To the Graduate Council:

I am submitting herewith a dissertation written by Kenneth Paul De Meuse entitled "An Empirical Investigation of the Organizational Choice Process." I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Industrial/Organizational Psychology.

Michael C. Rush

Michael C. Rush, Major Professor

We have read this dissertation
and recommend its acceptance:

John W. Lounsbury

Michael E. Gordon

John M. Larsen Jr.

Accepted for the Council:

L Evans Roth

Vice Chancellor
Graduate Studies and Research

AN EMPIRICAL INVESTIGATION OF THE ORGANIZATIONAL CHOICE PROCESS

A Dissertation

Presented for the

Doctor of Philosophy

Degree

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Kenneth Paul De Meuse

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DEDICATION

To my parents,

June and Elmer De Meuse

The abundant wealth they share with their seven children cannot be measured with dollar signs; it is much too precious. The academic success I have achieved is a direct result of their success in life.

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ABSTRACT

Historically, the entry of an individual into an organization has been investigated primarily from the organization's perspective (i.e., how employers select desirable job candidates). The research that is available on organizational entry from the individual's frame of reference, commonly referred to as organizational choice, is diverse, fragmented, and nontheoretical. In the present study relevant literature was reviewed in social psychology, industrial relations and economics, recruitment, and organizational entry. This research was then integrated into a theoretical model of organizational choice. Hypothesized relationships among the 11 model variables were subsequently tested.

Survey data were collected from 211 doctoral applicants seeking employment with a large, southern research and development organization. The multi-stage cross-sectional experimental design employed provided data over an eight-month period, representing four distinct times during the entry process. Stage 1 of the model was assessed with Ph.D. students (N = 119) who were interviewed on-campus by organizational recruiters, and responded before (Time 1) or after (Time 2) receiving/not receiving company visit invitations. Stage 2 of the model was tested with doctoral applicants (N = 92) who visited company facilities, and responded before (Time 3) or after (Time 4) receiving/not receiving job offers.

Overall, the results of the study supported most of the predicted relationships among model variables for both stages.

Recruitment factors were, in general, significantly related to facet (i.e., job, organization, and nonwork-related) attractiveness. Facet attractiveness was highly associated with overall attractiveness. Overall attractiveness and behavioral intention to accept employment offer were also significantly related in both stages. Behavioral intention and actual choice behavior were significantly related in Stage 2 and moderately related in Stage 1. Finally, market conditions and perceived likelihood of employment were also systematically related to variables in the organizational choice model. Through a series of stepwise, hierarchical multiple regression analyses, the following chain of relationships was inferred for both stages: recruitment practices → facet attractiveness → overall attractiveness → behavioral intention → choice behavior.

The findings were discussed in terms of integrating the research literature in organizational choice. Theoretical and practical implications of the findings were also considered, and future directions of research suggested.

TABLE OF CONTENTS

CHAPTER		PAGE
I.	INTRODUCTION	1
II.	REVIEW OF THE ORGANIZATIONAL CHOICE LITERATURE	5
	Historical Overview	5
	Content Studies of Organizational Choice	11
	Process Studies of Organizational Choice	17
	Research Examining Impact of Recruitment Practices	28
	Integration and Summary	37
	A Theoretical Model of Organizational Choice	42
	Organizational Entry and Proposed Design of Study	52
	Hypotheses	56
III.	METHODOLOGY	59
	Participants	59
	Questionnaire Composition and Development	60
	Dependent Measures	62
	Procedure	67
	Data Analysis	70
IV.	RESULTS	72
	Development and Assessment of Operational Measures	72
	Hypothesis Testing: Stage 1	99
	Hypothesis Testing: Stage 2	113
	Hypothesis Testing: Organizational Choice as a Cumulative Effect	127
	Examination of Cognitive Dissonance Effects	129
V.	DISCUSSION	137
	Implications of This Study for Theory	147
	Implications of This Study for Practice	149
	Limitations of the Study	150
	Concluding Remarks	152
REFERENCES		153
APPENDICES		163
	APPENDIX A	164
	APPENDIX B	171
	APPENDIX C	180
	APPENDIX D	182
	APPENDIX E	187
	APPENDIX F	194
	APPENDIX G	201
VITA		203

LIST OF TABLES

TABLE		PAGE
1.	A Four Facet Model of the Entry Process	8
2.	Job and Organization Outcome Preferences Reported by Jurgensen (1978) and Posner (1981)	12
3.	Methodological and Psychometric Differences of Studies Examining the Relative Importance of Specific Job Factors	14
4.	Data Collection Procedure	69
5.	Factor Analysis Results for Stage 1 Recruitment Items	75
6.	Factor Analysis Results for Stage 2 Recruitment Items	78
7.	Intercorrelations Among Attractiveness Ratings with Summary Analysis of Variance for Stage 1	84
8.	Intercorrelations Among Attractiveness Ratings with Summary Analysis of Variance for Stage 2	87
9.	Frequency Distribution of Behavioral Intentions and Actual Choice Behavior Across Time Periods	92
10.	Analyses of Stage 1 Variable Means by Time of Assessment and Decision Status	95
11.	Analyses of Stage 2 Variable Means by Time of Assessment and Decision Status	98
12.	Second-Order Partial Correlations Among Stage 1 Variables	100
13.	Second-Order Partial Correlations Between Number of "Attainability" Items Rated and Attractiveness Measures and Recruitment Factors for Stage 1	102
14.	Multiple Regression of Overall Attractiveness on Recruitment Factors and Facet Attractiveness for Stage 1	105
15.	Moderated Regression of Behavioral Intent on Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 1	108

TABLE PAGE

16. Multiple Regression of Behavioral Intent on Recruitment Factors, Facet Attractiveness, Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 1 111

17. Second-Order Partial Correlations Among Stage 2 Variables . 115

18. Second-Order Partial Correlations Between Number of "Attainability" Items Rated and Attractiveness Measures and Recruitment Factors for Stage 2 117

19. Multiple Regression of Overall Attractiveness on Recruitment Factors and Facet Attractiveness for Stage 2. . 119

20. Moderated Regression of Behavioral Intent on Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 2 122

21. Multiple Regression of Behavioral Intent on Recruitment Factors, Facet Attractiveness, Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 2 125

22. Adjusted Employment Information Mean Scores Across Stages 1 and 2 with Summary Analysis of Variance 130

23. Summary MANOVA Results for Job, Organization, and Nonwork-related Importance, Attainability, and Importance by Attainability Ratings in Stage 1. 133

24. Summary MANOVA Results for Job, Organization, and Nonwork-related Importance, Attainability, and Importance by Attainability Ratings in Stage 2. 135

25. Sample Sizes, Means, and Standard Deviations of Recruitment Items 183

26. Perceived "Importance" and "Attainability" Sample Sizes, Means, and Standard Deviations of the 49 Employment Factors Used to Measure Job, Organization, and Nonwork-related Attractiveness in Stage 1 188

27. Perceived "Importance" and "Attainability" Sample Sizes, Means, and Standard Deviations of the 49 Employment Factors Used to Measure Job, Organization, and Nonwork-related Attractiveness in Stage 2 195

28. Coefficient Alpha Reliability Estimates of All Composite Variables Computed in the Study 202

CHAPTER I

INTRODUCTION

Organizational entry for an individual is predicated on two distinct decisions--the organization must choose to hire the individual and the individual must choose to join the organization. While this statement may seem unduly obvious, the overwhelming majority of organizational behavior and personnel research has focused on the former decision process virtually to the exclusion of the latter. Numerous selection instruments and procedures (e.g., psychological tests, interviews, weighted application blanks) have been developed for the explicit purpose of facilitating hiring decisions made by the organization (cf. Dunnette, 1976; Guion, 1965). Surprisingly few studies have examined the entry process from the applicant's perspective.

The literature that is available appears to reflect two totally distinct areas of research interest: (a) the role of job and organization attributes in organizational choice decisions, and (b) the impact organizational recruitment practices have on applicant attitudes, perceptions, and expectations of the prospective job. Even within these two delineated areas, the literature is sparse, and there is little indication of integration. In a recent review of the literature on how individuals choose organizations, Wanous (1977) was able to identify only 14 studies. Most of this research examined how individuals combine attributes of jobs (e.g., salary levels) and

organizations (e.g., geographical location) in evaluating job opportunities (cf. Soelberg, 1967; Vroom, 1966; Zedeck, 1977).

The importance of recruitment practices on organizational choice decisions was recently stressed in a review by Rynes, Heneman, and Schwab (1980). They concluded that recruiting representatives and administrative practices, as well as techniques used to evaluate applicant qualifications may all impact on organizational choice behavior.

The overriding impression conveyed by the literature is that there is a notable lack of systematic assessment investigating the combined influences suggested by these two separate bodies of literature. Previous researchers have investigated organizational choice by focusing on either the impact of recruitment or job and organization attribute attractiveness, but not both. Consequently, the literature is limited and the findings cannot reflect the holistic system of factors affecting organizational choice decisions for the individual. Moreover, the extant literature does not indicate the relative influence of these forces. As pointed out by Rynes et al. (1980):

> Because both job/organizational attributes and recruitment activities appear to influence applicants' ultimate decision, these variables must be studied simultaneously in the future if we are to determine the relative importance of each of these sources of variance in job choice. (p. 540)

The primary purpose of this research was to make an initial inroad in this area by investigating the entry process from the individual's frame of reference, commonly referred to as "organizational choice" or "job choice." The focus of the study was directed in two areas. First, the relative impact of job and

organization attributes and recruitment activities in organizational choice decisions was assessed. In addition to job and organization attributes, the impact of nonwork-related factors (e.g., spouse opportunities for employment in area, access to family and relatives, environmental quality, etc.) was measured.

A secondary focus of the study was directed at examining how the recruitment process affects organizational choice reactions over time. A major limitation of existing research in recruitment and organizational choice is the preponderance of single-stage cross-sectional studies. Intuitively, organizational entry involves an interlocking, sequential decision making process between applicant and organization. Each party must choose to continue involvement with the other in an alternating fashion for entry to result. For example, the applicant must choose to interview with the organization, the organization must choose to invite the applicant for a company visit, the applicant must accept the invitation, and so on. The recruitment of an individual, as a result, typically consumes several months of escalating involvement between the applicant and the organization. Single-stage cross-sectional studies cannot capture the rich transactional nature of this process.

In a similar vein, it seems reasonable to assume that initial applicant encounters with various recruitment practices will alter reactions and expectations throughout the duration of the choice process. As noted by Rynes et al. (1980, p. 539), it seems "likely that the decision to accept a plant visit involves somewhat different considerations than the later decision to ultimately reject all other

options and accept a particular offer." The proposed multi-stage cross-sectional design permits a tentative examination of the accumulative nature of organizational choice.

The ultimate objective of this research was to better understand organizational entry from the individual's frame of reference. To this end, a model of organizational choice was developed, drawing on the theoretical and empirical work of recruitment, organizational choice, industrial relations and economics, and social psychology. The model was then empirically tested employing a design which attempts to capture the dynamic, episodic quality of the choice process.

CHAPTER II

REVIEW OF THE ORGANIZATIONAL CHOICE LITERATURE

Historical Overview

The psychological processes involved in organizational choice decisions were initially investigated more broadly under the rubric of vocational and occupational choice. The field of vocational psychology, as it was later called, developed in the late 1940s and contributed much to our understanding about how individuals choose particular occupations (cf. Blau, Gustad, Jessor, Parnes, & Wilcock, 1956; Crites, 1969; Holland, 1959, 1973; Super, 1957).

The selection of an occupation, however, is quite different from the selection of a specific job within a certain organization. Occupational choice, for example, is typically a lengthy decision process which is often influenced by factors distal to the individual, such as parental socio-economic-status, location in country, etc. In contrast, organizational choice usually entails only a relatively short time span and is far more of a conscious, personal decision (O'Reilly & Caldwell, 1980). Nevertheless, consideration of occupational choice appeared to serve as a stimulus for organizational choice research. In the mid-1960s, the first psychological study to specifically focus on how individuals make organizational choice decisions was conducted (Vroom, 1966). Approximately 20 additional studies have been published since that time.

At approximately the same time as psychologists were investigating occupational choice, an entirely different group of individuals composed of primarily college and university placement directors was attempting to discern why graduates accepted a particular job. Much of this research simply polled students during their senior year, frequently after they made their organizational choice, and tabulated the results in such a manner as to indicate the relative importance of various job factors. In general, this literature is replete with anecdotal information and prescriptive advice to organizations and individuals on how to approach the employment process. There is very little empirical data, and much of what is available suffers from small sample size and lack of rigorous methodology and analysis. Although numerous universities conducted such studies in the 1950s and 60s (e.g., Purdue University, Michigan State University, Illinois Institute of Technology), most are unpublished or located in such nontraditional journals as Chemical and Engineering News, Sales Management, and Management Methods (Redwine, 1969). Consequently, this body of research has provided little input or insight into understanding the organizational choice process.

As noted in the introduction, the overwhelming majority of research on organizational entry has been organizationally oriented rather than applicant oriented. Virtually hundreds of studies, dating back to the early 1900s, have investigated organizational activities associated with recruitment and selection, whereas, little has been done on individual job search methods and choice processes. For example, a series of studies conducted over a 10-year period at McGill University

focused exclusively on how interviewers, as opposed to interviewees, make hiring decisions (Webster, 1964).

Investigating the organizational choice process solely from the organization's perspective ignores the focal element of the process--the individual. A job is both a unit in the organization and a period in the career of an individual. Consequently, the hiring (or entry) decision represents a "bargaining agreement" (Thompson, 1967) or "psychological contract" (Levinson, 1965) between the two interested parties. The organization agrees to make certain rewards and company conditions available and the individual agrees to perform a certain task in return.

During the course of the entry process, each party must perform two functions: (a) attract the other party into making or accepting an employment offer, and (b) gather and process information in order to accurately evaluate the other party so that a correct choice can be made (Porter, Lawler, & Hackman, 1975). The conceptual framework depicting these two functions from each party's perspective is presented in Table 1. This clearly distinguishes at least four different facets involved in an entry decision: job search, recruitment, organizational choice, and selection. Clearly, the only area to receive much research attention has been selection. Perhaps the least researched, and the focus of the present study, has been organizational choice.

Lack of conceptual and definitional clarity has characterized organizational choice research since its beginning. For example, studies traditionally have not explicitly differentiated among organizational preference, organizational choice, and organizational attainment.

Table 1. A Four Facet Model of the Entry Process.

Function	Individual's Perspective	Organization's Perspective
Attracting other party into making or accepting offer	Job Search	Recruitment
Gathering and evaluating information about the other party	Organizational Choice	Selection

The literature suggests, however, that organizational preference refers to the attractiveness of an organization to an individual and is assumed to be solely a function of the person's attraction to the organization. Organizational choice, in contrast, appears to refer to the organization the individual attempts to enter and is posited to be a multiplicative function of attraction and the expectancy of attaining employment (cf. Vroom, 1964). (Wheeler and Mahoney, 1981, found support for these proposed functional relationships with the concepts of occupational preference and occupational choice.) Organizational attainment generally refers to the company the individual actually enters.

Researchers have frequently employed any one of the above constructs when investigating applicant decision making. It is important to recognize that each is conceptually different and, therefore, our measurement instruments must reflect these differences. For example, organizational preference requires attitudinal measurement, organizational choice requires the assessment of behavioral intentions, and organizational attainment requires the measurement of actual choice behavior. Furthermore, organizational attainment is measurable only on a binary scale; whereas, preference and choice yield information on a continuous one. It should also be recognized that organizational attainment is confounded with the organization's decision to offer the individual the job. Hence, a measure of attainment inadvertently eliminates all applicants who are not acceptable to the organization, regardless of how interested and committed the applicant is to the

organization. Failure to differentiate among these three constructs operationally has clouded our understanding of the organizational choice process.

In addition to the preceding definitional problems, the literature has historically used "job choice" as though it were synonymous with organizational choice. There appears to be a distinct difference between these terms. Job choice refers to the psychological processes involved in choosing one job over another, e.g., becoming a secretary versus a stenographer versus a typist--all three are within the clerical occupation and may be positions within the same company. Organizational choice, on the other hand, entails choosing one employer (i.e., organization) over another, such as working as a chemical engineer for Exxon versus Mobile versus Texaco (Wanous, 1980).

Although organizational choice research has been generally ill-defined and diverse, most studies appear to have used one of the following investigative approaches:

1. Simply assessing the relative importance of various job-specific and organization-wide factors in choice behavior; or

2. Attempting to ascertain how such information is combined and processed to explain organizational choice decision making.

These two approaches correspond to "content" and "process" theories of motivation, respectively. The former approach, for example, attempts to locate a subset of specific factors that are most salient for making choice decisions, and directly reflects a content motivation theory orientation. The latter approach, in contrast, seeks to construct

and test process models of decision making. Policy-capturing studies are also used in the latter approach in an attempt to explain why certain organizations are more attractive than others. The following sections will review content and process studies of organizational choice, respectively.

Content Studies of Organizational Choice

As noted, the primary objective of the content studies is to identify which specific job and organization factors motivate job candidates to join particular organizations. Many of the studies were conducted by university and college placement directors (cf. Beak, 1966; Lumsden, 1967; Weale & Ferrell, 1966). Perhaps the most comprehensive program of research on preferred job/organization factors was conducted by Jurgensen. In a series of seven published articles, Jurgensen has periodically reported individual job and organization factor preferences over a 30-year period, 1945-1975. His most recent study appeared in 1978 and presents mean preference rankings for a sample of 57,000 job applicants. Jurgensen had participants rank the importance of 10 characteristics he hypothesized to be of "primary importance" to job applicants. As indicated in Table 2, his results revealed that job security, opportunity for advancement, and type of work performed were perceived as the three most important factors in organizational choice. He also found few subgroup (e.g., age, gender, educational level) differences and substantial stability over time.

One weakness in the Jurgensen research is the failure to assess a full range of intrinsic factors associated with a job. Only two

Table 2. Job and Organization Outcome Preferences Reported by Jurgensen (1978) and Posner (1981).

Outcome Measured	Ranking	
	Jurgensen (1978)	Posner (1981)[a]
Security	1	12
Advancement	2.5	7
Type of work	2.5	8
Company reputation	4	13
Salary	5	9
Competent/sociable coworkers	6	6
Considerate and fair supervisor	7	
Fringe benefits	8	15
Hours (i.e., good work schedule)	9	
Working conditions	10	
Challenging/interesting work		1
Opportunity to use abilities		2
Opportunity to learn		3
Opportunity to show superiors effective performance		4
Variety of activities		5
Training programs		10
Autonomy		11
Location of work or company		14
Job title		16
Size of company		17
Opportunity for extensive travel		18

[a]Based only on student responses.

characteristics are clearly intrinsic in nature (advancement opportunity, type of work performed). Research performed by Posner (1981) measured an approximately equal number of intrinsic and extrinsic factors. In this research, students used a 7-point scale to rate the importance of 18 factors when choosing a job/employer. His ratings are very different from Jurgensen's results. He found security to be ranked twelfth, and opportunity for advancement and type of work to be seventh and eighth, respectively. Interestingly, intrinsic characteristics dominated the upper half of the rankings--challenging/interesting work, opportunity to use abilities, and opportunity to learn were the three most important (see Table 2). The nature of attributes measured, consequently, leads directly to the findings obtained in each of the studies.

As illustrated in Table 3, several other studies have also investigated the relative importance of job and organization characteristics in organizational choice decisions. In spite of the numerous investigations in this area, few, if any, general conclusions can be drawn from the research due to the many differences in methodological and psychometric practices among studies. First, as exemplified above, the type and number of factors examined differ greatly across studies (e.g., Posner measured 18, Jurgensen measured 10, Brief, Rose, & Aldag [1977] measured 5). The only two factors common across all studies were salary and advancement. To further complicate matters, different researchers frequently used different operational descriptions of generally similar characteristics (e.g., "working conditions" versus "working facilities," "opportunity to use

Table 3. Methodological and Psychometric Differences of Studies Examining the Relative Importance of Specific Job Factors.

Study	Number of Factors Measured	Stage at Data Collection	Measure-ment Scale	Occupation(s) of Participants	Primary Focus of Study
Alper (1975)	22	Newly hired employees	5-point rating	Sales, engineering, programming	Examined race differences
Bartol & Manhardt (1979)	25	Newly hired employees	5-point rating	Insurance	Examined gender differences
Beak (1966)	Not specified	Job applicants who were offered jobs	Rating--but scale not specified	All applicants offered technical jobs by a R & D company	Examined impact on organizational choice
Brief, Rose, & Aldag (1977)	5	Employees	5-point rating	Numerous occupations[a]	Examined gender differences
Dunnette, Arvey, & Banas (1973)	15	Current and previous employees	3-point rating	Business, engineering, manufacturing	Compared job preferences and met expectations of employees who turned over with employees who stayed
Giles & Feild (1982)	13	Senior-level students looking for jobs	13-point rating	All students using job placement service	Compared factor preferences of students and recruiters for similarity

Table 3 (Continued)

Study	Number of Factors Measured	Stage at Data Collection	Measurement Scale	Occupation(s) of Participants	Primary Focus of Study
Jurgensen (1978)	10	Job applicants	Ranking	All applicants of Minnesota Gas Company	Merely measured preferences for job and organizational factors
Lumsden (1967)	8	Senior-level students looking for jobs	Ranking	College of business, engineering, and liberal arts students	Examined impact on organizational choice
Posner (1981)	18[b]	Senior-level students looking for jobs	7-point rating	Business majors	Compared factor preferences of students, faculty, and recruiters for similarity
Weale & Ferrell (1966)	20	Junior- and senior-level students	Ranking	Business majors	Merely measured preferences for job and organizational factors

[a]Sample was "representative of the total noninstitutionalized population of the continental United States 18 years of age or older" (p. 645).

[b]Also measured 13 items specific to types of pay and fringe benefits.

abilities" versus "opportunity to apply my training and know-how," "feelings of accomplishment" versus "opportunity for achievement"). The differences in wording may represent completely different underlying constructs for respondents.

A second problem with the existing research is that the stage in the employment process at which time the data were collected varies greatly among studies. Respondents ranged from junior-level college students not even searching for a job (Weale & Ferrell, 1966) to actual job applicants (Beak, 1966) to newly hired employees (Alper, 1975). Two studies surveyed tenured employees. Dunnette, Arvey, and Banas (1973), for example, asked people who were employed up to four years to recall their pre-hire job preferences. Besides the obvious potential problem of memory inaccuracy in this study, cognitive dissonance reduction may play a critical role in the way participants respond in all studies where they are already employees (e.g., inflate values for factors present in their job).

A third problem that is apparent is that the scale of measurement varies drastically across studies. Some studies require respondents to simply rank job and organization factor preferences (Jurgensen, 1978), while other studies use continuous rating scales to measure these preferences (Giles & Feild, 1982).

A fourth limitation of the research is the tremendous diversity of occupations represented by participants. It is reasonable to assume that there may be systematic differences in preferences across occupational groups. Consequently, general statements concerning

relative job, organization, and nonwork-related factor importance is uninformative and possibly misleading.

Finally, the primary focus of the research also differed greatly across studies. Several studies were mainly directed at ascertaining whether preferences differed among groups. Posner (1981), for example, compared preference ratings of students, faculty, and company recruiters. Another set of studies specifically examined biographical subgroup differences in ranking, such as gender (Bartol & Manhardt, 1979) and race (Alper, 1975). Only two studies explicitly investigated the impact of job and organization attributes in an organizational choice context (Beak, 1966; Lumsden, 1967). See Table 3.

In summary, this body of literature appears to have added little to our understanding of organizational choice. The apparent goal of the content studies was to discern job/organization factor preferences, with the underlying assumption that individuals will be motivated to join organizations which will optimally satisfy these preferences. Thus, if we ascertain these preferences, we can help explain why applicants choose to work with certain organizations. Unfortunately, the weaknesses outlined above make any conclusions concerning attribute importance extremely tenuous.

Process Studies of Organizational Choice

An operating assumption in the process studies is that individuals do not just happen to join organizations, but instead make motivated, conscious decisions about which ones to join or not

join (Mitchell, 1974). These decisions can be referred to as work-participation decisions (as opposed to work-performance decisions), and fit the general definition of motivated behavior since they are goal directed and voluntary (Lawler, 1973). Within this context, several researchers have attempted to identify (a) how applicants process the information they gather about an organization and the job it offers, (b) how they weight the importance of various factors involved in the decision making process, and (c) the impact cognitive dissonance has on this process. The literature can be divided into two modes of investigation:

1. Studies applying existing theories of motivation to examine the organizational choice process; and

2. Studies developing and testing original decision making models to ascertain which best explains/predicts organizational choice behavior.

A number of studies have examined organizational choice in terms of various theories of motivation in an attempt to understand the psychological processes involved in choice decision making. The majority of the research has focused upon expectancy theory. Although there are semantic differences among expectancy models as applied in these studies, the differences seem minor and do not lead to different predictions with respect to organizational choice behavior. The basic expectancy model, as proposed by Vroom (1964), suggests that individuals faced with two or more alternatives will attempt to enter the organization with the highest "motivational force" value.

The motivational force to join an organization is thought to be a function of three separate considerations: (a) the individual's expectation that he or she can enter the organization if he or she so desires, (b) the individual's perception that membership in the organization is instrumental to the attainment of several outcomes, such as status or pay, and (c) the attractiveness or valence that the individual attaches to each of those outcomes. Motivational force (MF) is specified as a multiplicative function of expectancy (E) and the sum of the products of the outcome valences (V) and corresponding instrumentality (I). Symbolically, $MF = E \Sigma(V \cdot I)$.

One of the first studies to test the expectancy proposition within an organizational choice setting was conducted by Vroom (1966). After "surveying the market" but before making their choices, Vroom had participants rate the attractiveness of each of three organizations, as well as indicate each organization's instrumentality for the attainment of 15 job goals. Participants rated the organizations again after a choice had been made. Vroom found a strong positive relationship, both before and after choice, between the attractiveness of an organization and the extent to which it was rated to be instrumental for goal attainment. He also found that 76% of the participants chose, from among those organizations extending employment offers, the one with the highest instrumentality-goal score, i.e., $\Sigma(V \cdot I)$. The results were interpreted as clear support for expectancy theory.

There have been several other investigations of expectancy theory in an organizational choice context. Some researchers have

investigated whether attractiveness (A) per se is a multiplicative function of beliefs about expected outcomes and the importance of those beliefs, i.e., $A = \Sigma(I \cdot V)$ (Greenhaus, Sugalski, & Crispin, 1978; Lawler, Kuleck, Rhode, & Sorensen, 1975; Sheard, 1970). Other studies have focused on examining whether the amount of effort to join an organization is a function of attractiveness times the expectancy of an employment offer, i.e., $MF = E\ \Sigma(I \cdot V)$ (Greenhaus et al., 1978; Lawler et al., 1975; Oldham, 1976). Finally, some studies have examined actual choice (CH) of an organization in terms of whether the choice was the one highest in attractiveness of those offering entry, i.e., $CH = 1.0\ \Sigma(I \cdot V)$ (Connolly & Vines, 1977; Greenhaus et al., 1978; Lawler et al., 1975; Oldham, 1976; Pieters, Hundert, & Beer, 1968).

Overall, these studies generally support expectancy theory predictions for organizational choice (Wanous, 1980). Apparently, however, much of the research was prompted to test the validity of expectancy theory per se, and not to gain an incremental understanding of the organizational choice process. Mitchell and Beach (1976) stress this point, noting that "in most cases the use of the model was motivated more by a concern for testing the adequacy of the theory than by concern for [an understanding of] the implications for occupational guidance and counselling" (p. 239).

As a result of this research emphasis, investigators have characteristically restricted their measures to conform to the posited theoretical components of expectancy, instrumentality, and valence. Other variables (potentially) impacting organizational

choice have been generally ignored (e.g., applicant's perceived marketability, recruitment practices, economic conditions). Furthermore, virtually every study has collected data only one time during the decision making process, either before or during the job search. It seems unreasonable that such a single-stage cross-sectional design (with little rationale as to why one data collection period was selected over another) can shed meaningful light on a process, where perceptions, attitudes, and behaviors are most likely interactive and cumulative. Consequently, this research has generally provided little, or no, organizational choice theory building.

An alternate group of process studies has focused on developing and testing specific decision making models of organizational choice. Unlike the previous process-oriented research which primarily tested the validity of expectancy theory in organizational choice settings, these studies typically constructed original decision models to explain choice behavior. In addition, this research examined applicant decision making generally over an extended period of time during the job search. The most prominent, yet perhaps least understood, of these models is Soelberg's General Decision Process (GDP) model (1967). Only a few researchers have directly investigated Soelberg's model (cf. Glueck, 1974; Hill, 1974; Power & Aldag, 1981; Sheridan, Richards, & Slocum, 1975). The investigations are complicated by the fact that various interpretations of the model are not in agreement.

Soelberg originally developed the model after conducting detailed interviews with and questionnaire surveys of job seekers <u>throughout</u> the decision making process. Based on the resulting data,

he suggested that organizational choice was a sequential, two-stage process. (Soelberg also identifies two preliminary stages involved in the choice process: (a) identification of an "ideal" occupation, and (b) planning job search. These are seen more as nonorganization-specific factors.)

Stage one involves job search and implicit choice. During the search phase, the applicant screens each job alternative for acceptability. Only a very few factors are considered at this time, and they are all considered to be of absolute importance. Organization screening procedures may change during this time, however, depending on the number of alternative jobs passing initial screening, the amount of search resources available, being rejected for a potentially acceptable job, and the identification of a desirable job. The search terminates soon after the applicant locates a job which satisfies the absolute factors and is not inadequate on most secondary factors. Soelberg refers to this selection act as an "implicit choice."

