

THE MODERATING EFFECT OF INSTRUMENTAL JOB ATTRIBUTES ON THE  
RELATIONSHIP BETWEEN A FIRM'S PERCEIVED VALUE OF DIVERSITY  
AND ITS ORGANIZATIONAL ATTRACTIVENESS

by

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## ABSTRACT

### THE MODERATING EFFECT OF INSTRUMENTAL JOB ATTRIBUTES ON THE RELATIONSHIP BETWEEN A FIRM'S PERCEIVED VALUE OF DIVERSITY AND ITS ORGANIZATIONAL ATTRACTIVENESS

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Increasingly more firms are targeting both racial and sexual minorities in recruitment ads to attain a diverse work climate. However, the challenge remains of recruiting job seekers without alienating qualified others. Expectancy theory and social identity theory are used to investigate how employee recruitment statements regarding employment-at-will and pay moderate the effect that diversity-supportive recruitment statements have on job seekers' job pursuit intentions and attraction towards a firm. A model is tested that demonstrates an interaction effect between perceived instrumental job attributes and perceived symbolic attributes on the organizational attractiveness of a firm. Implications from the results are discussed, including how the manipulation of recruitment statements may act as a filter for sorting heterosexist job seekers from the labor pool of firms that value diversity.

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Statement of the Problem

The ten largest cities in the United States no longer have a racially demographic majority ("What the next," 2009). It is estimated that 3% to 10% of the U.S. population recognize themselves as either gay or lesbian (Gates, 2011; Lukenbill, 1995) and 4%-17% of the workforce is gay or lesbian (Gonsiorek & Weinrich, 1991). This percentage estimate is arguably comparable to the percentage of some racial minority groups (Bell, 2012). From an organizational viewpoint, this means that the potential labor pool has experienced a demographic shift. There is a great likelihood that the way work will be organized will increasingly include employees of greater ethnic and sexual orientation diversity (Bell, Ozbilgin, Beauregard, & Surgevil, 2011). Some firms recognize the importance of attracting and retaining qualified workers (McKay & Avery, 2006) and realize that promoting a climate of diversity which includes opportunities for racial minorities and women are effective at attracting them as applicants (Avery, 2003; Doverspike, Taylor, Schultz, & McKay, 2000). A growing number of firms have also begun to promote non-traditional forms of compensation in order to promote sexual diversity within their organization (Button, 2001). For example, 57% of Fortune 500 companies offer domestic partner-benefits (Human Rights Campaign, 2009), and 85% of Fortune 500 companies have corporate policies that protect sexual minorities from discrimination at work (Human Rights Campaign, 2009). Actions by firms such as this may demonstrate to job seekers that valued employees include both racial minorities and women (Walker et al., 2007), and gay, lesbian, bisexual, and transgendered (GLBT) individuals (Button, 2001).

Increasingly, firms are realizing the benefits of having a diverse workforce. However, being a diverse firm has its challenges. Some studies demonstrate that some Whites tend to view diversity valuing climates less favorably than minorities (Avery, 2003; Avery, McKay, Wilson, & Tonidandel, 2007; Kravitz, 1995; Walker, Field, Giles, Bernerth, Jones-Farmer, 2007). Other studies show that this view is held by both Whites and men (Kravitz & Platania, 1993; Thomas & Wise, 1999). One study found that diversity cues in recruitment brochures had a minimal effect on non-minorities (Perkins, Thomas, & Taylor, 2000), while another found that Blacks that preferred working with employees of different races also viewed diversity ads that targeted Black applicants unfavorably (Avery, 2003). Although women view diversity more favorably than men, there is scant research that focuses on the within-group attitudes of women by race. Although prior studies on race and OA varied on whether race, sex, or both were examined as determinants of OA, most share the same results that most White study participants viewed diversity valuing firms less favorably (Avery, 2003; Kravitz, 1995; Thomas & Wise, 1999). Since some Whites believe they may be treated unfairly at a diversity valuing firm (Kravitz, 1995), they may be less attracted to such a firm when explicit statements regarding other attractive job characteristics are not mentioned and more attracted when they are mentioned. One study demonstrated that race did not affect the relationship between recruitment statements and OA (Kim & Gelfand, 2003).

The promotion of "gay-friendly" work climates is equally challenging. Work climates such as these are intended by employers to promote tolerance and inclusiveness of sexual minority employees (Giuffre, Dellinger, & Williams, 2008). However, even in workplaces that promote policies that benefit the GLBT community, sexual minorities still receive differential treatment that impacts them negatively (Giuffre et al., 2008; Kaplan, 2006). Homosexuality is still stigmatized, and heterosexism for the most part is deemed acceptable in today's society (Giuffre et al., 2008; Goffman, 1974; Herek & Capitanio, 1996). Because there are no federal laws in the U.S. to protect sexual minorities from employment discrimination, the prejudice

towards gays and lesbians is more overt than against racial minorities and women (Ragins, Cornwell, & Miller, 2003). In fact, although sexual minorities have higher education levels than heterosexuals (Black, Gates, Sanders, & Taylor, 2000), discrimination against gays and lesbians is common in the workplace (Ragins et al., 2003).

The prevalence of racial prejudice and heterosexist attitudes of society at large may very well be reflected in the labor pool it produces. Just as some White job seekers do not seek positions within diversity valuing firms that hire racial minorities, job seekers who may also exhibit heterosexist attitudes may avoid pursuing jobs at firms that hire sexual minorities. This can pose many challenges for firms that wish to recruit both racial and sexual minority employees. Moreover, promoting a diverse work climate may negatively impact the level of attraction of both White (McKay & Avery, 2006; Thomas & Wise, 1999; Walker et al., 2007) and heterosexual job seekers to an organization if they harbor racist or heterosexist attitudes, or hold erroneous beliefs regarding a climate of diversity.

The first function of recruitment is to develop a pool of applicants in the most resourceful and economical way (Gatewood & Feild, 1994). The second is to help the organization ensure that its workforce is a diverse one that represents its constituents and consumers (Gatewood & Feild, 1994). Research shows that groups that are diverse may provide more sound judgment and are more innovative than homogeneous groups (Tsui, Egan, & O'Reilly, 1992). There is also evidence that diversity may produce creativity and innovation (Cox & Blake, 1991; Jackson, 1992), but may also produce conflict and employee turnover (Jehn, Neale, & Northcraft, 1999; Williams & O'Reilly, 1998). These mixed results along with other research suggest that the performance of diverse groups may be either improved or impaired depending on the group make-up and leadership of an organization (Jackson, 1992; Jehn et al., 1999; Richard, 2000). Thirdly, the purpose of recruitment is to ensure that the applicant pool is made up of candidates who have the qualifications to perform the job (Gatewood & Feild, 1994).

One of the main challenges in attracting diverse and qualified candidates to an organization is that different kinds of people are attracted to different organizations (Schneider, 1987). Some people are attracted to organizations with which they believe they share the same values (Cable & Judge, 1996; Chatman, 1989). Others are attracted to organizations that reward performance based on merit (Turban & Keon, 1993). Additionally, attributes such as pay (Lievens & Highhouse, 2003; Rynes, 1987), JS (Amar, 1995), and personal goals and perceptions of the opportunities for goal attainment within an organization (Turban & Keon, 1993; Pervin, 1989) may influence a person's attraction to an organization. The determinants of organization attractiveness from the applicant's perspective can be summarized as being based on an applicant's (a) individual personal attitudes, beliefs, and goals, (b) perceptions about the symbolic factors of a firm such as reputation and organizational climate, and (c) perceptions about the expectancy of outcomes related to working for a firm, including pay and benefits. On the other hand, leaders of an organization must find economical ways to sort through the individual differences of prospective applicants in order to appear attractive to different applicants without jeopardizing the (a) quality of skills and abilities of applicants, (b) quality of a diverse workforce, or (c) perception of how applicants positively views themselves fitting with the organization.

Whites who believe their talents are overshadowed by diversity initiatives may feel it is more practical to seek employment at firms that do not value diversity. This belief negatively impacts firms attempting to attract a large labor pool to select from. Hate crimes against gay, lesbian, bisexual and transgender people have risen 26 percent between 2006 and 2008 (GLAAD media reference guide, 2010) which reflects the negative attitudes of a portion of the heterosexual U.S. population. Assuming those attitudes reflect those of the labor pool from which firms recruit, the labor pool for "gay-friendly" employers theoretically could actually shrink, contrary to the purpose a firm has for promoting a climate of diversity. Since job seekers recognize cues from both the symbolic and instrumental job attributes of a firm to determine

their fit with an organization, how may instrumental job attributes such as compensation and job security counteract their negative perceptions about working for a firm that values diversity? Answering this question may help ensure that all job seekers feel welcome.

