

Corporate Social Responsibility: What is it, and Why Does it Matter?



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Table of Contents

Abstract	ii
Introduction	1
Contextualization.....	1
Gap in the Literature	1
Research Question.....	1
Contribution.....	1
Literature Review	2
Talent Acquisition	2
Millennials	3
Motivation.....	5
Person-Organization Fit.....	5
Corporate Social Responsibility.....	7
Theoretical Model	8
Values Congruence.....	8
Research Methodology	9
Model	9
Survey Design	10
Survey Responses.....	11
Findings	12
Direct Impact of Salary and Corporate Social Responsibility.....	12
Model Summary Coefficients.....	13
Value Congruence Tests through Factor Analysis.....	13
Discussion and Implications	17
Limitations.....	17
Conclusion	18
References	19
Appendix	21

Abstract

In an increasingly competitive business environment, employers are also competing to attract the right talent. Many of these employers are also promoting their company's corporate social responsibility (CSR) efforts and achievements. This study sought to understand if such efforts affected their ability to attract young talent. Gaining an understanding of what job attributes are most important to graduating college students and how CSR impacts their decisions to work for a particular company is important for recruiters in attracting the right talent. To achieve this understanding and insight, I used a quasi-experimental survey methodology to conduct my research. Survey participants were randomly given a hypothetical job offer scenario with varying CSR and salary dimensions. My survey was distributed to undergraduate business students. Results from the survey suggest that CSR does, in fact, influence job offer acceptance decisions. There was a higher mean score for the likelihood of accepting a job offer from a company that demonstrated a commitment to CSR despite a lower salary offering compared to a job offer with little indication of CSR and a higher salary offering.

Introduction

Contextualization

The college graduates of 2015 are very different from those who graduated from college 20 or 30 years ago. As generational mindsets and beliefs define entire workforces, companies develop strategies that are attractive to the top talent. Historically, the most effective recruitment technique was offering a competitive salary and compensation package. For today's college graduates, however, their primary concern is not necessarily a focus on money. Many current preoccupations are centered on ideas and perceptions of person-organization fit. One way that employees can establish a notion of fit with an organization by identifying with its commitment to CSR initiatives.

Gap in the Literature

The current literature focuses a great deal on talent acquisition and corporate social responsibility as isolated phenomenon. Talent acquisition by itself is nothing new for human resource professionals. In the same way, there is substantial existing research about corporate social responsibility as a business practice. Very little research has been done to establish any linkage between talent acquisition and corporate social responsibility.

Research Question

The research questions in this study focus on various determinants of job offer acceptance. Specifically salary, corporate social responsibility, non-salary job characteristics, organizational characteristics, and person-organization fit are examined.

Contribution

This study will contribute the existing talent acquisition knowledge by calling attention to the influence that corporate social responsibility and other non-salary related factors have on job offer acceptance. Any progress toward a better understanding and clearer definition of what compels today's workforce to accept job offers will provide meaningful insight.

Literature Review

Talent Acquisition

As an entire generation of baby boomers approaches the age for retirement, corporations are focusing on attracting and retaining new talent. The imminent shortage of executives is requiring companies to implement long-term sustainable plans for talent management. Many executives blame the focus on short-term talent needs on pressure from shareholders to drive financial performance and growth, which results in a reactive approach that only satisfies immediate staffing requirements. Unfortunately this short-term method for talent acquisition may develop a vicious circle: “a lack of talent blocks corporate growth, creating additional performance pressures that further divert the attention and thinking of executives toward the short term” (Guthridge, 2008, p. 53). This short-term mentality translates into a reactive form of staffing that only leads to hiring after the recognition of a need for additional talent. Shifting from a reactive form of staffing to a more proactive approach will ensure that organizations are properly equipped and prepared for future success.