The second stage involves decision confirmation and commitment. Before the applicant will acknowledge a choice explicitly, he or she will engage in a great deal of perceptual and interpretational distortion of alternatives to confirm that the right job was chosen. The "confirmation processing," as Soelberg calls it, "aims to resolve residual uncertainties and problems connected with the choice candidate, and to arrive at a decision rule which shows unequivocally that the choice candidate dominates. [Consequently,] goal attribute 'weights' are arrived at, or changed, to fit the perceived data and the desired decision outcome" (p. 23).

The GDP model differs from expectancy theory in two major respects. First, Soelberg's model posits a two-stage sequential decision making process; specifically, an implicit choice followed by a rationalized final choice. A second related difference is the contention that only a few all-important factors are considered in the implicit choice. The final choice, in contrast, involves post hoc rationalization on all relevant factors.

Research support for the model has been mixed. In the original study, Soelberg found 25 out of 29 applicants eventually selected as their final choice that alternative which had been independently identified as their favorite an average of three weeks earlier. Soelberg asserted that this finding supported the GDP model, as opposed to the VIE model, since expectancy theory would predict that one's choice is made only <u>after</u> all relevant information has been gathered.

Two subsequent studies contrasted the GDP model with expectancy theory. Sheridan et al. (1975), in support of the GDP Model, found organizational choice involved an initial screening of job alternatives on a few criteria to determine acceptable alternatives from which to choose job interviews, and that an implicit choice was made weeks prior to final job acceptance. However, contrary to the GDP model, the authors found only 53% of the applicants could specify a subset of crucial outcomes at the time they made their implicit choice decisions, and no support for a confirmation period was generated by the data (i.e., outcome valences for job alternatives did not significantly change after the implicit choice). In another study, Hill (1974)

found Soelberg's model was generally superior to expectancy theory in predicting actual preference for jobs (accuracy of first choice predictions for the GDP and VIE models were 49% and 38%, respectively).

In a similar vein, three other studies have investigated cognitive dissonance theory within the organizational choice context. These studies are relevant to the validity of Soelberg's contention that cognitive distortion occurs following a choice decision. Cognitive dissonance theory, as outlined by Festinger (1957), asserts that when an individual is confronted with two or more mutually exclusive alternatives which are similar in attractiveness but which differ in other properties, the act of choosing among alternatives creates cognitive dissonance. The dissonance stems from an inconsistency between the individual's knowledge of the relative unattractive properties of the chosen organization and the relative attractive properties of the unchosen one(s). Festinger predicted that individuals will reduce this postdecision dissonance by reevaluating the alternatives--increasing the attractiveness of the chosen organization and decreasing the attractiveness of the rejected organization(s).

The three studies assessing the impact of cognitive dissonance in organizational choice all found support for dissonance predictions (Lawler et al., 1975; Misra & Kalro, 1972; Vroom, 1966). For example, Vroom (1966) found job candidates perceived the organization they had chosen as more attractive and more instrumental to goal attainment after than before the choice, and perceived organizations which they

had not chosen as less attractive and less instrumental to goal attainment after than before the choice. Thus, cognitive dissonance research findings support Soelberg's contention that applicants make postdecision cognitive adjustments consistent with choice behavior.

Two additional models have been developed to investigate organizational choice decision making. Swinth (1976) devised a method for gathering data on the decision processes involved in choosing a job offer. All job applicants described their decision processes in the form of a decision tree, using job and organization characteristics they considered important as a basis for branching. This method, referred to as a "discrimination net," dichotomized job offers as acceptable or unacceptable for each applicant. Data for the discrimination net were collected "about midway through the school year," while evaluative information on each organization the applicant visited was gathered throughout the search period. Swinth found that 23 of the 28 applicants (82%, $p < .02$) actually accepted a job which was sorted by the model into the acceptable category.

Singh (1975), on the other hand, applied information integration theory in an attempt to understand how applicants evaluate the attractiveness of jobs. Information integration theory assumes job and organization factors have an additive (in contrast to an interactive) effect upon attractiveness. The data indicated that job and organization characteristics were in fact cognitively integrated in a simple additive, linear manner.

A final subgroup of process studies has used a multiple regression analysis methodology to construct decision models of

organizational choice. Such "policy-capturing" studies have become increasingly popular during the past 10 years. The purpose of the analysis is to capture in a mathematical equation an individual's unique cognitive process for combining the information available as he or she decides to exert effort, to perform at a certain level, or to choose to join or leave an organization. In terms of organizational choice, the procedure attempts to capture (in model form) the relative weights given to job and organization attributes in the decision making process.

This subgroup of studies is unlike the studies discussed earlier which measured the importance of various job and organization outcomes by having applicants directly indicate the importance of outcomes on Likert-type or rank-order scales (e.g., Beak, 1966; Jurgensen, 1978). The more recent studies have attempted to infer the importance of outcomes by deriving statistical weights for outcomes relative to applicant overall preferences for alternative choices (cf., Feldman & Arnold, 1978; Ford, Huber, & Gustafson, 1972; Huber, Daneshgar, & Ford, 1971; Strand, Levine, & Montgomery, 1981; Zedeck, 1977).

The regression models resulting from this research have been generally successful in explaining (post hoc) organizational attractiveness and/or choice behavior. For example, Feldman and Arnold (1978) accounted for 75% of the variance in "willingness to accept position" by measuring only three job factors (use of skills and abilities, autonomy and independence, responsibility and leadership) and three organization factors (essential services, pay and fringe benefits, flexible hours).

Of the total variance, 36% was accounted for by the job outcomes and 39% by the organization outcomes. In two similar studies, Huber and his associates (Ford et al., 1972; Huber et al., 1971) tested 10 different mathematical models to explain organizational preference and/or choice. Depending upon which model was employed, between 13% and 95% of actual choices were accurately predicted.

Two general findings from these studies are noteworthy. First, an implicit assumption of investigators who ask applicants to rate or rank the importance of various job and organization characteristics for organizational choice is that the importance ratings or rankings accurately reflect actual weights involved in cognitive processing. The three studies empirically examining this relationship, however, found discrepancies between self-reported (subjective) weights and inferred (objective) weights resulting from multiple regression analysis (Feldman & Arnold, 1978; Strand et al., 1981; Zedeck, 1977). The above results are consistent with the results commonly found in the information processing literature (Slovic & Lichtenstein, 1971). Obviously, an important question concerns which set of measurements is most valid and reliable in actual decision making.

A second finding of interest is the apparent effect age and work experience have on organizational choice behavior. Research has shown that more experienced, older applicants place significantly more importance on responsibility and leadership (Feldman & Arnold, 1978) and job security (Zedeck, 1977), and significantly less importance on pay and fringe benefits (Feldman & Arnold, 1978; Zedeck, 1977).

Strand et al. (1981) also found age to be negatively related to the rated importance of pay. An implication of this finding is that no general statements concerning attribute importance should be made without taking into account age and tenure.

Overall, the research seeking to develop models of applicant decision making has enhanced our understanding of the organizational choice process. It appears, for example, that cognitive dissonance reduction plays a role in choice decisions. The findings from the policy-capturing studies also suggest that simply asking applicants which factors are important in decision making may be misleading. As noted with the previous studies, however, one of the difficulties in integrating findings across the studies stems from a lack of agreement on a common set of factors. Related to this problem is the fact that no study appears to have surveyed a full range of job and organization outcomes, as well as other factors which may affect organizational choice decisions. Another problem with the recent research is the unsystematic and confounded usage of occupational, organizational, and job outcome variables simultaneously. Consequently, certain factors which may be highly salient for some employment positions (e.g., geographic location) are simply averaged across similar factors for other positions.

Research Examining Impact of Recruitment Practices

A prominent characteristic of the preceding literature is a virtually complete neglect of the impact of recruitment practices on organizational choice. To ignore aspects of recruitment as it may affect decision making appears shortsighted. It seems logical that an

applicant would use all information available in a decision choice. Recruitment activities are certainly one aspect of the process which could convey relevant information. Empirical evidence in the recruitment literature indicates that aspects of recruitment do in fact influence job seeker decisions.

In a recent review of the literature, Rynes et al. (1980) cited 47 works directly or indirectly addressing recruitment's impact on job seeker attitudes and behavior. Their overall conclusion was that "organizational recruiting activities do have an impact on applicant attitudes and behavior" (p. 536). Thus, while researchers investigating the role of job and organization attributes in organizational choice have tended to ignore this possibility completely, a separate body of literature has emerged which explicitly examines the reactions of applicants to recruitment practices.

As with selection, recruitment is frequently treated as if it were a unilateral process (viz., organizations searching for prospective employees). In actuality, however, prospective employees seek out organizations just as organizations seek out prospective employees (refer to Table 1, page 8). In this sense then, recruitment can be viewed as serving two general functions. First, it provides organizations with an opportunity to assess and select individuals; and second, it provides applicants the opportunity to assess and choose organizations. Within this context, the recruitment interviewer must perform the dual task of obtaining and evaluating data concerning the applicant, as well as providing information that presents the organization in a favorable light so that there is a reasonable

likelihood that the job applicant will accept the employment offer if one is extended.

Much has been written about how to recruit, recruitment source effectiveness, interviewing techniques, and so on, but most of this literature is from the context of how to better evaluate the job applicant. Only a small portion of the literature approaches the topic from the perspective of how recruitment practices impact the individual in evaluating the organization (i.e., how recruiting affects employment offer acceptance and rejection). The effects recruitment practices have on applicant decision making can be subsumed under four major areas: company recruiter, evaluation procedures, realistic job previews, and follow-up contacts.

Most of the recruitment research has been directed at ascertaining the impact of the company recruiter on job applicant attitudes and behaviors. The evidence strongly suggests that the recruiter has a definite effect. Glueck (1973), for example, interviewed 50 business and engineering students during the search process and concluded on the basis of these interviews that, "in over a third of the cases the recruiter was the major reason the applicant chose a particular company, [and] for two-thirds of the decisions made by the students, the recruiter was a major influence" (p. 78). In a similar vein, Redwine (1969) found that applicants accepting employment offers rated campus recruiters more favorably than did those rejecting employment.

The strongest support for the importance of the recruiter in organizational choice decisions is provided by two field

studies. In a study by Alderfer and McCord (1970), 112 MBA students seeking permanent or summer jobs evaluated their recruitment interviews and reported the "likelihood of accepting a job" with each company interviewed. Alderfer and McCord found that the mean likelihood of acceptance for interviews rated "best" was .60, for interviews judged "average" it was .35, and .17 for interviews evaluated "worst." Recruitment interviewer behaviors significantly differed across these categories. The more a student reported that an interviewer "was able and willing to answer questions, told about careers of other MBAs, asked the candidate to discuss his strengths and weaknesses, asked him a technical question, indicated a high salary was a distinct possibility, and showed familiarity with the candidate's background, the more likely he was to evaluate the interview highly" (p. 381).

Schmitt and Coyle (1976) examined recruiter behavior more directly. They surveyed 237 college graduates who had been interviewed for jobs at the university placement service and measured their reactions to recruitment interviewers. The reactions were factor analyzed, yielding the following six dimensions:

1. Interviewer warmth and thoughtfulness (i.e., perceived as dependable, thoughtful, cooperative, "nice guy"),

2. Manner in which interview was conducted,

3. Aggressiveness and self-confidence of interviewer,

4. Interviewer knowledge (well-informed) of the applicant and job in question,

5. Information interviewer actually gave on the nature of the job in question, and

6. Perceived interest interviewer showed in the applicant.

The authors subsequently correlated factor scores and various applicant decisions. They found that "actual acceptance or willingness to accept a job offer" was significantly related to Factors 1 (r = .23), 2 (r = .19), and 5 (r = .14). All six factors accounted for 36% of the total variance in this criterion. These results again indicate that the recruiter has a major impact in organizational choice decisions.

Herriot and Rothwell (1981) also investigated the effects that on-campus interviewers have on behavioral intentions to accept job offers. Their findings suggest that the following interview experiences play an important role in behavioral intentions to accept a job: opportunity to ask questions, opportunity for discussion, length of time the interviewer talked, and number of questions the interviewer asked the applicant concerning the hiring organization. To a lesser degree, the number of personal questions the interviewer asked the applicant, the interviewer's manner, and the amount of information the interviewer relayed were also found to be factors in these decisions.

Several additional studies have attempted to ascertain what interviewer characteristics are perceived by applicants as most favorable. Two of the most commonly found attributes are (a) knowledgeableness concerning both characteristics of the applicant and the vacancy to be filled (Alderfer & McCord, 1970; Lumsden, 1967; Schmitt & Coyle, 1976; Soltys, 1967; Sutton & Carleton, 1962), and (b) pleasant, receptive personality (Alderfer & McCord, 1970; Lumsden, 1967; Odiorne & Hann, 1961; Schmitt & Coyle, 1976; Soltys, 1967;

Sutton & Carleton, 1962). Rogers and Sincoff (1978) also found that nonfluent recruiters were rated significantly less favorably than fluent recruiters. Interestingly, Sutton and Carleton found that the "best" recruiters did not differ from the "worst" in terms of techniques of interviewing, such as note taking and adhering to schedules, or in providing literature and information about living conditions in the area of employment.

Only a few studies have examined the effects of recruitment evaluation procedures on applicant attitudes and behaviors. These studies have generally investigated recruitment's impact on only applicant attitudes and perceptions, not on organizational choice decisions. In terms of interview evaluation practices, for example, evidence suggests that applicants dislike interviews in which talking time is dominated by the recruiter (Downs, 1969; Glueck, 1973; Herriot & Rothwell, 1981; Lumsden, 1967). Downs (1969) and Hilgert and Eason (1968) also found that applicants generally dislike highly structured interviews. Highly unstructured interviews were likewise perceived to be irritating according to Hilgert and Eason (1968). Additionally, several researchers have reported that questions perceived as threatening or hostile were strongly disliked by interviewees (Alderfer & McCord, 1970; Downs, 1969).

Pre-employment testing effects have also been examined in this context. Lumsden (1967) observed highly negative attitude reactions to long batteries of tests which the job applicants did not perceive to be job-related. Schmidt, Greenthal, Hunter, Berner, and Seaton

(1977) and Cascio and Phillips (1979) also found perceived job-relatedness to be a key feature in how pre-employment tests were viewed and accepted.

There is also some data indicating that the care and efficiency of processing applicants during company-visit evaluations in general influences organizational choice. Blakely and Kuykendall (1958) found that 17% of those applicants rejecting job offers specifically mentioned on-site evaluation procedures as a factor in their decision. Such comments as the need for a medical examination, having to wait when several candidates were scheduled for an interview with the same supervisor, and not being able to see the actual job location due to security or other company restrictions were given. Two additional studies reported company visitation practices as an important consideration in job decisions (Lumsden, 1967; Pieters et al., 1968). In addition to main effects, a moderating effect may exist. Pieters et al. (1968) observed a stronger relationship between acceptance of offers and perceived favorableness of personal treatment for applicants categorized as high in need for affiliation (phi = .21) than for applicants low on this need (phi = .10).

One study has investigated the effect of the amount of application material required on job candidate reactions. Gersen (1975) hypothesized that if an employer used a very demanding application process (e.g., one that required submission of college credentials and transcripts, evidence of certification, five personal references, an application blank) fewer, but higher quality, applicants would apply.

The study, in fact, found no differences in applicant quality. There was, however, a significant decrease in number of applicants with "demanding" application procedures.

A third area in which recruitment practices have been investigated is in the type of information communicated to job candidates during initial interviews. Historically, employers believed that the best method for attracting (and eventually hiring) job applicants was to present the company in the best possible light. Weitz (1956) challenged this contention and discovered that candidly presenting accurate information (both favorable and unfavorable) about the company and the job vacancy did not impede recruitment. More importantly, he found that "realistic job previews" had an advantage of decreasing subsequent turnover.

A number of researchers have continued to investigate the value of realistic job previews in reducing employee dissatisfaction and turnover. The results of this research have been generally positive (cf. Reilly, Brown, Blood, & Malatesta, 1981; Wanous, 1980). Of a more direct concern to the present study, however, is the finding that in most instances realistic job previews have had no adverse effect on job acceptance (Farr, O'Leary, & Bartlett, 1973; Reilly et al., 1981; Wanous, 1973; Weitz, 1956; Youngblood, 1963; Zaharia & Baumeister, 1981) and occasionally have been found to actually increase acceptance (Macedonia, 1969). Greater recruiter credibility and/or greater perceived organizational interest in the applicant's personal and occupational objectives have been suggested as one reason why negative job information may not decrease acceptance rates (Fisher, Ilgen, &

Hoyer, 1979). Contrary to the above findings, Reilly, Tenopyr, and Sperling (1979) and Fisher et al. (1979) observed that realistic job previews significantly decreased job offer acceptance.

Overall, it appears the effects of realistic job previews are minimal on attracting and hiring job candidates. The major effect appears to be in terms of job dissatisfaction and turnover after job acceptance. Any firm conclusions regarding potential self-selection effects due to the presentation of realistic information must await future research more appropriately designed to explicitly address this issue (Rynes et al., 1980).

Another aspect of recruitment which has been investigated concerns the effect of follow-up contacts. Some evidence suggests that prompt applicant follow-ups after each phase of recruitment strongly affects the number of candidates remaining active in the organization's recruitment efforts. Blakely and Kuykendall (1958) found that students rejected company visit invitations primarily because they did not receive the invitation until all available time on their calendars had been scheduled for visits to other companies. Four other studies have also reported that the speed with which applicants were informed of their status was a factor in recruitment success (Arvey, Gordon, Massengill, & Mussio, 1975; Lumsden, 1967; Marks, 1967; Redwine, 1969).

Applicant follow-up contacts can also serve an important function even after the applicant formally accepts the job offer. Ivancevich and Donnelly (1971) observed that significantly fewer

applicants (3%) failed to report to work on the first day when they were telephoned three times stressing positive factors with the company than a similar control group who was not called (10%). The authors suggested that continued contact reduced cognitive dissonance associated with postdecision anxiety for the applicants.

Integration and Summary

Even a cursory review of the literature would suggest a lack of a coherent, well-articulated framework for investigating organizational choice. Several different bodies of research have examined organizational choice from a variety of approaches and for a variety of different reasons (e.g., assessing attribute preference, testing expectancy theory). In spite of the diversity in research, it seems that our knowledge of why individuals join, or do not join, a specific organization is quite limited.

In his classic book on motivation published in 1964, Vroom wrote:

> The absence of a large body of sound empirical research on the organizational choice process makes it impossible for us to give it the attention it justly deserves. (p. 51)

Nearly 10 years later Tom (1971) declared:

> Little is known about the factors which affect peoples' decisions to work for the government, private industry, educational institutions, hospitals or social agencies, let alone for company X rather than company Y. (pp. 573-574)

There appear to be three major limitations characterizing the research, all of which would tend to hinder any advancement in understanding organizational choice. First, there is a tendency for

fractionalized research strategies. Of the 61 studies investigating organizational choice which have been cited, 10 have been content-oriented (i.e., assessed the relative importance of job and organization outcomes) and 20 have been process-oriented (i.e., tested propositions of expectancy theory, attempted to develop and validate original decision making models, or examined the effects of cognitive dissonance). The remaining 31 studies have focused on assessing the impact of recruitment practices. The amount of integrated research, particularly between recruitment research and the other areas, has been minimal. Drawing overall conclusions from these studies, consequently, is exceedingly difficult. For example, do organizational recruitment practices have an impact on applicant attitudes and behaviors independent of the nature of the attributes characterizing the particular job? What effect does recruitment have on inferences job seekers make concerning job and organization outcomes?

A second characteristic concerns the unsystematic and confounded measurement of attributes. No two of the reviewed studies measured precisely the same number and type of job and organization outcomes. Research has assessed anywhere between four (Strand et al., 1981) and 82 (Swinth, 1976) outcomes. Moreover, some investigations have primarily assessed job attributes (e.g., Lawler et al., 1975) while other investigations have focused almost exclusively on organization attributes (e.g., Oldham, 1976). No study specifically examined nonwork-related factors (e.g., employment opportunities for spouse, access to family and relatives, favorable climate). The relative emphasis on intrinsic and extrinsic outcomes has also varied

substantially among studies. In and of itself this is not a problem, but the reason for focusing on one type of attribute set rather than another does not appear to be based on any underlying theoretical or empirical rationale. Presumably to circumvent this problem, some investigators have asked participants to simply list important outcomes (Blakely & Kuykendall, 1958; Pieters et al., 1968). An unfortunate consequence of this unsystematic approach to measuring employment factors is that it prohibits drawing conclusions across studies concerning the importance of various job and organization outcomes.

A further drawback of the research which is related to attribute measurement is the practice of sampling applicant reactions across diverse organizations, jobs, and/or occupations (e.g., a researcher will typically survey a group of graduating college students). As previously noted, this method confounds jobs, organizations, and occupations, and thus prevents analyzing any systematic differences which may exist.

A third characteristic of the literature concerns the preponderance of single-stage cross-sectional studies. Job choice involves a transactual decision process between the organization and applicant that is very personal in nature and typically occurs over several weeks. Studies which survey all candidates at one fixed point in time cannot hope to fully capture this complex interaction. Hogarth (1981) noted that the failure to study and evaluate judgment and choice as continuous processes has two important, negative consequences: (a) insufficient attention is given to the effects of

feedback between the candidate and organization, and (b) although judgmental performance is evaluated according to the principles of optimal behavior implied by decision theory and probability calculus, few researchers question whether the assumptions of such models apply to continuous processes.

Characteristically, organizational choice studies using a single-stage cross-sectional design have given little, or no, rationale as to why data were collected at a given time in the choice process. It appears that in many cases data collection was primarily a function of researcher convenience (e.g., all students using the university placement office spring quarter were asked to complete a questionnaire). Little effort seems to have been made to ensure that applicants were in the same stage of the choice process. To make matters worse, the research characteristically investigated job offer decision making while completely overlooking the judgmental process of accepting or rejecting company visit invitations.

As a consequence of the above limitations characterizing research in organizational choice, no clear, integrated conceptual framework for studying organizational choice presently exists. The research has remained largely segmented, with little cross-stimulation for enlarged investigations. For example, research investigating the role of job and organization attributes in organizational choice has commonly employed expectancy theory or other maximizing choice models as a foundation for their studies. The research, however, has failed to consider the impact of recruitment in such choice decisions.

Furthermore, external constraints such as economic conditions (influencing number of job opportunities) and family or financial pressures have been largely ignored. Research investigating the role of recruitment, on the other hand, has "placed virtually no emphasis on building a theoretical framework from which to examine the impact of recruitment characteristics [in isolation or in combination with other factors] on job applicants" (Rynes et al., 1980, p. 540). Neither the attribute nor recruitment research has attempted to specify how these factors interact, or how they change in salience during the organizational choice decision making process.

Schneider (1976), in one of the few attempts to more fully conceptualize the process, presented a schematic representation of what he referred to as "a way of thinking about organizational choice." The author discusses how adolescent vocational and occupational interests and choices eventually determine organizational choice decisions because the former restrict the industries and organizations an individual may enter. Schneider also depicts larger economic conditions, range of available alternatives, and an individual's desires interacting with organizational attributes as impacting organizational choice.

Similarly, Wanous (1980) has discussed the implications of early life choices on organizational choice decisions. In addition, he presents a model depicting the organizational entry process as a "matching" of individual and organizational needs. Wanous emphasizes the importance of two individual/organizational matches: (a) the

correspondence between individual abilities and potential abilities and the ability and potential ability requirements of the job, and (b) the correspondence between an individual's psychological needs and the organization's ability to satisfy those needs. Wanous argues that both the former (the traditional view of personnel selection) and the latter match must be positive for a successful organizational choice decision to result.

Thus, it appears that researchers are beginning to acknowledge that organizational entry is a sequential process between two parties, the job candidate and the organization. In order to more fully understand the psychological processes involved, organizational choice must accordingly be examined as a series of interrelated decisions rather than a single choice event. A preliminary requirement for research is a theoretical framework for investigating the process which incorporates the research findings previously discussed. There is also a need for an explicit conceptualization of the entry process, detailing the interactions and decision sequence between applicant and organization. What follows is an initial attempt to specify both a theoretical model and the decision sequence of organizational choice.

A Theoretical Model of Organizational Choice

A proposed theoretical model of organizational choice is presented in Figure 1. It is composed of 11 relevant theoretical variables and 12 hypothesized relationships. The model represents a cumulative integration of the empirical and theoretical literature

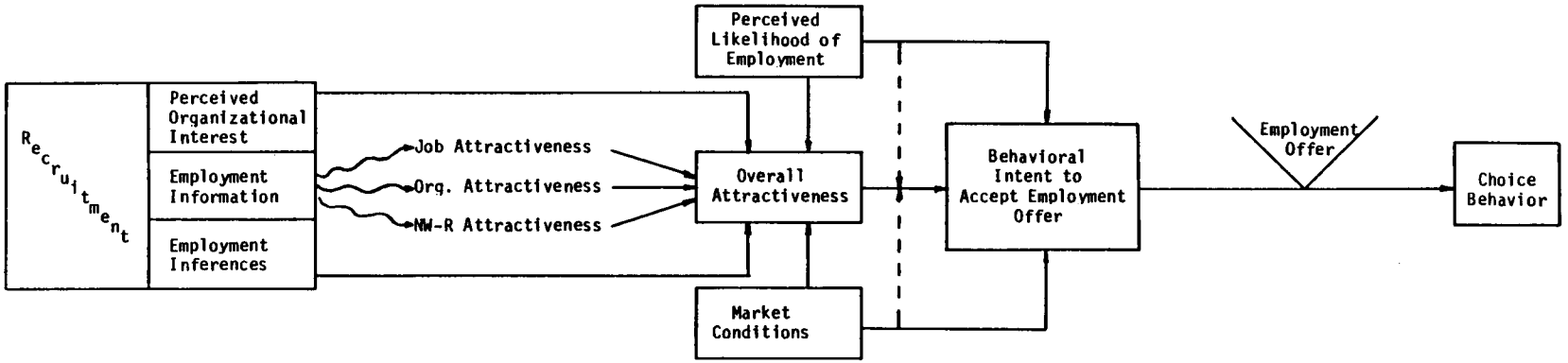


Figure 1. A Theoretical Model of Organizational Choice.

previously reviewed. In the following section, each variable is defined and its hypothesized relationship with other model variable(s) is given. Relevant literature supporting the variable's inclusion in the model and its relationship with other variable(s) is briefly cited.

As indicated in Figure 1, recruitment effects have been conceptualized as involving three dimensions: Perceived Organizational Interest, Employment Information, and Employment Inferences. "Perceived organizational interest" represents the level of interest the applicant believes the company has in him or her as a prospective employee. The amount of personal attention the applicant perceived was accorded him or her during the company visit, promptness and sincerity of correspondence, and level of familiarity with the applicant's academic and personal background are likely to be some of the recruitment cues the candidate uses in making this attribution. The model depicts perceived organizational interest to be directly related to perceived overall attractiveness of the employment opportunity.

Research support for the importance of this factor in influencing overall attractiveness comes from two different sources. First, social psychologists have contended that one of the most powerful variables influencing our attraction toward another person is the way that person feels about us. This literature has consistently shown that individuals like those who evaluate them positively and dislike those who evaluate them negatively (cf. Aronson & Worchel, 1966; Byrne & Rhamey, 1965). It seems logical to generalize this

"reciprocal choice" phenomenon to the relationship between individuals and organizations.

The second source of support emanates directly from the recruitment literature. Research has demonstrated that the way in which the selection interview is conducted directly influences the student's estimated likelihood of being extended a job offer (Alderfer & McCord, 1970; Schmitt & Coyle, 1976). Alderfer and McCord specifically found that student applicants were more attracted to organizations when interviewers were perceived as taking a personal interest in them and when potential careers were discussed.

"Employment information" refers to the general and specific characteristics about the job, organization, and nonwork-related conditions directly conveyed in recruiting. Aspects such as salary level, geographical location, and fringe benefits are typical examples. The literature investigating the role of job and organization attributes in organizational choice clearly demonstrates the importance of job and organization attributes in affecting attractiveness perceptions (cf. Greenhaus et al., 1978; Lawler et al., 1975; Sheard, 1970). It seems logical that most of this type of employment information would directly come from recruitment interactions between applicant and recruiter(s). Within this context, wavy lines are used between employment information and job, organization, and nonwork-related attractiveness in Figure 1 to signify that recruitment acts as a "valve" through which specific and general characteristics concerning the employment opportunity are conveyed.

In the present study, a distinction is made between the quality and quantity of employment information conveyed. Quality refers to the realism, accuracy, and representativeness of employment information that the applicant perceives the recruiter to be conveying. The quantity of employment information is simply the amount of information conveyed during recruitment (e.g., what proportion of applicant questions about the job remain unanswered). It is proposed that both quality and quantity of employment information impact the perceived attractiveness of job, organization, and nonwork-related aspects. Research in support of the relationship between information quality and attractiveness comes from the recruitment literature investigating the effects of realistic job previews. This research suggests that perceived information realism is related to job acceptance rates (cf. Macedonia, 1969). It also seems reasonable that quantity of employment information may be related to perceptions of attractiveness, although no research could be located to support this contention.