Although research has demonstrated that instrumental job attributes such as termination policies and pay are related to organizational attraction, there is scant attention paid to how instrumental job attributes affect the organizational attractiveness of firms that possess symbolic job attributes such as the value of promoting a climate of diversity. Research demonstrates that some Whites respond less positively to firms that value racial diversity (Avery, 2003; Kim & Gelfand, 2003; Thomas & Wise, 1999; Walker et al., 2007). However, there is limited research that examines ways in which to reduce this dilemma (Brown, Keeping, Cober, & Levy, 2006). Organizational attraction among gays and lesbians has been understudied as well. Unless organizations can utilize recruitment methods that promote climates of diversity without alienating other qualified job seekers, they may lose a competitive advantage by not being able to maintain a diverse labor pool (McMahan, Bell, & Virick, 1998; Thomas & Wise, 1999). Research demonstrates that job seekers consider both instrumental and symbolic factors during their job search (Cable & Judge, 1996; Lievens & Highhouse, 2003). Finding a proper balance between the two during the recruitment process may resolve this issue.

### 1.2 Purpose of this Study

Past research has independently provided some insight into (1) how instrumental job attributes are associated with organizational attractiveness, and (2) how demographic factors are related to organizational attractiveness of diversity valuing firms. However, there is limited research that identifies factors that explain how job attributes, demographic factors, organizational climates of diversity, and the racial and sexual attitudes of job seekers interact to relate to organizational attractiveness. Prior research suggests that differences in organizational attraction between racioethnic groups may result from perceptions of inequity or

low valence expectancies for job related outcomes (Kravitz, 1995; Walker et al., 2007). Although research has examined interactions between racial demographic variables and firms' climates of diversity, there is scant research that examines the effect that instrumental job attributes have on those interactions, including climates of diversity that support GLBT individuals. The current dissertation is a two-part study that examined the interaction effect between employee recruitment statements regarding racial or sexual orientation diversity, statements regarding termination policies or pay, and racial and sexual orientation attitudes on OA among job seekers. Furthermore, the studies examined if the strength of the OA of a firm varies based on differences in job seekers' race and sex.

Fictitious online corporate web pages depicted three types of diversity environments and four levels of promoted job attributes to examine differences in how they may affect OA. This resulted in two 4 × 2 between-subjects factorial design studies each with eight conditions. The two conditions of diversity for each study included a generic diversity statement, and either an GLBT-supportive statement targeting gay and lesbian job seekers for the first study, or a minority executive training program statement targeting racial minorities for the second study. The generic diversity statement page simply included a statement of commitment to diversity. The GLBT-supportive statement page discussed what types of resources are available for gay and lesbian employees who decide to work for the organization. The minority executive training page discussed opportunities for minorities to receive development and coaching for management and executive level succession programs. The four conditions of instrumental job attributes included an employment-at-will (at-will) statement, a due process employment statement, a statement regarding competitive compensation offered, and a statement regarding offered compensation as being average to the marketplace.

Prior studies have examined the differences in the perceived strength of diversity valuing policies using listed descriptors of organizational features (Thomas & Wise, 1999), brochures including photographs of fictitious minority employees (Avery, 2003) or fictitious

advertisement statements about the firm's policy regarding diversity (Avery, 2003; Brown et al., 2006; Kim & Gelfand, 2003; Walker et al., 2007). The results of these studies indicated that some White job seekers view diversity climates more unfavorably than Blacks. Other studies which asked participants about their attitudes towards listed descriptors of organizational features or work policies (Kravitz, 1995; Thomas & Wise, 1999) demonstrate that some Whites perceive such policies as a threat to being hired, their future job security, or ability to succeed at the firm (Kravitz, 1995) because they believe the policies single out one membership group over another for firm employee resources or they view diversity policies less favorably relative to non-minorities (Thomas & Wise, 1999). There is limited research that uses explicit examples of a diverse climate such as offering executive training specifically for racial minorities (e.g., Kravitz, 1995). The first study of this dissertation investigated what impact a detailed statement of that type of diversity initiative has on a firm's organizational attractiveness among job seekers. Further, diversity statements that use language that promote gay, lesbian, bi-sexual, and transgendered friendly workplaces are scarcely used in the field of management and diversity research although companies are increasingly doing so to promote a climate of diversity. The second study of this dissertation investigated what impact a statement of that type has on heterosexual job seekers.

Instrumental job attributes including compensation and termination policies are included in the framework for this study to determine if they moderate the effect of job seekers' race on organizational attraction. Research demonstrates that pay levels are significantly related to job pursuit intentions (Feldman & Arnold, 1978; Schwoerer & Rosen, 1989). JS governed by due process or "good cause" statements is also an important factor considered among job applicants as an antecedent to OA (Aiman-Smith, Bauer, & Cable, 2001). Firms that actively promote a climate of employee racial diversity create lower levels of OA among Whites (Avery, 2003), but higher levels of OA among women and minorities (Kravitz & Platania, 1993;

Thomas & Wise, 1999). The current studies are one of few that examine if instrumental job factors alter that relationship.

Firms that include gay, lesbian, and bisexual issues as a part of their diversity initiatives sometimes receive backlash from heterosexual employees (Kaplan, 2006). The first study examined how levels of organizational attraction for job seekers are affected when firms promote a gay- and lesbian-friendly work climate, and if instrumental job attributes affect that relationship as well.

### 1.3 Overview of this Study

The proposed investigation is based on an integration of the literature on organizational attractiveness, diversity research, social identity theory, expectancy theory, and the results from self-report survey data. Chapter 2 reviews the literature on organizational attractiveness and job attributes, diversity research as it relates to organizational attractiveness, expectancy theory, and social identity theory. Also in this chapter, a comprehensive framework depicting the hypothesized relationships is presented that includes the instrumental job attributes regarding termination policies and compensation, firm diversity climate, job seeker's race, racial tolerance, heterosexism and organizational attractiveness. In Chapter 3, a discussion of the research strategy, methodology, and measures used in the study is presented. Chapter 4 contains the results of the study, and Chapter 5 provides conclusions, limitations, and needs for future research.



## CHAPTER 2

### LITERATURE REVIEW AND COMPREHENSIVE FRAMEWORK

#### 2.1 Organizational Attractiveness

OA has been a very influential construct in the human resources literature and has been studied for numerous decades measuring its relationship to symbolic antecedent factors such as reputation and workplace environment attributes, and instrumental antecedent factors such as JS characteristics, compensation, and employee development (ED) programs of a firm (Aiman-Smith et al., 2001; Cable & Judge, 1996; Lievens & Highhouse, 2003; Thomas & Wise, 1999). It is considered the earliest recruitment stage and is demonstrated to be a strong predictor of job acceptance decisions (Powell & Goulet, 1996.) Early researchers conceptualized OA and job pursuit intentions (JPI) interchangeably (Aiman-Smith et al., 2001). However, recent research clarifies the distinction between them. OA refers to the first phase of recruiting with the goal of developing a potential pool of applicants (Barber, 1998). As an attitude measurement, it involves an affective reaction by job seekers towards an organization concerning their desire to form a relationship with it as an entity (Aiman-Smith et al., 2001). JPI is more active and can be measured by the actions that job seekers are willing to take to pursue employment at a firm such as actively seek out more information, or contact someone for an interview (Aiman-Smith et al., 2001).

Numerous theories have been proposed to explain what attracts applicants to work for a firm. Overall, knowledge about an employer influences how job seekers will respond to recruitment efforts. Objective factor theory (Behling, Labovitz, & Gainer, 1968) contends that factors specific to a job is what attracts applicants to it. These factors could include elements such as pay, benefits, and the type of work. The person-organization (P-O) fit suggests that applicants seek a fit with the organization (Cable & Judge, 1996). In other words, other

contextual factors such as the culture of the organization or the personality type of the employees are appraised by an applicant and used to determine how they would potentially interact with their own values and interests (Cable & Judge, 1996; Judge & Bretz, 1992; Turban & Keon, 1993).

A more comprehensive view is the instrumental-symbolic framework proposed by Lievens and Highhouse (2003). This framework adapted from marketing research suggests that applicants perceive the recruiting organization in two ways. The authors propose that two types of job attributes, instrumental and symbolic, are used by applicants when selecting a job. The instrumental perspective of the applicant suggests that OA is influenced by an applicant's perceptions of job and organizational characteristics such as pay, opportunities for advancement, location, career programs, or organizational structure (Lievens & Highhouse, 2003). However, such characteristics may prove to be useless, since in the early stages of an applicant's job pursuit there is limited information about them. Consequently, they serve as no means of differentiation for the firm in comparison to the many other firms that an applicant may be prospecting. To counterbalance this inadequacy of the instrumental perspective is the symbolic perspective, where studies show that in the early stages of the recruitment process prospective applicants ascribed traits to organizations that were related to the image of organizations as employers (Lievens & Highhouse, 2003). Applicants presented with both instrumental and symbolic characteristics were more attracted to employing organizations having traits similar to their own personality. In sum, the instrumental-symbolic framework combined both the instrumental perspective via job characteristics such as pay and job security, and the symbolism of a firm via organizational climate or firm reputation to explain an applicant's attraction to a firm.