A proactive staffing model anticipates future labor requirements. Although accurately forecasting future talent needs can be complicated, an anticipatory staffing model is better suited to satisfy long-term business needs. Nevertheless, short-term needs are equally important to business performance and planning. Companies can acquire a competitive advantage through their recruitment and talent acquisition efforts. Many human resource systems and processes have proven to be insufficient at best, superficial and wasteful at worst due to their ineffectiveness. Therefore, it is extremely important that the HR executives of today develop and implement innovative solutions that attract, motivate, and retain the top talent. A successfully proven recruitment strategy is instilling a deep commitment to talent throughout an organization, not limited to only within the Human Resources job function.

An effective recruitment strategy appeals to the values and beliefs of the applicant pool. The changing evolution of workers' values requires that corporations reevaluate their own value systems (Catanzaro, 2010). Ensuring that human resources' strategies and mindsets are continuously updated to reflect these changing values will foster a better fit between organizations and their employees. A clear linkage exists between human resource planning and strategic business planning. Aligning corporate value systems with the values of a changing workforce may lead to happier and more productive employees. When companies have a better understanding of what matters most to today's workers, they can craft a more appropriate corporate culture.

While companies develop succession plans for their top executives, attracting the top talent to fill leadership positions is critical. It's understandably expected that top talent applicants will receive the greatest number of job offers (Murphy 1986). Given such an expectation, top talent are therefore most likely to reject any given offer since they can only choose one. Much of the occupational choice literature suggests that applicants will be most attracted to organizations where they can fulfill their personal goals and values at work (Bretz 1989). If human resource professionals can gain a better understanding of what personal goals are most important to today's workforce, they would be better equipped to enable employees to meet these goals at work. This ability to meet personal goals at work is something that attracts top talent to companies and establishes an element of person-organization fit.

Millennials

In 2014, Millennials represented 36% of the U.S. workforce. By 2020, this percentage will grow to be 46%, nearly half of all U.S. workers (Lynch, 2008). Because Millennials will continue to gain representation in the workforce, it's critical that companies learn about and understand this new generation of workers. An effective understanding can come as a result of

managers becoming more closely involved with their subordinates. A close managerial relationship will also provide insight into employee's personalities and. An employee's personality is a key indicator of their subconscious values that often translate into workplace values as well.

There are fundamental differences in the work values among multi-generational employees. Understanding these differences will enable businesses to develop motivational strategies, improve the workplace atmosphere, and satisfy the needs of a diverse employee base (Gursoy, 2013). Several studies (e.g., Mitra et al., 1992) have asserted that a discrepancy between individual values and workplace norms leads to a decrease in job satisfaction and productivity. Millennials are more socially conscious than the generations that have come before them. As a result, they expect that their employers act in socially conscious ways (Brack, 2012). If businesses make corporate social responsibility a priority, they are more likely to attract, engage, and retain their employees.

There are numerous misconceptions held by older generations about the Millennial workforce. Some common ones are: "Generation Y lives in the moment and would rather play than work." "Generation Y expects instant gratification." "This generation slacks off at work to take care of personal matters." "Generation Y workers can't take direction." "Generation Y employees have a sense of entitlement and don't want to 'pay their dues.'" (Brack, 2012) In reality Millennials are a highly motivated and ambitious generation that have the potential to make significant contributions to the business world. Some truths about Millennials, however, include: they desire frequent communication with their boss; the work environment is important to them; and, they want a clear path or plan for advancement and growth within their companies. Millennials also desire a comfortable work environment without fear of criticism (Speigel 2011).

Crafting the ideal work environment for Millennials is much easier when managers and HR personnel can clearly identify what factors motivate them to perform.

Motivation

In order to attract and retain the best employees, companies must effectively know how to motivate their talent. Campbell and Pritchard suggest that “motivation has to do with a set of independent/dependent variable relationships that explain the direction, amplitude, and persistence of an individual’s behavior, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints in the operating environment (1976: 63-130).

These independent/dependent variable relationships have dramatically evolved and changed over time. As such, we currently have a workforce comprised of people who are motivated by very different things.