The final recruitment factor in the model is "employment inferences." Employment inferences pertain to information indirectly conveyed during recruitment, information that serves as a proxy for characteristics of the company. For example, recruiter preparation and pleasantness may denote the competence level of the typical employee or the general quality of interpersonal relations in the firm. Within this context, appropriateness of evaluation procedures may signify fairness of performance appraisal practices, promotion decisions, or a whole host of other organizational policies.

Research support for the importance of this factor in organizational choice comes from several studies. Odiorne and Hann (1961), Downs (1968), and Glueck (1973) observed that job candidates view the recruiter as a surrogate of the company. For example, Downs concluded:

> The interviewer becomes the symbol for the company, and yet he represents a sample size of only one. Nevertheless, the candidate often places more importance on his estimate of the "representative of the company" than on his judgments based on the company literature. (p. 13)

In a similar context, Schneider (1972) found that prospective employees perceive and select organizations whose climate appears congruent with their own preference, though reported correlations were low ($\underline{rs} < .26$). Tom (1971) also found that applicants prefer organizations which they perceive to be similar to their own personality profiles. One way "climate" is likely to be inferred initially is via recruitment practices. Finally, it has been suggested that, since job attributes may appear similar across organizations due to limited exposure to the company, recruitment practices may be the most variable (and hence salient) features upon which to base inter-organizational assessment and consequently choice decisions (Behling, Labovitz, & Gainer, 1968; Rynes et al., 1980). Given the above literature, the organizational choice model depicts employment inferences to have a direct impact on overall attractiveness perceptions.

"Job attractiveness," "organization attractiveness," and "nonwork-related attractiveness" are also specified in the theoretical model. The attractiveness of each variable is defined as the

applicant's perception of the appeal of the respective facets of employment. The variables are shown to have a direct linkage with overall attractiveness in the model. Support for this linkage was generated by the organizational choice literature. As previously noted, Lawler et al. (1975), Sheard (1970), and others have found job and organization attributes significantly related to ratings of overall attractiveness. The relationship between nonwork-related attractiveness and overall attractiveness, although not specifically demonstrated by prior research, was also proposed in the model.

Five additional variables are specified in the proposed organizational choice model depicted in Figure 1. "Perceived likelihood of employment" represents the applicant's belief concerning company interest in hiring him or her. It is a purely subjective estimate of the chance of being hired, and is thought to influence (a) perceptions of overall attractiveness, and (b) behavioral intentions to accept or reject the employment offer.

Only indirect research support could be located for the relationship between perceived likelihood of employment and overall attractiveness. As indicated earlier, social psychologists have found a reciprocal relationship between personal evaluation and perceived overall attractiveness for the evaluator (cf. Aronson & Worchel, 1966; Byrne & Rhamey, 1965). Given a positive association between personal evaluation and perceived likelihood of employment, it seems plausible to assume that there is a positive relationship between perceived likelihood of employment and overall attractiveness.

Two recruitment studies have found empirical support for a relationship between perceived likelihood of employment and behavioral intentions. Alderfer and McCord (1970) found a highly significant relationship between "expecting to receive a job offer" and "expecting to accept the offer" (r = .35, p < .001). Schmitt and Coyle (1976) also observed a close association between these two variables immediately after the interview was conducted (r = .25, p < .001).

"Market conditions" is defined as the current level of success the applicant is experiencing locating employment. The research literature in industrial relations and economics demonstrates the importance of market conditions in job search behavior (cf. Dyer, 1973; Lippman & McCall, 1976; Stigler, 1962). Evidence suggests that all participants in job search seek to maximize their expected net benefits. The only decision the applicant must make is when to stop searching and accept an offer. The length of the search, according to Lippman and McCall, depends on (a) the distribution of wages the individual believes his or her services can command in the labor market, and (b) the opportunity cost of the searching activity. If the applicant believes that his or her skills are highly valued, he or she will reject offers which fall short of expectations and remain unemployed. In contrast, if the cost of the search is high, the applicant will tend to limit the searching activities. Consequently, success in the employment process (i.e., receiving many job offers) should reinforce perceived skill value and lengthen the job search, whereas failure should lead to hastened job offer acceptance

Given the above findings, it is proposed in the model that the market conditions variable has a direct impact on (a) the perceived overall attractiveness of the employment opportunity, and (b) an applicant's behavioral intention to accept the employment offer.

The final three variables of the proposed model are Overall Attractiveness, Behavioral Intent to Accept Employment Offer, and Choice Behavior. "Overall attractiveness" denotes an applicant's global perception of how appealing the employment opportunity is to him or her. "Behavioral intent" is the applicant's estimated probability to accept an employment offer if such an offer is made. "Choice behavior" is the applicant's actual decision to accept or reject the employment offer when one is extended. In the organizational choice model, overall attractiveness is predicted to directly impact behavioral intentions, and in turn behavioral intentions are proposed to directly influence choice behavior.

Research testing expectancy theory of motivation has consistently indicated the importance of overall attractiveness in organizational choice decisions (cf. Greenhaus et al., 1978; Oldham, 1976; Pieters et al., 1968; Vroom, 1966). For example, Pieters et al. (1968) observed that in 86% of the cases the index of overall attractiveness was higher for the accepted than the rejected organization. Oldham (1976) also found a significant relationship between overall attractiveness [E(I•V)] and the organization chosen to enter ($\underline{r}$ = .41, $\underline{p}$ < .01). In the model, however, overall attractiveness is proposed to only indirectly impact actual choice behavior through behavioral intention. This proposed linkage was

based on Fishbein and Ajzen's (1975) contention that attitudes influence behaviors in an indirect manner through their impact on intentions. In general, research has supported the linkage (cf. Bagozzi, 1981).

Two additional relationships are specified within the framework of the proposed model. First, the relationship between overall attractiveness and behavioral intent to accept an employment offer is thought to be moderated by perceived likelihood of employment. The linkage is consistent with expectancy theory. Expectancy theory predicts that motivational force (effort) directed toward an alternative is a multiplicative function of its attractiveness and its perceived attainability (Vroom, 1964). Within the present context, perceived likelihood of employment is equated to perceived attainability and behavioral intent is assumed to be very similar to effort to join an organization. The final proposed association in the model specifies that the relationship between overall attractiveness and behavioral intention is moderated by market conditions. The research support for this relationship was indirectly obtained from the aforementioned industrial relations and economics literature (cf. Dyer, 1973; Lippman & McCall, 1976; Stigler, 1962).

The theoretical model of organizational choice advanced above represents an initial attempt to integrate concepts and empirical findings from a diverse literature. The rationale for variable inclusion and proposed relationships, although primarily based on prior research, was at times simply based on intuitive reasoning.

Variable placement within the model reflected an apparent logical sequence of events in the organizational entry process. The entry process is examined more closely in the proceeding section, and the implications that continuing applicant/organizational interactions have for variable measurement is noted. A proposed experimental design for the study is subsequently given.

Organizational Entry and Proposed Design of Study

As indicated, the organizational entry process is a complex, interlocking series of events in which both the individual and the organization make decisions to continue or terminate the process in an alternating fashion. Although the specifics may vary slightly depending on the organization, the source of recruitment (e.g., campus, direct employee contact), and job level, the sequence of events can be generally viewed as follows:

1. An applicant decides to interview with the on-campus recruiting representative for Company X.

2. The representative agrees to interview the applicant and the interview takes place.

3. Based upon the information obtained from the interview, the applicant formally applies to Company X.

4. The organization considers the applicant's qualifications and decides to invite the candidate for a company visit for further evaluation.

5. Depending on a number of conditions, the applicant then decides to visit the facility to obtain additional information about Company X; the visit transpires.

6. The organization then decides whether to extend a job offer to the applicant.

7. Finally, the applicant decides to accept or reject such an offer.

Organizational choice refers specifically to those decisions made by the individual in this chain of events (see Figure 2).

As the above process unfolds, presumably more and more information is obtained about the other party and a greater investment of time (from the applicant's perspective) and financial resources (from the organization's perspective) transpires. Equally important, is that each successive step may represent greater psychological involvement and commitment to the other party. Organizational entry, consequently, is a dynamic, escalating decision making process between the job candidate and the potential employer.

This conceptualization of organizational entry leads to at least two implications for the measurement of variables potentially influencing organizational choice. First, the relative and absolute impact various factors have on different organizational choice decisions may differ substantially throughout the entry process. As Rynes et al. (1980, p. 539) noted, it appears "likely that the decision to accept a plant visit [decision five in Figure 2] involves somewhat different considerations than the later decision to ultimately reject all other options and accept a particular offer [decision seven]." Consequently, in order to more fully examine organizational choice, periodic measurements should be obtained throughout the entry process.

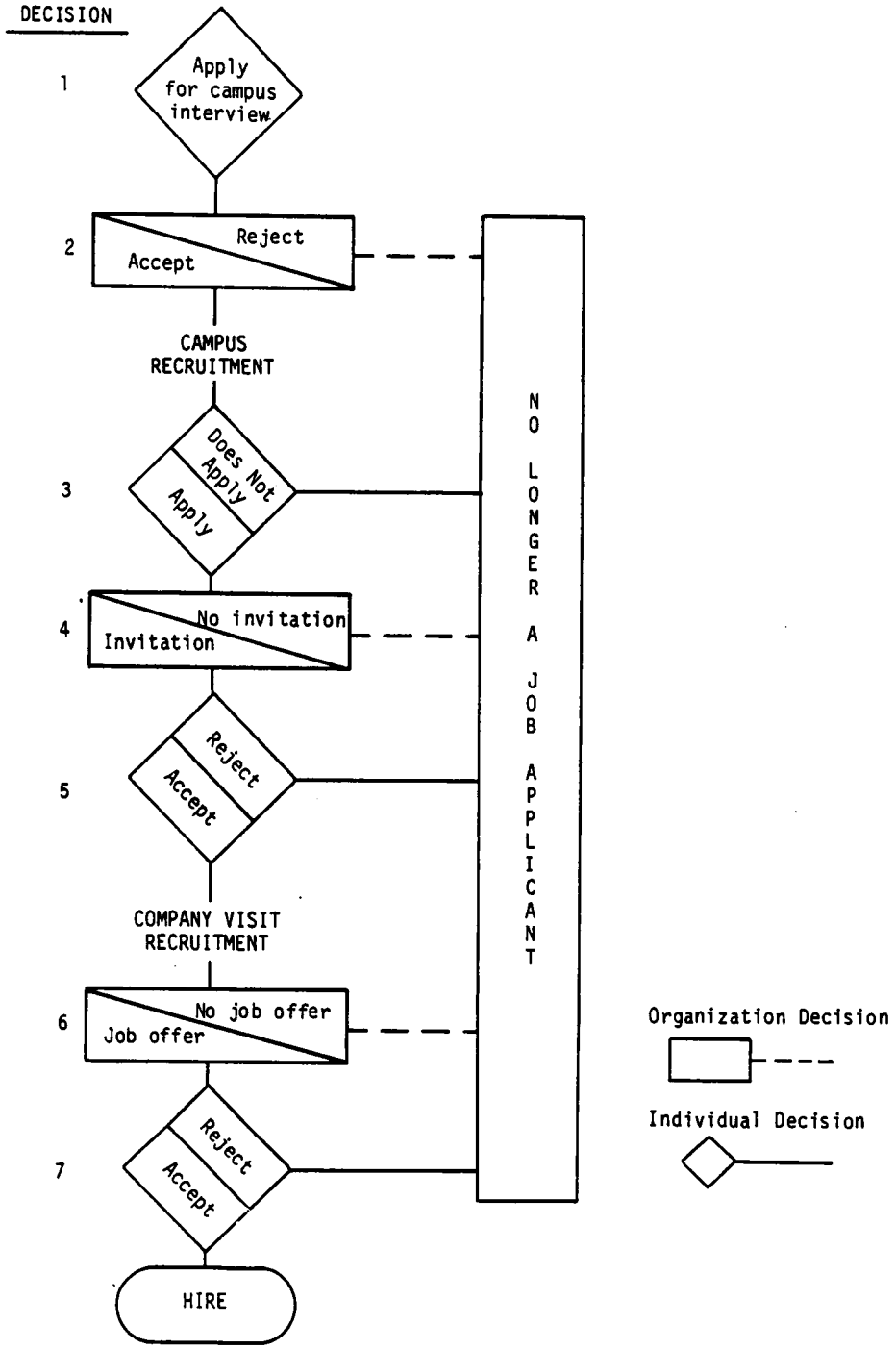


Figure 2. Individual and Organizational Decisions Involved in the Entry Process.

A further implication gleaned from Figure 2 is that actual applicant acceptance or rejection may be an inappropriate criterion to use when investigating organizational choice. While this criterion measure is an objective, behavioral index of applicant decision making, it is confounded within the organization's decision to offer a job. As such, the actual acceptance criterion inadvertently eliminates all applicants who are not acceptable to the organization, regardless of how interested or committed the applicant is to the organization (see decisions four and six in Figure 2). A potentially more revealing criterion for studying the individual's perspective would be a measure of behavioral intent to accept or reject the job offer (or visit invitation) if one is extended. Although behavioral intent is probably highly associated with actual acceptance, intent is not contingent upon the organization's decision to accept (i.e., extend an offer to) the applicant. Hence, behavioral intention would seem to be a more immediate criterion for investigating the organizational choice process.

Given these implications for measurement, the present study employed a multi-stage cross-sectional experimental design to assess the proposed organizational choice model depicted in Figure 1. Behavioral intentions were measured to ascertain the impact of model variables for two distinct decisions in the organizational choice process: (a) company visit invitation (Stage 1) decisions, and (b) job offer (Stage 2) decisions. The theoretical organizational choice model was assessed separately for Stage 1 and Stage 2 decisions.

Consistent with a multi-stage cross-sectional approach, applicant perceptions were measured at four different points in time, with the majority of candidates responding only once. For each of the two stages, the applicant pool was randomly divided into two groups. Two groups were assessed prior to the organization's decision in the entry process, and are reflected in Figure 2 as predecision four and predecision six. The remaining two groups were measured after both parties decided to either continue or terminate the process, and are illustrated in Figure 2 as postdecision five and postdecision seven. Thus, the present experimental design enables the empirical assessment of applicant perceptual and attitudinal reactions as the organizational choice process unfolds.

Hypotheses

The following relationships are hypothesized for both Stage 1 (company visit) and Stage 2 (job offer) decisions.

H_1: Perceived job, organization, and nonwork-related attractiveness is a function of employment information obtained during recruitment.

H_{2a}: Overall attractiveness of the employment position is a function of job, organization, and nonwork-related attractiveness.

H_{2b}: Overall attractiveness of the employment position is a function of employment inferences and perceived organizational interest, independent of the effect of job, organization, and nonwork-related attractiveness.

H_3: Overall attractiveness is significantly related to behavioral intent to accept employment offer.

H_4: Both overall attractiveness and behavioral intent are significantly related to market conditions and perceived likelihood of employment.

H_5: Market conditions and perceived likelihood of employment moderate the relationship between overall attractiveness and behavioral intent.

H_6: Choice behavior is significantly related to behavioral intent.

All hypotheses were tested using data collected from two different sources of applicants. One source consisted of experienced and inexperienced applicants recruited through advertising and direct employee contact, and was only surveyed in Stage 2. The other source was composed of inexperienced applicants recruited on-campus who were surveyed in Stage 1. Those campus recruits who were invited and accepted invitations to visit were also surveyed in Stage 2. Hence, a subsample of applicants were tracked throughout the entire entry process. An investigative hypothesis is tested to assess the extent to which organizational choice is a cumulative effect.

H_7: The amount of job, organization, and nonwork-related information perceived by the applicants is significantly greater in Stage 2 than in Stage 1.

The proposed organizational choice model depicted in Figure 1, page 43, can be further examined by investigating systematic changes

in applicant responses over time. An alternative interpretation of organizational choice behavior suggests that applicants cognitively bias their perceptions and evaluations of organizational characteristics to be consistent with their behavior (Soelberg, 1967). The implication for the present research is that attitudinal and perceptual measures may be a result of (consistent with) past behavior (e.g., accepting or rejecting an invitation to visit) rather than predictive of future decision behavior. Cognitive dissonance theory (Festinger, 1957), for example, would predict that individuals tend to distort their perceptions about organizations and the importance they attach to various factors used to make decisions so as to be consistent with their current behavior. This distortion is allegedly a necessary step in the justification, or rationalization, of one's choice.

The dissonance interpretation suggests that postdecision perceptions of the importance and expectancy of attaining job, organization, and nonwork-related employment factors for individuals accepting offers are significantly greater than those predecision perceptions for individuals accepting offers. Furthermore, postdecision perceptions of the importance and expectancy of attaining job, organization, and nonwork-related employment factors for individuals rejecting offers are significantly less than those predecision perceptions for individuals rejecting offers. These two assertions are also examined in the present study to better understand how applicant cognitive processes affect organizational choice behavior.

CHAPTER III

METHODOLOGY

Participants

Individuals applying to Union Carbide Corporation-Nuclear Division (UCC-ND) in the first eight months of the 1981 recruitment year (October 1, 1980 to May 31, 1981) served as participants in the study. The UCC-ND applicants were of two general types: (a) students completing their Ph.D.'s who were interviewed on-campus by organizational recruiters, and (b) applicants with doctoral degrees who visited, or agreed to visit, UCC-ND facilities by May 31, 1981. The former group of applicants were used to test the hypothesized relationships in the initial stage of the proposed model and are referred to as Stage 1 applicants throughout the remainder of the study. The latter group of job candidates were used to assess the relationships in the second stage of the model and are referred to as Stage 2 applicants.

The study initially planned to investigate master and baccalaureate degree candidates as well. However, for several reasons this was not possible. Furthermore, major federal funding cutbacks severely limited the number of applicants recruited and hired by UCC-ND in 1981. To compensate for these two events, the original data collection period was extended two months (i.e., from six to eight months).

During Stage 1, 242 students were surveyed, of whom 119 returned questionnaires for a response rate of 49%. During Stage 2,

126 job candidates were surveyed, of whom 92 (73%) returned questionnaires. A subset of 20 applicants responded to both Stage 1 and Stage 2 surveys. Consequently, a total of 191 different individuals were sampled in the study. Biographical data of these 191 applicants are summarized below.

1. Age: Mean (M) = 31, with ages ranging from 25 to 50 years old;

2. Gender: 91.4% male, 8.6% female;

3. Race: 88.2% Caucasian, 0.5% Black, 11.3% other;

4. Marital status: 29.8% single, 68.5% married, 1.7% divorced;

5. Field of study: 3.2% business, 25.0% engineering, 71.3% science, 0.5% other; and

6. Previous job-relevant work experience: 39.2% had none, 11.3% had one year or less, 32.8% had two-to-five years, and 16.7% had over five years.

All applicants had a Ph.D. degree or expected to have one within the year.

Questionnaire Composition and Development

The questionnaire used in the study, UCC-ND Applicant Survey, was composed of three sections: (a) personal background, (b) UCC-ND recruitment practices, and (c) employment factors. The first section simply asked respondents a number of biographical questions (e.g., date of birth, gender, race).

The recruitment practices section of the survey was designed to measure applicant perceptions of UCC-ND's recruitment activities during various stages of the recruitment process. Campus recruitment, company visit, and applicant correspondence were the three primary areas of recruitment assessed. In addition, information was collected on the number of company invitations and job offers the applicants received, their perceived likelihood that UCC-ND would extend them a visit/job offer, and their behavioral intent to accept or reject the visit/job offer. Recruitment activity questions were developed after interviewing UCC-ND employees involved in recruiting and from the current research literature on recruiting.

Job, organization, and nonwork-related characteristics were assessed in the employment factors section. Two aspects were measured for each characteristic: (a) the importance of the characteristic for the individual when making an organizational choice decision (i.e., valence), and (b) the perceived likelihood of attaining the characteristic at UCC-ND (i.e., expectancy). Six different bodies of literature were examined in preparing the various job, organization, and nonwork-related characteristics included in the questionnaire. The literature included: (a) organizational choice research (e.g., Glueck, 1974; Posner, 1981), (b) job redesign research (e.g., Hackman & Oldham, 1975), (c) job satisfaction literature (e.g., Herzberg, 1968; Smith, Kendall, & Hulin, 1969), (d) organization structure research (e.g., Dalton, Todor, Spendolini, Fielding, & Porter, 1980; Porter & Lawler, 1965), (e) organizational climate research (e.g., Lawler, Hall, & Oldham, 1974; Litwin & Stringer, 1968), and (f) nonwork and life satisfaction literature (e.g., Parker & Smith, 1976).

Two different UCC-ND Applicant Surveys were employed in the study. This was necessary because data were collected at different stages of recruitment and, hence, the recruitment questions had to reflect the differences. The Stage 1 survey focused on aspects of campus recruitment (see Appendix A). In contrast, the Stage 2 survey examined recruitment practices during the company visit and follow-up correspondence (see Appendix B). Personal background and employment factor items were constant on both questionnaires.

Dependent Measures

Although UCC-ND was very cooperative and helpful throughout the study, some constraints were imposed on the measurement of recruitment practices. The organization required that certain items be included in the surveys so that feedback could be given regarding the successfulness of some specific recruitment activities. For example, one item the organization was particularly interested in was whether a UCC-ND recruiter contacted the applicant prior to the on-campus interview. Due to the fact that questionnaire length had to be kept to a minimum, this constraint prevented the inclusion of certain recruitment items which may have more directly assessed the proposed recruitment constructs in the organizational choice model.

The UCC-ND Applicant Surveys, nevertheless, attempted to measure each theoretical variable in the proposed model. The actual measurements changed slightly from Stage 1 to Stage 2 and from a predecision condition to a postdecision one in order to reflect the differences in orientation held by the respondents due to their

current position in the recruiting process. The specific measures of the model variables are described below.

Recruitment factors. In total, 31 questions pertaining to recruitment practices were used in the study. Ten of the items concerning campus recruitment were included in the Stage 1 survey, and 21 items relevant to recruitment activities during the company visit were included in the Stage 2 survey. The items were worded so that regardless of whether the job candidates received the questionnaire in a predecision or postdecision condition, candidates could respond to all statements in the survey (see Appendices A and B). All items used a 7-point, Likert-type response format, ranging from strongly agree (1) to undecided (4) to strongly disagree (7). The specific items were developed, in part, to represent the three proposed constructs derived from the literature and depicted in the model: perceived organizational interest, employment information, and employment inferences. An example of an item used to represent perceived organizational interest was, "It was apparent that the recruiter had read my resume and was familiar with my personal background before the interview began." An item used to represent employment information was, "The campus recruiter appeared knowledgeable about the technical and personal requirements of UCC-ND employment opportunities." The following is an example of an item used to assess employment inferences, "The receptionists, guards, and other UCC-ND support personnel were courteous and friendly."

Job, organization, and nonwork-related attractiveness.

Attractiveness for job, organization, and nonwork-related aspects was measured in two different ways. One approach listed specific outcomes related to each area's attractiveness; e.g., "good job security" and "high salary" for job, "high status and good reputation" and "suitable size" for organization, "a good public transportation system" and "close access to family and relatives" for nonwork-related. (See Appendix A or B for a complete listing of outcomes.) For each outcome, respondents were asked to indicate the importance of the outcome (valence) and the expected attainability of the outcome. Valence was assessed on a 7-point scale, ranging from very unimportant (1) to neutral (4) to very important (7). Expectancy was also measured on a 7-point scale, ranging from very unlikely (1) to 50/50 chance (4) to very likely (7). A "do not know" alternative was also provided in the expectancy response scale. Attractiveness was operationalized as the average valence times expectancy within each facet.

How many and what type of outcomes should be incorporated in ascertaining job, organization, or nonwork-related attractiveness is problematic. Omission of salient outcomes may limit the predictability of the proposed model. Simply asking job candidates to specify important outcomes on their own is inadequate since applicant knowledge of particular outcomes may be limited or inaccurate. Alternately, the use of a standard list of outcomes mentioned by a large number of applicants previously assessed runs the risk of omitting an important outcome for a particular individual. There is

little agreement about the resolution of this problem (Matsui & Ikeda, 1976; Mitchell, 1974). The present study employed a lengthy list of 49 outcomes--19 job-related, 18 organization-wide, and 12 nonwork-related. In addition, two blanks were provided within each facet area for respondents to specify outcomes.

Job, organization, and nonwork-related attractiveness were also assessed with global statements of perceived attractiveness for each facet area. For example, job attractiveness was measured with the following statement: "Considering these factors alone, how attractive is the UCC-ND employment opportunity?" Responses were on a 7-point scale, ranging from very unattractive (1) to moderately attractive (4) to very attractive (7).

Overall attractiveness. The global, overall attractiveness of employment was measured with a single item: "Considering all characteristics of the job, the organization, and other nonwork-related aspects, how attractive is the UCC-ND employment position?" Responses were on a 7-point scale, ranging from very unattractive (1) to moderately attractive (4) to very attractive (7).

Perceived likelihood of employment. Subjective estimates of employment likelihood were measured with two items: (a) estimated likelihood of receiving a visit invitation, and (b) estimated likelihood of receiving a job offer. Both responses were assessed on 7-point scales, with values ranging from very unlikely (1) to 50/50 chance (4) to very likely (7). If the applicant was already informed

of his or her status, as in the postdecision conditions, the items were coded with a zero (0) for a no invitation/offer and an eight (8) for an invitation/offer.

Market conditions. Market conditions, representing the current level of success the job candidate was experiencing locating employment, was assessed with the following two items: (a) reported number of visit invitations received, and (b) reported number of job offers received. These items were subsequently summed to derive an overall measure of market conditions.

Behavioral intent to accept employment offer. Intention to accept employment was measured by having applicants indicate the subjective probability of accepting an invitation to visit the company (in Stage 1) or accepting a job offer (in Stage 2). The estimates were reported on a 7-point scale, ranging from very unlikely (1) to 50/50 chance (4) to very likely (7). It should be noted that behavioral intent was not measured for all applicants since some applicants were already informed of their status and had responded to the organization's request (e.g., the postdecision conditions).

Choice behavior. Choice behavior was a post hoc dichotomous variable representing the applicant's actual decision to accept or reject the invitation to visit (Stage 1) or job offer (Stage 2). The measure was derived for only those applicants who were extended invitations and/or offers.

Procedure

An attempt was made to collect data over the entire decision making process, from the initial campus interview to after the applicant accepted or rejected the job offer. The specific design used permitted a sequential investigation of the organizational choice process as it unfolded. A true longitudinal design (i.e., repeatedly sampling the same applicants throughout organizational choice) was ruled out for several reasons. First, a longitudinal design would have made data collection extremely obtrusive, with a potentially strong effect on applicant attitudes and behaviors (Webb, Campbell, Schwartz, & Sechrest, 1966). Second, memory effects most likely would have influenced applicant responses. Third, repeatedly asking applicants to complete a lengthy questionnaire was considered an undue imposition on applicants.

With these considerations, the study proceeded with a multi-stage cross-sectional design, such that the majority of applicants, representing different stages in the process, only received one survey. The procedure permitted assessment of applicant responses throughout the entire choice process without invoking the potential disadvantages of a longitudinal design for the entire sample. For exploratory purposes, the design included a minor longitudinal assessment from Stage 1 to Stage 2 for a subset of the sample.

The design specified measurement at four different points in time, two predecision points and two postdecision points. Time 1 data were collected shortly after the campus interview but prior to

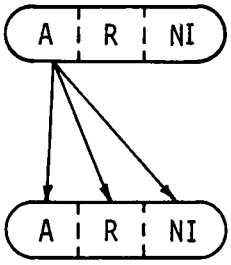
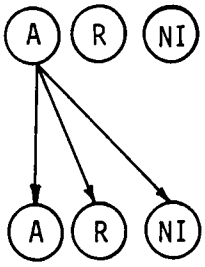
receiving (or not receiving) a company visit invitation. Time 2 data were collected following the campus interview and after the applicant received and accepted or rejected (or did not receive) a company visit invitation. Time 3 data were collected shortly after the company visit but before being extended (or not extended) a job offer. Finally, Time 4 data were collected after the applicant received and accepted or rejected (or did not receive) the job offer from UCC-ND (see Table 4).

Times 1 and 3 represent predecision times, i.e., the applicant responded to the questionnaire before knowing how well he or she was evaluated by UCC-ND or even whether he or she would accept the offer. In contrast, Times 2 and 4 represent postdecision times when the applicant knew the UCC-ND evaluation and if invited/offered had decided whether to accept or reject it. The applicant pool was randomly divided into predecision and postdecision categories.

As mentioned previously, a subset of the sample (N = 20) responded twice to surveys (i.e., in Times 1 or 2 and in Times 3 or 4). It should be stressed, however, that the data in the study are generally cross-sectional in nature.

The UCC-ND employment office provided current information on each applicant's progress throughout the three-to-five months it typically took to evaluate and hire a job candidate. An individually typed cover letter briefly explaining the nature of the study, the UCC-ND Applicant Survey, and a pre-addressed, postage paid return envelope were mailed to each applicant in accordance with the experimental design. For Times 3 and 4, a follow-up letter was sent

Table 4. Data Collection Procedure.

Time Data Collected	Predecision Condition[a]	Postdecision Condition[b]
STAGE 1		
T_1: Preinvitation		
T_2: Postinvitation		
STAGE 2		
T_3: Preoffer		
T_4: Postoffer		

Note: Applicant pool was randomly divided into pre- and post-decision conditions for Stage 1 and Stage 2 data collection. However, for ease of interpretation, this is not reflected in the above diagram.

[a]All the applicants are enclosed into one group to signify UCC-ND employment status transpired after data collection. Dotted lines are used to separate those applicants who eventually accepted employment offers (A), rejected employment offers (R), or received letters of no interest (NI).