According to Rynes and Barber (1990), applicants are most likely attracted to organizational characteristics that can be easily observed. Furthermore, organizational characteristics that are known with certainty by the applicant before job choice are most likely to

influence applicant attraction to organizations (Turban & Keon, 1993). Consequently, an applicant's level of attraction to a firm can only be realized when information about an organization is already known or available.

#### *2.1.1 Instrumental Job Attributes and OA*

Some important job characteristics applicants consider are compensation and JS. The next section will briefly explore how each of these relates to OA and how it may improve the OA of an organization.

##### *2.1.1.1 Compensation*

Compensation is one of the largest costs of doing business (Williams, McDaniel, & Nguyen, 2006). Traditionally, two dimensions, direct and indirect compensation, have defined it. Direct compensation relates to compensation in the form of salary, cash, or pay for performance. Indirect compensation refers to benefits and non-cash payments. An example of non-cash payments may include bonuses in the form of vacations or vehicles rewarded by the firm to its employees. It can also refer to things such as additional time off from work in exchange for volunteering for out-role tasks such as activities associated with corporate social responsibility (Bussell & Forbes, 2001). Research has shown that applicants use a substantial portion of their job seeking time evaluating salary and benefits (Barber & Roehling, 1993), and pay is a strong predictor of job pursuit (Aiman-Smith et al., 2001). Higher wages offered by an organization also attract employees and signal to individuals that a firm values its employees (Pfeffer, 1995; Rynes, 1987). Compensation has also empirically been found to offset negative reactions to at-will statements among job applicants (Roehling & Winters, 2000). In a review of the compensation literature by Rynes, Gerhart, & Minette (2004), pay was found to be most important among job applicants. These results indicate that compensation is an important factor that applicants consider when searching for a job and may also affect the influence of other job characteristics.

#### 2.1.1.2 Employment Termination Policies

Probst (2002) defined JS as the perceived stability and continuance of one's job as one knows it. JS satisfaction may be influenced by procedural justice (Konovsky, 2000; Probst, 2002) which may govern applicants' perceptions of due process procedures concerning human resources' employment termination policies (Posthuma, 2003). Procedural justice pertains to the fairness of how outcomes are decided (Leventhal, 1980). There is much overlap between procedural justice theories and due process concerning their characteristics (Posthuma, 2003). Due process employment policies, also referred to as "termination with good cause" (Amar, 1995), suggests that decisions to terminate employees include (1) fair notice, (2) outcomes determined by reasons, and (3) those reasons are supported by evidence (Posthuma, 2003), similar to tenets associated with procedural justice (Konovsky, 2000). Employment-at-will doctrines do not offer such considerations. The employment-at-will doctrine is a policy that can serve as a main indicator to applicants regarding the level of due process that exists at a firm (Amar, 1995). Both the employee or employer are free to opt out of the employment relationship at any time without any "good cause" for doing so (Roehling & Winters, 2000).

Many lawyers, scholars, and HRM professionals are divided over their attitudes towards the employment-at-will doctrine (Roehling & Winters, 2000). Some believe that the doctrine should be preserved in order to protect the firm's right to fire with or without good cause. They also maintain that the employment-at-will doctrine helps to reduce litigation costs and is important to maintaining flexibility and success in competing markets. On the other hand, offering employees due process employment via explicit employment agreements, including "termination with good cause" statements to offset employment-at-will doctrines, may have a positive impact on recruitment and employee loyalty (Amar, 1995). Such "good cause" statements for employee terminations may include employee misconduct, poor performance, or the economic needs and goals of the organization. These types of statements regarding employment may influence the psychological processes among job seekers concerning fairness

with due process employment signaling to job seekers the existence of high levels of procedural justice regarding termination policies. At-will employment would signal to job seekers a low level of procedural justice.

Roehling and Winters (2000) tested whether employment assurances will improve firms' abilities to attract employees. Using a brochure manipulation with three conditions, "Explicit Employment At-Will" versus "Explicit Good Cause" versus "No Explicit Policy", they found that the good-cause condition had a positive effect and the at-will condition had a negative effect on attractiveness. Schwoerer and Rosen (1989) also found that job applicants favored organizations that promoted policies of due process employment over organizations that adopted policy statements of at-will. Using a 2 × 2 experimental design comparing explicit at-will versus due process policy and leading versus average compensation, they found that future job seekers viewed companies that expressed an at-will policy in their recruiting materials as significantly less attractive than companies that expressed a commitment to fairness and due process. The mean corporate impression score for the high compensation and at-will condition was similar to the mean corporate impression score for the average compensation and due process condition. Additionally, there was a significant interaction between the termination policy and the compensation policy indicating that higher compensation packages may offset negative reactions to the at-will statement in assessing a company's overall attractiveness. This study shed light on the fact that job attributes hold varying degrees of value and together can be tailored to fit the needs of both the organization and the job seeker. For example, if a firm can't pay a salary that is above the market average, it may opt to promote its due process policies in an effort to still attract quality applicants.

Characteristics such as pay or opportunities for advancement that are directly related to a job are of greater importance in a job seeker's decision-making than symbolic attributes such as being an Equal Opportunity Employer (EOE) (Thomas & Wise, 1999). Thomas and Wise (1999) asked MBA students to rate the importance of listed job seeking characteristics based on

four dimensions, job characteristics, organizational characteristics, diversity programs, and recruiter characteristics. Job characteristics were rated significantly higher than the others followed by organizational characteristics, diversity programs, and recruiter characteristics as having the lowest importance. Although the study of instrumental job attributes and how they compare in importance to one another has answered a number of important questions concerning what makes firms attractive to job applicants, there is limited research as to how these instrumental factors interact with a firm's explicit statement for valuing diversity to affect OA. Specifically, questions remain unanswered concerning the effect that instrumental job factors such as termination policies and compensation have on the OA of a firm that promotes having an employee diversity-valuing climate. Understanding how these instrumental and symbolic attributes interact to affect OA may contribute to solving the challenge of attracting racial and sexual minority job seekers without alienating heterosexual and White job seekers.

#### *2.1.2. Race and OA*

There are studies that have explained the influence that diversity valuing programs have on the attraction to a firm by White applicants. Within this stream of research, diversity programs that have been examined include Affirmative Action Programs (AAPs), programs governed by the Equal Employment Opportunity Commission (EEOC), and firm initiated diversity policies (Bell, Harrison, & McLaughlin, 2000; Brown, et al., 2006; Cox & Blake, 1991; Harrison, Kravitz, Mayer, Leslie, & Lev-Arey, 2006; Walker et al., 2007). AAPs are used in progressive degrees based on the consideration that AAPs give to applicants' demographic traits (Harrison et al., 2006). The strength of the AAPs influence applicants' perceptions of fairness regarding the organization (Bell et al., 2000; Kravitz, 1995). Although "equal opportunity employer" (EOE) statements do not explicitly target a specific demographic (i.e. race, sex, sexual orientation), they are recognized in the field as a "weak" form of AAPs along a continuum (Harrison et al., 2006; James, Brief, Dietz, & Cohen, 2001; Kravitz, 1995). Aside from firms that promote themselves as equal opportunity employers (EOE), AAPs and diversity

valuing programs, for the most part, elicit negative reactions from Whites based on their strength (Harrison et al., 2006; James et al., 2001; Kravitz, 1995).

In the past, most research that examined the relationship between employee diversity and organizational attraction focused on differences in race, ethnicity, or sex. Collectively, prior research indicates that many factors are associated with negative reactions by both prejudiced and racially tolerant Whites towards programs that value and promote diversity. Thomas (1991) defines "managing diversity" as enabling all members of the work force to perform to their potential; that is, it is the ability to manage an organization without unnatural advantage or disadvantage for any group (Thomas & Wise, 1999). If White male job seekers perceive themselves as being disadvantaged at firms that value diversity it is important to understand why so that firms do not miss opportunities to hire qualified workers.