A multigenerational workforce requires a more complex approach to talent management. This implied need for a more complex approach requires organizations to have better insight into their employees. Companies that do not have a good understanding of what motivates their workers risk losing billions of dollars to unwanted turnover and lost productivity (Sujanski, 2009). Therefore, there are significant cost savings implications associated with emphasizing the importance of understanding motivation in the workplace.

Person-Organization Fit

One way that companies can contribute to employee motivation is ensuring a strong person-organization fit. A sense of fulfillment comes as a result of value congruence between individual and organizational value systems. Many companies have developed their own selection technology tools to facilitate effective hiring techniques. Unfortunately some selection technology is undeveloped and has an unproven effectiveness. Furthermore, incorporating some

type of selection tool as part of a potential candidate’s evaluation requires a greater investment in the hiring process (Bowen, 1991).

Despite the few problems of hiring for person-organization fit, there are numerous benefits that a company can realize. Not only will a strong person-organization fit lead to more favorable employee attitudes, it will also encourage more desirable individual behaviors. Because individuals are attracted to organizations that are perceived to offer work environments where they can fulfill their individual needs, P-O fit is an important consideration for human resource professionals (Edwards, 2009).

Studies of P-O fit (for example, Hofstede, 1990) have shown that job seekers’ subjective P-O fit perceptions emanate from the congruence between their perceptions of organizations’ and their own values. There are also indications that employees place far less emphasis on person-job fit than they do on person-organization fit when making job choice decisions (Cable & Judge, 1996). This would suggest that employees are more concerned with fit and alignment in a much broader sense than individual job responsibilities. Understandably, job seekers would be willing to accept a job offer for less glamorous role at an organization they felt like they were a good fit for.

There are numerous benefits associated with hiring based on person-organization fit. At the same time, there are several potential disadvantages with this recruitment methodology as well. Bowen, Ledford, and Nathan articulate these tradeoffs, those which can be examined in Exhibit 1 below.

Exhibit 1

Potential Benefits	Potential Problems
<ol style="list-style-type: none"> 1. More favorable employee attitudes (such as greater job satisfaction, organization commitment, and team spirit) 2. More desirable individual behaviors (such as better job performance and lower absenteeism and turnover) 3. Reinforcement of organizational design (such as support for work design and desired organizational culture) 	<ol style="list-style-type: none"> 1. Greater investment of resources in the hiring process 2. Relatively undeveloped and unproven selection technology 3. Individual stress 4. May be difficult to use the full model where payoffs are greatest 5. Lack of organizational adaptation

Corporate Social Responsibility

One possible way that employees may identify with an organization and establish a strong person-organization fit is through corporate social responsibility (CSR). CSR, as an element of organizational culture, is one of many differentiating factors that applicants may use to evaluate potential employment opportunities. If organizations take current and future employee values into consideration when developing their CSR initiatives, they will be more likely to have success in attracting the top talent. Top talent applicants have a high propensity to self-select out of the recruiting process (Catanzaro, 2010). To prevent this applicant-chosen removal, companies must effectively communicate and enable applicants to establish a clear fit with themselves and the respective employers.

Corporate social responsibility has moved to the forefront of important workplace issues in recent years. There has been a fundamental shift in employee values that sparked this change. Today we have high expectations for large corporations to assume significant social responsibility (Davis, 1973). Organizations that fail to meet societal expectations and standards for CSR are ineffective at recruiting the top talent.

There are financial implications associated with CSR in addition to the previously discussed connection to talent acquisition. Various studies have demonstrated both direct and indirect linkages between CSR and firm financial performance (Joyner & Payne, 2002). As such, there exists numerous imperatives for senior executives to prioritize CSR initiatives within their respective organizations. Not only can companies improve their recruitment efforts by effectively utilizing CSR, but they can also appeal to stakeholders by realizing positive financial performance as an added result.