[b]Applicants are divided into three distinct subgroups to indicate categorization occurred prior to data collection.

14 days later if the questionnaire was not returned. All applicants were explicitly informed that their responses would have no impact on any current hiring decisions and that management would not examine the data until after the current recruiting year, and then only in summarized form. To underscore this point, the surveys were returned to a post office box in a different city than the company's address. (See Appendix C for an illustration of a cover letter used in the study.)

Data Analysis

The dimensionality of the recruitment items in Stages 1 and 2, respectively, was evaluated using factor analytic techniques (Harman, 1976). Multiple regression and correlation analyses were subsequently used to analyze the data for testing the primary hypotheses (Cohen & Cohen, 1975; Nie, Hull, Jenkins, Steinbrenner, & Bent, 1975). Multivariate and univariate analyses of variance and discriminant analysis were used to examine group differences (Tatsuoka, 1971; Winer, 1971). When appropriate, t tests were also used to ascertain univariate differences between groups. An a priori alpha significance level, $p < .05$, was employed to determine statistical significance.

To ascertain the study's statistical ability to find significant results (i.e., minimize Type II error), a power analysis was conducted for the bivariate relationships. According to Cohen (1977), a small to medium effect size ($r = .20$) can be expected due to the theoretical nature of the investigation. Given this effect size, the above significance criterion level ($\alpha = .05$, one-tail test), and the available sample sizes for Stage 1 ($N = 119$) and Stage 2 ($N = 92$), the

analyses indicated that power was .71 and .61 in Stages 1 and 2, respectively. Using the same parameters and with three independent variables in the equation, the power of the analysis was expected to be .76 (Stage 1) and .65 (Stage 2) for the multiple regression analyses.

CHAPTER IV

RESULTS

The present chapter provides an empirical assessment of the theoretical organizational choice model previously outlined (see Figure 1, page 43). The chapter focuses on (a) the operational development of the specified model variables, (b) presentation of data relevant to the hypothesized relationships for Stage 1 of the model and subsequently for Stage 2, (c) an assessment of the cumulative impact implied by the model over Stage 1 and Stage 2, and (d) an examination of potential cognitive dissonance/impression management effects which may be operating within the organizational choice decision.

Development and Assessment of Operational Measures

As indicated in Figure 1, the proposed model hypothesizes a set of relationships among 11 theoretically relevant variables. From the individual's perspective, this variable set includes aspects relating to recruitment, organizational attractiveness, market conditions, perceived interest, behavioral intention, and actual choice. The following section describes the analytic development of operational measures of the model variables. Since the organizational surveys used to generate the data served multiple purposes, special attention is given to the procedures required to fit the available data to the specifications of the proposed model. The variables are presented in

an order roughly corresponding to the model and are discussed separately for Stages 1 and 2 when appropriate.

Recruitment factors. Both Stage 1 and Stage 2 surveys contained items relevant to the organization's recruitment practices. Stage 1 contained 10 items assessing the applicant's perception of recruitment activities experienced during a preliminary on-campus interview. The Stage 2 survey included 21 items assessing perceptions of (a) organizational recruitment practices experienced during a company visit, and (b) aspects pertaining to post-visit correspondence between the applicant and the organization. (The specific items and descriptive data are presented in Appendix D.)

For both Stage 1 and Stage 2, the dimensionality of the recruitment items was evaluated using factor analytic techniques. In each case, multiple-response items were excluded from the item pool to be analyzed. These included two items from Stage 1 (items 8, 9) and three items from Stage 2 (items 26, 27, 28). The global affective evaluation items were also excluded from the analyses, since these items (item 10 in Stage 1 and items 24, 31 in Stage 2) were used as separate criteria in addition to the resulting recruitment factors.

An iterative principal-factor solution with estimated initial communalities in the diagonal of the correlation matrix was used for both Stage 1 and Stage 2 analyses. The resulting initial factors were evaluated in terms of item-factor complexity and in terms of Cattell's (1966) scree test of initial eigenvalues to determine the number of factors to retain for subsequent rotation. Oblique rotation with

delta set at zero (allowing moderately intercorrelated factors) was used to approximate simple structure. Oblique rotation was performed since there was no reason to believe the recruitment factors (items) were phenomenologically independent.

For Stage 1, the principal-factor analysis of the seven retained recruitment items produced seven factors at maximum iteration. The initial eigenvalues and corresponding percentage of variance accounted for by the first four factors were 3.61 (51.6%), 1.10 (15.7%), .82 (11.7%), and .49 (7.0%). Inspection of item complexity and the results of a scree test for the initial eigenvalues suggested the first three factors should be retained for rotation. The resulting factor pattern and factor structure matrices are presented in Table 5, along with the initial and final communalities. The factor structure matrix represents the zero-order correlation between the factor and the item, and was used to interpret the resulting factors.

The first factor with a final eigenvalue of 3.26, accounting for 76.9% of the explained variance, appears to represent an information conveying dimension of recruitment. The factor is associated with the campus recruiter's knowledge about the technical requirements of the job and the recruiter's knowledge of the policies and regulations of the organization on the whole. In addition to aspects concerning the recruiter's job and organizational knowledge, the applicant's belief that the information conveyed was accurate and realistic is reflected in the factor. The proposed dimension of "employment information" depicted in Figure 1, page 43, seems to reflect the substance of this factor.

Table 5. Factor Analysis Results for Stage 1 Recruitment Items.

Item (#)	N	M[a]	SD	Initial $\hat{h}^2$	Final h^2	Oblique (σ = 0) Factor Pattern/Structure Matrix[b] Factor I	Factor II	Factor III
Technical knowledge (1)	117	5.60	1.38	.51	.59	.79/.77	-.02/.38	-.01/.32
Company-wide knowledge (2)	116	5.69	1.05	.42	.50	.72/.70	.04/.36	-.08/.25
Friendliness (3)	117	5.27	1.03	.39	.60	-.05/.36	.81/.77	-.01/.39
Familiarity with applicant's background (4)	107	5.24	1.56	.21	.37	-.01/.25	-.02/.29	.63/.61
Professional manner (5)	116	5.92	1.16	.50	.64	.12/.51	.33/.65	.50/.72
Accurate and realistic information (6)	116	5.58	1.37	.65	.82	.82/.89	-.02/.50	.19/.54
Genuinely interested in applicant (7)	116	5.78	1.32	.61	.72	.32/.66	.56/.79	.11/.54

	Factor Intercorrelations		
Factor I	1.00		
Factor II	.52	1.00	
Factor III	.44	.52	1.00

Note: A principal factor analysis (i.e., communality estimates in diagonal) to iteration was initially performed. Based on the results of a scree test, three factors were extracted and submitted to oblique rotation (σ = 0). Pairwise deletion of missing data was used.

[a]Means are based on a 7-point Likert rating scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Scores were reversed so that a high score reflected strongly agree.

[b]Underlined coefficients represent the highest loading an item has on any factor.

Factor II had a final eigenvalue of .67, accounting for 15.7% of the explained variance. The factor appears to characterize the applicant's belief that the recruiter was genuinely interested in him or her--both as a job candidate (so that an accurate assessment could be obtained) and as an individual (by putting them at ease) (see Table 5). "Perceived organizational interest" seems to encompass the content of this factor as it was conceptualized in the proposed organizational choice model.

The third factor derived for Stage 1 recruitment had an eigenvalue of .31 and accounted for an additional 7.4% of the explained variance. Items loading most heavily on the factor involved the manner in which the recruiter conducted the campus interview (see Table 5). The items concern the preparation, organization, and professionalism displayed by the recruiter during the interview. It was proposed that applicants use such information to make inferences about the competence of the recruiter, as well as the employees in general at that company and how the organization as a whole operates. Hence, this factor appears to fit the proposed construct of "employment inferences" as indicated in Figure 1.

On the basis of the factor analysis, composite variables were formed to represent each of the three proposed recruitment factors. Factor scores from all seven recruitment items were used to define the composite variables due to the interrelatedness of the factors (see Table 5). In order to accommodate occasional missing data (less than 5%) for an item, omitted items were coded to reflect a response of "undecided" (scale value of 4). This procedure was performed in

order to use all the available information the applicant had provided concerning recruitment practices.

Results of the factor analysis of the 16 recruitment items in Stage 2 are shown in Table 6. The initial principal-factor analysis resulted in the following eigenvalues and corresponding percentage of variance explained for the first four factors: 4.35 (27.2%), 1.57 (9.8%), 1.42 (8.9%), and 1.27 (7.9%). Inspection of item complexity and the results of a scree test of the eigenvalues suggested the first three factors should be retained for rotation.

Factor I had a final eigenvalue of 3.83 and accounted for 70.5% of the explained variance. This factor appears to be primarily a dimension composed of the evaluation procedures employed to assess the qualifications of the job candidate (see Table 6). It involves the applicant's perception of the appropriateness (i.e., job relevance) and reasonableness of the evaluation procedures used by the employment department and line management. The factor is, therefore, referred to as "organizational evaluation procedures." The particular dimension was not hypothesized as a recruitment dimension in the proposed model depicted in Figure 1, page 43.

The second factor, which had an eigenvalue of .89 and accounted for 16.4% of the variance, appears to be a combination of two hypothesized constructs. Items loading most heavily on this factor pertain to the amount of information directly provided about the duties and responsibilities of the job and the strengths and weaknesses of the surrounding community, so that a well-informed decision could be made. The hypothesized recruitment dimension, "employment

Table 6. Factor Analysis Results for Stage 2 Recruitment Items.

Item (#)	N	M[a]	SD	Initial $\hat{h}^2$	Final h^2	Oblique (σ = 0) Factor Pattern/Structure Matrix[b] Factor I	Factor II	Factor III
Convenient travel arrangements (11)	89	5.84	1.25	.42	.31	.11/.21	.40/.40	.38/.34
Adequate hotel accommodations (12)	86	5.76	1.19	.20	.05	.07/.07	.02/.02	.21/.20
Efficient time schedule (13)	90	5.74	1.34	.51	.48	.54/.60	.26/.39	.26/.22
Excessive security procedures (14)	90	4.84	1.82	.17	.04	-.10/-.04	.21/.19	.00/-.01
Reasonable line management evaluation procedures (15)	87	5.32	1.28	.71	.52	.68/.68	-.04/.18	-.25/-.27
Attention given by line management (16)	90	5.57	1.23	.55	.42	.61/.64	.10/.28	.04/.01
Friendly support personnel (17)	91	6.02	.84	.32	.24	.10/.24	.45/.48	.03/-.01
Reasonable employment department evaluation procedures (18)	88	5.20	1.39	.68	.51	.69/.71	.05/.26	-.06/-.09
Employment department helpfulness (19)	91	6.12	.66	.28	.16	-.02/.10	.41/.40	.02/-.02
Overall, evaluation procedures were reasonable (20)	89	5.38	1.23	.80	.76	.90/.86	-.15/.12	-.03/-.05
Visit provided sufficient organization-wide information (21)	89	5.71	1.14	.55	.54	.46/.59	.44/.58	-.08/-.13
Visit provided sufficient job-specific information (22)	87	5.49	1.19	.57	.38	.27/.40	.42/.52	-.21/-.26
Opportunity to evaluate community (23)	88	4.66	1.71	.38	.29	.19/.25	.17/.26	-.44/-.46
Paperwork required was moderate (25)	91	5.35	1.24	.24	.13	.03/.13	.33/.35	-.09/-.12

Table 6 (Continued)

Item (#)	N	M[a]	SD	Initial $\hat{h}^2$	Final h^2	Oblique (σ = 0) Factor Pattern/Structure Matrix[b] Factor I	Factor II	Factor III
Correspondence seemed impersonal (29)	92	4.52	1.57	.25	.19	.43/.40	-.09/.03	.15/.15
Genuinely interested in applicant (30)	91	5.73	1.09	.42	.40	.29/.38	.27/.39	-.42/-.45

	Factor Intercorrelations		
Factor I	1.00		
Factor II	.29	1.00	
Factor III	-.03	-.08	1.00

Note: A principal factor analysis (i.e., communality estimates in diagonal) to iteration was initially performed. Based on the results of a scree test, three factors were extracted and submitted to oblique rotation (σ = 0). Pairwise deletion of missing data was used.

[a]Means are based on a 7-point Likert rating scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Scores were reversed so that a high score reflected strongly agree.

[b]Underlined coefficients represent the highest loading an item has on any factor. For items 14 and 29, means were not transformed since the items indicate undesirable recruitment practices.

information," captures those characteristics. Also related to this factor, however, is information indirectly provided concerning the nature of the organization and its personnel which an applicant could use to make inferences about the company. For example, convenient travel arrangements, excessive security procedures, support personnel friendliness, employment departmental helpfulness, and the amount of application paperwork required are items also loading heavily on this factor (see Table 6). Thus, the second factor appears to incorporate both the proposed constructs of "employment information" and "employment inferences." Factor II, therefore, is titled, "employment information and inferences."

The last recruitment factor for Stage 2 had a final eigenvalue of .71 and accounted for 13.1% of the explained variance. Factor III is less well-defined than the previous factors. Only two items had substantial loadings on this factor (see Table 6). Item 30 assessed the degree to which the applicant perceives the organization is interested in hiring him or her. Item 23 is also interpreted to reflect the extent to which the company is interested in the applicant as a prospective employee, in that the company provided the individual with the opportunity to inspect the surrounding community. Consequently, this dimension seems to encompass the proposed recruitment factor "perceived organizational interest."

Composite variables were again computed using factor scores to represent the proposed recruitment dimensions for Stage 2. The same procedure as used for Stage 1 was employed in forming composite variables for Stage 2.

In general, the factor analyses support the recruitment variables proposed in the model illustrated in Figure 1, page 43. The primary exception was the dimension of organizational evaluation procedures, appearing as a very salient separate dimension in Stage 2. Employment information and inferences were also less distinct in Stage 2 than Stage 1. Obviously, the factor analytic results are contingent, in part, on the semantic content of the specific items. Nevertheless, the factor analyses identified clusters of recruitment items representing three or four general theoretically relevant dimensions: perceived organizational interest, employment information, and employment inferences. Organizational evaluation procedures was also identified as an important factor in Stage 2 perceptions of recruitment procedures.

Job, organization, and nonwork-related attractiveness. Both Stage 1 and Stage 2 surveys contained an identical set of 49 items assessing the importance and attainability of attributes relevant to employment attractiveness. The set included 19 job characteristics, 18 organization characteristics, and 12 nonwork-related characteristics. (In addition, blanks were provided to enable respondents to rate characteristics important to them but not listed on the survey. However, no characteristic was mentioned very frequently, and these items were not included when computing attractiveness scores.) For each item, the importance of the characteristic when making an organizational choice decision and the perceived likelihood of attaining the characteristic if employed at the company were measured.

The specific items and descriptive data are presented in Appendices E and F for Stage 1 and Stage 2, respectively.

In addition to the specific ratings, three global rating scales were contained in the surveys. The scales assessed global attractiveness separately for job, organization, and nonwork-related areas. Descriptive data for global ratings are presented in Tables 7 (Stage 1) and 8 (Stage 2).

For both stages, the attractiveness of the job, organization, and nonwork-related conditions was calculated using two separate approaches: (a) averaged weighted instrumentalities (importance x attainability) as prescribed by expectancy theory, and (b) global assessments of facet attractiveness. In order to accommodate occasional missing data (less than 5%), omitted attainability items were coded to reflect a response of "do not know" (scale value of 0) when computing the expectancy-based measures of facet attractiveness. Missing data for importance items (less than 5%) were also coded values of 0. This procedure avoided routine applicant exclusion when constructing the aggregate scales.

The convergence of the two methods used to measure attractiveness was assessed using a multitrait-multimethod approach. The multitrait-multimethod matrix was analyzed separately for Stages 1 and 2 employing an analysis of variance (ANOVA) model proposed by Kavanagh, MacKinney, and Wolins (1971). In the ANOVA model, individual respondents are treated as random effects and traits and methods are treated as fixed effects. According to Kavanagh et al.,

three sources of variance are of primary interest. The main individual (applicant) effect indicates the extent to which the alternative methods yield similar attractiveness ratings within applicants across traits. Hence, this term provides an estimate of convergent validity. The applicant by trait interaction provides evidence of discriminant validity, in that it illustrates the degree to which each applicant's (a) pattern of trait responses differs from the other applicants' patterns, and (b) trait response patterns are similar across methods. Lastly, the applicant by method interaction also provides evidence of discriminant validity. This term gives an indication of the extent to which different methods yield different within applicant results across similar traits.

The summary ANOVA procedure permits the computation of a variance component index for each of the three sources of variance. The variance component index represents the relative amount of variance attributable to each source, and permits variance comparisons within and between correlational matrices. It is derived by dividing the appropriate variance component by the variance component plus error variance.

Table 7 presents the intercorrelations between expectancy-based and global attractiveness ratings for Stage 1. Also reported in the table are the summary ANOVA results and variance component indexes. Significant tests on the main effect for applicant (F [104,208] = 12.17, $p < .001$), as well as the applicant by trait (F [208,208] = 2.10, $p < .001$) and applicant by method (F [104,208] = 2.24, $p < .001$)

Table 7. Intercorrelations Among Attractiveness Ratings with Summary Analysis of Variance for Stage 1.

Attractiveness Rating	N	M	SD	Correlation 1	2	3	4	5	6	7	8	9
Global Measures[a]												
1. Job	106	5.48	1.02	-								
2. Organization	103	5.25	.93	.75	-							
3. Nonwork-related	107	5.10	1.35	.37	.40	-						
Expectancy-based Measures[b]												
4. Job	106	34.60	6.42	.56	.59	.23	-					
5. Organization	103	30.66	7.03	.49	.59	.26	.69	-				
6. Nonwork-related	107	26.75	6.74	.44	.50	.61	.44	.53	-			
Composite Measures[c]												
7. Job	103	.13	.73	.93	.76	.34	.82	.67	.49	-		
8. Organization	100	.13	.73	.72	.94	.38	.70	.84	.57	.81	-	
9. Nonwork-related	104	-.10	.77	.42	.48	.93	.33	.41	.86	.42	.50	-
10. OVERALL[d]	109	5.28	1.15	.80	.73	.73	.49	.40	.52	.75	.65	.70

Summary Analysis of Variance

Source of Variance	df[e]	MS	F	Variance Component Index[f]
Applicant (A)	104	3.53	12.17***	.65
A x Trait	208	.61	2.10***	.36
A x Method	104	.65	2.24***	.29
Error	208	.29	-	-

Table 7 (Continued)

[a]Global attractiveness ratings were obtained from a single questionnaire item representing the applicant's global evaluation of job, organization, and nonwork-related characteristics, respectively.

[b]Expectancy-based attractiveness ratings constitute the average raw scores obtained by multiplying "importance" times "instrumentality" of 19 job characteristics, 18 organization characteristics, and 12 nonwork-related characteristics, respectively.

[c]Composite attractiveness ratings were computed by averaging the standardized ratings obtained from the previous two measures.

[d]Overall attractiveness was measured by a single item, employing a 7-point rating scale ranging from 1 (very unattractive) to 7 (very attractive).

[e]Degrees of freedom (df) were calculated by taking the mean df from the global and expectancy-based measures.

[f]Variance component indexes were derived by using the formula, true variance/true plus error variance, and indicate the amount of convergence (A), trait discrimination (A x Trait), and method discrimination (A x Method) in the correlation matrix.

***$p < .001$.

interactions indicate that each source of variance is significant. Inspection of the variance component indexes indicates the effect attributable to person (applicant) variance is particularly strong, indicating substantial convergent validity between the two methods. The amount of variance attributable to the applicant by trait interaction term is also considerable, demonstrating discriminant validity. It is apparent that applicants are capable of making distinctions across job, organization, and nonwork-related attractiveness. The applicant by method interaction indicates that the two measures of attractiveness are assessing some slightly different properties of the attractiveness constructs.

Given the latter finding, the two measures were combined to capture the unique attractiveness variance that each method contributed. The component scores were standardized and then averaged. Intercorrelations among the composite measures, as well as their correlations with global and expectancy-based measures, are displayed in Table 7.

The correlation matrix of attractiveness ratings and results of the summary ANOVA for Stage 2 is illustrated in Table 8. In general, the results are very similar to those found in Stage 1. Tests for significance indicate that all three sources of variance are statistically significant: applicant (F [88,176] = 17.00, p < .001), applicant by trait (F [176,176] = 2.71, p < .001), and applicant by method (F [88,176] = 4.14, p < .001). Again, convergent validity was very high and a degree (albeit somewhat greater than Stage 1) of discriminant validity was found across traits and methods.

Table 8. Intercorrelations Among Attractiveness Ratings with Summary Analysis of Variance for Stage 2.

Attractiveness Rating	N	M	SD	Correlation 1	2	3	4	5	6	7	8	9
Global Measures[a]												
1. Job	89	5.61	1.16	-								
2. Organization	91	5.26	1.12	.79	-							
3. Nonwork-related	90	5.33	1.24	.32	.25	-						
Expectancy-based Measures[b]												
4. Job	89	33.74	5.77	.60	.58	.23	-					
5. Organization	88	29.12	6.57	.47	.54	.18	.82	-				
6. Nonwork-related	89	27.29	6.30	.44	.36	.56	.65	.61	-			
Composite Measures[c]												
7. Job	87	.02	.90	.89	.76	.30	.90	.72	.60	-		
8. Organization	88	.01	.88	.70	.88	.24	.80	.88	.55	.84	-	
9. Nonwork-related	88	.01	.86	.42	.35	.89	.49	.44	.88	.51	.45	-
10. OVERALL[d]	91	5.46	1.11	.75	.63	.70	.53	.34	.55	.71	.55	.71

Summary Analysis of Variance

Source of Variance	df[e]	MS	F	Variance Component Index[f]
Applicant (A)	88	3.57	17.00***	.73
A x Trait	176	.57	2.71***	.46
A x Method	88	.87	4.14***	.51
Error	176	.21	-	-

Table 8 (Continued)

[a]Global attractiveness ratings were obtained from a single questionnaire item representing the applicant's global evaluation of job, organization, and nonwork-related characteristics, respectively.

[b]Expectancy-based attractiveness ratings constitute the average raw scores obtained by multiplying "importance" times "instrumentality" of 19 job characteristics, 18 organization characteristics, and 12 nonwork-related characteristics, respectively.

[c]Composite attractiveness ratings were computed by averaging the standardized ratings obtained from the previous two measures.

[d]Overall attractiveness was measured by a single item, employing a 7-point rating scale ranging from 1 (very unattractive) to 7 (very attractive).

[e]Degrees of freedom (df) were calculated by taking the mean df from the global and expectancy-based measures.

[f]Variance component indexes were derived by using the formula, true variance/true plus error variance, and indicate the amount of convergence (A), trait discrimination (A x Trait), and method discrimination (A x Method) in the correlation matrix.

***$p < .001$.

Consequently, the two measures of attractiveness were combined. The same procedures used in forming composite variables described in Stage 1 were applied. The composite variables of job, organization, and nonwork-related attractiveness are used to represent the theoretical attractiveness constructs in the proposed organizational choice model.

Overall attractiveness. The construct, overall attractiveness, represents an applicant's global perception of how appealing the employment position is, considering all characteristics of the job, organization, and nonwork-related factors. Unlike the development of job, organization, and nonwork-related attractiveness constructs which incorporated expectancy-based and global ratings of attractiveness, overall attractiveness was assessed with a single survey item. The single item rating was used in order to ascertain the singular overall attractiveness of the position for the applicant unencumbered by any excessive stimulus or cueing information inherent in other attractiveness measures. The descriptive data for the overall assessment as well as the correlations with other measures of attractiveness are presented in Tables 7 (Stage 1) and 8 (Stage 2).

Perceived likelihood of employment. As described previously, this construct was measured by the following two applicant perceptions: (a) estimated likelihood of receiving a visit invitation, and (b) estimated likelihood of receiving a job offer. For Stage 1, both of the above probabilities were measured and a composite variable was formed as the average of the two scores. For Stage 2,

only the latter likelihood response was assessed. In those cases where the applicant was already aware of the organization's decision (i.e., a postdecision condition), a zero (0) was coded for a no invitation/offer and an eight (8) was coded for an invitation/offer.

The mean perceived likelihood of receiving a visit invitation estimated by Stage 1 applicants was 4.16, with a standard deviation of 2.91 (N = 119). These statistics include 27 applicants sampled in Time 2 who were already informed they would not be invited (i.e., coded 0) and 24 applicants who were already invited (i.e., coded 8). The same job candidates perceived the likelihood of receiving a job offer to be much less (M = 3.09, SD = 2.27, N = 109). Those applicants not receiving visit invitations had no likelihood of receiving a job offer and, therefore, were coded a zero for this analysis. The statistics for the composite variable were M = 3.61, SD = 2.52, N = 109.

The mean likelihood of receiving a job offer estimated by Stage 2 applicants was, as expected, higher than in Stage 1. The mean estimated likelihood was 4.92, with a standard deviation of 2.95 (N = 91). Included in the statistics were 19 job candidates surveyed in Time 4 who were already informed they would not be extended a job offer and 26 who were already offered a job.

Market conditions. Market conditions represent the present level of success the job candidate was experiencing securing employment, and was measured by summing the following two survey items: (a) number of visit invitations received, and (b) number of job offers received.

The mean number of invitations reported by Stage 1 applicants was 4.28, with a standard deviation of 4.82 (N = 116). The mean number of job offers by these individuals was 0.42, with a standard deviation of 0.88 (N = 115). Stage 2 candidates reported a slightly higher number of visit invitations (M = 4.93, SD = 3.60, N = 80) and substantially more job offers (M = 1.58, SD = 1.81, N = 80). Stage 2 data were gathered much later in the job search for most applicants; therefore, it is reasonable that the applicants in Stage 2 had a greater likelihood of receiving more company invitations and job offers. Because of the differences in means and standard deviations for invitations and offers, the composite variable in both Stages 1 and 2 was formed by first standardizing each number, then computing an average standard score. The internal consistency (coefficient alpha) of market conditions, along with reliability estimates of all the above composite variables are presented by stage in Appendix G.

Behavioral intent to accept employment offer. Behavioral intent reflects the job candidate's reported probability to accept an invitation to visit the company (in Stage 1) or to accept a job offer (in Stage 2). As previously indicated, behavioral intent was not directly measured for all applicants since in many cases applicants were already informed and had responded to the organization's request.

Table 9 summarizes the measures of behavioral intent across the four different time periods of data collection. Behavioral intention was directly assessed in the predecision conditions (Time 1, 3) on a 7-point rating scale, ranging from very unlikely (1) to

Table 9. Frequency Distribution of Behavioral Intentions and Actual Choice Behavior Across Time Periods.

Time Data Were Collected	Behavioral Intention Score									Missing Data	Actual Choice Behavior		
	[0]	1	2	3	4	5	6	7	[8]		Accepted	Rejected	No Invitation/ Offer
Stage 1													
T_1: Predecision (N = 68)	-	5	0	4	4	5	16	34	-	0	8	6	54
T_2: Postdecision (N = 51)	5	2	0	1	2	1	4	9	19	8	19	5	27
Stage 2													
T_3: Predecision (N = 47)	-	1	7	8	8	7	7	8	-	1	6	12	29
T_4: Postdecision (N = 45)	8	1	1	1	0	2	3	3	18	8	18	8	19

Note: Behavioral intentions were directly measured on a 7-point rating scale, ranging from very unlikely to accept (1) to 50/50 chance (4) to very likely (7). The zero (0) and eight (8) categories were added to the continuum to accommodate applicants responding to invitations/offers in the postdecision conditions. A zero denotes rejection; an eight denotes acceptance.

very likely (7) to accept. To accommodate the postdecision cases when the applicants were already invited for a company visit (Time 2) or extended a job offer (Time 4), a zero was coded for those applicants who rejected the invitation/offer and an eight was coded for those candidates who accepted. As a result of the coding procedure, behavioral intent to accept employment offer was scaled on a 9-point scale, with the end-points reflecting actual choice behavior (see Table 9). It should be also noted that in the postdecision conditions (Time 2, 4) candidates not receiving visit invitations or job offers responded to behavioral intent from the perspective of, if extended an invitation/offer what would be their likelihood of acceptance.

The mean probability of accepting the invitation to visit company facilities was 5.85 (SD = 2.23, N = 111). In contrast, the mean likelihood of accepting the job offer was 4.86 (SD = 2.62, N = 83).

Choice behavior. Choice behavior denotes the applicant's actual decision to accept or reject the visit invitation (Stage 1) or job offer (Stage 2). The measure was recorded only for those individuals who were actually extended invitations or offers. The resulting sample sizes on this variable are therefore substantially less than those for other variables.

Table 9 also presents the number of candidates accepting, rejecting, and not receiving organizational invitations/offers during each of the periods data were gathered. As can be seen from Table 9, 38 applicants were invited to visit the company facilities

during Stage 1. Of this number, 27 accepted and 11 rejected or never responded to the letter of invitation. On the other hand, 44 applicants received offers of employment during Stage 2. Twenty-four of them accepted the offer while 20 rejected it.

Effects of time of assessment and decision status on operational measures. By design, applicants were surveyed at two different points within each stage during the decision process--at a predecision point in which status of the applicant was uncertain for both the organization and the applicant, and at a postdecision time when both the organization and the applicant knew whether the applicant had been invited for a visit or offered a job. Time of assessment and applicant knowledge of status (invited, not invited; accepted, rejected) may have invoked systematic differences in frame of reference for the applicants which could have affected their responses to the survey and thus confounded the observed relationships among the variables specified by the proposed model of organizational choice. The issue of systematic differences in frame of reference is discussed in greater detail in subsequent sections. The present purpose is to assess the extent to which the data vary systematically as a function of time of assessment and decision status. To that end, the effect of status within time and the effect of time averaged over status were examined for each of the operational measures.