#### 2.1.2.1 Racial Tolerance and Its Effect on OA at Diversity Valuing Firms

In a two-part study conducted by Brown et al. (2006), White university students were asked to rate the importance of items when choosing a job across three dimensions: salary and benefits, potential developmental opportunities, and work setting and job. Participants were also measured on racial tolerance, and asked about their pursuit intentions regarding fictitious recruitment ads. One ad serving as the control read "We are an equal opportunity employer," while the other read "We strongly encourage individuals from different backgrounds to apply." Brown et al. (2006) found that the more racially intolerant individuals are, the less likely they are to be motivated to pursue a job with an organization that clearly promotes diversity in its job advertisements.

Other-group orientation (OGO) is a construct that describes how a person feels about members of other racioethnic groups (Phinney, 1992). The OGO construct is measured by a range of high avoidance of inter-group contact (low OGO) to those who desire regular intergroup interaction (high OGO). Those low in OGO are likely to value within-group contact more than those high in OGO. Avery (2003) found significant three-way interactions between

participant race, other-group-orientation, and the level of advertisement diversity on organizational attractiveness. The manipulation of the study included three conditions, uniform, skewed, and balanced. The uniform condition was racially homogenous depicting all the employees and managers on recruitment brochures as being White. The skewed condition (restricted diversity) depicted Black and White employees, but with the managers as being White. The balanced condition (unrestricted diversity) depicted employees and managers as being both Black and White.

Black participants in this study were more attracted to firms as ad diversity increased, whereas White participants were less attracted to such firms. For Black job seekers, more ad diversity may have indicated enhanced opportunities or a lesser likelihood of undesired racial contact with Whites. For White job seekers, it may have represented a greater likelihood of undesired interracial contact or a perception of decreased opportunities within the firm. When measuring OGO, Blacks high in OGO were less attracted to the restricted diversity condition in a similar manner as Whites low in OGO. Interestingly, White participants' perceptions of organizational attractiveness were unaffected by the presence of high status Blacks (e.g., managerial positions) pictured in unrestricted diversity recruitment brochures irrespective of their other-group orientation. The fact that this study demonstrated that some Blacks viewed diversity unfavorably, and some Whites were unaffected by the perceived presence of diversity suggests that other factors besides race may contribute to reactions to diversity valuing programs. If this is true and the negative reactions from Whites are not racially motivated, then HR strategies may exist that can resolve this OA dilemma of qualified Whites self-selecting out of the labor pool of firms that value diversity.

Two perspectives as to why racially tolerant White job seekers may react less positively to diversity valuing climates than minorities and women are (a) the organizational justice/fairness perspective that focuses on the merit principle (Gilliland, 1993; Walker et al.,



2007), and (b) the expectancy theory perspective that suggests that self-interest expectancies explain negative reactions to diversity valuing programs (Kravitz, 1995).

#### 2.1.2.2 Justice and Expectancy Perspectives

The expectancy theory perspective suggests that Whites may not expect to be considered for career opportunities and perceive that their opportunities are limited at a firm that uses AAPs (Kravitz, 1995; Walker et al., 2007). The organization justice/fairness perspective (Leck, Saunders, & Charbonneau, 1996) suggests that Whites perceive inequity in relation to affirmative action programs (AAPs). Based on the target-similarity framework (Lavelle, Rupp, & Brockner, 2007), any foci, including an organization can be a target for social exchange relationships subject to being governed by fairness perceptions. This is demonstrated in prior research as Whites exhibit negative attitudes towards firms when they believe that AAPs consider demographic status as opposed to merit in regards to employment policies (Kravitz, 1995; Walker et al., 2007). Kravitz (1995) surveyed White undergraduate students at a southern university measuring their attitudes towards eight types of AAPs varying in description based on the degree of preferential treatment. The scales used for the study measured attitudes towards AAPs based on perceived opportunity, affected self-interest, perceived inequality/fairness, and racism. Kravitz (1995) found that perceived fairness of AAPs is a stronger indicator of opposition to AAPs than self-interest or prejudice. Walker et al. (2007) found similar results after participants viewed recruitment ads of varying degree of preferential treatment based on descriptions of AAPs used in Kravitz's (1995) study. In essence, White applicants may perceive that both the expectancy of being successful at a diversity valuing firm and the procedural justice associated with obtaining positive outcomes there may be violated due to the perceived notion that race will be used to evaluate employees rather than merit.

Research demonstrates that racial tolerance and prejudice, self-interest expectancies, and perceived inequity are causes for applicants to view firms unfavorably. The perceived stance on diversity that a firm has affects the attitudes and beliefs that applicants have towards

it and may also be influenced by applicants' sex or race. This study's contribution, in part, is to demonstrate the importance that job attributes, both symbolic (i.e. climate, image, etc.) and instrumental (i.e. pay, job security, development opportunities, etc.) have on job seekers, thereby informing HR managers and researchers how both types of job attributes can be used together in the most effective manner without overlooking or alienating any qualified candidates. Increasingly more firms are expanding the definition of "valuing diversity" to also encompass sexual orientation which is not protected by federal law, thus possibly being more challenging to manage. The next section addresses how GLBT-supportive statements can also impact how applicants are attracted to firms that value diversity.

### *2.1.3 Heterosexism and OA*

Heterosexism refers to individual attitudes or systems that denigrate, stigmatize, and deny environments and individuals that are not heterosexual including gay, lesbian, bisexual, and transgendered people (Herek, 1992). It also reflects a belief that heterosexuality is the only legitimate sexual orientation (Ragins & Wiethoff, 2005). Homophobia refers to the negative affective response of individuals toward members of the GLBT community, including fear and hatred. A heterosexual may disagree with the sexual orientation of those who are gay or lesbian, but may still be able to interact with them. On the other hand, individuals who are homophobic do not feel comfortable around those who are gay or lesbian. Although researchers sometimes use them interchangeably they are empirically two different constructs. A review of research on the experiences of sexual minorities at work found that between 25% and 66% of gay, lesbian, and bisexual employees have experienced discrimination because of their sexual orientation (Croteau, 1996; Lyons, Brenner, & Fassinger, 2005). On the other hand, some companies have put forth efforts to attract and retain sexual minorities with great success by targeting gay and lesbian applicants, and creating supportive work environments (e.g. City turns pink, 2007; Wilke, 1996). In fields where the number of graduating college

students and job seekers is scarce, it becomes important for firms to increase the size of their labor pool by proactively recruiting to sexual minorities (Wilke, 1996).

There are a limited number of studies that examine the effect that a climate of tolerance for GLBT employees has on a firm's OA. Although companies understand the benefit of attracting sexual minorities as employees, managing a work climate that values GLBT workers is challenging as backlash from heterosexual employees can develop (Kaplan, 2006). Some heterosexual employees believe that minority sexual orientations are morally wrong while others feel that their right to religious freedom and religious accommodations is violated (Kaplan, 2006). However, heterosexual women tend to view gays and lesbians more favorably than heterosexual men (Moss, 2001). Studies such as these that examine employees in a diverse workplace setting shed light on how job seekers may view gay-friendly work climates. This study makes the assumption that the attitudes and values of employees are also held by job seekers.

Many companies advertise to the GLBT community using print media outlets that they patronize such as OUT or The Advocate in order to not offend or displease their heterosexual consumers (Oakenfull et al., 2008) although these outlets reach less of the GLBT population than mainstream magazines such as Newsweek, Time, People, etc. (Oakenfull et al., 2008). If heterosexuals view advertising that targets the GLBT community unfavorably, plausibly they could react the same way to job recruitment ads. As mentioned earlier, this may cause challenges for organizations trying to attract and create a diverse workforce as some heterosexuals who may also be racial minorities may self-select themselves out of the labor pool of firms that promote gay- and lesbian- friendly work climates. This study will contribute to the literature by examining heterosexuals' reactions to recruitment ads that target the GLBT community and discover ways to improve its effect on the organizational attraction for all job seekers.

## 2.2 Theoretical Implications and Hypotheses

### *2.2.1 Expectancy Theory and Organizational Justice*

According to expectancy theory, people are motivated based on three components: (1) valence- the perceived value of an outcome, including the perceived value of other outcomes associated with it and potentially derived from that outcome; (2) instrumentality – the belief that the outcome will in fact lead to the other outcomes; and (3) expectancy- the belief that the effort to pursue an outcome (force of action) will lead to it being attained (Vroom, 1964). Manipulations of those three components, in turn, affect the motivation outcome of an individual.

Expectancy involves a cognitive process that varies based on an individual's perceived control of attaining an outcome, the difficulty of achieving the outcome, and/or their self-efficacy (Vroom, 1964). Whites (Kravitz, 1995; Walker et al., 2007) and men (Thomas & Wise, 1999) believing their opportunities for advancement are limited at diversity valuing firms suggests that they may perceive self-interest expectancies to be limited. In other words, White job seekers may believe that because of their race, good performance will not grant them desired outcomes if they choose to work for an organization that values racial diversity. Hence, job seekers perceive the trust of the organization to be compromised and fair procedures to be non-existent.