Theoretical Model

Values Congruence

The model for my study utilizes the theoretical framework of values congruence. Values congruence establishes a link between individual values and organizational values and culture. The theory of values congruence suggests that employees are happier and more productive workers when their personal values are in alignment, or congruence, with the values of whatever company or organization they are working for. Managers invest energy and resources assessing value congruence of applicants through the hiring process (Cable & Judge, 1997; Rynes & Gerhart 1990). One way to establish the concept of values congruence between an individual and a given organization is through the idea of person-organization fit. Values are an important determinant of person-organization fit (Judge & Bretz, 1992). This subjective fit involves a match between an employee's own values and his or her perceptions of an organization's values (French, Rodgers, & Cobb, 1974; Kristof-Brown et al., 2005). The important thing to note is that perceptions play a huge role in the establishment of value congruence. Perceptions of a company can be influenced in numerous ways such as media, publications, and also company-controlled outlets.

Before conducting my study, I predicted that various elements associated with the idea of values congruence would positively affect one's likelihood to accept the hypothetical job offer presented in the survey. The underlying hypotheses for my study are listed below in Exhibit 2.

Exhibit 2 – Hypotheses

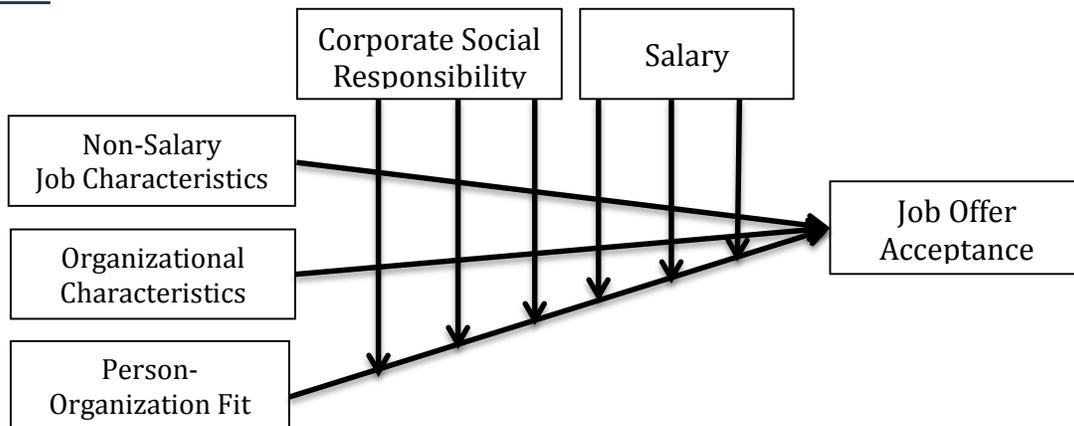
- | |
|--|
| <p>H₁: Non-salary job characteristics are positively correlated to job offer acceptance.</p> <p>H₂: Organizational characteristics are positively correlated to job offer acceptance.</p> <p>H₃: Person-Organization fit is positively correlated to job offer acceptance.</p> <p>H_{4abc}: Corporate social responsibility serves as a moderator for the effect that non-salary job characteristics, organizational characteristics, and person-organization have on job offer acceptance.</p> <p>H_{5abc}: Salary serves as a moderator for the effect that non-salary job characteristics, organizational characteristics, and person-organization have on job offer acceptance.</p> <p>H_{4alt}: Corporate social responsibility, as a direct effect, is positively correlated to job offer acceptance.</p> <p>H_{5alt}: Salary, as a direct effect, is positively correlated to job offer acceptance.</p> |
|--|

Research Methodology

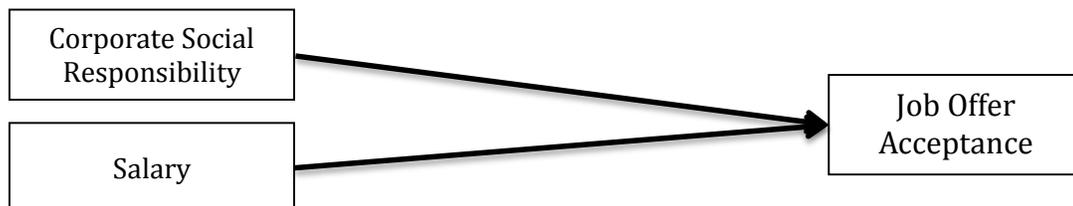
Model

I began and ended my study with two different models. The initial research started with the intent of measuring non-salary job characteristics, organizational characteristics, and person-organization fit as independent variables affecting job offer acceptance. CSR and salary were initially built into the model as moderators of these independent variable categories. As the study progressed, however, the model was adapted to adjust for a small sample size from survey respondents. The adaptation resulted in two new models—the major change being that CSR and salary are examined separately as independent variables rather than as moderators.