The results of the analyses for Stage 1 are presented in Table 10. The effect of status within time (accept, reject, no offer) was assessed with a oneway ANOVA adjusted for unequal cell

Table 10. Analyses of Stage 1 Variable Means by Time of Assessment and Decision Status.

Variable	Time 1 (Predecision) M (N/SD)	Accept M (N/SD)	Reject M (N/SD)	No Inv. M (N/SD)	F_{Status}	Time 2 (Postdecision) M (N/SD)	Accept M (N/SD)	Reject M (N/SD)	No Inv. M (N/SD)	F_{Status}	t_{Time}[a]
Employment information	.03 (68/.93)	-.71 (8/1.34)	.66 (6/.50)	.07 (54/.84)	4.32*	-.11 (51/.96)	.17 (19/.92)	.04 (5/.98)	-.34 (27/.97)	1.70	<1.00
Perceived organizational interest	.02 (68/.88)	-.28 (8/1.22)	.54 (6/.50)	.00 (54/.84)	1.58	-.11 (51/.95)	.16 (19/.60)	-.18 (5/1.07)	-.28 (27/1.11)	1.25	<1.00
Employment inferences	.06 (68/.76)	.08 (8/.72)	.51 (6/.51)	.01 (54/.79)	1.14	.20 (51/.84)	.01 (19/.66)	-.01 (5/.69)	-.39 (27/.95)	1.46	1.82+
Satisfaction with campus recruitment	5.59 (68/1.26)	4.75 (8/1.91)	6.17 (6/1.17)	5.65 (54/1.12)	2.58+	5.29 (51/1.22)	5.79 (19/1.03)	5.80 (5/1.10)	4.85 (27/1.23)	4.25*	1.28
Job attractiveness	.18 (61/.75)	.28 (7/.42)	-.08 (5/.83)	.19 (49/.78)	<1.00	.07 (42/.70)	.26 (18/.70)	-.18 (4/.47)	-.06 (20/.73)	1.26	<1.00
Organization attractiveness	.12 (60/.72)	.06 (7/.56)	-.38 (5/.63)	.19 (48/.74)	1.45	.13 (40/.76)	.33 (18/.71)	.15 (4/.60)	-.07 (18/.82)	1.28	<1.00
Nonwork-related attractiveness	-.05 (61/.79)	.21 (8/.45)	-.36 (6/1.06)	-.06 (47/.80)	<1.00	-.16 (43/.74)	.06 (17/.71)	-.03 (8/.89)	-.35 (22/.72)	1.57	<1.00
Overall attractiveness	5.31 (64/1.15)	5.88 (8/.83)	4.67 (6/1.51)	5.30 (50/1.13)	1.95	5.22 (45/1.15)	5.71 (17/.85)	5.25 (4/.50)	4.88 (24/1.30)	2.84+	<1.00
Perceived likelihood of employment	4.19 (59/1.46)	5.21 (7/1.19)	3.67 (6/1.40)	4.11 (46/1.46)	2.28	2.92 (50/3.24)	6.39 (19/.74)	6.13 (4/1.32)	.00 (27/.00)	785.64***[b]	2.57*[b]
Market conditions	-.24 (65/.60)	.13 (8/.61)	.16 (6/1.47)	-.34 (51/.38)	3.90*	.28 (48/.94)	.11 (19/.64)	.85 (5/1.31)	.29 (24/1.05)	1.24	-3.32***
Behavioral intent	5.76 (68/1.78)	5.63 (8/2.07)	4.50 (6/2.35)	5.93 (54/1.65)	1.80	5.98 (43/2.82)	8.00 (19/.00)	.00 (5/.00)	5.53 (19/2.01)	71.56***[b]	<1.00

[a]Comparison of mean scores by time averaged over status.

[b]Spurious estimate of effect due to post hoc coding of the data.

+$p < .10$.
*$p < .05$.
***$p < .001$.

sizes. A simple t test was performed to compare predecision and postdecision responses. Corresponding multivariate analyses were performed in conjunction with the univariate analyses by subjecting the variable set to a direct, simple discriminant analysis. The multivariate effect for status within the predecision time was not significant (χ^2 [2,22] = 33.53, p = .06) but was highly significant within the postdecision time (χ^2 [2,22] = 145.96 p < .000). The corresponding univariate ANOVAs within the predecision time indicated that employment information (F [2,67] = 4.32, p < .05), satisfaction with campus recruitment (F [2,67] = 2.58, p < .10), and market conditions (F [2,64] = 3.90, p < .05) varied systematically as a function of status. The univariate ANOVAs within the postdecision time also indicated significant differences in satisfaction with campus recruitment (F [2,50] = 4.25, p < .05) and overall attractiveness (F [2,44] = 2.84, p < .10) due to status. The highly significant effects for perceived likelihood of employment and behavioral intent are spurious due to the post hoc coding of those data and, in part, account for the highly significant multivariate effect. A comparison of predecision and postdecision responses revealed a nonsignificant multivariate effect (χ^2 [1,11] = 17.91, p = .08). The univariate analyses indicated systematic differences due to time for employment inferences (t [117] = 1.82, p < .10) and market conditions (t [75] = -3.32, p < .001).

For Stage 2, the multivariate effect for status within the predecision time was not significant (χ^2 [2,24] = 30.56, p = .17).

There was some indication there may be systematic differences in the data, however. For example, of the 12 variables measured, applicants who eventually accepted job offers had higher mean values on nine of the variables when compared to applicants who eventually rejected offers. Further, applicants rejecting job offers had the lowest mean values on eight of the variables. As can be seen in Table 11, five significant univariate ANOVA results were found reflecting these systematic differences.

Within the postdecision time, the multivariate effect of status was highly significant (χ^2 [2,22] = 97.25, $p < .000$). (Perceived likelihood of employment was dropped from this analysis, because it caused singularity in the within groups covariance matrix.) The univariate ANOVAs indicated that all of the following measures varied systematically as a function of decision status: organizational evaluation procedures (F [2,44] = 6.11, $p < .01$), satisfaction with visit recruitment (F [2,44] = 4.00, $p < .05$), satisfaction with the entire recruitment process (F [2,44] = 4.46, $p < .05$), job attractiveness (F [2,40] = 6.64, $p < .01$), organization attractiveness (F [2,41] = 3.86, $p < .05$), nonwork-related attractiveness (F [2,42] = 2.91, $p < .05$), and overall attractiveness (F [2,43] = 3.44, $p < .05$). Behavioral intent, as in Stage 1, also had a highly significant effect, but again it was spurious due to the post hoc nature of coding the variable.

The comparison of predecision and postdecision responses revealed a nonsignificant multivariate effect (χ^2 [1,12] = 17.03,

Table 11. Analyses of Stage 2 Variable Means by Time of Assessment and Decision Status.

Variable	Time 3 (Predecision) M (N/SD)	Accept M (N/SD)	Reject M (N/SD)	No Inv. M (N/SD)	F_{Status}	Time 4 (Postdecision) M (N/SD)	Accept M (N/SD)	Reject M (N/SD)	No Inv. M (N/SD)	F_{Status}	t_{Time}[a]
Organizational evaluation procedures	-.03 (47/.85)	.34 (6/.85)	-.04 (12/1.01)	-.10 (29/.78)	<1.00	-.07 (45/1.05)	.38 (18/.56)	.31 (8/1.01)	-.64 (19/1.19)	6.11**	<1.00
Employment information and inferences	-.05 (47/.92)	-.55 (6/.41)	.11 (12/.60)	-.03 (29/.61)	2.66+	-.05 (45/.71)	-.09 (18/.73)	.10 (8/.48)	-.08 (19/.78)	<1.00	<1.00
Perceived organizational interest	-.06 (47/.61)	.07 (6/1.18)	-.38 (12/1.14)	.07 (29/.75)	1.07	.06 (45/.83)	-.12 (18/.75)	-.07 (8/.93)	.28 (19/.85)	1.21	<1.00
Satisfaction with visit recruitment	5.70 (47/1.32)	6.50 (6/.84)	5.33 (12/1.50)	5.69 (29/1.28)	1.61	5.64 (45/1.17)	6.00 (18/.69)	6.13 (8/.35)	5.11 (19/1.52)	4.00*	<1.00
Satisfaction with entire recruitment process	5.23 (47/1.43)	5.00 (6/1.79)	4.92 (12/1.44)	5.41 (29/1.38)	<1.00	5.20 (45/1.38)	5.83 (18/.86)	5.25 (8/1.39)	4.58 (19/1.54)	4.46*	<1.00
Job attractiveness	-.06 (46/.94)	.39 (6/1.03)	-.45 (12/.94)	.01 (28/.89)	1.89	.10 (41/.87)	.60 (17/.66)	.05 (7/.54)	-.37 (17/.93)	6.64**	<1.00
Organization attractiveness	-.06 (46/.89)	.23 (6/1.09)	-.34 (12/1.07)	.00 (28/.77)	<1.00	.09 (42/.87)	.47 (18/.65)	.03 (7/.91)	-.29 (17/.92)	3.86*	<1.00
Nonwork-related attractiveness	-.02 (45/.81)	.15 (6/.60)	-.22 (12/.88)	.04 (27/.82)	<1.00	.03 (43/.92)	.39 (18/.79)	-.47 (7/.95)	-.13 (18/.95)	2.91*	<1.00
Overall attractiveness	5.36 (47/1.01)	6.00 (6/.63)	4.83 (12/1.03)	5.45 (29/.99)	3.24*	5.57 (44/1.21)	6.11 (18/.58)	5.13 (8/.83)	5.22 (18/1.59)	3.44*	<1.00
Perceived likelihood of employment	5.22 (46/1.28)	6.17 (6/.98)	5.45 (11/1.04)	4.93 (29/1.33)	2.76+	4.62 (45/4.00)	8.00 (18/.00)	8.00 (8/.00)	.00 (19/.00)	-	<1.00
Market conditions	-.18 (43/.82)	-.57 (4/.38)	.30 (12/1.10)	-.33 (27/.64)	3.28*	.28 (34/.85)	.49 (14/.98)	.39 (7/.91)	-.01 (13/.62)	1.27	-2.38*
Behavioral intent	4.43 (46/1.79)	5.50 (6/1.38)	3.09 (11/1.38)	4.72 (29/1.75)	5.48**	5.38 (37/3.34)	8.00 (18/.00)	.00 (8/.00)	5.00 (11/2.10)	137.82***[b]	-1.55

[a]Comparison of mean scores by time averaged over status.

[b]Spurious estimate of effect due to post hoc coding of the data.

+$p < .10$.
*$p < .05$.
**$p < .01$.
***$p < .001$.

p = .15). The only significant univariate effect was for market conditions (t [75] = -2.38, p < .05).

In general, the analyses indicate weak but consistent effects due to decision status and time of assessment--effects that could artificially inflate the observed relationships among variables for the entire sample. A conservative approach for evaluating the proposed model would be to statistically remove the "spurious" effects. Consequently, second-order partial correlations (controlling time and status) were employed in the analyses to follow.

Hypothesis Testing: Stage 1

The proposed organizational choice model for Stage 1 decisions suggests a set of relationships among 11 theoretical variables (see Figure 1, page 43). From this set of relationships, six specific hypotheses were derived. The present section reports data relevant to testing these hypotheses.

Table 12 presents the second-order partial correlations among the 11 theoretical variables for Stage 1. An additional twelfth variable not included in the model, satisfaction with campus recruitment, is also included in the matrix. Only the relationships directly relevant to the hypotheses are discussed at this time. The focal relationships are enclosed in Table 12.

Hypothesis 1. Hypothesis 1 proposed that perceived job, organization, and nonwork-related attractiveness was a function of "employment information" obtained during recruitment. Employment information, as defined in the study, pertains to the perceived

Table 12. Second-Order Partial Correlations Among Stage 1 Variables.

Variable	r 1	2	3	4	5	6	7	8	9	10	11
1. Employment information											
2. Perceived organizational interest	.63*** (115)										
3. Employment inferences	.61*** (115)	.72*** (115)									
4. Satisfaction with campus recruitment	.69*** (115)	.68*** (115)	.64*** (115)								
5. Job attractiveness	.19* (99)	.26** (99)	.21* (99)	.35*** (99)							
6. Organization attractiveness	.18* (96)	.13 (96)	.22* (96)	.32*** (96)	.81*** (94)						
7. Nonwork-related attractiveness	.15 (100)	.10 (100)	.13 (100)	.21* (100)	.42** (93)	.50*** (92)					
8. Overall attractiveness	.15 (105)	.18* (105)	.15 (105)	.23** (105)	.75*** (96)	.66*** (93)	.70*** (100)				
9. Perceived likelihood of employment	.16* (103)	.25** (103)	.21* (103)	.35*** (103)	.21* (90)	.34*** (89)	.26** (92)	.35*** (95)			
10. Market conditions	-.14 (109)	-.13 (109)	.02 (109)	-.11 (109)	.09 (95)	.05 (92)	-.05 (96)	-.07 (100)	-.17* (99)		
11. Behavioral intent	.16 (107)	.21* (107)	.12 (107)	.22** (107)	.26* (95)	.20* (93)	.19* (96)	.38*** (99)	.40*** (96)	-.35*** (102)	
12. Choice behavior[a]	-.19 (35)	-.09 (35)	-.13 (35)	-.16 (35)	.30* (31)	.27 (31)	.23 (32)	.41** (32)	.55*** (33)	-.28* (35)	.27[b] (14)

Note: Effects of time and decision status were partialled out. Coefficients enclosed in boxes test proposed hypotheses. Sample sizes are in parentheses.

[a]First-order partial correlations (controlling for time) were computed on this variable.

[b]Correlation coefficient is based on only predecision (Time 1) applicants who were invited for company visits.

*$p < .05$.
**$p < .01$.
***$p < .001$.

quality and quantity of information conveyed during recruitment. The quality dimension is reflected in the previously discussed recruitment factor entitled, "employment information." As shown in Table 12, this recruitment factor was significantly related to both job and organization attractiveness (r = .19 and .18; $p < .05$, respectively) but not nonwork-related attractiveness (r = .15, n.s.).

Inspecting the relationship of the other two recruitment factors ("perceived organizational interest," "employment inferences") with the attractiveness measures revealed that both factors were significantly related to job attractiveness, r = .26 ($p < .01$) and .21 ($p < .05$), respectively. In addition, employment inferences was significantly related to organization attractiveness (r = .22, $p <$ .05).

To assess the relationship between quantity of employment information and attractiveness, the mean number of attainability items checked "do not know" or left blank was tabulated for each facet area. Those numbers were subsequently subtracted from the total number of items measured within each area to derive the number (i.e., quantity) of job, organization, and nonwork-related items rated. It was assumed that the more informed the applicant was concerning the employment opportunity, the more attainability items could be evaluated and the more attractive aspects of employment would be. Table 13 presents the mean number of job, organization, nonwork-related, and total characteristics rated, along with second-order partial correlations with the attractiveness measures. As can be seen, 12 of

Table 13. Second-Order Partial Correlations Between Number of "Attainability" Items Rated and Attractiveness Measures and Recruitment Factors for Stage 1.

Attainability Items[a]	N	M	SD	Correlation with Attractiveness				Correlation w/Recruitment Factors		
				Job	Organi-zation	Nonwork-Related	Overall	E. Information	E. Inferences	P.O.I.[b]
Job	119	12.26	6.34	.04 (99)	.07 (99)	.12 (99)	.06 (99)	.20* (115)	.28*** (115)	.16* (115)
Organization	119	10.42	5.93	.05 (96)	.04 (96)	.09 (96)	.06 (96)	.18* (115)	.22** (115)	.14 (115)
Nonwork-Related	119	8.52	3.86	-.09 (100)	-.16 (100)	-.01 (100)	-.10 (100)	.11 (115)	.25** (115)	.02 (115)
Total	119	31.20	14.33	.01 (105)	.01 (105)	.10 (105)	.03 (105)	.19* (115)	.29*** (115)	.14 (115)

Note: The effects of time and decision status were partialled out. Sample sizes are enclosed in parentheses.

[a]A total of 49 attainability items were included on the survey: 19 job, 18 organization, and 12 nonwork-related.

[b]Perceived organizational interest.

*$p < .05$.
**$p < .01$.
***$p < .001$.

the 16 correlations are in the expected direction (positive) but none reaches statistical significance. Thus, quantity of employment information, as measured in the study, bore little relationship with applicant perceptions of attractiveness.

Also displayed in Table 13 are second-order partial correlations between information quantity and the recruitment factors. As expected, all three recruitment factors were positively related to how well the applicant was informed. Employment inferences, in particular, was strongly related to the number of items rated.

Overall, Hypothesis 1 received partial support, in that quality of employment information was significantly related to job and organization attractiveness. Perceived organizational interest and employment inferences as aspects of recruitment were also significantly related to job attractiveness. In addition, the latter recruitment factor was related to organization attractiveness. Quantity of information was found to have little association with any facet of attractiveness perceptions. Positive relationships between quantity of employment information and the three recruitment factors were found.

Hypothesis 2a and 2b. Hypothesis 2a predicted that overall attractiveness of the employment position was a function of job, organization, and nonwork-related attractiveness. As observed in Table 12, overall attractiveness was very strongly related to each facet of attractiveness (r = .75, .66, and .70; $p < .001$, respectively).

It was also hypothesized (2b) that overall attractiveness was a function of "employment inferences" and "perceived organizational interest," independent of job, organization, and nonwork-related attractiveness. To test this hypothesis, a series of hierarchical, stepwise multiple regression analyses was performed regressing overall attractiveness on the recruitment factors after partialling out the effects of job, organization, and nonwork-related attractiveness (see Table 14). Models 2 and 3 reported in Table 14 directly test Hypothesis 2b. The results indicate that the recruitment factors accounted for no additional variance in overall attractiveness beyond that accounted for by facet attractiveness. Further, it was also observed that the recruitment factor, employment information, accounted for no unique variance in overall attractiveness (see Model 1) or any additional variance in combination with the other two recruitment factors (see Model 4). Inspecting Models 5 through 8 further indicates that when the three recruitment factors are simultaneously entered into the regression equation first, none of the factors uniquely account for a significant amount of variance in overall attractiveness; nor was the simultaneous model significant ($\underline{F}$ [3,89] = 2.23, n.s.).

These data suggest that aspects of recruitment had little direct impact on overall attractiveness perceptions. Rather, 72% of the variance in overall attractiveness was explained directly by facet attractiveness ratings, $\underline{F}$ (3.89) = 76.95, $\underline{p} < .001$ (Models 1-4). In particular, job and nonwork attractiveness were

Table 14. Multiple Regression of Overall Attractiveness on Recruitment Factors and Facet Attractiveness for Stage 1.

Model	Beta/F						R^2	F_R^2	Beta-In/F					
	E. Information	P.O.I.[a]	E. Inferences	Job Attr.	Org. Attr.	Nonwork Attr.			E. Information	P.O.I.[a]	E. Inferences	Job Attr.	Org. Attr.	Nonwork Attr.
1				.49 28.15***	.08 <1.00	.44 44.66***	.72	76.95***	-.03 <1.00					
2				.49 28.15***	.08 <1.00	.44 44.66***	.72	76.95***		.06 1.02				
3				.49 28.15***	.08 <1.00	.44 44.66***	.72	76.95***			.06 <1.00			
4				.49 28.15***	.08 <1.00	.44 44.66***	.72	76.95***	-.11 2.33	.08 1.03	.07 <1.00			
5	-.01 <1.00	.12 <1.00	.18 1.49				.07	2.23				.74 100.03***		
6	-.01 <1.00	.12 <1.00	.18 1.49				.07	2.23					.68 74.61***	
7	-.01 <1.00	.12 <1.00	.18 1.49				.07	2.23						.68 80.65***
8	-.01 <1.00	.12 <1.00	.18 1.49				.07	2.23				.48 25.23***	.09 <1.00	.44 45.64***
9									-.11 2.33	.08 1.03	.07 <1.00	.48 25.23***	.09 <1.00	.44 45.64***

Note: $N = 95$. The effects of time and decision status were partialled out.

[a]Perceived organizational interest.

***$p < .001$.

uniquely related to overall attractiveness. Further, as indicated in Models 5-8, the relationships between facet and overall attractiveness remain significant when the effects of recruitment are statistically controlled. These results suggest an ordering of variables moving from aspects of recruitment to facet attractiveness to overall attractiveness. Contrary to the proposed model of organizational choice, no support for a direct linkage between employment inferences and perceived organizational interest to overall attractiveness was found.

Hypothesis 3. The proposed model suggested that overall attractiveness would be significantly related to behavioral intent to accept the visit invitation in Stage 1. The observed relationship between overall attractiveness and behavioral intention was significant (r = .38, p < .001), supporting Hypothesis 3.

Hypothesis 4. The fourth hypothesis predicted that overall attractiveness and behavioral intent were significantly related to (a) perceived likelihood of employment, i.e., receiving a visit invitation and follow-up job offer, and (b) market conditions. As indicated in Table 12, page 100, behavioral intent was significantly related to likelihood of receiving an invitation and job offer (r = .40, p < .001) and, as expected, inversely related to market conditions (r = -.35, p < .001). Overall attractiveness, in contrast, was significantly related to perceived likelihood of employment only (r = .35, p < .001). The relationship between market conditions and overall attractiveness was nonsignificant (r = -.07, n.s.)

Hypothesis 5. Market conditions and perceived likelihood of employment were hypothesized to also moderate the relationship between

overall attractiveness and behavioral intent. In order to test the hypothesis, a series of hierarchical, stepwise multiple regression analyses were conducted (see Table 15). Overall attractiveness (A), market conditions (B), and perceived likelihood of employment (C) were initially entered into the respective equations, followed by the A x B or A x C interaction term. Contrary to what was predicted, neither market conditions nor likelihood of employment was found to significantly moderate the relationship between overall attractiveness and behavioral intent, Fs (1,86) < 1.00. Hypothesis 5, therefore, was not supported.

Hypothesis 6. The final hypothesis for Stage 1 predicted that the relationship between behavioral intent and actual choice behavior would be statistically significant. In order to validly assess this relationship, all of the invited postdecision applicants having behavioral intent coded as zero (rejection) or eight (acceptance) were eliminated from the analysis. Excluding these applicants, the observed relationship between behavioral intention and actual decision was .27 ($p > .05$; see Table 12, page 100). Thus, Hypothesis 6 was not supported.

Overall, three hypotheses in the model for Stage 1 were generally supported: Hypotheses 2a, 3, and 4. The results indicate that perceived attractiveness of job, organization, and nonwork-related aspects of the position were strongly related to overall attractiveness. The three facets of attractiveness in conjunction accounted for 72% of the variance in overall attractiveness. The data

Table 15. Moderated Regression of Behavioral Intent on Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 1.

Model	Beta/F: Overall Attractiveness (A)	Beta/F: Likelihood[a] (B)	Beta/F: Market Conditions (C)	R^2	F_{R^2}	Beta-In/F: (A x B)	Beta-In/F: (A x C)
1	.23 5.58*	.35 9.29**		.19	10.95***	-.15 <1.00	
2	.30 10.28**		-.28 7.62**	.18	10.00***		-.41 <1.00
3	.22 5.40*	.30 6.96*	-.23 5.36*	.23	9.45***	-.23 <1.00	-.51 <1.00

Note: $N = 92$. The effects of time and decision status were partialled out.

[a]Perceived likelihood of employment.

*$p < .05$.
**$p < .01$.
***$p < .001$.

also indicated that overall attractiveness was strongly related to applicant behavioral intentions to accept the company visit invitation. Finally, it has been shown that a candidate's perceived likelihood of being extended an invitation and follow-up job offer was associated with overall attractiveness. In contrast, the applicant's current success at locating employment (i.e., market conditions) was found to have little relationship with overall attractiveness of the position. Behavioral intent, however, was related to both perceived likelihood of employment and market conditions.

In support of what was predicted, recruitment factors were found to have some association with perceived attractiveness of the job, organization, or nonwork-related conditions. However, the quantity of employment information was not related to facet attractiveness perceptions. Additional analyses also indicated that employment information, perceived organizational interest, and employment inferences were virtually unrelated to overall attractiveness in combination, regardless of whether job, organization, and nonwork-related attractiveness were statistically controlled. The results also suggest that market conditions and perceived likelihood of employment did not moderate the relationship between overall attractiveness and behavioral intent. Surprisingly, no significant relationship was found between behavioral intent and applicant decisions to accept or reject visit invitations.

An implicit assumption of the proposed organizational choice model is that events and corresponding perceptions, attitudes, and

behaviors occur in a systematic fashion as the organizational choice process unfolds. For example, the model suggests that employment information (recruitment factor) directly affects facet attractiveness and hence overall attractiveness, which in turn influences behavioral intention to accept or reject the visit invitation, which eventually affects actual choice behavior. To determine whether the ordering of proposed relationships was as predicted, another series of hierarchical, stepwise multiple regression analyses was conducted. If the proposed model is reflected in the data, systematically partialling out the effect of intermediate variables should result in a substantial reduction in distal relationships. Although this approach does not assess causality, it provides a means of assessing the plausibility of a specific pattern of proposed linkages among model variables.

Table 16 presents the multiple regression results for the set of relationships proposed in Stage 1. Models 1-3 test the linkages hypothesized to directly impact behavioral intentions. The results indicate that both perceived likelihood of employment ($\underline{B}$ = .34, $\underline{p}$ < .01) and market conditions ($\underline{B}$ = -.28, $\underline{p}$ < .05) were significantly related to behavioral intent after partialling out overall attractiveness. Further, Model 3 indicates that likelihood of employment and market conditions accounted for significant amounts of unique variance in behavioral intent ($\underline{B}$ = .28 and -.22; $\underline{p}$ < .05, respectively), while overall attractiveness did not ($\underline{B}$ = .16, n.s.). (These results differ slightly from those displayed in Table 15 due to differences in sample size caused by listwise deletion of data.) Overall, the

Table 16. Multiple Regression of Behavioral Intent on Recruitment Factors, Facet Attractiveness, Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 1.

Model	Beta/F												Beta-In/F											
	E. Information	P.O.I.[a]	E. Inferences	Job Attr.	Org. Attr.	Nonwork Attr.	Likelihood[b]	Market Conditions	Overall Attr.	R^2	F_R^2	E. Information	P.O.I.[a]	E. Inferences	Job Attr.	Org. Attr.	Nonwork Attr.	Likelihood[b]	Market Conditions	Overall Attr.
1									.26 6.09*	.07	6.09*							.34 7.40**		
2									.26 6.09*	.07	6.09*								-.28 6.61*	
3																		.28 5.05*	-.22 4.29*	.16 2.31
4							.28 5.05*	-.22 4.29*	.16 2.31	.18	6.29***				.05 <1.00					
5							.28 5.05*	-.22 4.29*	.16 2.31	.18	6.29***					-.12 <1.00				
6							.28 5.05*	-.22 4.29*	.16 2.31	.18	6.29***						-.09 <1.00			
7							.28 5.05*	-.22 4.29*	.16 2.31	.18	6.29***				.10 <1.00	-.11 <1.00	-.07 <1.00			
8				.14 <1.00	.01 <1.00	.06 <1.00				.03	<1.00							.40 10.15**		
9				.14 <1.00	.01 <1.00	.06 <1.00				.03	<1.00								-.30 7.20**	
10				.14 <1.00	.01 <1.00	.06 <1.00				.03	<1.00									.38 3.73
11				.14 <1.00	.01 <1.00	.06 <1.00				.03	<1.00							.30 5.26*	-.22 4.15*	.20 1.04
12															.10 <1.00	-.11 <1.00	-.07 <1.00	.30 5.26*	-.22 4.15*	.20 1.04
13				.10 <1.00	-.11 <1.00	-.07 <1.00	.30 5.26*	-.22 4.15*	.20 1.04	.19	3.21**	.08 <1.00								
14				.10 <1.00	-.11 <1.00	-.07 <1.00	.30 5.26*	-.22 4.15*	.20 1.04	.19	3.21**		.09 <1.00							
15				.10 <1.00	-.11 <1.00	-.07 <1.00	.30 5.26*	-.22 4.15*	.20 1.04	.19	3.21**			.02 <1.00						
16				.10 <1.00	-.11 <1.00	-.07 <1.00	.30 5.26*	-.22 4.15*	.20 1.04	.19	3.21**	.06 <1.00	.11 <1.00	-.09 <1.00						
17	.07 <1.00	.17 1.20	-.13 <1.00							.03	<1.00				.15 1.76					
18	.07 <1.00	.17 1.20	-.13 <1.00							.03	<1.00					.14 1.46				
19	.07 <1.00	.17 1.20	-.13 <1.00							.03	<1.00						.12 1.11			
20	.07 <1.00	.17 1.20	-.13 <1.00							.03	<1.00							.40 11.53**		
21	.07 <1.00	.17 1.20	-.13 <1.00							.03	<1.00								-.28 6.17*	
22	.07 <1.00	.17 1.20	-.13 <1.00							.03	<1.00									.26 5.45*
23	.07 <1.00	.17 1.20	-.13 <1.00							.03	<1.00				.07 <1.00	-.10 <1.00	-.07 <1.00	.29 4.88*	-.22 3.75	.20 1.00
24												.06 <1.00	.11 <1.00	-.09 <1.00	.07 <1.00	-.10 <1.00	-.07 <1.00	.29 4.88*	-.22 3.75	.20 1.00

Note: $N = 83$. The effects of time and decision status were partialled out.

