participants. The Campus IRB will provide a written determination of whether the proposed revisions change from exemption to expedite or full board review status. If the activities no longer qualify for exemption, as a result of the proposed revisions, an expedited or full board IRB application must be submitted to the Campus IRB. The investigator may not proceed with the proposed revisions until IRB approval is granted.

Please be aware that all human subject research activities must receive prior approval by the IRB prior to initiation, regardless of the review level status. If you have any questions regarding the IRB process, do not hesitate to contact the Campus IRB office at (573) 882-9585.

Campus Institutional Review Board

## REFERENCES

- Albinger, H. S., & Freeman, S. J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 28 (3), 243-251.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14, 20-39.
- Axinn, S. (2008). And yet: A kantian analysis of aesthetic interest. *Philosophy and phenomenological Research*, 25 (1), 108-116.
- Backhaus, K. B., Stone, B. A., & Heiner, K. (2002). Exploring the relationship between corporate social performance and employer attractiveness. *Business and Society*, 41 (3), 292-318.
- Belt, J. A., & Paolillo, J. G. (1982). The influence of corporate image and specificity of candidate qualifications on response to recruitment advertisement. *Journal of Management*, 8, 105- 112.
- Bollen, K.A., & Jackman, R. W. (1985). Regression diagnostics: An expository treatment of outliers and influential cases. *Sociological Methods & Research*, 13, 510-542.
- Bradbury, J.W. & S.L. Vehrenkamp. (1998). *Principles of animal communication*. Sunderland, MA: Sinauer.
- Breaugh, J. A. & Starke, M. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, 26 (3), 405-434.

Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: a brand-equity perspective. *Journal of Applied Social Psychology, 33* (11), 2244-2266.

Carless, S.A. & Imber, A. (2007). The influence of perceived interviewer and job and organizational characteristics on applicant attraction and job choice intentions: The role of applicant anxiety. *International Journal of Selection and Assessment, 15*(4), 359-371.

Chapman, D.S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organization and job choice: a meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology, 90* (5), 928-944.

Clardy, A. (2005). Reputation, goodwill, and loss: entering the employee training audit equation. *Human Resource Development Review, 4* (3), 279-304.

Cochran, P. L., & Wood, R.A. (1984). Corporate social responsibility and financial performance. *Academy of Management Journal, 27*, 42-56.

Coffey, B. S., & Fryxell, G. (1991). Institutional ownership of stock and dimensions of corporate social performance: An empirical examination. *Journal of Business Ethics, 10*, 437-444.

Cook, R. D. (1979). Influential Observations in Linear Regression. *Journal of the American Statistical Association, 74*(365), 169-174.

Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative Science Quarterly, 39*, 239-263.

Edwards, J. E., Scott, J.C., & Raju, N.S. (2003). *The human resources program-evaluation handbook*. Thousand Oaks, CA : Sage Publications.

- Evers, A., Anderson, N., & Smit-voskuijl, O. (2005). *Handbook of personnel Selection*. Boston, MA: Blackwell Publish.
- Fombrun, C. J. (1996). *Reputation: Realizing the value from the corporate image*. Boston MA: Harvard Business School Press.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis*. Upper Saddle River, NJ: Prentice Hall.
- Gatewood, R. D., Gowan, M. A., & Lautenschlager, D. J. (1993). Corporate image, recruitment image, and initial job choice decisions. *Academy of Management Journal*, 36, 414-427.
- Gildea, R. L. (1994). Consumer survey confirms corporate social action affects buying decision. *Public Relations Quarterly*, 39, 20-22.
- Goltz, S. M., & Giannantonio, G. M. (1995). Interviewer friendliness and attraction to the job: the mediating role of inferences about the organization. *Journal of Vocational Behavior*, 46, 109-118.
- Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business and Society*, 39 (3), 254-280.
- Kline, R. B. (1998). *Principles and Practices of Structural Equation Modeling*. New York: The Guilford Press.
- Lawler, E. E., III, Kuleck, W. J., Jr., Rhode, J. G., & Sorenson, J. E. (1975). Job choice and post decision dissonance. *Organizational Behavior and Human Performance*, 13, 133-145.

Lindquist, V. & Endicou, F. S. (1986). *Trends in the employment of college and university graduates in business and industry*. Evanston, IL: Northwestern University.

Macan, T. H., Avedon, R. L., Paese, M., & Smith, D. E. (1994). The effects of applicants' reactions to cognitive ability tests and an assessment center. *Personnel Psychology*, 47,745-768.