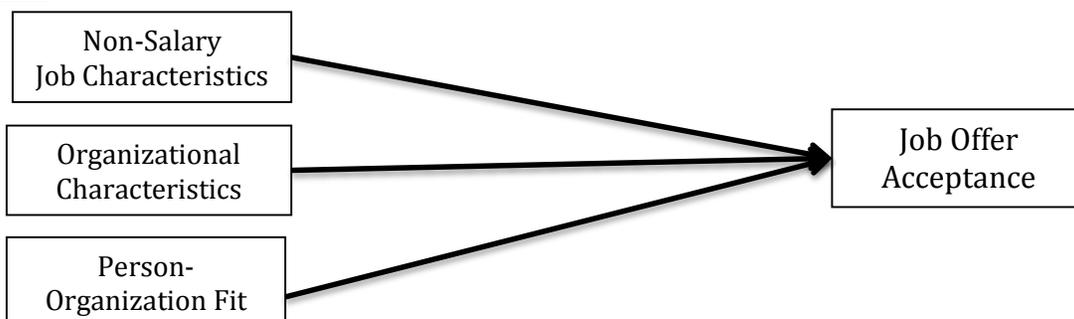
Model #1



Model #2

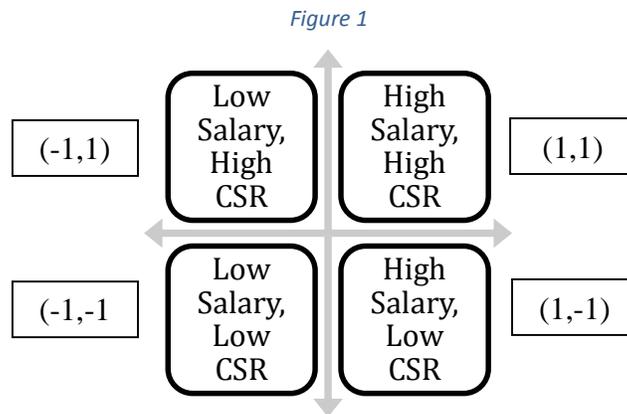


Model #3



Survey Design

A quasi-experimental survey methodology was used to conduct the research for this study. The survey consisted of 44 statements about attributes relating to the 3 independent variables being studied. These statements were adapted from the Organizational Culture Profile Item Set developed by O'Reilly, Chatman, and Caldwell (1991). A detailed list of these survey items can be found in the appendix. CSR and salary were incorporated through a hypothetical job offer that was presented to research participants at the end of the survey. The job offer was randomly assigned to evenly distribute offers varying on the dimensions of CSR and salary. From a data analysis perspective, the varying CSR and salary dimensions were represented by a corresponding numerical value. A value of (+1) was used to identify job offers with high Salary and CSR dimensions. A value of negative one (-1) was used to identify job offers with low Salary and CSR dimensions. The 4 different combinations of these two dimensions are represented through a quadrant conceptualization in Figure 1 below.



Survey Responses

The survey for this study was distributed to undergraduate business students primarily at The University of Tennessee, Knoxville. Email was the primary means for the electronic distribution of the survey. Research participants were anonymized, so there is no individual identification data associated with survey responses. 150 students began the survey, and 99 finished completely—a response rate of 66%.

A breakdown of the demographics of those who responded is 41 males and 56 females—2 participants chose not to disclose their gender. 75 respondents indicated that they had previously had an internship or co-op work experience. 22 respondents reported no prior work experience. Only 28 students who took the survey have already accepted a full-time job for after graduation; whereas, 69 students indicated that they have not yet accepted a job offer. The distribution of students' majors and fields of study are shown below in Table 1. Supply Chain Management represented the largest proportion of student majors from research participants.