[a]Perceived organizational interest.

[b]Perceived likelihood of employment.

*$p < .05$.
**$p < .01$.
***$p < .001$.

results suggest a relationship between overall attractiveness and behavioral intention mediated by perceived likelihood of employment and market conditions.

Models 4-7 tested whether job, organization, and nonwork-related attractiveness were related to behavioral intent, controlling for likelihood of employment, market conditions, and overall attractiveness. In agreement with the proposed model, these "second-order" variables explained no additional variance in behavioral intent. Models 8-11, however, indicate that even when the facet attractiveness variables were entered into the regression equation first they were not significantly related to behavioral intent, either individually ($\underline{B}$ = .14, .01, and .06; n.s., respectively) or in combination ($\underline{R}^2$ = .03, n.s.). Perceived likelihood of employment ($\underline{B}$ = .30, $\underline{p} < .05$) and market conditions ($\underline{B}$ = -.22, $\underline{p} < .05$), in contrast, accounted for additional variance in behavioral intention after controlling for facet attractiveness (Model 11). These findings are consistent with the specified ordering of the proposed relationships.

The relationship between recruitment factors and behavioral intent was tested in the remaining models presented in Table 16. The results reveal that employment information, perceived organizational interest, and employment inferences accounted for no additional variance in behavioral intent after facet attractiveness, overall attractiveness, likelihood of employment, and market conditions were partialled out (Models 13-16). Similarly, Models 17-23 indicate that the recruitment factors did not individually ($\underline{B}$ = .07, .17, and

-.13; n.s., respectively) or collectively ($\underline{R}^2$ = .03, n.s.) account for any significant amount of variance in behavioral intent. The final model, with all of the variables entered into the regression equation simultaneously, indicates that only likelihood of employment accounted for a significant amount of unique variance ($\underline{B}$ = .29, $\underline{p}$ < .05).

The results of the multiple regression analyses, in general, are consistent with the ordering of the relationships depicted in the organizational choice model. The findings for Stage 1 suggest that recruitment factors directly influence job and organization attractiveness perceptions (Hypothesis 1) but have little impact directly on overall attractiveness (Hypothesis 2b) or behavioral intentions to accept the visit invitations (Models 13-24). Likewise, job, organization, and nonwork-related attractiveness seems to be strongly related to overall attractiveness (Hypothesis 2a) but have little direct influence on behavioral intentions (Models 4-11). Similarly, overall attractiveness, mediated by perceived likelihood of employment and market conditions, appears to impact behavioral intentions (Models 1-3).

Hypothesis Testing: Stage 2

The proposed organizational choice model suggests a similar set of relationships among the variables for Stage 2 (see Figure 1, page 43). The major difference between stages is that Stage 2 transpires later in the job search process, and therefore choice behavior refers to job offer acceptance or rejection rather than visit invitation acceptance or rejection. Prior job search

experiences may also impact organizational choice behavior at this time. As a result, certain model variables may become more or less salient during this phase of organizational choice. The present section reports data relevant to testing the hypothesized relationships for Stage 2.

Table 17 presents the second-order partial correlations (controlling time and decision status) among the 11 theoretical variables for Stage 2. Two additional variables not specified in the model, satisfaction with on-site recruitment and satisfaction with the entire recruitment process, are also included in the correlational table. As in the previous section, only the relationships directly relevant to the hypotheses are discussed at present. Focal relationships are enclosed in Table 17.

Hypothesis 1. Hypothesis 1 predicted that perceived job, organization, and nonwork-related attractiveness was a function of "employment information" obtained during recruitment. The hypothesis could be only indirectly tested since no recruitment factor uniquely reflecting employment information emerged in Stage 2. The derived factor appeared to reflect both employment information and employment inferences. This factor, entitled "employment information and inferences," however, was significantly related to job and organization attractiveness (r = .46 and .57; $p < .001$, respectively). It was not significantly related to nonwork-related attractiveness (r = .15, n.s.). In general, these results are the same pattern of results that emerged in Stage 1. As shown in Table 17, "organizational evaluation procedures" also was highly related to job (r = .41,

Table 17. Second-Order Partial Correlations Among Stage 2 Variables.

Variable	r 1	2	3	4	5	6	7	8	9	10	11	12
1. Organizational evaluation procedures												
2. Employment information and inferences	.47*** (88)											
3. Perceived organizational interest	-.07 (88)	-.16 (88)										
4. Satisfaction with visit recruitment	.75*** (88)	.60*** (88)	-.14 (88)									
5. Satisfaction with entire recruitment process	.73*** (88)	.48*** (88)	-.02 (88)	.55*** (88)								
6. Job attractiveness	.41*** (83)	.46*** (83)	-.09 (83)	.45*** (83)	.38*** (83)							
7. Organization attractiveness	.46*** (84)	.57*** (84)	-.19* (84)	.44*** (84)	.43*** (84)	.84*** (82)						
8. Nonwork-related attractiveness	.31** (84)	.15 (84)	-.02 (84)	.30** (84)	.28** (84)	.51*** (81)	.45*** (83)					
9. Overall attractiveness	.43*** (87)	.24* (87)	-.02 (87)	.51*** (87)	.38*** (87)	.71*** (83)	.55*** (84)	.71*** (84)				
10. Perceived likelihood of employment	.33*** (87)	.16 (87)	-.24* (87)	.28** (87)	.33*** (87)	.44*** (82)	.36*** (83)	.24* (83)	.34*** (86)			
11. Market conditions	.05 (73)	.08 (73)	.03 (73)	.12 (73)	.15 (73)	-.15 (72)	-.05 (72)	.05 (71)	-.04 (73)	-.01 (72)		
12. Behavioral intent	.26** (79)	.18 (79)	-.16 (79)	.27** (79)	.25* (79)	.46*** (75)	.39*** (76)	.43*** (75)	.57*** (78)	.47*** (79)	.02 (67)	
13. Choice behavior[a]	.18 (41)	.09 (41)	-.23 (41)	.26* (41)	.24 (41)	.46*** (39)	.33* (40)	.39** (40)	.61*** (41)	.46*** (40)	-.15 (34)	.67**[b] (17)

Note: Effects of time and decision status were partialled out. Coefficients enclosed in boxes test proposed hypotheses. Sample sizes are in parentheses.

[a]First-order partial correlations (controlling for time) were computed on this variable.

[b]Correlation coefficient is based on only predecision (Time 3) applicants who were extended job offers.

*$p < .05$.
**$p < .01$.
***$p < .001$.

$p < .001$) and organization attractiveness ($r = .46$, $p < .001$), as well as nonwork-related attractiveness ($r = .31$, $p < .01$). In addition, the recruitment factor, "perceived organizational interest," was significantly related to organization attractiveness ($r = -.19$, $p < .05$).

The number of rated attainability items indicated that quantity of employment information was not significantly related to any facet attractiveness (see Table 18). The relationships between number of rated job, organization, and nonwork-related characteristics and respective attractiveness were .02, -.11, and -.13, respectively. These results generally parallel those obtained in Stage 1.

The relationships between quantity of employment information and the three recruitment factors are also presented in Table 18. Significant second-order correlations were found between amount of job information and organizational evaluation procedures ($r = .29$, $p < .01$) and between amount of job information and employment information and inferences ($r = .19$, $p < .05$). Evaluation procedures was also significantly related to amount of nonwork-related information ($r = .19$, $p < .05$) and the total quantity of information obtained ($r = .24$, $p < .05$).

In general, Hypothesis 1 was partially supported in Stage 2. Quality of employment information was significantly related to both job and organization attractiveness. The recruitment factor concerning organizational evaluation procedures was also highly related with all three facets of attractiveness. Unexpectedly, the data also indicated that the other recruitment factor, perceived organizational

Table 18. Second-Order Partial Correlations Between Number of "Attainability" Items Rated and Attractiveness Measures and Recruitment Factors for Stage 2.

Attainability Items[a]	N	M	SD	Correlation with Attractiveness				Correlation w/Recruitment Factors		
				Job	Organi-zation	Nonwork-Related	Overall	Evaluation	Infer. & Info.	P.O.I.[b]
Job	92	17.29	3.72	.02 (83)	-.07 (84)	-.04 (84)	.12 (87)	.29** (88)	.19* (88)	-.12 (88)
Organization	92	14.23	4.37	-.01 (83)	-.11 (84)	.02 (84)	.09 (87)	.15 (88)	.09 (88)	-.05 (88)
Nonwork-Related	92	10.77	2.59	-.07 (83)	-.15 (84)	-.13 (84)	.07 (87)	.19* (88)	.09 (88)	-.14 (88)
Total	92	42.29	9.48	-.03 (83)	-.13 (84)	-.04 (84)	.11 (87)	.24* (88)	.14 (88)	-.11 (88)

Note: The effects of time and decision status were partialled out. Sample sizes are enclosed in parentheses.

[a]A total of 49 attainability items were included on the survey: 19 job, 18 organization, and 12 nonwork-related.

[b]Perceived organizational interest.

*$p < .05$.
**$p < .01$.

interest, was inversely related to organization attractiveness. Similar to Stage 1, quantity of employment information was not related to any facet of attractiveness. A strong relationship between quantity of information and evaluation procedures was found.

Hypothesis 2a and 2b. It was hypothesized that overall attractiveness of the employment position was a function of facet attractiveness (2a). Further, it was hypothesized that overall attractiveness was a function of employment inferences and perceived organizational interest, independent of facet attractiveness (2b). In support of Hypothesis 2a, overall attractiveness was highly related to job, organization, and nonwork-related attractiveness in Stage 2 (r = .71, .55, and .71; p < .001, respectively) (see Table 17).

Contrary to what was predicted in Hypothesis 2b, the recruitment factors of employment information and inferences and perceived organizational interest did not account for any unique variance in overall attractiveness after controlling for facet attractiveness. The results of hierarchical multiple regression analyses indicated that the recruitment factors accounted for no additional variance beyond that accounted for by job, organization, and nonwork-related attractiveness (Models 2-3 in Table 19). Again, these results are similar to those obtained in Stage 1. The analysis also indicated that the recruitment aspect of organizational evaluation procedures accounted for no unique variance in overall attractiveness (Model 1). Models 5-8 revealed that the three recruitment factors simultaneously entered into the regression

Table 19. Multiple Regression of Overall Attractiveness on Recruitment Factors and Facet Attractiveness for Stage 2.

Model	Beta/F						R^2	$F_R{}^2$	Beta-In/F					
	Evaluation	E. Infer. & Info.	P.O.I.[a]	Job Attr.	Org. Attr.	Nonwork Attr.			Evaluation	E. Infer. & Info.	P.O.I.[a]	Job Attr.	Org. Attr.	Nonwork Attr.
1				.63 26.87***	-.19 2.67	.46 37.76***	.66	53.56***	.13 2.91					
2				.63 26.87***	-.19 2.67	.46 37.76***	.66	53.56***		-.02 <1.00				
3				.63 26.87***	-.19 2.67	.46 37.76***	.66	53.56***			-.01 <1.00			
4				.63 26.87***	-.19 2.67	.46 37.76***	.66	53.56***	.14 3.38	-.06 <1.00	-.01 <1.00			
5	.38 10.01**	.08 <1.00	.02 <1.00				.17	5.37**				.71 63.19***		
6	.38 10.01**	.08 <1.00	.02 <1.00				.17	5.37**					.55 22.36***	
7	.38 10.01**	.08 <1.00	.02 <1.00				.17	5.37**						.63 62.59***
8	.38 10.01**	.08 <1.00	.02 <1.00				.17	5.37**				.62 25.19***	-.20 2.32	.44 33.36***
9									.14 3.38	-.06 <1.00	-.01 <1.00	.62 25.19***	-.20 2.32	.44 33.36***

Note: N = 85. The effects of time and decision status were partialled out.

[a]Perceived organizational interest.

**p < .01.
***p < .001.

equation in the first step accounted for 17% of the variance in overall attractiveness, F (3,79) = 5.37, $p < .01$. Only organizational evaluation procedures uniquely accounted for a significant percentage of explained variance, $B = .38$, $p < .01$. Models 5-7 also indicate that each facet of attractiveness in isolation is uniquely related to overall attractiveness after the effects of recruitment are statistically controlled. Model 8 suggests that when all three facets of attractiveness are considered simultaneously, after controlling aspects of recruitment, only job and nonwork-related attractiveness are uniquely related to overall attractiveness. These results exactly parallel the results obtained in Stage 1.

Overall, the results suggest that overall attractiveness of the employment position is primarily a function of facet attractiveness, particularly job and nonwork-related attractiveness. In concert, the three facets of attractiveness accounted for 66% of the variance in overall attractiveness, F (3,89) = 53.56, $p < .001$. The results of the regression models for Stage 2 are very consistent with those found in Stage 1, i.e., recruitment features to facet attractiveness to overall attractiveness. As in Stage 1, little support for a direct linkage between the recruitment factors, perceived organizational interest and employment information and inferences, and overall attractiveness was obtained.

Hypothesis 3. Hypothesis 3 predicted that overall attractiveness would be significantly related to behavioral intent to accept the job offer. As illustrated in Table 17, page 115, the relationship

was significant (r = .57, p < .001). Thus, this hypothesis was supported.

Hypothesis 4. Hypothesis 4 predicted that overall attractiveness and behavioral intent each would be significantly related to (a) perceived likelihood of employment, i.e., receiving a job offer, and (b) market conditions. Consistent with the hypothesis, the results indicated that likelihood of employment was highly associated with both overall attractiveness (r = .34, p < .001) and behavioral intention (r = .47, p < .001). Contrary to the hypothesis, market conditions was not related to either of the model variables (r = -.04 and .02; n.s., respectively).

Hypothesis 5. Perceived likelihood of employment and market conditions were also hypothesized to moderate the relationship between overall attractiveness and behavioral intent. The results of the multiple regression analyses indicated that neither variable was a significant moderator (see Table 20). The results also revealed that of the three variables (overall attractiveness, likelihood of employment, market conditions) only overall attractiveness accounted for a significant amount of unique variance in behavioral intent (B = .41, p < .001).

Hypothesis 6. The final hypothesis for Stage 2 predicted that behavioral intent would be significantly related to actual choice behavior. The relationship between behavioral intent and actual choice behavior (i.e., acceptance or rejection) was statistically significant (r = .67, p < .01). See Table 17, page 115.

Table 20. Moderated Regression of Behavioral Intent on Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 2.

Model	Beta/E: Overall Attractiveness (A)	Beta/E: Likelihood[a] (B)	Beta/E: Market Conditions (C)	R^2	F_R^2	Beta-In/E: (A x B)	Beta-In/E: (A x C)
1	.41 14.39***	.17 1.86		.23	13.26***	1.03 3.73	
2	.47 23.96***		.01 <1.00	.22	12.00***		.37 <1.00
3	.41 14.18***	.17 1.84	.01 <1.00	.23	8.85***	1.04 3.45	.17 <1.00

Note: $N = 71$. The effects of time and decision status were partialled out.

[a]Perceived likelihood of employment.

***$p < .001$.

In summary, three hypotheses in the Stage 2 model were supported (2a, 3, 6), two hypotheses received mixed support (1, 4), and two hypotheses were not supported (2b, 5). The results indicate that attractiveness of job, organization, and nonwork-related characteristics for the position were highly associated with overall attractiveness, simultaneously accounting for 66% of the variance. It has also been shown that the perceived likelihood of receiving a job offer was significantly related to overall attractiveness. In addition, the data suggest that recruitment factors play some role in applicant perceptions of job, organization, and nonwork-related attractiveness. Of the recruitment factors, organization evaluation procedures and quality of employment information and inferences appear to have the most impact on attractiveness ratings. Finally, the relationship between overall attractiveness and behavioral intent to accept the job offer was found to be highly significant.

In contrast to the support discussed above, the quantity of employment information obtained in recruitment and perceived organizational interest had little relationship with facet attractiveness. The results further revealed that all three recruitment factors had very little relationship with overall attractiveness after job, organization, and nonwork-related attractiveness were statistically controlled. The data suggest market conditions had virtually no impact on overall attractiveness perceptions in Stage 2, or on behavioral intentions to accept job offers. Market conditions and perceived likelihood of employment also did not moderate the relationship between overall attractiveness and behavioral intent.

As in Stage 1, a series of hierarchical, stepwise multiple regression analyses was conducted to determine whether the ordering of observed relationships was as proposed in the organizational choice model. Table 21 presents the multiple regression results for Stage 2. Models 1-3 test the linkages among variables hypothesized to directly impact behavioral intentions. The results indicate that neither perceived likelihood of employment ($\underline{B}$ = .19, n.s.) nor market conditions ($\underline{B}$ = .02, n.s.) were significantly related to behavioral intent after partialling out overall attractiveness. Model 3 further reveals that of the three variables only overall attractiveness accounted for a significant amount of unique variance in behavioral intentions ($\underline{B}$ = .40, $\underline{p} < .001$). These results, along with the results in Hypothesis 4, strongly suggest that market conditions have little impact on behavioral intentions to accept job offers. The results also suggest that perceived likelihood of employment has no major impact on behavioral intent beyond that explained by the overall attractiveness of the employment position. Overall attractiveness, in contrast, appears to be strongly related to behavioral intent to accept a job offer. These results are very different from Stage 1, where market conditions and likelihood of employment were found to strongly impact behavioral intentions to accept a company visit invitation. On the other hand, overall attractiveness was observed to have only a slight influence on behavioral intentions in Stage 1 after controlling market conditions and likelihood of employment.

Models 4-7 assessed whether job, organization, and nonwork-related attractiveness were related to behavioral intent, controlling

Table 21. Multiple Regression of Behavioral Intent on Recruitment Factors, Facet Attractiveness, Overall Attractiveness, Perceived Likelihood of Employment, and Market Conditions for Stage 2.

	Beta/F												Beta-In/F											
Model	Evaluation	E. Infer. & Info.	P.O.I.[a]	Job Attr.	Org. Attr.	Nonwork Attr.	Likelihood[b]	Market Conditions	Overall Attr.	R^2	F_R^2	Evaluation	E. Infer. & Info.	P.O.I.[a]	Job Attr.	Org. Attr.	Nonwork Attr.	Likelihood[b]	Market Conditions	Overall Attr.
1									.48 23.83***	.22	23.83***							.19 2.37		
2									.48 23.83***	.22	23.83***								.02 <1.00	
3																		.19 2.34	.03 <1.00	.40 12.73***
4							.19 2.34	.03 <1.00	.40 12.73***	.24	8.80***				.01 <1.00					
5							.19 2.34	.03 <1.00	.40 12.73***	.24	8.80***					.00 <1.00				
6							.19 2.34	.03 <1.00	.40 12.73***	.24	8.80***						.08 <1.00			
7							.19 2.34	.03 <1.00	.40 12.73***	.24	8.80***				.04 <1.00	-.03 <1.00	.08 <1.00			
8				.33 3.25	-.12 <1.00	.26 4.90*				.18	6.05*							.22 2.82		
9				.33 3.25	-.12 <1.00	.26 4.90*				.18	6.05*								.01 <1.00	
10				.33 3.25	-.12 <1.00	.26 4.90*				.18	6.05*									.38 4.49*
11				.33 3.25	-.12 <1.00	.26 4.90*				.18	6.05*							.18 1.92	.02 <1.00	.33 3.55
12															.04 <1.00	-.03 <1.00	.08 <1.00	.18 1.92	.02 <1.00	.33 3.55
13				.04 <1.00	-.03 <1.00	.08 <1.00	.18 1.92	.02 <1.00	.33 3.55	.24	4.27**	-.24 3.32								
14				.04 <1.00	-.03 <1.00	.08 <1.00	.18 1.92	.02 <1.00	.33 3.55	.24	4.27**		-.03 <1.00							
15				.04 <1.00	-.03 <1.00	.08 <1.00	.18 1.92	.02 <1.00	.33 3.55	.24	4.27**			-.11 1.08						
16				.04 <1.00	-.03 <1.00	.08 <1.00	.18 1.92	.02 <1.00	.33 3.55	.24	4.27**	-.24 3.26	-.01 <1.00	-.11 1.13						
17	.10 <1.00	.09 <1.00	-.12 1.08							.04	1.10				.42 9.88**					
18	.10 <1.00	.09 <1.00	-.12 1.08							.04	1.10					.27 2.79				
19	.10 <1.00	.09 <1.00	-.12 1.08							.04	1.10						.36 10.37**			
20	.10 <1.00	.09 <1.00	-.12 1.08							.04	1.10							.41 9.33**		
21	.10 <1.00	.09 <1.00	-.12 1.08							.04	1.10								.00 <1.00	
22	.10 <1.00	.09 <1.00	-.12 1.08							.04	1.10									.58 24.15***
23	.10 <1.00	.09 <1.00	-.12 1.08							.04	1.10				.02 <1.00	.05 <1.00	.05 <1.00	.20 2.19	.02 <1.00	.45 6.00*
24												-.24 3.26	-.01 <1.00	-.11 1.13	.02 <1.00	.05 <1.00	.05 <1.00	.20 2.19	.02 <1.00	.45 6.00*

Note: $N = 68$. The effects of time and decision status were partialled out.

[a]Perceived organizational interest.

[b]Perceived likelihood of employment.

*$p < .05$.
**$p < .01$.
***$p < .001$.

for likelihood of employment, market conditions, and overall attractiveness. Consistent with the proposed organizational choice model, these "second order" variables explained no additional variance in behavioral intent. When facet attractiveness variables were entered into the regression equation first (Models 8-11), however, they did as a whole account for a significant amount of variance in behavioral intent ($\underline{R}^2$ = .18, $\underline{p}$ < .05). Nonwork-related attractiveness was the only facet variable to account for a significant proportion of unique variance in behavioral intent ($\underline{B}$ = .26, $\underline{p}$ < .05). In general, the above findings support the specified ordering of the proposed relationships.

The remaining models in Table 21 tested the relationship between recruitment factors and behavioral intent. The results for Models 13-16 indicate that organizational evaluation procedures, employment information and inferences, and perceived organizational interest accounted for no additional variance in behavioral intent after the facet attractiveness, overall attractiveness, likelihood of employment, and market conditions were partialled out. Similarly, Models 17-23 indicate that the recruitment factors did not individually ($\underline{B}$ = .10, .09, -.12; n.s., respectively) or collectively ($\underline{R}^2$ = .04, n.s.) directly account for any significant amount of variance in behavioral intent. The final model, with all of the variables simultaneously entered into the regression equation, reveals that only overall attractiveness accounted for a significant amount of unique variance ($\underline{B}$ = .45, $\underline{p}$ < .05).

Overall, the results of the multiple regression analyses are in agreement with the ordering of the relationships depicted in the

organizational choice model. The findings for Stage 2 suggest that recruitment factors directly influence job and organization attractiveness perceptions (Hypothesis 1) but have only a slight impact directly on overall attractiveness (Hypothesis 2b) and relatively no direct impact on behavioral intentions (Models 13-24). Likewise, job, organization, and nonwork-related attractiveness appears to be primarily related to overall attractiveness (Hypothesis 2a) and have relatively little direct influence on behavioral intentions (Models 4-11). Similarly, overall attractiveness seems to be a major determinant of behavioral intentions (Models 1-3). The primary difference between Stage 1 (visit acceptance) and Stage 2 (job acceptance) pertains to this last finding. For company visit invitation acceptance, overall attractiveness appears to be mediated by market conditions and perceived likelihood of employment. For job offer acceptance, market conditions appears unimportant (Hypothesis 4, Models 2-3), and likelihood of employment seems to have little impact after partialling out overall attractiveness (Model 1).

Hypothesis Testing: Organizational Choice as a Cumulative Effect

The proposed organizational choice model implies that organizational entry is an accumulative process occurring over two distinct but similar stages. Stage 1 of the model suggests a set of relationships among theoretical variables pertaining to the company visit decision; whereas, Stage 2 proposes the same set of relationships for job offer acceptance or rejection. Since organizational entry involves an interlocking series of alternating decisions between the

organization and job candidate, it seems reasonable to assume that as the applicant becomes more involved in the entry process, the applicant has more and better information on which to make decisions.

The present section provides data relevant to testing a hypothesis investigating the cumulative nature of organizational choice. Since repeated measures were available on only a small subgroup of job candidates (N = 20), both cross-sectional and longitudinal analyses were performed. The longitudinal analysis, however, can be considered only exploratory because of the small sample size.

Hypothesis 7 predicted that the amount of job, organization, and nonwork-related information perceived by the applicants would be significantly greater in Stage 2 than in Stage 1. To test this hypothesis, the "quantity of employment information" in each stage was calculated for job, organization, and nonwork-related areas. (The same procedure as described previously was used to compute quantity of information; i.e., the mean number of attainability items rated.) Means were subsequently adjusted for the number of items measured in each facet area. A multivariate analysis of variance (MANOVA) was then performed to assess whether there was an overall information effect.

Using the cross-sectional data (N = 171), the multivariate effect for stage was highly significant, F (3, 167) = 12.47, p < .000. The corresponding univariate ANOVAs indicated that the quantity of employment information for job (F [1,169] = 33.17, p < .001), organization (F [1,169] = 18.16, p < .001), and nonwork-related

(F [1,169] = 19.97, $p < .001$) significantly increased in Stage 2; see Table 22. Estimates of the amount of variance attributable to stage effect for each of the facet variables, omega squared (w^2), are also presented in Table 22.

As an additional test of the hypothesis, the longitudinal data were also analyzed. The results were similar to the cross-sectional findings described above. The multivariate effect for stage was significant, F (3,17) = 5.35, $p < .01$. The univariate ANOVAs for job (F [1,19] = 13.95, $p < .01$) and organization characteristics (F [1,19] = 13.07, $p < .01$) indicated significantly more information was obtained in Stage 2. However, unlike the cross-sectional results, the univariate effect for nonwork-related characteristics was not significant, F (1,19) = 3.42, p = .08 (see Table 22).

In general, both the cross-sectional and longitudinal findings strongly support Hypothesis 7. A significantly greater amount of employment information was reported by the job candidates in Stage 2. The adjusted mean scores, both the cross-sectional and longitudinal, indicate an approximate 20% increase in employment information across each of the three facet areas during Stage 2, with the job facet displaying the strongest effect (w^2 = .16 and .24, respectively, for cross-sectional and longitudinal).

Examination of Cognitive Dissonance Effects

An implicit assumption of the proposed organizational choice model is that applicant attitudes and evaluations lead to corresponding behaviors to accept or reject employment offers. However, the

Table 22. Adjusted Employment Information Mean Scores Across Stages 1 and 2 with Summary Analysis of Variance.

Facet	M (Stage 1)	M (Stage 2)	df	MSE	F	w^{2} [a]
		Cross-sectional[b]				
Job	.640	.901	1,169	.086	33.17***	.16
Organization	.580	.779	1,169	.091	18.16***	.09
Nonwork-related	.697	.896	1,169	.083	19.97***	.10
		Longitudinal[c]				
Job	.674	.945	1,19	.053	13.95**	.24
Organization	.575	.833	1,19	.051	13.07**	.16
Nonwork-related	.775	.904	1,19	.049	3.42	.05

Note: Means represent the average percentage of attainability items rated.

[a]Omega squared (w^2) estimates the amount of variance attributable to each of the facet variables.

[b]N (Stage 1) = 99; N (Stage 2) = 72.

[c]N = 20.

**$p < .01$.
***$p < .001$.

correlational nature of the results presented thus far does not permit any inferences regarding directionality/causality. For example, an alternative interpretation for the demonstrated association between overall attractiveness (a perception) and behavioral intention is that candidates cognitively bias their perceptions and evaluations of organizational characteristics to be consistent with their behavior (cf. Festinger's cognitive dissonance theory). Consequently, attitudinal and perceptual measures may be a result of (consistent with) past behavior (e.g., accepting or rejecting an invitation to visit) rather than predictive of future decision behavior. Soelberg (1967), Vroom (1966), and others have found such a postdecision rationalization process oftentimes occurs in organizational choice decisions.

The cognitive dissonance interpretation would suggest the following two assertions for the present study. First, postdecision ratings of the importance and expectancy of attaining job, organization, and nonwork-related employment characteristics for individuals accepting offers will be significantly greater than the predecision ratings for individuals accepting offers. Second, postdecision ratings of importance and expectancy of attaining job, organization, and nonwork-related employment characteristics for individuals rejecting offers will be significantly less than the predecision ratings for individuals rejecting offers. Hence, a polarization of attitudes is predicted to occur reflecting the candidate's actual behavior (i.e., applicants accepting offers polarize to favorable and those rejecting offers move toward unfavorable). The final section of the results chapter presents data

relevant to examining potential cognitive dissonance effects which may be operating within the organizational choice model.

To test whether cognitive dissonance significantly affected the results, job candidates receiving employment offers were categorized by decision status (accept, reject) and time of assessment (pre-decision, postdecision). Mean importance and attainability ratings were then calculated for the 19 job characteristics, 18 organization characteristics, and 12 nonwork-related characteristics. Ratings were subsequently adjusted for the number of characteristics in each facet area. In addition to importance and attainability ratings, importance by attainability adjusted mean ratings were calculated. The last measure was similar to the "instrumentality-goal" index used by Vroom (1966) and Vroom and Deci (1971) to assess cognitive dissonance effects in organizational choice. This measure indicates the strength and direction of association between an applicant's statement of the relative importance of the attributes (goals) and the degree to which he or she expects to be able to attain these attributes through the present job. For each stage, a separate MANOVA averaging across job, organization, and nonwork-related ratings was performed for (a) importance, (b) attainability, and (c) importance by attainability. A significant overall status by time interaction effect was predicted for each MANOVA analysis.