Madkour, T.M., Barakat, A.M., & Furlow, F.B. (1997), Neonatal cry quality as an honest signal of fitness. *Evolution & Human Behavior*, 18(3) 175-193.

Maertz, C. P., Bauer, T. N., Mosley, D. C., Posthuma, R. A., & Campion, M. A. (2004). Do procedural justice perceptions in a selection testing context predict applicant attraction and intention toward the organization? *Journal of Applied Social Psychology*, 34 (1), 125-145.

Maignan, I., Ferrel, O. C., & Hult, G. T. (1999). Corporate citizenship, cultural antecedents and business benefits. *Journal of the Academy of Marketing Science*, 27, 455-469.

McGuire, J. B., Sundgren, A., & Schneeweis, T. (1988). Corporate social responsibility and firm financial performance. *Academy of Management Journal*, 31, 854-872.

Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The war for talent*. Boston, MA: Harvard Business School Press.

Novick, L. E., Morrow, C. B., & Mays, G. P. (2005). *Public health administration: principles for population-based management*. Sudbury, MA: Jones & Bartlett Publishers.

Owen, C., & Scherer, R. (1993). Social responsibility and market share. *Review of Business*, 15, 11-17.

- Pedhazur, E. J. (1997). *Multiple Regression in Behavior Research*. Orlando, FL: Wadsworth.
- Paul, K., Zalka, L.M., Downes, M., Perry, S., & Friday, S. (1997). U.S. consumer sensitivity to corporate social performance, development of a scale. *Business and Society*, 26, 408-419.
- Pfeffer, J. (1994). Competitive advantage through people. *California Management Review*, 36 (2), 9-28.
- Rynes, S. L. (1991). *Handbook of industrial/organizational psychology*. Palo Alto, CA: Consulting Psychologists Press.
- Rynes, S. L., Bretz, R. D., Jr., & Gerhart, B. (1991). The importance of recruitment in job choice: A different way of looking. *Personnel Psychology*, 44, 487-521.
- Saks, A. M., Wiener, W. H., & Summers, R. J. (1994). Effects of job previous on self-selection and job choice. *Journal of Vocational Behavior*, 44, 297-316.
- Smither, J. W., Reilly, R. R., Millsap, R. E., Pearlman, K., & Stoffey, R. W. (1993). Applicants reactions to selection procedures. *Personnel Psychology*, 46, 46-75.
- Tabachnick, B. G., & Fidell, L. S. (2006). *Using Multivariate Statistics*. Boston, MA: Pearson.
- Tajfel, H., & Turner, J.C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.). *The social psychology of intergroup relations* (pp. 33-47). Belmont, CA: Brooks/Cole.

Teece, D. (1998). Capturing value from knowledge assets: the new economy, markets for know-how, and intangible assets. *California Management Review*, 40 (3), 55-79.

Turban, D. B., Campion, J. E., & Eyring, A. R. (1995). Factors related to job acceptance decisions of college recruits. *Journal of Vocational Behavior*, 47, 193-213.

Turban, D. B., & Dougherty, T. W. (1992). Influences of campus recruiting on applicant attraction to firms. *Academy of Management Journal*, 35 (4), 739-765.

Turban, D. B., Forret, M. L. & Hendrickson, C. L. (1998). Applicant attraction to firms: Influences of organization reputation, job and organizational attributes and interviewer behaviors. *Journal of Vocational Behavior*, 52, 24-44.

Turban, D. B., & Greening, D. W. (1997). Corporate social performance and organizational attractiveness to prospective employees. *Academy of Management Journal*, 40 (3), 658-672.

Turban, D. B. (2001). Organizational attractiveness as an employer on college campuses: an examination of the applicant population. *Journal of Vocational Behavior*, 58, 293-312.

Waddock, S. A., & Graves, S. B. (1994). Industry performance and investment in R & D and capital goods. *Journal of High Technology Management Research*, 5, 1-18.

Wildes, V. J., & Tepeci, M. (2003). Influences of campus recruiting on applicant attraction to hospitality companies. *Journal of Human Resource in Hospitality & Tourism*, 2(1), 39-51.

Wokutch, R. E., & Spencer, B. A. (1987). Corporate saints and sinners: The effects of philanthropic and illegal activity on organizational performance. *California Management Review*, 29, 77-78.

Wood, D. J. (1991). Corporate social performance revisited. *Academy of Management Review*, 16, 693-718.