Exhibit 3

Major/Field of Study	Percentage of Total Respondents
Accounting	14%
Business Analytics	8%
Economics	7%
Finance	5%
Human Resource Management	5%
Management	4%
Marketing	12%
Other	3%
Statistics	2%
Supply Chain Management	38%

Findings

The findings show an initial indication that CSR does play an important role in a job seeker’s decision making process. The results for mean job offer acceptance for each of the four quadrant variations of CSR and salary dimensions are shown below in Table 1. Responses are based on a 7 point Likert scale. It is not surprising that the lowest mean job offer acceptance responses are associated with job offers from a company with poor corporate social responsibility that is also offering a low starting salary. Likewise, as would be expected, the highest mean job offer acceptance responses are associated with job offers from a company with high levels of corporate responsibility that is also offering a high starting salary.

Direct Impact of Salary and Corporate Social Responsibility

A t-test for equality of means was conducted to determine the significance of the difference between the means in each quadrant. The output of this test can be seen in Table 2. All mean values demonstrated a two-tailed significance value of less than 0.05 except for one combination. The difference between means in High Salary Low CSR job offers and Low Salary High CSR offers had a two-tailed significance value of .233, which is greater than 0.05. Therefore, the observed difference is not strong enough to draw meaningful conclusions from. This validity weakness is most likely the result of a small sample size from survey respondents. Nevertheless, I expect that a larger sample size would provide clarity and strength to the observed differences.

Independent Samples Test: T-Test for Equality of Means (equal variances assumed)

Table 1

Salary/CSR Dimensions in Survey Job Offer		Mean	N	Std. Deviation
Salary	CSR			
High	Low	4.29	24	1.301
High	High	6.04	25	1.098
Low	Low	2.97	29	1.426
Low	High	4.81	21	1.569

Table 2

Salary/CSR Dimensions Being Compared		Mean Job Offer Acceptances Group 1, Group 2	Two-Tailed Significance
Group 1 (Salary, CSR)	Group 2 (Salary, CSR)		
High, Low	Low, High	4.29, 4.81	.233
High, High	Low, High	6.04, 4.81	.003
High, Low	Low, Low	4.29, 2.97	.001
High, Low	High, High	4.29, 6.04	.000
High, High	Low, Low	6.04, 2.97	.000
Low, Low	Low, High	2.97, 4.81	.000

Model Summary

Table 3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.428	.416	1.347

a. Predictors: (Constant), CSR, Salary

Coefficients

Table 4

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.525	.136		33.338	.000
Salary	.641	.136	.365	4.714	.000
CSR	.898	.136	.511	6.590	.000

As indicated by the above model, 41.6% of the overall variance in mean job offer acceptance is explained by the salary and CSR variables. The standardized coefficients for salary and CSR are .365 and .511 respectively. The slightly higher standardized coefficient associated with CSR suggests that CSR does, in fact, play a more important—even if ever so slight—role than salary in job offer acceptance decisions.

Value Congruence Tests through Factor Analysis

To gain additional insight into the job offer acceptance dependent variable in the study model, a factor analysis was conducted to group the 44 survey items into like categories. The principal component analysis forced the variables into 3 groups that corresponded with 3 independent variable groups in the model. The 3 component categories (shown in Table 5) represent 46.13% of the explained cumulative total variance.