Procedural justice refers to the belief that policies used to make decisions regarding an outcome are fair (Leventhal, 1980). Procedural justice also serves as an incubator for developing trust (Konovsky & Pugh, 1994). Justice theories demonstrate that perceptions of procedural justice are related to organizational outcomes such as job satisfaction, organizational commitment (Lowe & Vodanovich, 1995), citizenship behaviors (Lavelle et al., 2009), and workplace deviance (Skarlicki & Folger, 1997). Similarly, procedural justice could also be related to OA. When job expectancies are defined via statements concerning a firm's climate of diversity, job seekers' perceptions about diversity valuing programs within an organization may lead some to assume their job could be jeopardized if they chose to work for an organization that promotes workplace diversity. However, the inclusion of due process

employment statements may serve as a form of procedural justice to counterbalance those perceptions. By including “good cause” or due process statements concerning job security in recruitment materials, job seekers may view them as an assurance that employee termination or lay-off decisions will be managed fairly based on merit and not based on race, thereby restoring their level of expectancy for desired outcomes and positive evaluations of employment policies. Competitive compensation signals to individuals that a company values its employees (Rynes, 1987) which may build trust and feelings of reciprocity between job seekers and organizations via implied social exchange mechanisms. Explicit agreements regarding the level of pay offered, and the level of due process concerning employment policies may cause White and male applicants to be more attracted to a firm although it promotes a diverse climate that would otherwise be viewed unfavorably.

The valence of an outcome is based on the needs, values, goals, or preferences of the individual (Vroom, 1964). In the expectancy theory framework, two outcomes exist in preceding order to motivate individuals. Both outcomes must be highly valent to the individual and the desire for the second and final outcome is contingent upon the valence towards the first one. Assume the final outcome for a job seeker is to obtain employment, and the first outcome includes the perceived organizational characteristics encountered as an employee. The valence towards obtaining employment (the final outcome) will be influenced by the valence towards the advertised job attributes (the first outcome) that serve as cues to job seekers regarding what outcomes they can expect if hired. Those advertised attributes could include statements about both instrumental and symbolic characteristics such as pay and diversity. Evidence that individuals who measure low in racial tolerance may not prefer to work at diversity valuing firms (Avery, 2003) suggests that statements concerning the climate of diversity at a firm may negatively influence the valence towards the first outcome for some job seekers. However, jobs that offer high pay and due process employment may positively influence the valence towards the first outcome for some job seekers as well. The challenge is determining

which is the most valent in order to predict the motivation outcome of for a job seeker's OA or JPI.

Direct compensation is a job characteristic that offers tangible gratification in the form of a paycheck. The valence of the job attribute associated with pursuing a job can be perceived by a job seeker as having a varied degree of value which may also aid in determining his/her decision to pursue a job. By suggesting that a firm's offer of compensation is at a competitive level (above average), the perceived value of this outcome may increase the total valence of the job by outweighing job seekers' unfavorable attitudes towards working for a diversity valuing firm. The value of compensation may serve as a motivator for employees to pursue the job at a diversity valuing firm more than the firm's diversity supportive statements will discourage them from doing so. In other words, if job seekers feel uncomfortable working with others that differ from themselves demographically, the value of instrumental job factors such as salary or compensation that are highly competitive in the labor market may outweigh their negative attitudes towards diversity valuing firms. Hence, the firm's perceived support for workplace diversity will no longer be a concern.

*Hypothesis 1:* (a) Statements regarding pay moderate the effect that statements about GLBT diversity have on the level of OA such that a GLBT-supportive climate that offers competitive compensation packages will be perceived more attractive than a GLBT-supportive climate that does not; (b) statements regarding due process employment moderate the effect that statements about GLBT diversity have on the level of OA such that a GLBT-supportive climate that promotes due process agreements will be perceived more attractive than a GLBT-supportive climate that is an employment-at-will firm.

*Hypothesis 2:* (a) Statements regarding pay will moderate the effect that a job seeker's race has on the relationship between a firm's diversity statement on minority training and the level of OA such that White job seekers will be more attracted to a diversity valuing firm that offers competitive compensation packages versus a firm that does not; (b) statements regarding

due process will moderate the effect that race has on the relationship between a firm's diversity statement on minority training and the level of OA such that White job seekers will be more attracted to a diversity valuing firm that promotes due process agreements versus a firm that is an employment-at-will employer; (c) statements regarding pay will moderate the effect that a job seeker's sex has on the relationship between a firm's diversity statement on minority training and the level of OA such that male job seekers will be more attracted to a diversity valuing firm that offers competitive compensation packages versus a firm that does not; and (d) statements regarding due process will moderate the effect that sex has on the relationship between a firm's diversity statement on minority training and the level of OA such that male job seekers will be more attracted to a diversity valuing firm that promotes due process agreements versus a firm that is an employment-at-will employer.

### *2.2.2 Social Identity Theory*

Tajfel (1978; p.63) defines social identity as "that part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership." Social identity refers to a composition of different underlying psychological process. Social categorization is one of these processes that underlie Social Identity Theory (SIT) (Tajfel & Turner, 1979), and is the process by which individuals categorize others into groups in efforts to organize social information (Ellemers, De Gilder, & Haslam, 2004). Another underlying process, social comparison, occurs when people make comparisons between the self-perceived categories of groups in relation to the group's perceived values and their own individual values (Tajfel, 1974). Social identification, the final process, allows people define themselves based on their level of affiliation with a group that they believe shares the same values they wish to attain. The choice of group affiliation is also based on the perceived value that the group holds in expectation of receiving personal benefit from such membership (Ashforth & Mael, 1989). As a result, individuals seek settings that affirm their identity (Saylor & Aries, 1999). Ashforth and Mael (1989) also note that this

categorization process serves the purposes of (a) helping people make sense of their environment by defining other in relation to their group membership, and (b) enabling individuals to define themselves in comparison to other groups. People are then more likely to identify with a group with whom they share similarities, because their identification is based on how they categorize themselves as similar to those within the group (van Knippenberg & van Schie, 2000). Demographic characteristics such as race, age, gender, and sexual orientation are examples of identity groups into which individuals categorize themselves (McKay & Avery, 2006).

According to Tajfel (1978), social categorization is the underlying process of SIT that is sufficient as well as necessary to induce forms of in-group favoritism and out-group discrimination. Individuals in groups will create artificial divisions between themselves and individuals from other groups even when no observable differences are salient (Turner, 1978). Furthermore, individuals will sacrifice personal gain in order to maintain the identity and status of the collective and to remain distinct from the perceived out-group. This is due in part because the success of the group as a whole is psychologically beneficial for group members because it is perceived by group members to reflect a favorable impression of themselves (Hogg & Terry, 2000).

### *2.2.3 SIT and Employee Perceptions about Diversity*

Tenets of SIT suggest for this study that heterosexist or racially intolerant job seekers may still opt out of a firm's labor pool as a means to maintain their social identity regardless of the job attributes present. Attitudes and beliefs held by job seekers towards racial or sexual minorities may discourage them from seeking a job at firms that value workplace diversity. They may not view working for a firm that values racial and sexual minorities as being a valued option for them to work due to their weak identification with dissimilar others. Their valence towards competitive compensation or due process may not be great enough to counterbalance their negative valence towards a diversity climate. Therefore, instrumental job attributes may not



serve as a strong enough motivator for them to pursue a job at a diversity valuing firm. Although most job seekers conceivably may wish to receive a higher salary, racially intolerant and heterosexual job seekers may prefer to forego perceived benefits in order to work with others more similar to themselves. Consequently, regardless of any job traits offered, they may choose to opt out of the recruitment process of a firm that values diversity because their decision is based solely on either heterosexual or racist attitudes. On the other hand, racially tolerant job seekers would not mind working at an organization that is diverse and they may actually be less attracted to firms that do not value diversity. Therefore, the promotion of instrumental job attributes at a firm that values diversity should strengthen the attraction that non-prejudicial job seekers have for that organization, but not strengthen the attraction of job seekers who are heterosexual or racially intolerant. This “filtering process” should be beneficial for firms because it will discourage applicants who do not wish to work with other races or sexual minorities from pursuing employment making it easier for the firm to manage its climate of diversity.

*Hypothesis 3:* Job seekers’ degree of heterosexism moderates the effect of instrumental job attributes on the relationship between a firm’s diversity statement on a GLBT climate and the level of OA such that (a) job seekers will be less attracted to firms that offer due process and a GLBT-supportive climate as their level of heterosexism increases, and (b) job seekers will be less attracted to competitive compensation and a GLBT-supportive climate as their level of heterosexism increases.