Table 23 presents a summary of the three MANOVA analyses for the data in Stage 1. Contrary to what was predicted, the overall interaction effects for attainability (F [3,27] = 1.84) and importance by attainability ratings (F [3,27] = 1.63) were nonsignificant.

Table 23. Summary MANOVA Results for Job, Organization, and Nonwork-related Importance, Attainability, and Importance by Attainability Ratings in Stage 1.

Effect	df	F	w^{2a}
	Importance		
Decision status (D)	3,29	<1.00	
Time of assessment (T)	3,29	<1.00	
D x T	3,29	4.31*	
Job items	3,31	2.00	.13
Organization items	3,31	1.16	.07
Nonwork-related items	3,31	3.09*	.20
	Attainability		
Decision status (D)	3,27	<1.00	
Time of assessment (T)	3,27	1.00	
D x T	3,27	1.84	
	Importance by Attainability		
Decision status (D)	3,27	<1.00	
Time of assessment (T)	3,27	1.49	
D x T	3,27	1.63	

[a]Omega squared (w^2) estimates the amount of variance attributable to each of the effects for the significant interaction.

*$p < .05$.

The overall interaction effect for importance ratings was significant (F [3,29] = 4.31, p < .05). The corresponding univariate analysis for importance ratings indicated a significant interaction between status and time for only nonwork-related characteristics, F (3,31) = 3.09, p < .05 (see Table 23). However, in direct contrast to cognitive dissonance theory, accepting applicants completing the survey in the postdecision condition had lower mean importance ratings (M = 4.91) than accepting applicants in the predecision condition (M = 5.51), and candidates rejecting visit invitations in the postdecision condition had higher mean importance ratings (M = 5.38) than those candidates in the predecision condition (M = 4.57). No significant main effects in the MANOVA analyses were found for Stage 1.

A summary of the MANOVA analyses for the data in Stage 2 is presented in Table 24. For Stage 2, no significant overall interaction effects were found for any of the ratings. The only significant effect in the MANOVA analyses was the main effect of status for the attainability ratings. In this instance, the univariate ANOVA revealed that job characteristics differed significantly as a result of decision status, F (3,39) = 3.63, p < .05 (see Table 24). As expected, applicants accepting job offers had higher mean ratings (M = 5.90) than applicants rejecting offers (M = 5.39).

Overall, no support was found for the two cognitive dissonance assertions. In the one case where decision status and time of assessment seemingly affected applicant perceptions, responses were in the opposite direction predicted. Consequently, these results, along

Table 24. Summary MANOVA Results for Job, Organization, and Nonwork-related Importance, Attainability, and Importance by Attainability Ratings in Stage 2.

Effect	df	F	w^{2a}
	Importance		
Decision status (D)	3,37	<1.00	
Time of assessment (T)	3,37	<1.00	
D x T	3,37	<1.00	
	Attainability		
Decision status (D)	3,37	2.92*	
Job items	3,39	3.63*	.19
Organization items	3,39	<1.00	.03
Nonwork-related items	3,39	1.27	.06
Time of assessment (T)	3,37	<1.00	
D x T	3,37	<1.00	
	Importance by Attainability		
Decision status (D)	3,37	2.55	
Time of assessment (T)	3,37	<1.00	
D x T	3,37	<1.00	

[a]Omega squared (w^2) estimates the amount of variance attributable to each of the effects in decision status.

*$p < .05$.

with the previous results, suggest that behaviors follow from applicant perceptions and evaluations. This finding is consistent with the ordering of variables in the proposed organizational choice model.

CHAPTER V

DISCUSSION

The present study represented an initial attempt to investigate organizational choice from a more holistic perspective than previous research. Drawing on concepts from prior theoretical and empirical work in recruitment, social psychology, industrial relations and economics, and organizational entry, a theoretical model of organizational choice was developed and hypothesized relationships tested.

Overall, the results of the study supported most of the predicted linkages among model variables for both stages. Recruitment factors were, in general, significantly related to facet (i.e., job, organization, and nonwork-related) attractiveness. Facet attractiveness was highly associated with overall attractiveness. Overall attractiveness and behavioral intentions to accept employment offers were also significantly related in both stages. Behavioral intentions and actual choice behaviors were significantly related in Stage 2 and moderately related in Stage 1. Finally, perceived likelihood of employment and market conditions were also systematically related to variables in the organizational choice model.

Within this context, the findings of the present study are very consistent with previous research investigating organizational choice relationships in a more isolated, fragmented fashion. However, the system of linkages among these previously identified variables was quite different from what has been inferred

by prior research. Further, examining the choice process over time suggested that some variables were more salient at different points in the organizational choice process than what was specified by previous single-stage cross-sectional research.

For example, several studies have found that recruitment practices were related to applicant attitudes and perceptions (Cascio & Phillips, 1979; Downs, 1969; Hilgert & Eason, 1968; Lumsden, 1967). No attempt, however, was made by these studies to specify what effect these recruitment practices have on organizational choice decisions. Additional studies have shown direct linkages between recruitment practices and (a) overall attractiveness (Alderfer & McCord, 1970), (b) behavioral intentions to accept job offers (Alderfer & McCord, 1970; Herriot & Rothwell, 1981; Schmitt & Coyle, 1976), and (c) actual choice behavior (Blakely & Kuykendall, 1958; Glueck, 1973; Macedonia, 1969; Redwine, 1969; Reilly et al., 1979). In this study, a series of stepwise, hierarchical multiple regression analyses suggested that recruitment practices, in both Stages 1 and 2, had their primary influence on organizational choice through facet attractiveness. The recruitment dimensions of employment information, perceived organizational interest, employment inferences, and organizational evaluation procedures were directly related to how attractive the candidate perceived the job, organization, and to a lesser extent, the nonwork-related characteristics of the position. The recruitment factors, however, displayed much smaller association with overall attractiveness, behavioral intentions, and choice behaviors. When facet

attractiveness was statistically controlled, the relationships between recruitment factors and overall attractiveness were nonsignificant. The relationships between recruitment factors and behavioral intentions were also nonsignificant when intermediate model variables were partialled out. Thus, the effect of recruitment on organizational choice appears to be primarily on facet attractiveness, and not on overall attractiveness, behavioral intentions, or choice behaviors.

The study also potentially clarifies previous research results concerning the system of relationships among facet attractiveness, overall attractiveness, behavioral intentions, and choice behaviors. Vroom (1966), Lawler et al. (1975), and many others testing expectancy theory propositions have found job and organization attribute attractiveness to be positively related to ratings of overall attractiveness. Several other researchers have observed linkages between job and organization attractiveness and (a) behavioral intentions to accept job offers (Feldman & Arnold, 1978; Greenhaus et al., 1978), and (b) actual choice behavior (Ford et al., 1972; Huber et al., 1971; Oldham, 1976; Pieters et al., 1968).

In the present study, the multiple regression results suggest that facet attractiveness was most directly related to overall attractiveness and only indirectly related to behavioral intentions. Job, organization, and nonwork-related attractiveness accounted for more than 65% of the variance in overall attractiveness in both stages. In contrast, facet attractiveness accounted for 3% of the

variance in behavioral intent for Stage 1 and 18% for Stage 2. When overall attractiveness, perceived likelihood of employment, and market conditions were statistically removed, the relationships between facet attractiveness and behavioral intentions were nonsignificant for both stages. It, therefore, appears that facet attractiveness operates primarily through overall attractiveness in the organizational choice process.

The pattern of observed relationships among overall attractiveness, behavioral intention, and choice behavior were less consistent. No firm conclusions could be made regarding direct and indirect linkages. In the present study, the relationships between (a) overall attractiveness and behavioral intent, (b) overall attractiveness and choice behavior, and (c) behavioral intent and choice behavior were approximately the same absolute magnitude in each stage. If there was a relational path among the variables, the association between overall attractiveness and behavioral intention, and between behavioral intention and choice behavior would be expected to be greater than the relationship between overall attractiveness and choice behavior. This finding is contrary to studies conducted in nonorganizational choice settings (cf. Bagozzi, 1981; Fishbein & Ajzen, 1975) which have found that attitudes influence behaviors in an indirect manner through their impact on intentions.

Finally, the observed system of relationships involving perceived likelihood of employment and market conditions was generally consistent with studies investigating these variables in a more independent fashion. The results for Stage 1 and Stage 2, however,

were slightly different in terms of each variable's importance in the organizational choice process. Consistent with the "reciprocal choice" findings in the social psychological literature, perceived likelihood of employment was significantly related to overall attractiveness and behavioral intentions in both stages. Market conditions, in contrast, had virtually no association with overall attractiveness in either stage. In support of research findings in industrial relations and economics, market conditions was significantly related to behavioral intentions to accept company visit invitations (Stage 1). Contrary to this research, however, market conditions had essentially no relationship with behavioral intentions to accept job offers (Stage 2).

Overall, the structural relationship of variables involved in organizational choice (for both stages) appears to be somewhat different from originally proposed in the theoretical model (see Figure 1, page 43). First, contrary to what was hypothesized, recruitment practices seem to have no independent, direct relationship with the overall attractiveness of the employment position. Their impact on overall attractiveness ostensively is an indirect one through facet attractiveness. Second, market conditions and perceived likelihood of employment were not found to moderate the relationship between overall attractiveness and behavioral intentions as was originally proposed in Figure 1. Third, market conditions appears to have little, if any, association with overall attractiveness perceptions. In contrast, perceived likelihood of employment apparently does relate to overall attractiveness.

Consequently, a more simplified, albeit tentative, theoretical model of organizational choice may be appropriate. The findings suggest a chain of events and corresponding perceptions in both stages of the choice process roughly as follows: recruitment practices → facet attractiveness → overall attractiveness → behavioral intention → choice behavior. The importance of perceived likelihood of employment and market conditions in such a revised model appears to depend on the stage of organizational choice. For company visit decisions (Stage 1), likelihood of employment and market conditions, along with overall attractiveness, all seem important. For example, in Stage 1 overall attractiveness accounted for 7% of the variance in behavioral intentions; whereas, likelihood of employment and market conditions accounted for an additional 11%. For job offer decisions (Stage 2), the importance of these two model variables seems minimal. In Stage 2, for example, overall attractiveness accounted for 22% of the behavioral intention variance, while only an additional 2% was explained by likelihood of employment and market conditions.

The above findings seem reasonable considering that Stage 1 decisions inherently require little or no organization commitment for job candidates. Consequently, the overall attractiveness of the position would be only one of several relatively important influences. If the applicant perceived merely a small probability of obtaining employment or if the applicant had already received several other employment offers, company visit invitation acceptance would seem rational, regardless of how attractive the organization initially appeared. On the other hand, actual job offer intentions are much

more consequential for applicants and the overall attractiveness of the position is extremely important. Hence, Rynes' et al. (1980) contention that the preliminary decision to accept a visit invitation may involve different considerations from the job offer decision appears tenable.

The finding that recruitment practices do not directly covary with overall attractiveness, but instead directly covary with facet (i.e., job, organization, nonwork-related) attractiveness also appears logical. Recruitment activities in effect convey information about each of these facet areas (e.g., salary, fringe benefits, working conditions, community assets and liabilities). Recruitment inferences regarding organizational climate and interpersonal employee relations would seem at best, to have only an indirect effect on overall attractiveness. The conveyance of concrete, accurate, and complete employment information (as the job preview literature suggests) would seem to be the most crucial impact recruitment has on organizational choice. Indeed, the qualitative dimensions of recruitment (e.g., employment inferences and organizational evaluation procedures) were significantly related to the amount of information received in both stages (see Tables 13 and 18, pages 102 and 117, respectively).

Precise cause-and-effect relationships among model variables are impossible to specify within the context of the present study. Thus the postdoc model revisions must be viewed as tentative. However, the developed model does serve as an initial attempt to specify and systematically investigate potential variables impacting organizational choice. Naturally the model is incomplete. The amount of

variance explained in behavioral intention to accept the employment offer was only 18% for Stage 1 and 24% for Stage 2. Consequently, further basic research and model elaboration is warranted. Identification of additional variables could proceed initially on rational grounds. For example, several variables not examined in this study may be salient in organizational choice. Family, spouse, and friend organization preferences could affect an individual's choice of an organization apart from the variables already identified. Faculty preferences and recommendations may also influence the choice process for graduate students. Similarly, strength of a local union may also be a very important factor for blue-collar workers when choosing organizations.

While the consideration of additional variables seems warranted, it may be premature to delete model variables. The reliability of some of the variable measures was rather low. Internal consistency estimates of the recruitment dimensions were particularly low (coefficient alphas ranged from .22 to .63, see Appendix G). Consequently, low validity coefficients between recruitment practices and other model variables may be, in part, a function of errors in measurement. Future research should focus on developing psychometrically accurate measures of proposed model variables.

Attenuated relationships among model variables may have also resulted due to an inherent "weeding-out" process of organizational entry. Respondents in Stage 2, most likely, were systematically different from Stage 1 respondents. From the potential employer's perspective, Stage 2 applicants have greater organizationally

relevant knowledge, skills, and abilities. From the applicant's perspective, specific organizations rather than organizational characteristics may determine attractiveness for more experienced applicants. The effect of this filtering process may have resulted in a restricted range of consistently favorable perceptual ratings in Stage 2 relative to Stage 1. Although possible, this effect apparently did not occur in the present study. The relationships (viz., magnitudes of validity coefficients) were very similar across the two stages. Further, the variance of ratings in Stage 2 were similar to the variances obtained in Stage 1 (see Appendices D, E, and F).

The cumulative nature of organizational choice was also investigated in the present study. As expected, the results indicated that applicants were significantly more informed concerning the employment opportunity in Stage 2 than Stage 1. The data further suggest that entry is a reasonably rational decision. Job candidates appeared to evaluate the attractiveness (importance, attainability, and importance by attainability) of the employment characteristics no differently after, than before, making an organizational choice decision. This finding is contrary to the cognitive dissonance assertion that attitudes follow behavior, as seen in several studies which have noted a post-decision inflation in perceived attractiveness for the chosen organization and a corresponding deflation in attractiveness for the unchosen ones (Lawler et al., 1975; Misra & Kalro, 1972; Soelberg, 1967; Vroom, 1966).

One explanation for failing to detect the cognitive dissonance effect may be attributed to the type of design used in the present study. Prior studies supporting cognitive dissonance employed a within-subjects analysis; the present study used a between-subjects analysis. Obviously, between-subject designs are insensitive to systematic within condition relative shifts in attractiveness. In the present study, the unlikely condition of postdecision applicants having consistently lower attractiveness ratings prior to choice than the predecision applicants would be necessary in order for a dissonance shift to be evident. Another factor relevant to the dissonance effect concerns data collection procedures. Job candidates in the present study were asked to rate only one organization, either before or after choice. Other studies collected measures on two or more organizations. Only in cases where direct organization comparisons are cognitively required, may a need for explicit and outward rationalization surface. No such need was required in this study since all respondents rated only UCC-ND.

In retrospect, one major focus of the study (viz., to assess the relative impact of job, organization, and nonwork-related attributes and recruitment practices in organizational choice) now seems rather shortsighted. Both variable sets appear important in organizational choice. The relative importance of each variable, as well as other model variables, depends on at least three factors: (a) the period examined in the choice process (e.g., Stage 1, Stage 2), (b) the focal criterion of interest (e.g., overall attractiveness, behavioral intention, choice behavior), and (c) the

operational definition and measurement of each model variable (e.g., expectancy-based vs. global attractiveness ratings). In addition, the number and nature of variables assessed would most likely alter the relative importance of each existing variable in the model.

Implications of This Study for Theory

By and large, organizational choice has been historically investigated in a fragmented fashion with little or no emphasis on theory building. Various disciplines have tended to let their specialty interests dictate their domain of inquiry to the exclusion of other factors studied by other disciplines. If the major purpose is to understand the organizational choice process, it seems apparent that future research must integrate theoretical concepts and empirical findings across disciplines and fields of inquiry. The proposed model in the present study is only a beginning in this direction, but it does demonstrate that several diverse variables are of significance in organizational choice. Continued research embodying an even wider spectrum of potentially relevant variables into a theoretical framework of organizational choice is needed. Organization preference by significant others, faculty recommendations, and strength of local union seem obvious variables to include for future research.

A second theoretical implication also pertains to the measurement of potentially relevant variables in organizational choice. The results of this study suggest that the expanded measurement of nonwork-related characteristics should be pursued. These characteristics

accounted for a major proportion of the explained variance in overall attractiveness for both Stages 1 and 2.

Further, it appears that a full range of job and organization attributes should also be measured for a comprehensive understanding of organizational choice. Such a procedure will more easily permit attribute importance comparisons across studies, as well as provide a basis to draw inferences regarding their relative importance across occupational subgroups and job levels.

An important implication for future research to consider is the cumulative nature of organizational choice. The data clearly suggest that the saliency of some variables drastically change over time (e.g., market conditions). In addition, the amount of employment information an applicant possesses appears to significantly increase the more involved the applicant becomes with the company. Future researchers should exercise caution when collecting data during this process, rather than simply to arbitrarily choose a time based on convenience. A concerted effort should be made to collect measures throughout the entire organizational choice process. Specific research emphasis should be directed at ascertaining why applicants accept or reject company visit invitations. Future research should also focus on what factors motivate applicants to initially apply to a specific organization. The organizational entry framework depicted in Figure 2 (p. 54) may be helpful in developing a systematic approach for data collection. A multi-stage cross-sectional design, as the one employed in the study, may also serve as a useful experimental design for preliminary research.

Implications of This Study for Practice

The entry of an individual into an organization involves a mutual exploration of fit between employer and applicant. The employer gathers and evaluates job-relevant knowledge, skills, and abilities of the applicant and the applicant collects and processes salient information concerning the employment opportunity. Clearly, one of the primary functions of recruitment is to provide applicants sufficient information to enable them to make well-informed decisions.

The results of the study indicate that such information is multidimensional. In addition to the more obvious content characteristics of the job, organization, and nonwork facets, there appears to be more subtle qualitative aspects in recruitment as well. The manner in which the interview is conducted, the perceived appropriateness of assessment procedures, and the level of interest the applicant believes the company has in hiring him or her are a few examples of qualitative information job candidates may use in entry decisions. The data suggest that this information most directly impacts perceptions of facet attractiveness rather than overall attractiveness in general. The data further suggest that the amount of information conveyed significantly relates to the qualitative dimensions. It seems apparent that recruiters should be cognizant of the qualitative information cues they are relaying to applicants. They might want to consciously alter activities to enhance the qualitative dimensionality of their recruitment practices.

Another implication for employers to contemplate involves the importance of nonwork-related factors in organizational choice.

Nonwork-related factors (e.g., community entertainment opportunities, climate conditions, career opportunities for spouse) appear to be of great significance in an applicant's evaluation of overall attractiveness. Greater attention to relevant nonwork-related attributes for applicants in employment brochures and company visits would therefore seem helpful in attracting candidates.

Finally, the relative importance of market conditions in the two stages of organizational choice investigated should be noted. For visit invitation decisions, market conditions were inversely related to behavioral intentions ($\underline{r} = -.35$, $\underline{p} < .001$). For job offer decisions, market conditions had virtually no association with behavioral intentions ($\underline{r} = .02$, n.s.). Companies with on-campus recruitment programs may therefore improve visit acceptance by designing a more expeditious procedure of inviting applicants. Several other studies have also reported that the speed with which applicants were informed of their status was a factor in recruitment success (Arvey et al., 1975; Blakely & Kuykendall, 1958; Lumsden, 1967; Marks, 1967; Redwine, 1969). In the present study, however, the number of company visit invitations and job offers an individual received was unrelated to job offer behavioral intentions. Therefore, speed may be an important factor only early in the organizational choice process.

Limitations of the Study

The present study had certain limitations that require further research for clarification. First, all applicant data (with the exception of choice behavior) came from mailed questionnaires.

Common method variance could inflate the relationships among variables in the proposed model. Future research should incorporate a mix of interview and survey data. Follow-up interviews may be a particularly informative avenue for generating additional variables which may impact organizational choice.

Second, individuals responding in the study were actual job candidates of UCC-ND and, consequently, may have felt threatened when completing the survey. To circumvent biased responding, great care was given in the construction of cover letters to explicitly state that responses would have "no impact on any current hiring decisions." The pattern of relationships among model variables suggested that biased responding was not a serious problem; e.g., correlations between variables across Times 1 and 2 (Stage 1) and Times 3 and 4 (Stage 2) were relatively stable. In addition, no support for the presence of cognitive dissonance effects in the data was found.

A third limitation of the study pertained to the investigation of organizational entry in only one organization. Future research should attempt to collect parallel ratings on two or more organizations. The approach would permit between organization analyses to ascertain whether relationships among variables are consistent across organizations.

Finally, the present study restricted examination of the organizational choice process to company visit invitation decisions (Stage 1) and job offer decisions (Stage 2). Subsequent research is needed to examine the initial decision in organizational choice; i.e.,

what variables influence applicants to apply to specific organizations. Investigations which track applicants throughout the entire choice process would be particularly desirable.

Concluding Remarks

The systematic investigation of organizational entry as a two-party process is less than 20 years old. Throughout this period, little attention has been directed at examining entry from a systems point of view. This study has attempted to provide an initial theoretical integration of diverse variables which potentially impact the individual's choices in the process. The present version of the organizational choice model is obviously subject to alteration and refinement. In terms of theory building, variables may be added to or deleted from the model as warranted by empirical verification. Continued basic, integrative research is urgently needed.

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APPENDICES

APPENDIX A

UCC-ND APPLICANT SURVEY--FOR STAGE 1

UCC-ND Applicant Survey

I. PERSONAL BACKGROUND (optional)

1. Date of birth: _____ /_____ /_____
   day month year

2. Sex: ☐ Male ☐ Female

3. Race:
   - ☐ Caucasian (white)
   - ☐ Black
   - ☐ Other (specify) _____

4. Marital status:
   - ☐ Single
   - ☐ Married
   - ☐ Divorced

5. Field of study:
   - ☐ Business (indicate specialty) _____
   - ☐ Science (indicate specialty) _____
   - ☐ Engineering (indicate specialty) _____
   - ☐ Other (specify) _____

6. Highest educational degree attained (if graduating this year, indicate degree received):
   - ☐ B.S.
   - ☐ M.S.
   - ☐ Ph.D.

7. From which university did/will you receive this degree: _____.
   Is it located in the state you consider home: ☐ Yes ☐ No
   If no, which state do you consider home: _____.

8. Previous job-relevant work experience (excluding internships and summer employment):
   - ☐ No previous experience
   - ☐ 1 year or less
   - ☐ 2–5 years
   - ☐ Over 5 years

II. UCC-ND RECRUITMENT PRACTICES

Please indicate the extent to which you agree with each of the following statements by circling an appropriate response.

	Strongly Agree	Agree	Slightly Agree	Undecided	Slightly Disagree	Disagree	Strongly Disagree
A. Campus Recruitment							
1. The campus recruiter appeared knowledgeable about the technical and personal requirements of UCC-ND employment opportunities.	1	2	3	4	5	6	7
2. In general, the campus recruiter appeared knowledgeable about areas such as standard policies, procedures, available fringe benefits, and company history of UCC-ND.	1	2	3	4	5	6	7
3. The campus recruiter was friendly and approachable, putting me at ease during the interview.	1	2	3	4	5	6	7
4. It was apparent that the recruiter had read my resume and was familiar with my personal background before the interview began.	1	2	3	4	5	6	7
5. The campus recruiter conducted the interview in a professional and organized manner.	1	2	3	4	5	6	7
6. The campus recruiter appeared to provide accurate and realistic information about UCC-ND and its employment opportunities.	1	2	3	4	5	6	7
7. The campus recruiter seemed genuinely interested in me, and in gaining an accurate assessment of my relevant skills, knowledge, and abilities.	1	2	3	4	5	6	7
8. The brochures about UCC-ND and its employment opportunities were informative.	1	2	3	4	5	6	7
☐ Please check if company brochures were unavailable in the college Placement Office.							
9. The fact that a UCC-ND recruiter contacted me prior to the on-campus interview favorably impressed me.	1	2	3	4	5	6	7
☐ Please check if no pre-interview contact was made.							
10. Overall, I was favorably impressed with UCC-ND's on-campus recruiting process.	1	2	3	4	5	6	7

Additional comments: _____

_____

_____

B. Additional Information

1. How many invitations for company visits have you presently received _____ .

   How many do you actually plan to visit_____ .

	Very Unlikely			50/50 Chance			Very Likely
2. What do you estimate the likelihood to be that UCC-ND will extend an invitation for you to visit their facilities (if you have already received word, please indicate): ☐ invited ☐ not invited	1	2	3	4	5	6	7
3. What is the likelihood that you would agree to visit the UCC-ND facilities if an invitation was extended (if you have already accepted/rejected an invitation, please indicate): ☐ accepted invitation ☐ rejected invitation	1	2	3	4	5	6	7
4. To date, have you received any firm offers of employment: ☐ Yes ☐ No If so, how many_____ .							
5. What do you estimate the likelihood to be that UCC-ND will extend an offer of employment (or would have): ☐ not invited for company visit	1	2	3	4	5	6	7
6. What is the likelihood that you would accept an offer of employment from UCC-ND if such an offer was made:	1	2	3	4	5	6	7

III. EMPLOYMENT FACTORS

Listed below are several job, organization, and nonwork-related factors that may influence an applicant's decision to accept or reject an offer of employment. Please respond to each factor by: first, circling *how important that factor is for you in making your job choice*; and second, indicating *the likelihood of attaining each if you were employed at UCC-ND.* For example, if you feel security is very important in a job, you would circle 7 on the "importance" dimension. And if you think it is very likely that the UCC-ND job offered to you provided good security, you would circle 7 on the "likelihood of attaining at UCC-ND" dimension. If you lack sufficient information on which to make a decision, check "do not know."

A. Job Factors	IMPORTANCE Very Unimportant			Neutral			Very Important	LIKELIHOOD OF ATTAINING AT UCC-ND Very Unlikely			50/50 Chance			Very Likely	Do Not Know
1. Opportunity to develop oneself professionally	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
2. Good job security	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
3. High salary	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
4. Opportunity to work with technically competent co-workers	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
5. Opportunity for advancement	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
6. Reasonable workload (e.g., hours, time pressures, paperwork)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
7. High status and professional recognition	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
8. Opportunity to work independently and accept individual responsibility	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
9. Variety in job duties	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
10. Challenging and interesting work	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
11. Opportunity to use one's skills, abilities, and knowledge	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
12. Opportunity to accomplish something worthwhile	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
13. Opportunity to work with supportive and cooperative co-workers	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
14. Competent technical guidance from immediate supervisor	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
15. Recognition and feedback from immediate supervisor	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
16. Safe and comfortable working conditions	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
17. Technologically advanced equipment and instrumentation	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
18. Opportunity to participate in job-relevant decisions	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
19. Opportunity to complete an entire project, or identifiable part of a project	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
20. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
21. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐

Considering these factors alone, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

B. Organizational Factors Working for a company with (a/an):	IMPORTANCE Very Unimportant			Neutral			Very Important	LIKELIHOOD OF ATTAINING AT UCC-ND Very Unlikely			50/50 Chance			Very Likely	Do Not Know
1. High status and good reputation	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
2. Modern, functional, and attractive facilities	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
3. Extensive computer facilities	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
4. Suitable size	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
5. Good fringe benefits (e.g., insurance, savings plan, educational assistance program, vacation, pension)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
6. Product or service regarded as important by society, your friends, and your family	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
7. Progressive image	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
8. Fair employment practice (i.e., recruitment of women, minorities, and handicapped)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
9. Fair, reasonable, and clear promotion policy	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
10. Clearly established line of authority	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
11. Friendly, open work environment	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
12. Opportunity to continue education	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
13. Very supportive upper management	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
14. Environment with few "organizational politics"	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
15. Good career mobility potential within the organization	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
16. Reasonable but demanding performance standard	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
17. Short approval process policy (i.e., red tape is cut to a minimum)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
18. Minimal paperwork demand	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
19. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
20. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐

Considering these factors alone, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

C. Nonwork-Related Factors

Living in a geographic location with:	IMPORTANCE							LIKELIHOOD OF ATTAINING AT UCC-ND							
	Very Unimportant			Neutral			Very Important	Very Unlikely			50/50 Chance			Very Likely	Do Not Know
1. Several good schools and universities	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
2. A good public transportation system	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
3. Many community entertainment opportunities (e.g., theaters, nightclubs, concerts, sporting events, etc.)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
4. A desirable local culture, including prevailing customs, mores, attitudes, and values	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
5. High environmental quality and few community health hazards (e.g., air and water pollution, crime, noise, etc.)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
6. Close access to shopping centers	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
7. Many outdoor recreational opportunities (e.g., availability of mountains, lakes, parks, etc.)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
8. A low "cost of living"	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
9. Close access to family and relatives	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
10. Several career opportunities for your spouse, fiance(e), etc.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
11. A mild climate and weather conditions	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
12. A high "standard of living"	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
13. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
14. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐

Considering only the nonwork-related factors cited above, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

D. Overall Attractiveness Evaluation

Considering all characteristics of the job, the organization, and other nonwork-related aspects, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

APPENDIX B

UCC-ND APPLICANT SURVEY--FOR STAGE 2

UCC-ND Applicant Survey

I. PERSONAL BACKGROUND (optional)

1. Date of birth: _____ /_____ /_____
   day month year

2. Sex: ☐ Male ☐ Female

3. Race:

   ☐ Caucasian (white)
   ☐ Black
   ☐ Other (specify) _____

4. Marital status:

   ☐ Single
   ☐ Married
   ☐ Divorced

5. Field of study:

   ☐ Business (indicate specialty) _____
   ☐ Science (indicate specialty) _____
   ☐ Engineering (indicate specialty) _____
   ☐ Other (specify) _____

6. Highest educational degree attained (if graduating this year, indicate degree to be received):

   ☐ B.S.
   ☐ M.S.
   ☐ Ph.D.