Table 5

<u>Non-Salary Job Characteristics</u>	<u>Organizational Characteristics</u>	<u>Person-Organization Fit</u>
Advancement	Developing friends at work	Being analytical
Benefits	Flexible work hours	Paying attention to detail
Location	An emphasis on quality	Being precise
Friendly co-workers	Being socially responsible	Being easy going
Hours	Having a clear guiding philosophy	Being supportive
Job Security	Competition	
Type of work	Flexibility	
Working conditions	Adaptability	
Supportive supervisor	Being innovative	
Autonomy	A willingness to experiment	
Being rule oriented		
Being team oriented		
Sharing information freely		
Emphasizing a single culture throughout the organization		
Being people oriented		
Tolerance		
Opportunities for professional growth		
Offering praise for good performance		

Model Summary- Factor Analysis

Table 6

Model (Salary, CSR)	R	R Square	Adjusted R Square	Std. Error of the Estimate
Across all 4	.194 ^a	.038	.007	1.756
High, Low	.419 ^a	.176	.052	1.267
High, High	.467 ^a	.218	.106	1.039
Low, Low	.508 ^a	.258	.169	1.300
Low, High	.533 ^a	.284	.157	1.441

a. Predictors: (Constant), Non-Salary Job Characteristics, Organizational Characteristics, Person-Organization Fit

While CSR and salary as independent variables explained roughly 41.6% of the variability in overall mean job offer acceptance, a factor analysis helps to explain additional variance. At an aggregate level, the three components from the factor analysis only explain 3.8% of total variability. A deep dive analysis into the four quadrants provides more meaningful insight. The largest proportion of variance explained by the three components is present in the Low Salary, High CSR dimension. This quadrant explains 28.4% of total variability for mean job offer acceptance by survey respondents who were given a job offer with these salary and CSR attributes.

Coefficients- Factor Analysis

Table 7 - Across All 4

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	5.916	1.984		2.981	.004
Non-Salary Job Characteristics	-.944	.543	-.280	-1.738	.085
Organizational Characteristics	.191	.424	.077	.451	.653
Person-Organization Fit	.507	.394	.194	1.288	.201

Table 8 - Low Salary, High CSR

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	4.060	4.463		.910	.376
Non-Salary Job Characteristics	-1.457	.831	-.405	-1.752	.098
Organizational Characteristics	.723	.692	.286	1.045	.311
Person-Organization Fit	.883	.722	.346	1.223	.238

Table 9 - High Salary, High CSR

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.621	2.665		.608	.550
Non-Salary Job Characteristics	.030	.849	.014	.035	.972
Organizational Characteristics	.070	.562	.048	.125	.902
Person-Organization Fit	.698	.395	.428	1.768	.092

Table 10 - Low Salary, Low CSR

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-6.548	3.367		-1.945	.063
Non-Salary Job Characteristics	1.839	.783	.585	2.347	.027
Organizational Characteristics	-.668	.588	-.306	-1.136	.267
Person-Organization Fit	.414	.608	.163	.682	.502

Table 11 - High Salary, Low CSR

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	7.000	2.402		2.914	.009
Non-Salary Job Characteristics	-.909	.909	-.448	-1.000	.329
Organizational Characteristics	-.857	.888	-.528	-.965	.346
Person-Organization Fit	1.308	.788	.790	1.661	.112

Table 12 – Significance Values

<u>Salary, CSR Dimensions</u>	<u>Significance</u>		
	<u>Non-Salary Job Characteristics</u>	<u>Organizational Characteristics</u>	<u>Person-Organization Fit</u>
Across All 4	.085	.653	.201
High, Low	.329	.346	.112
High, High	.972	.902	.092
Low, Low	.027	.267	.502
Low, High	.098	.311	.238

The significance values for coefficients corresponding to the three components in the factor analysis for each quadrant are listed above in Table 12. Significance values less than .1 are bolded to represent a notable impact by the respective component category on mean job offer acceptance. The non-salary job characteristics component had an overall significance value of .085 when all survey responses are included. It's interesting that the survey items in this category maintained a pattern of significance for all research participants regardless of the salary

and CSR dimensions in the stated job offer. More specifically, non-salary job characteristics were especially important in the Low Salary, Low CSR and Low Salary, High CSR quadrant job offers. The significance values for these two groups were .027 and .098 respectively. This goes to show that, when given a job offer with a low starting salary, applicants are going to pay close attention to the non-salary job characteristics associated with the organization.