*Hypothesis 4:* Job seekers’ racial tolerance moderates the effect of instrumental job attributes on the relationship between a firm’s diversity statement on minority training and the level of OA such that (a) racially intolerant (low OGO) job seekers will be less attracted to firms that offer due process and minority training programs than racially tolerant (high OGO) job seekers, and (b) racially intolerant (low OGO) job seekers will be less attracted to firms that

offer competitive compensation and minority training programs than racially tolerant (high OGO) job seekers.

The framework and hypotheses (see Table 2.1) that have been discussed in this chapter are brought together in the model shown in Figure 2.1. The model is labeled by the hypotheses to indicate the relationships within the framework. The left side of the model presents the independent variable climate of diversity which includes a generic statement as the control condition, a minority training opportunities statement, and a GLBT-diversity statement. The diversity statements are hypothesized to have a main effect on the OA of a firm. Moderating variables included in the model are race, statements regarding instrumental job attributes (due process and pay) and employee tolerance for racial or sexual orientation attitudes (OGO and heterosexism). Prior research has demonstrated that job seekers' race has a significant effect on the OA of firms that promote a climate of diversity with differences in attraction between White and Black job seekers. There is scant research regarding the effect that diversity statements promoting GLBT friendly climates has on the OA of firms or the moderating effect that statements regarding instrumental job attributes have on relationship between diversity climate statements in general and the OA of firms.

The instrumental job attributes in this study are hypothesized to (1) moderate the effect that GLBT diversity statements have on the OA of firms (i.e., GLBT  $\times$  Due process interaction effect, GLBT  $\times$  Pay interaction effect) and (2) moderate the effect that race has on the relationship between an explicit diversity climate (minority training program) and the OA of firms (i.e., MinTrain  $\times$  Race  $\times$  Pay three-way interaction effect, MinTrain  $\times$  Race  $\times$  Due process three-way interaction effect). Heterosexism is hypothesized to moderate the effect that instrumental job attributes have on the relationship between GLBT diversity statements and OA (i.e., GLBT  $\times$  Pay  $\times$  heterosexism three-way interaction effect, GLBT  $\times$  Due process  $\times$  heterosexism three-way interaction effect). OGO is hypothesized to moderate the effect that instrumental job attributes have on the relationship between minority training programs and OA (i.e., MinTrain  $\times$

Pay × OGO three way interaction effect, MinTrain × Due process × OGO three-way interaction effect).

### 2.3 Conclusion

This chapter reasserts prior research that suggests that the race of job seekers is related to their attraction to a firm that values diversity. It also contributes to the field of research by proposing that explicit information regarding the type of climate of diversity is equally important to job seekers and may affect how job seekers are attracted to an organization. Specifically, the examination of a “gay- friendly” climate and minority training programs is scarce in organizational attractiveness research and results from this study will help HR managers to better understand job seekers. HR managers may realize that promoting either pay or due process employment may affect their recruitment efforts to create a larger pool of applicants if they choose to also promote diversity programs that may limit that pool. Additionally, depending on the strength of the effect that each job attribute has, HR managers can make better informed decisions regarding employee recruitment strategies. For example, it may be reassuring for HR managers with limited financial incentives to understand the ramifications of promoting due process termination policies versus competitive compensation when attracting job seekers to a diversity valuing firm.

This chapter also proposed using expectancy theory and justice theory to demonstrate how perceived instrumental job attributes may strengthen the OA of a diversity valuing firm among job seekers. Increasing the perceived value of working for that firm, and the perceived fairness of termination policies via recruitment statements may relate to OA. Hypotheses to investigate the relationships between the independent variables affecting the OA of firms that promote a diversity climate and the ways in which those relationships are moderated by instrumental job characteristics were proposed. Overall, the findings from this study should contribute to the literature on managing diversity and the utilization of strategic human resources practices regarding how to improve the organizational attraction of job seekers,

thereby demonstrating how organizations may recruit job seekers without alienating any in order to effectively create a diverse labor pool from which to select employees.

Table 2.1 Summary of Hypotheses

Hypothesis 1a:	Statements regarding pay moderate the effect that statements about GLBT diversity have on the level of OA such that a gay- and lesbian-friendly climate that offers competitive compensation packages will be perceived more attractive than a gay- and lesbian-friendly climate that does not.
Hypothesis 1b:	Statements regarding due process moderate the effect that statements about GLBT diversity have on the level of OA such that a gay- and lesbian-friendly climate that promotes due process agreements will be perceived more attractive than a gay- and lesbian-friendly climate that is an employment-at-will firm.
Hypothesis 2a:	Statements regarding pay will moderate the effect that a job seeker's race has on the relationship between a firm's diversity statement on minority training and the level of OA such that White job seekers will be more attracted to a diversity valuing firm that offers competitive compensation packages versus a firm that does not.
Hypothesis 2b:	Statements regarding due process will moderate the effect that race has on the relationship between a firm's diversity statement on minority training and the level of OA such that White job seekers will be more attracted to a diversity valuing firm that promotes due process agreements versus a firm that is an employment-at-will employer.
Hypothesis 2c:	Statements regarding pay will moderate the effect that a job seeker's sex has on the relationship between a firm's diversity statement on minority training and the level of OA such that male job seekers will be more attracted to a diversity valuing firm that offers competitive compensation packages versus a firm that does not.
Hypothesis 2d:	Statements regarding due process will moderate the effect that sex has on the relationship between a firm's diversity statement on minority training and the level of OA such that male job seekers will be more attracted to a diversity valuing firm that promotes due process agreements versus a firm that is an employment-at-will employer.
Hypothesis 3a:	Job seekers' degree of heterosexism will moderate the effect of due process on the relationship between a firm's diversity statement on a GLBT climate and the level of OA such that job seekers will be less attracted to firms that offer due process as their level of heterosexism increases.

Table 2.1 – *Continued*

Hypothesis 3b:	Job seekers' degree of heterosexism will moderate the effect of compensation level on the relationship between a firm's diversity statement on a GLBT climate and the level of OA such that job seekers will be less attracted to firms that offer competitive compensation as their level of heterosexism increases.
Hypothesis 4a:	The racial tolerance of job seekers will moderate the effect that due process statements have on the relationship between a firm's diversity statement on minority training and OA such that racially intolerant (low OGO) job seekers will be less attracted to firms that offer due process than racially tolerant (high OGO) job seekers.
Hypothesis 4b:	The racial tolerance of job seekers will moderate the effect that statements about pay have on the relationship between a firm's diversity statement on minority training and the level of OA such that racially intolerant (low OGO) job seekers will be less attracted to firms that offer competitive compensation than racially tolerant (high OGO) job seekers.