7. From which university did/will you receive this degree: _____
   Is it located in the state you consider home: ☐ Yes ☐ No
   If no, which state do you consider home: _____

8. Previous job-relevant work experience (excluding internships and summer employment):

   ☐ 1 year or less
   ☐ 2–5 years
   ☐ Over 5 years

9. Source of initial contact with UCC-ND:

   ☐ On-campus interview
   ☐ Response to advertisement
   ☐ Direct contact by UCC-ND employee
   ☐ Other (specify) _____

10. Which of the following UCC-ND facilities did you visit:

    ☐ X-10: Oak Ridge National Laboratory
    ☐ Y-12 Plant
    ☐ K-25: Oak Ridge Gaseous Diffusion Plant
    ☐ Paducah Gaseous Diffusion Plant

II. UCC-ND RECRUITMENT PRACTICES

Please indicate the extent to which you agree with each of the following statements by circling an appropriate response.

A. UCC-ND Visit

If you visited more than one UCC-ND facility, *evaluate only one* and check which one you are considering: ☐ X-10 ☐ Y-12 ☐ K-25 ☐ Paducah Gaseous Diffusion Plant. Please briefly specify any differences between facility visits in the "additional comments" following these questions.

	Strongly Agree	Agree	Slightly Agree	Undecided	Slightly Disagree	Disagree	Strongly Disagree
1. Travel arrangements for my visit were convenient and well-coordinated.	1	2	3	4	5	6	7
2. The hotel accommodations during the visit were adequate.	1	2	3	4	5	6	7
3. The time I spent visiting UCC-ND was efficiently scheduled and well-coordinated.	1	2	3	4	5	6	7
4. The security procedures required during the UCC-ND visit were excessive.	1	2	3	4	5	6	7
5. The procedures used by the *line management* to evaluate my qualifications were reasonable and job-relevant.	1	2	3	4	5	6	7
6. I was given a great deal of personal attention by the *line management.*	1	2	3	4	5	6	7
7. The receptionists, guards, and other UCC-ND support personnel were courteous and friendly.	1	2	3	4	5	6	7
8. The procedures used by the *Employment Department Interviewer(s)* to evaluate my qualifications were reasonable and job-relevant.	1	2	3	4	5	6	7

A. UCC-ND Visit (continued)	Strongly Agree	Agree	Slightly Agree	Undecided	Slightly Disagree	Disagree	Strongly Disagree
9. The information provided by the *Employment Department Interviewer(s)* concerning UCC-ND company benefits and policies was helpful in answering any questions I may have had regarding specific aspects of employment.	1	2	3	4	5	6	7
10. Overall, the techniques used by UCC-ND to evaluate my qualifications appeared to be reasonable and job-relevant.	1	2	3	4	5	6	7
11. The visit provided me with sufficient information about UCC-ND's operations, research, and mission to make a well-informed job decision.	1	2	3	4	5	6	7
12. The visit provided valuable insight into the duties and responsibilities of the prospective position(s).	1	2	3	4	5	6	7
13. During my visit, I had an adequate opportunity to assess the strengths and weaknesses of the immediate community and surrounding geographic area.	1	2	3	4	5	6	7
14. All things considered, I was favorably impressed with the visit.	1	2	3	4	5	6	7

Additional comments: _____

_____

_____

_____

_____

_____

B. UCC-ND Correspondence and Overall Evaluation

	Strongly Agree	Agree	Slightly Agree	Undecided	Slightly Disagree	Disagree	Strongly Disagree
1. The amount of paperwork required in applying for employment at UCC-ND was moderate.	1	2	3	4	5	6	7
2. The length of time between the campus interview and the UCC-ND invitation to visit was too long (if you did not participate in a campus interview, please indicate). ☐ no campus interview	1	2	3	4	5	6	7
3. I was notified within a reasonable period of time after the visit that UCC-ND was/was not interested in extending an employment offer (if you have not yet heard, please indicate). ☐ have not heard	1	2	3	4	5	6	7
4. I was given sufficient time to respond to the employment offer (if you have not received word as of yet or have received a letter of no interest, please indicate). ☐ not received word ☐ letter of no interest	1	2	3	4	5	6	7
5. In general, the correspondence from UCC-ND seemed routine and impersonal.	1	2	3	4	5	6	7
6. On the whole, I felt UCC-ND was genuinely interested in me as a prospective employee.	1	2	3	4	5	6	7
7. *Considering all phases of the recruitment process,* I was favorably impressed with UCC-ND's recruiting procedures.	1	2	3	4	5	6	7

Additional comments: _____

_____

_____

_____

C. Additional Information

1. How many invitations for company visits have you presently received _____ .
   How many do you actually plan to visit _____.

2. To date, have you received any firm offers of employment:
   ☐ Yes ☐ No If so, how many _____ .

	Very Unlikely			50/50 Chance			Very Likely
3. What do you estimate the likelihood to be that UCC-ND will extend an offer of employment (if you have already received word, please indicate): ☐ offered ☐ not offered	1	2	3	4	5	6	7
4. What is the likelihood that you would accept an offer of employment from UCC-ND if one was made (if you have already accepted/rejected an employment offer, please indicate): ☐ accepted offer ☐ rejected offer	1	2	3	4	5	6	7

III. EMPLOYMENT FACTORS

Listed below are several job, organization, and nonwork-related factors that may influence an applicant's decision to accept or reject an offer of employment. Please respond to each factor by: first, circling *how important that factor is for you in making your job choice;* and second, indicating *the likelihood of attaining each if you were employed at UCC-ND.* For example, if you feel security is very important in a job, you would circle 7 on the "importance" dimension. And if you think it is very likely that the UCC-ND job offered to you provided good security, you would circle 7 on the "likelihood of attaining at UCC-ND" dimension. If you lack sufficient information on which to make a decision, check "do not know."

A. Job Factors	IMPORTANCE Very Unimportant			Neutral			Very Important	LIKELIHOOD OF ATTAINING AT UCC-ND Very Unlikely			50/50 Chance			Very Likely	Do Not Know
1. Opportunity to develop oneself professionally	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
2. Good job security	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
3. High salary	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
4. Opportunity to work with technically competent co-workers	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
5. Opportunity for advancement	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
6. Reasonable workload (e.g., hours, time pressures, paperwork)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
7. High status and professional recognition	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
8. Opportunity to work independently and accept individual responsibility	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
9. Variety in job duties	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
10. Challenging and interesting work	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
11. Opportunity to use one's skills, abilities, and knowledge	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
12. Opportunity to accomplish something worthwhile	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
13. Opportunity to work with supportive and cooperative co-workers	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
14. Competent technical guidance from immediate supervisor	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
15. Recognition and feedback from immediate supervisor	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
16. Safe and comfortable working conditions	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
17. Technologically advanced equipment and instrumentation	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
18. Opportunity to participate in job-relevant decisions	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
19. Opportunity to complete an entire project, or identifiable part of a project	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
20. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
21. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐

Considering these factors alone, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

B. Organizational Factors Working for a company with (a/an):	IMPORTANCE Very Unimportant			Neutral			Very Important	LIKELIHOOD OF ATTAINING AT UCC-ND Very Unlikely			50/50 Chance			Very Likely	Do Not Know
1. High status and good reputation	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
2. Modern, functional, and attractive facilities	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
3. Extensive computer facilities	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
4. Suitable size	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
5. Good fringe benefits (e.g., insurance, savings plan, educational assistance program, vacation, pension)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
6. Product or service regarded as important by society, your friends, and your family	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
7. Progressive image	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
8. Fair employment practice (i.e., recruitment of women, minorities, and handicapped)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
9. Fair, reasonable, and clear promotion policy	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
10. Clearly established line of authority	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
11. Friendly, open work environment	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
12. Opportunity to continue education	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
13. Very supportive upper management	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
14. Environment with few "organizational politics"	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
15. Good career mobility potential within the organization	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
16. Reasonable but demanding performance standard	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
17. Short approval process policy (i.e., red tape is cut to a minimum)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
18. Minimal paperwork demand	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
19. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
20. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐

Considering these factors alone, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

C. Nonwork-Related Factors

Living in a geographic location with:	IMPORTANCE: Very Unimportant			Neutral		Very Important		LIKELIHOOD OF ATTAINING AT UCC-ND: Very Unlikely		50/50 Chance			Very Likely	Do Not Know
1. Several good schools and universities	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
2. A good public transportation system	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
3. Many community entertainment opportunities (e.g., theaters, nightclubs, concerts, sporting events, etc.)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
4. A desirable local culture, including prevailing customs, mores, attitudes, and values	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
5. High environmental quality and few community health hazards (e.g., air and water pollution, crime, noise, etc.)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
6. Close access to shopping centers	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
7. Many outdoor recreational opportunities (e.g., availability of mountains, lakes, parks, etc.)	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
8. A low "cost of living"	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
9. Close access to family and relatives	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
10. Several career opportunities for your spouse, fiance(e), etc.	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
11. A mild climate and weather conditions	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
12. A high "standard of living"	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
13. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐
14. Other (specify) _____	1	2	3	4	5	6	7	1	2	3	4	5	6	7	☐

Considering only the nonwork-related factors cited above, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

D. Overall Attractiveness Evaluation

Considering all characteristics of the job, the organization, and other nonwork-related aspects, how attractive is the UCC-ND employment opportunity:

Very Unattractive			Moderately Attractive			Very Attractive
1	2	3	4	5	6	7

APPENDIX C

ILLUSTRATION OF COVER LETTER MAILED TO CAMPUS RECRUITS

UNION CARBIDE CORPORATION
NUCLEAR DIVISION
P.O. BOX X, OAK RIDGE, TENNESSEE 37830

December 12, 1980

Dr. L. L. Applicant
2930 Ladd Street
Sturgeon Bay, Wisconsin 54235

Dear Dr. Applicant:

Several weeks ago you participated in a campus interview with a Union Carbide Corporation-Nuclear Division (UCC-ND) recruiter. As part of UCC-ND's continuing effort to evaluate our recruitment practices, we would like to know your impressions of that interview, as well as your perceptions of UCC-ND as a prospective employer. Naturally, your responses to the enclosed survey will be held in strictest confidence and will have no impact on any current hiring decisions. The data resulting from the survey will allow us to assess possible strengths and weaknesses of our on-campus recruitment program and help us recognize employment expectations of today's job applicants. It also allows you to reflect upon factors which may be important to you and to offer any comments you may feel important.

All interviewees, whether presently seeking UCC-ND employment or not, are being asked to respond to the UCC-ND Applicant Survey so that an accurate and comprehensive understanding of applicant reactions can be obtained. The survey contains three parts: sections on personal background, recruiting practices, and factors in employment decision making. In total, it should only take 10-15 minutes to complete. We urge you to complete the survey at your earliest convenience and return it in the enclosed pre-addressed, postage paid envelope. As you will note, the survey is not to be returned directly to UCC-ND. Indeed, UCC-ND management will not even examine the data until after the current recruiting year, and then only in summarized form.

We sincerely appreciate your time and cooperation in this project. Your candid responses to the survey can assist UCC-ND in its continuing effort to monitor and, where possible, improve the recruiting program.

Sincerely,

Kenneth P. De Meuse
Consultant

KD:jw

Enclosures

APPENDIX D

DESCRIPTIVE DATA FOR STAGE 1 AND STAGE 2 RECRUITMENT ITEMS

Table 25. Sample Sizes, Means, and Standard Deviations of Recruitment Items.

	Item	N	M	SD
	Stage 1: Campus Recruitment			
1.	The campus recruiter appeared knowledgeable about the technical and personal requirements of UCC-ND employment opportunities.	117	5.60	1.38
2.	In general, the campus recruiter appeared knowledgeable about areas such as standard policies, procedures, available fringe benefits, and company history of UCC-ND.	116	5.69	1.05
3.	The campus recruiter was friendly and approachable, putting me at ease during the interview.	117	6.27	1.03
4.	It was apparent that the recruiter had read my resume and was familiar with my personal background before the interview began.	107	5.24	1.56
5.	The campus recruiter conducted the interview in a professional and organized manner.	116	5.92	1.16
6.	The campus recruiter appeared to provide accurate and realistic information about UCC-ND and its employment opportunities.	116	5.58	1.37
7.	The campus recruiter seemed genuinely interested in me, and in gaining an accurate assessment of my relevant skills, knowledge, and abilities.	116	5.78	1.32

Table 25 (Continued)

Item	N	M	SD
8. The brochures about UCC-ND and its employment opportunities were informative.	95	5.17	1.30
9. The fact that a UCC-ND recruiter contacted me prior to the on-campus interview favorably impressed me.	16[a]	5.69	1.54
10. Overall, I was favorably impressed with UCC-ND's on-campus recruiting process.	113	5.54	1.23
Stage 2: Company Visit Recruitment			
11. Travel arrangements for my visit were convenient and well-coordinated.	89	5.84	1.25
12. The hotel accommodations during the visit were adequate.	86	5.76	1.19
13. The time I spent visiting UCC-ND was efficiently scheduled and well-coordinated.	90	5.74	1.34
14. The security procedures required during the UCC-ND visit were excessive.	90	4.84[b]	1.82
15. The procedures used by the line management to evaluate my qualifications were reasonable and job-relevant.	87	5.32	1.28
16. I was given a great deal of personal attention by the line management.	90	5.57	1.23
17. The receptionists, guards, and other UCC-ND support personnel were courteous and friendly.	91	6.02	.84

Table 25 (Continued)

Item	N	M	SD
18. The procedures used by the Employment Department interviewer(s) to evaluate my qualifications were reasonable and job-relevant.	88	5.21	1.39
19. The information provided by the Employment Department interviewer(s) concerning UCC-ND company benefits and policies was helpful in answering any questions I may have had regarding specific aspects of employment.	91	6.21	.66
20. Overall, the techniques used by UCC-ND to evaluate my qualifications appeared to be reasonable and job-relevant.	89	5.38	1.23
21. The visit provided me with sufficient information about UCC-ND's operations, research, and mission to make a well-informed job decision.	89	5.71	1.14
22. The visit provided valuable insight into the duties and responsibilities of the prospective position(s).	87	5.49	1.19
23. During my visit, I had an adequate opportunity to assess the strengths and weaknesses of the immediate community and surrounding geographic area.	88	4.66	1.72
24. All things considered, I was favorably impressed with the visit.	89	5.73	1.22
25. The amount of paperwork required in applying for employment at UCC-ND was moderate.	91	5.35	1.24

Table 25 (Continued)

Item	N	M	SD
26. The length of time between the campus interview and the UCC-ND invitation to visit was too long.	27	4.96[b]	1.72
27. I was notified within a reasonable period of time after the visit that UCC-ND was/was not interested in extending an employment offer.	45	4.38	2.10
28. I was given sufficient time to respond to the employment offer.	25	6.00	.71
29. In general, the correspondence from UCC-ND seemed routine and impersonal.	92	4.52[b]	1.57
30. On the whole, I felt UCC-ND was genuinely interested in me as a prospective employee.	91	5.73	1.09
31. Considering all phases of the recruitment process, I was favorably impressed with UCC-ND's recruiting procedures.	91	5.23	1.40

Note: Means based on a 7-point scale, ranging from strongly disagree (1) to strongly agree (7). Scores were reversed so that a high score reflected strongly agree.

[a]Ninety-six applicants indicated that no prior contact was made.

[b]Since this item reflects an undesirable recruitment practice, the mean value was reversed to indicate it: 1 = strongly agree, 7 = strongly disagree.

APPENDIX E

DESCRIPTIVE DATA FOR JOB, ORGANIZATION, AND NONWORK-RELATED ITEMS IN STAGE 1

Table 26. Perceived "Importance" and "Attainability" Sample Sizes, Means, and Standard Deviations of the 49 Employment Factors Used to Measure Job, Organization, and Nonwork-related Attractiveness in Stage 1.

Employment Factor	Importance			Attainability			
	N	M	SD	N	M	SD	Do Not[a] Know
Job Factors							
1. Opportunity to develop oneself professionally	114	6.68	.62	95	5.96	1.01	15
2. Good job security	113	5.60	1.15	78	5.24	1.34	33
3. High salary	111	4.93	1.15	82	4.56	1.28	27
4. Opportunity to work with technically competent coworkers	114	6.33	.74	96	6.27	.79	15
5. Opportunity for advancement	114	6.06	.90	69	5.17	1.24	42
6. Reasonable workload	113	5.19	1.34	72	5.24	1.06	39
7. High status and professional recognition	114	5.28	1.33	87	5.63	.99	24
8. Opportunity to work independently and accept individual responsibility	114	5.95	1.08	74	5.62	1.04	36
9. Variety in job duties	114	5.66	1.02	68	5.15	1.27	43
10. Challenging and interesting work	114	6.58	.61	91	6.07	.98	19

Table 26 (Continued)

Employment Factor	Importance N	Importance M	Importance SD	Attainability N	Attainability M	Attainability SD	Do Not[a] Know
11. Opportunity to use one's skills, abilities, and knowledge	114	6.52	.68	88	6.05	1.01	23
12. Opportunity to accomplish something worthwhile	114	6.44	.74	91	5.92	1.10	20
13. Opportunity to work with supportive and cooperative coworkers	113	6.13	.92	72	5.82	1.04	36
14. Competent technical guidance from immediate supervisor	113	5.50	1.20	65	5.60	1.10	46
15. Recognition and feedback from immediate supervisor	113	5.48	1.23	46	5.44	1.13	65
16. Safe and comfortable working conditions	114	5.83	1.10	74	5.95	1.20	37
17. Technologically advanced equipment and instrumentation	114	5.93	.98	96	6.53	.73	15
18. Opportunity to participate in job-relevant decisions	114	5.97	.96	49	5.31	1.00	62
19. Opportunity to complete an entire project, or identifiable part of a project	114	5.76	1.13	66	5.56	1.24	45

Table 26 (Continued)

Employment Factor	Importance N	Importance M	Importance SD	Attainability N	Attainability M	Attainability SD	Do Not[a] Know
Organization Factors							
1. High status and good reputation	113	5.51	1.16	100	6.06	.99	11
2. Modern, functional, and attractive facilities	114	5.47	1.11	86	6.24	.84	25
3. Extensive computer facilities	114	5.33	1.17	87	6.37	.75	24
4. Suitable size	113	4.45	1.22	80	5.68	1.12	29
5. Good fringe benefits	113	5.43	1.25	66	5.83	.76	44
6. Product or service regarded as important	113	4.72	1.47	89	5.23	1.32	19
7. Progressive image	111	4.91	1.43	80	5.43	1.22	28
8. Fair employment practices	111	5.09	1.59	64	6.06	1.17	44
9. Fair, reasonable, and clear promotion policy	113	5.96	.94	52	5.48	1.06	58
10. Clearly established line of authority	113	5.20	1.29	52	5.69	1.06	58
11. Friendly, open work environment	113	6.32	.78	58	5.57	1.26	52

Table 26 (Continued)

Employment Factor	Importance N	Importance M	Importance SD	Attainability N	Attainability M	Attainability SD	Do Not[a] Know
12. Opportunity to continue education	112	5.31	1.72	76	5.93	.94	33
13. Very supportive upper management	113	5.89	1.03	49	5.39	1.34	61
14. Environment with few "organizational politics"	111	5.55	1.41	47	4.17	1.54	61
15. Good career mobility within the organization	113	5.97	.91	68	5.35	1.14	42
16. Reasonable but demanding performance standard	112	5.96	.76	76	5.72	.95	33
17. Short approval process policy	112	5.89	.95	56	4.04	1.53	52
18. Minimal paperwork demand	113	4.98	1.36	54	3.80	1.46	54
Nonwork-related Factors							
1. Several good schools and universities	116	5.55	1.28	95	5.26	1.47	18
2. A good public transportation system	116	4.83	1.27	53	3.28	1.43	60
3. Many community entertainment opportunities	116	5.36	1.10	84	4.49	1.48	29

Table 26 (Continued)

Employment Factor	Importance			Attainability			
	N	M	SD	N	M	SD	Do Not[a] Know
4. A desirable local culture, including prevailing customs, mores, attitudes, and values	116	5.43	1.30	83	4.92	1.54	30
5. High environmental quality and few community health hazards	116	6.07	.84	96	5.66	1.40	17
6. Close access to shopping centers	116	4.46	1.34	68	4.96	1.37	44
7. Many outdoor recreational opportunities	116	5.97	1.03	100	6.45	.70	13
8. A low "cost of living"	116	5.31	1.22	82	5.37	1.08	30
9. Close access to family and relatives	112	4.13	1.67	95	3.00	1.96	13
10. Several career opportunities for your spouse, fiance(e), etc.	112	5.50	1.73	73	4.71	1.75	37
11. A mild climate and weather conditions	116	4.01	1.82	100	5.69	1.08	12
12. A high "standard of living"	116	4.75	1.49	85	5.41	1.06	27

Table 26 (Continued)

Note: The employment factor numbers correspond to those items on the UCC-ND Applicant Survey. "Importance" means are based on a 7-point scale, ranging from very unimportant (1) to neutral (4) to very important (7). "Attainability" means are also based on 7-point scale, ranging from very unlikely (1) to 50/50 chance (4) to very likely (7).

[a]Applicants were asked to check this category if they lacked sufficient information on which to make a decision.

APPENDIX F

DESCRIPTIVE DATA FOR JOB, ORGANIZATION, AND NONWORK-RELATED ITEMS IN STAGE 2

Table 27. Perceived "Importance" and "Attainability" Sample Sizes, Means, and Standard Deviations of the 49 Employment Factors Used to Measure Job, Organization, and Nonwork-related Attractiveness in Stage 2.

Employment Factor	Importance			Attainability			
	N	M	SD	N	M	SD	Do Not[a] Know
Job Factors							
1. Opportunity to develop oneself professionally	89	6.72	.48	88	6.10	.79	1
2. Good job security	89	5.61	1.30	83	5.47	1.24	6
3. High salary	90	5.23	1.10	85	4.31	1.46	3
4. Opportunity to work with technically competent coworkers	90	6.37	.69	88	6.05	.95	1
5. Opportunity for advancement	89	5.79	1.02	75	5.16	1.20	13
6. Reasonable workload	88	5.28	1.37	85	5.60	1.15	2
7. High status and professional recognition	89	5.69	1.06	85	5.42	1.17	4
8. Opportunity to work independently and accept individual responsibility	89	6.00	.93	86	5.57	1.08	2
9. Variety in job duties	90	5.82	.97	88	5.47	1.18	1
10. Challenging and interesting work	89	6.70	.51	88	5.96	1.04	0

Table 27 (Continued)

Employment Factor	Importance			Attainability			
	N	M	SD	N	M	SD	Do Not[a] Know
11. Opportunity to use one's skills, abilities, and knowledge	90	6.56	.67	89	6.05	1.04	0
12. Opportunity to accomplish something worthwhile	90	6.50	.68	88	5.94	.99	1
13. Opportunity to work with supportive and cooperative coworkers	89	6.17	.87	83	5.99	.89	5
14. Competent technical guidance from immediate supervisor	90	5.38	1.31	83	5.49	1.24	6
15. Recognition and feedback from immediate supervisor	88	5.69	1.17	76	5.53	1.03	12
16. Safe and comfortable working conditions	90	5.52	1.04	86	5.43	1.43	3
17. Technologically advanced equipment and instrumentation	88	5.65	1.12	82	5.79	1.23	7
18. Opportunity to participate in job-relevant decisions	87	5.84	.93	72	5.18	1.13	17
19. Opportunity to complete an entire project, or identifiable part of a project	89	5.75	1.05	81	5.57	1.14	8

Table 27 (Continued)

Employment Factor	Importance N	Importance M	Importance SD	Attainability N	Attainability M	Attainability SD	Do Not[a] Know
Organization Factors							
1. High status and good reputation	89	5.66	.92	86	5.85	1.09	2
2. Modern, functional, and attractive facilities	89	5.19	1.14	87	4.86	1.55	0
3. Extensive computer facilities	89	5.40	1.47	84	6.13	.95	3
4. Suitable size	88	4.50	1.36	81	5.54	1.25	4
5. Good fringe benefits	88	5.68	1.07	85	5.26	1.52	3
6. Product or service regarded as important	89	4.76	1.43	82	5.22	1.24	5
7. Progressive image	86	4.76	1.29	74	4.97	1.25	13
8. Fair employment practices	87	4.72	1.48	64	5.72	1.32	22
9. Fair, reasonable, and clear promotion policy	88	5.71	1.05	52	5.17	1.10	36
10. Clearly established line of authority	86	5.07	1.29	72	5.65	1.19	14
11. Friendly, open work environment	88	6.26	.75	84	5.82	.97	4

Table 27 (Continued)

Employment Factor	Importance N	Importance M	Importance SD	Attainability N	Attainability M	Attainability SD	Do Not[a] Know
12. Opportunity to continue education	88	4.74	1.70	76	5.53	1.24	12
13. Very supportive upper management	86	5.83	1.16	63	5.60	1.01	24
14. Environment with few "organizational politics"	87	5.63	1.02	54	4.32	1.36	33
15. Good career mobility within the organization	86	5.63	.90	63	5.14	1.00	24
16. Reasonable but demanding performance standard	88	5.76	.95	80	5.61	.93	7
17. Short approval process policy	87	5.81	.90	60	4.17	1.58	28
18. Minimal paperwork demand	86	5.20	1.19	62	3.92	1.54	26
Nonwork-related Factors							
1. Several good schools and universities	89	5.72	1.34	86	5.41	1.49	3
2. A good public transportation system	89	4.43	1.51	73	2.37	1.36	16

Table 27 (Continued)

Employment Factor	Importance N	Importance M	Importance SD	Attainability N	Attainability M	Attainability SD	Do Not[a] Know
3. Many community entertainment opportunities	89	5.00	1.17	84	4.26	1.45	5
4. A desirable local culture, including prevailing customs, mores, attitudes, and values	89	5.36	1.24	80	4.90	1.50	9
5. High environmental quality and few community health hazards	89	6.10	.81	86	5.93	1.02	3
6. Close access to shopping centers	89	4.91	1.24	84	4.92	1.41	5
7. Many outdoor recreational opportunities	86	5.99	.95	86	6.43	.74	0
8. A low "cost of living"	88	5.36	1.01	85	5.91	.92	4
9. Close access to family and relatives	86	4.41	1.70	85	3.09	2.08	1
10. Several career opportunities for your spouse, fiance(e), etc.	86	5.36	1.63	72	4.79	1.34	14
11. A mild climate and weather conditions	89	4.84	1.63	89	5.73	1.33	0
12. A high "standard of living"	88	4.98	1.25	81	5.31	1.11	7

Table 27 (continued)

Note: The employment factor numbers correspond to those items on the UCC-ND Applicant Survey. "Importance" means are based on a 7-point scale, ranging from very unimportant (1) to neutral (4) to very important (7). "Attainability" means are also based on 7-point scale, ranging from very unlikely (1) to 50/50 chance (4) to very likely (7).

[a]Applicants were asked to check this category if they lacked sufficient information on which to make a decision.

APPENDIX G

ASSESSMENT OF INTERNAL CONSISTENCY OF THE COMPOSITE VARIABLES

Table 28. Coefficient Alpha Reliability Estimates of All Composite Variables Computed in the Study.

Composite Variable	Stage 1	Stage 2
Recruitment dimension		
Employment information	.63	-
Perceived organizational interest	.56	.22
Employment inferences	.45	-
Organizational evaluation procedures	-	.52
Employment information and inferences	-	.35
Job attractiveness		
Expectancy-based composite	.94	.93
Expectancy-based/Global rating composite	.67	.74
Organization attractiveness		
Expectancy-based composite	.92	.89
Expectancy-based/Global rating composite	.70	.71
Nonwork-related attractiveness		
Expectancy-based composite	.89	.84
Expectancy-based/Global rating composite	.73	.72
Perceived likelihood of employment	.88	-
Market conditions	.47	.63

Note: A dash (-) denotes that a composite measure was not computed for the variable in the stage.

VITA

Kenneth Paul De Meuse was born and raised in Sturgeon Bay, Wisconsin. He began his education at St. Peter and Paul Elementary School and later attended Sevastopol High School, from which he was graduated in 1971. He obtained his undergraduate education at the University of Wisconsin--La Crosse and received a Bachelor of Science degree in psychology and mass communications in 1975.

He pursued a Master of Arts degree in psychology at The University of Nebraska, Omaha. This degree was awarded in 1978. In the same year, he entered The University of Tennessee, Knoxville, to continue his graduate studies in Industrial/Organizational Psychology. While a student at Tennessee, he was employed as a personnel research consultant at Union Carbide Corporation-Nuclear Division. The author also published in the following journals during his graduate education: Group and Organization Studies, Human Relations, Professional Psychology, Research Management, and The Industrial/Organizational Psychologist. He received the Doctor of Philosophy degree in 1982.

Dr. De Meuse is a member of Psi Chi, Phi Kappa Phi, The Academy of Management, and an affiliate student member of the American Psychological Association and Division 14. He is currently employed as an Assistant Professor of Psychology at Iowa State University. He and his wife, Barbara, reside in Ames, Iowa.