Organizational characteristics did not prove to be a statistically significant component affecting job offer acceptance in any of the two dimensional salary and CSR combinations. The person-organization fit component, on the other hand, did seem to impact job offer acceptance on survey respondents who were presented with a High Salary, High CSR job offer. With a significance value of .092, we can conclude that P-O fit does, in fact, influence the candidate decision making process. This indicates that when there is no negative distinction between either salary or CSR in a given job offer, candidates will next be influenced by establishing a notion of values congruence through the concept person-organization fit.

Similar to the independent variable direct effect analysis of salary and CSR in the High Salary, Low CSR quadrant, the findings from the factor analysis regression present no significant results or conclusions about any effects on job offer acceptance in this quadrant.

Discussion and Implications

Even the small sample size collected by this study contributes to the general knowledge and understanding for professionals concerned with Millennial talent acquisition. As more companies begin to recognize the intrinsic importance that today's workforce places on corporate social responsibility and other cultural attributes, organizations can develop more effective recruitment and retention techniques. Having a clear understanding of the importance of CSR in relation to job offer acceptance will provide a strong argument for the need for senior executives to prioritize CSR initiatives.

As a result, recruiters and human resource managers will be able to effectively market job opportunities by highlighting the CSR elements that are important to the applicant pool today. This fundamental shift in the way companies approach recruitment and hiring strategies will provide numerous benefits to both organizations as well as job seekers and employees.

Limitations

There are several limitations and weaknesses to point out about this research project. With the myriad of possible factors affecting job offer acceptance, it becomes increasingly more complicated when more variables are introduced for examination. As a result, many known influences like geographic location were not incorporated into the scope of this study.

Another, more obvious consideration that was not accounted for was the possibility of job seekers deciding between more than one offer. This was a common reason that survey respondents stated they were less likely to accept the hypothetical job offer scenario presented to them. In an attempt to address this concern, the job offer presented in the survey attempted to neutralize any other potential job offers the research participant might have received in conjunction with the hypothetical offer.

Conclusion

There are a multitude of factors that affect a job seeker's likelihood of accepting a job offer. These factors vary significantly between individuals across multiple generations in the workforce. Historically salary and the total compensation package was a huge influence for older generations. Millennials, as we have come to understand, place substantial value on corporate social responsibility.

This study sought to determine what, if any, linkage exists between this Millennial value of CSR on job offer acceptance. Members of the Millennial generation were surveyed to quantify and conceptualize influential factors affecting job offer acceptance. Despite the relatively small sample size obtained in this study, there were clear indications that CSR does, in fact, play an important role in job offer acceptance.

There are many possible implications that may result from future studies of a similar nature. If conducted across multiple age groups, geographic locations, and educational backgrounds, we can gain a much broader understanding and perspective of these business issues.

While this study was based almost entirely on quantitative survey research, there would be a benefit in performing similar studies that incorporate a qualitative approach. Qualitative research would provide the opportunity for researchers to interview job seekers to more clearly define and articulate their motivations. An interview approach would eliminate any researcher bias or misinterpretation of information. This differs from a quantitative research approach in that there is less of a need for researchers to make assumptions and draw conclusions about what influences decision making.

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Appendix

Survey Items

Advancement	Having a clear guiding philosophy
Benefits	Competition
Location	Flexibility
Friendly co-workers	Adaptability
Hours	Being innovative
Job security	A willingness to experiment
Type of work	Being analytical
Working conditions	Paying attention to detail
Supportive supervisor	Being precise
Autonomy	Being easy going
Being rule oriented	Being supportive
Being team oriented	Being aggressive
Sharing information freely	Decisiveness
Emphasizing a single culture throughout the organization	Action orientation
Being people oriented	Taking initiative
Tolerance	Achievement orientation
Opportunities for professional growth	Taking individual responsibility
Offering praise for good performance	Having high expectations for performance
Developing friends at work	Low level of conflict
Flexible work hours	Confronting conflict directly
An emphasis on quality	Working in collaboration with others
Being socially responsible	Enthusiasm for the job