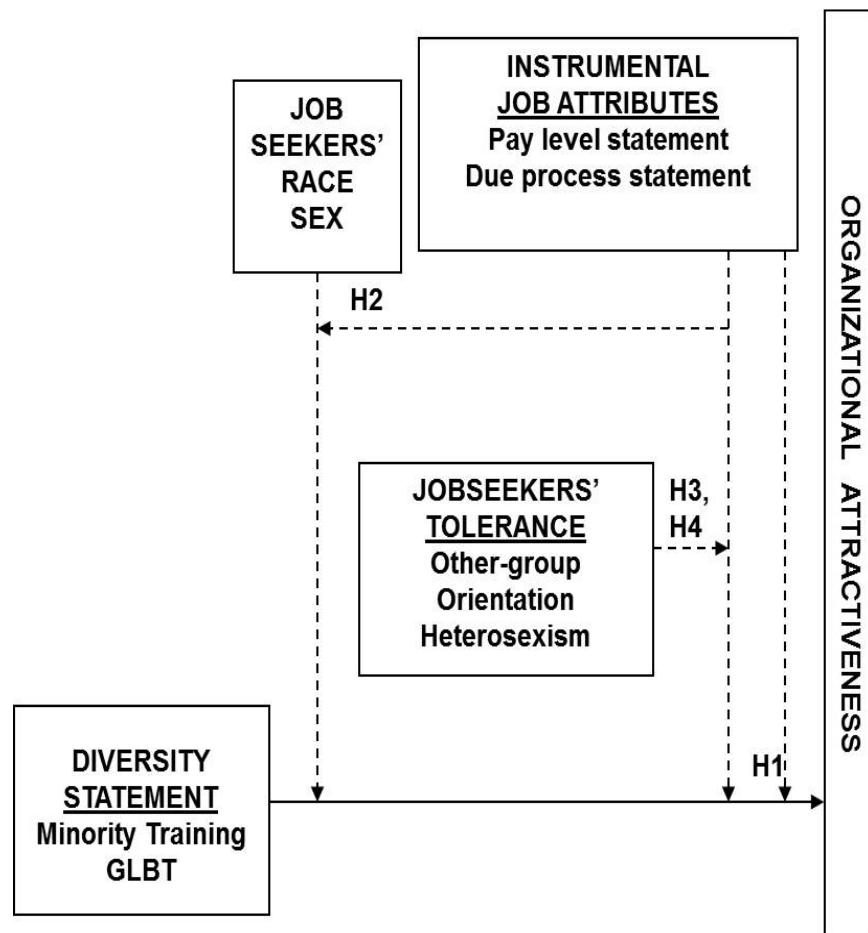


Figure 2.1 Graphical representation of a model of organizational attractiveness

### CHAPTER 3

#### RESEARCH METHODS

Two studies were conducted to examine the relationship between statements regarding climates of diversity, instrumental job attributes, and OA. The first study (Study 1) investigated GLBT diversity statements using a 4 (At-will, Due process, Comp compensation, Avg compensation)  $\times$  2 (GLBT-neutral, GLBT-supportive) factorial design to examine the usage of GLBT diversity statements. The second study (Study 2) investigating minority training programs was designed the same with a 4 (At-will, Due process, Comp compensation, Avg compensation)  $\times$  2 (EOE, minority training) between subjects factorial design. Two coding variables were created from the instrumental job attributes factor to minimize the effects between each of the four levels of instrumental job attributes. This resulted in two new factors, Pay and Due process, each containing 2 levels. Consequently, each study was investigated as two 2 $\times$ 2 factorial designs. Study 1 investigated GLBT diversity statements and due process using a 2 (GLBT-neutral, GLBT-supportive)  $\times$  2 (At-will, Due Process) factorial design, and investigated GLBT diversity statements and pay using a 2 (GLBT-neutral, GLBT-supportive)  $\times$  2 (Avg compensation, Comp compensation) factorial design. Study 2 investigated minority training statements and due process using a 2 (EOE, MinTrain)  $\times$  2 (At-will, Due process) factorial design, and investigated minority training statements and pay using a 2 (EOE, MinTrain)  $\times$  2 (Avg compensation, Comp compensation) factorial design.

Two hundred forty-two undergraduate students from a southern university were recruited participate in Study 1 as a requirement for their class, and two hundred fourteen different undergraduate students from the same southern university were recruited to participate in Study 2 as a requirement for class. College students are generally targeted by organizations

to recruit talent for their workforce (Powell & Goulet, 1996) making college student samples an appropriate proxy for job seekers.

Subjects with missing data related to the variables being investigated were removed. As a result 161 valid responses were used for Study 1 and 141 valid responses were used for Study 2. Because the variables Pay and Due process were examined independently, the number of valid responses for each analysis decreased based on the instrumental job attribute (pay or due process) under investigation. For Study 1 there were 82 valid responses ( $N=82$ ) when investigating pay, and respondents were 54% female with an average age of 24.41 years ( $SD=7.77$ ). Most were Hispanic (32%), followed by White (24%), Asian (20%), and Black (17%). When investigating due process, 79 valid responses were used ( $N=79$ ), and respondents were 38% female with an average age of 23.17 ( $SD=5.26$ ). Most were White (55%), followed by Hispanic (19%), Asian (14%), and Black (7%). For Study 2 there were 71 valid responses ( $N=71$ ) when investigating pay, and 29% were female with an average age of 23.65 years ( $SD=5.61$ ). Most were White (52%), followed by Hispanic (28%), Black (13%), and Asian (7%). When investigating due process 70 valid responses ( $N=70$ ) were used, and respondents were 36% female with an average age of 26.23 years ( $SD=9.05$ ). Most were White (42%), followed by Hispanic (28%), Black (14%), and Asian (14%).

The main analyses used for testing the hypotheses is multiple regression. ANOVA is only used to obtain supplemental information, and is not used as the main method of analysis. Most social science researchers consider a power level of .80 or above to be acceptable (Cohen, 1988). Assuming a sample size of 70 subjects and anticipating a large effect size using three predictor variables (Cohen & Cohen, 1983), power level was calculated to be .98 for performing linear multiple regression. This exceeded minimum requirements. For performing ANOVA including interactions using the same parameters, power level was calculated as .66. However, for the current studies ANOVA is only used to further explore significant results from the regression analyses. Furthermore, larger sample sizes are needed using ANOVA to yield

more power as compared to when using multiple regression because the  $F$  and  $t$  ratios for significance testing are based on differences between group means as measures of effect size (Cohen & Cohen, 1983).

### 3.1 Stimulus Materials

Twelve web-based recruitment advertisements were developed for a fictitious company, LEJ Management & Consulting, based upon those found on the websites of popular businesses. All advertisements were identical in name, but varied in descriptive paragraphs and images based on the condition presented to participants. The text was adapted from recurring text found from a number of Fortune 500 company recruitment websites and adapted from text used in prior studies on OA (e.g., Avery, 2003; Kim & Gelfand, 2003; Schwoerer & Rosen, 1989; Walker et al., 2007; Williams & Bauer, 1994). Additionally, all the websites contained the following introductory statement about the hypothetical organization: 'Welcome to LEJ's career page. If you're looking to build a great career, you've come to the right place. Whatever your career aspirations, LEJ offers all the challenge, opportunity, and growth you're looking for. We encourage our employees to realize their true potential. If you are serious about your career, take a serious look at LEJ Management & Consulting.' The rest of the web page included information about the company regarding its termination policies or pay, and diversity statements which varied based upon its manipulation used to test for interaction effects between diversity initiatives and instrumental job characteristics resulting in the following condition statements: (1) EOE  $\times$  Avg compensation, (2) EOE  $\times$  Comp compensation, (3) EOE  $\times$  At-will, (4) EOE  $\times$  Due process, (5) GLBT-supportive  $\times$  Avg compensation, (6) GLBT-supportive  $\times$  Comp compensation, (7) GLBT-supportive  $\times$  At will, (8) GLBT-supportive  $\times$  Due process, (9) Minority training statements (MinTrain)  $\times$  Avg comp, (10) MinTrain  $\times$  Comp compensation, (11) MinTrain  $\times$  At will, and (12) MinTrain  $\times$  Due process. Each study included the four EOE conditions as a control. Study 1 also included the four GLBT-supportive



conditions and Study 2 included the MinTrain conditions resulting in a total of 8 conditions for each study.

### 3.2 Procedure

The data for each study was collected in two phases using online surveys. Participants replied to a link sent to their email address after having signed up to be a part of the research study. Upon clicking on the link were redirected to an introductory web page where they were instructed to evaluate a fictitious recruitment Web site for a fictitious consulting firm partnered with the university. Prior research has used this method for similar research on OA (Kim & Gelfand, 2003; Goltz & Giannantonio, 1995). Participants created a unique identification number to proceed and were informed that their responses would remain anonymous. Only after submitting an identification number were the participants able to continue to the first phase of the study. They were then assigned to one of the eight experimental conditions by a random number generator. This function of the web survey redirected them to one of the eight fictitious web pages. After viewing the web page and clicking on the continue button, participants were asked to complete survey questions measuring their opinion about the website. At this phase their basic demographic information, strength of organizational attraction, work attitudes, and perceptions about the website and the company were measured. At the end of the survey, participants were told that they would receive another email within a week providing a link to a final survey that must also be completed. A week later, participants were emailed the link for the second phase of the study. Upon clicking on the link they were required to verify their unique identification number and then were redirected to an online questionnaire. During this phase participants were asked to provide more demographic information and were asked questions about their level of racial tolerance, religiosity, and heterosexism. An open-ended question asking if they had comments about the study was also included. All responses from both phases were collected in the database, downloaded in to an Excel spreadsheet, and formatted to be analyzed using SPSS software.

### 3.3 Measures

#### *3.3.1. Manipulation of the Independent Variables*

##### 3.3.1.1 Perceived Climate of Diversity

The EOE statement and GLBT-neutral statement condition included the following text: “LEJ Management & Consulting is an Equal Opportunity Employer.” This statement condition is referred to as the GLBT-neutral condition when results and discussion regarding GLBT diversity statements are presented. The GLBT-supportive statement condition included two photos, one of two men standing closely together, and one of two women standing closely together. These images were used because more companies are using polysemy to “covertly” market to minorities, thereby not affecting their mainstream dominant member (i.e., White, male, straight) market (Puntoni, VanHamme, & Visscher, 2011). This page also included the following statement:

“LEJ supports a rich community of diverse Employee Resource Groups that are initiated and chartered by employees, and sponsored by the Global Diversity Council. These employee-governed groups provide support and networking opportunities such as mentoring, working in the community, career development, and assisting in other activities that promote cultural awareness. Our organization has been listed on Diversity Inc. Magazine’s Top 10 list for having an environment supportive of lesbian, gay, bisexual and transgender employees.”

The MinTrain statement condition contained a photo of a group of employees varying in age, gender, and race with a Black woman standing prominently in front. It also contained the following text:

“Interested in internships for minority students? Hands-on work experience while you study? We offer you all those opportunities and more. And these programs aren’t just window dressing — our senior leaders model their personal commitment, from the executive board to the business units. We were the first to establish a partner-led office to recruit and train minorities for executive positions. We were also the first to host an international conference

dedicated solely to advancing minority leadership, and to host an annual gathering of US minority leaders to share ideas and concerns.”

The diversity statement conditions were dummy coded. EOE and GLBT-neutral were coded as 0 and MinTrain and GLBT-supportive were coded as 1.

### *3.3.2. Moderator Variables*

#### *3.3.2.1 Due process*

The due process policy condition included the following text: “In order to foster a culture of innovation and expression, LEJ is committed to the fair treatment to all employees and protection from arbitrary management action through the company grievance and appeals process. Using this process, employees can only be terminated for good cause. We have had no layoffs in the past 10 years.” The employment at-will policy condition included the following text: “LEJ operates in a competitive business environment that often requires difficult decisions. LEJ ascribes to the employment-at-will doctrine of the state of Texas. Employment can be terminated, with or without cause, and with or without notice, at any time, at either the employee's option or the company's option.”

#### *3.3.2.2 Pay*

The average compensation policy condition included the following text on the web page: “LEJ operates in a competitive business environment. We offer compensation that is comparable to the average compensation in the industry with a balanced benefit package.” The competitive compensation policy condition includes the following text: “LEJ operates in a competitive business environment. In order to attract quality employees we offer compensation that is highly competitive and well above industry averages with a generous and balanced benefit package. In many instances LEJ will match any competing salary offer to keep great employees.”

The instrumental job attribute statement conditions Due process and Pay were dummy coded. Avg compensation and At-will were coded as 0 and Comp compensation and Due process were coded as 1.

#### 3.3.2.3 Other-group orientation

Racial tolerance was measured using a six item 4-point Likert scale with a prior coefficient  $\alpha=.74$  adapted from Phinney (1992). The coefficient  $\alpha=.82$  for the current study. This scale assesses the respondents' level of comfort being around others who differ from them in race or ethnicity. Sample items include "I like meeting and getting to know people from ethnic groups other than my own" and "I sometimes feel it would be better if different ethnic groups didn't try to mix together."

#### 3.3.2.4 Heterosexism

Heterosexism was measured using a ten item 5-point Likert scale that measures the attitudes towards gays and lesbians with a prior coefficient  $\alpha=.90$  (Herek, 1994). For the current study  $\alpha=.93$ . Sample items include "Sex between two women is not natural" and "Male homosexuality goes against human nature."

#### 3.3.2.5 Race

Participants' race was measured in both phases of the survey. In the first phase, participants were simply asked to select their ethnicity based on methods used in most management research including identifiers such as "Black/ African- American", "White", and "American Indian and Alaskan Native". The second phase of the survey measured participants' racioethnicity using the Multi-group Ethnic Identity Measure with a prior coefficient  $\alpha=.90$  adapted from Phinney (1992) which includes similar identifiers but also measures the strength of ethnic identity. This second measure was included to address questions for future studies.

### 3.3.3. *Dependent Variables*

#### 3.3.3.1 Organizational Attractiveness (OA)

The dependent variable OA was measured using a five item, 5-point Likert scale adapted from the Attraction, Image and Compatibility (AIC) Scale with a prior coefficient  $\alpha=.90$  (Perkins et al., 2000). The AIC consists of three subscales. Participants are asked questions that assessed their perceived image of the company, their perceived level of compatibility with the company, and their level of attraction to the company. The subscale measuring attraction was used for the current study and yielded a coefficient  $\alpha=.90$  for Study 1 and  $\alpha=.89$  for Study 2. Sample items include “I would request additional information regarding the possibility of employment with this company” and “I think this organization is attractive.”

#### 3.3.3.2 Job Pursuit Intentions (JPI)

The dependent variable, JPI was measured using a six item, 7-point Likert scale with a prior coefficient  $\alpha=.91$  (Aiman- Smith et al., 2001). Participants are asked questions that assessed their possible future actions to pursue employment with the organization. The JPI scale yielded a coefficient  $\alpha=.96$  for Study 1 and  $\alpha=.93$  for Study 2. Sample items include “I would attempt to gain an interview with this company” and “If this company was at a job fair I would seek out their booth.”

### 3.3.4. *Control Variables*

#### 3.3.4.1 Religiosity

Religiosity is a predictor of attitudes toward sexual minorities (Strauss & Sawyerr, 2009). Religiosity is measured using Altemeyer and Hunsberger's (1992) 20-item religious fundamentalism scale (prior coefficient  $\alpha=.92$ ). Responses were rated on an 8-point scale ranging from  $-4$  (*very strongly disagree*) to  $+4$  (*very strongly agree*). For the current study the scale yielded a coefficient  $\alpha=.93$  for Study 1. Sample items include “God will punish most severely those who abandon his true religion” and “There *is* a religion on this earth that teaches, without error, God's truth.”

#### 3.3.4.2 Sexual Orientation

Sexual orientation is measured using two items adapted from the Klein Sexual Orientation Grid (KSOG) (Klein, Sepekoff, & Wolf, 1985). The KSOG assesses seven dimensions including sexual attraction, sexual behavior, sexual fantasies, emotional preference, social preference, self-identification and heterosexual/homosexual life-style. Weinrich et al. (1993), using factor analysis, found that all seven dimensions of the KSOG measured the same construct. Similar to what prior researchers have done, I limited the number of dimensions measured to the first two (sexual attraction and sexual behavior) for practical purposes (Sell, 1997). Two items listed as “sexual attraction” and “sexual behavior” were measured using a 7-point Likert scale (“0- other sex only” to “6 – same sex only”). The scale yielded a coefficient  $\alpha=.86$  for Study 1.

## CHAPTER 4

### RESULTS

#### 4.1 Measurement Properties

This section presents the interpretation of the results of the hypotheses and a discussion of the major findings of this dissertation. All of the measures used are validated, have been used in prior studies, and demonstrated sound psychometric properties. Descriptive statistics, internal reliability, and correlations are presented for each study in tables 4.1, 4.2, 4.3, and 4.4, respectively.

Table 4.1 Study 1- Means, Standard Deviations, and intercorrelations for OA and JPI and Predictor Variables (GLBT Statements and Statements Regarding Pay)

Variable	M	SD	1	2	3	4	5
1. Sexual orientation	0.65	1.67	(.86)				
2. GLBT	0.48	0.50	-.08				
3. Pay	0.50	0.50	.03	.07			
4. Heterosexism	2.66	1.05	-.21	-.06	.13	(.93)	
5. OA	3.48	0.85	-.13	-.06	-.10	-.09	(.90)
6. JPI	4.80	1.5	-.17	-.02	.00	-.05	.87* (.96)

N=82; \*p<.01. Coefficient alphas are reported on the diagonal. The variables GLBT and Pay are dummy variables. For the GLBT variable, GLBT-neutral= 0 and GLBT-supportive= 1. For the Pay variable, Avg compensation= 0 and Comp compensation= 1.

Table 4.2 Study 1 - Means, Standard Deviations, and intercorrelations for OA and JPI and Predictor Variables (GLBT Statements and Due process Statements)

Variable	M	SD	1	2	3	4	5
1. Sexual orientation	0.23	0.77	(.86)				
2. GLBT	0.43	0.50	-.02				
3. Due process	0.51	0.50	.08	.09			
4. Heterosexism	2.76	1.03	-.23*	.16	-.03	(.93)	
5. OA	3.44	0.94	-.02	-.14	.18	-.18	(.90)
6. JPI	4.86	1.62	-.02	-.25*	.12	-.21	.88** (.96)

N=79; \*p<.05. \*\*p<.01. Coefficient alphas are reported on the diagonal. The variables GLBT and Due process are dummy variables. For the GLBT variable, GLBT-neutral= 0 and GLBT-supportive= 1. For the Due process variable, At-will= 0 and Due process= 1.

Table 4.3 Study 2- Means, Standard Deviations, and intercorrelations for OA and JPI and Predictor Variables (Minority Training Statements and Statements Regarding Pay)

Variable	M	SD	1	2	3	4	5	6
1. MinTrain	0.56	0.50						
2. Pay	0.48	0.50	.22					
3. Sex	0.31	0.47	.22	-.03				
4. Race	0.56	0.50	.20	-.07	.28*			
5. OGO	3.24	0.50	.06	.09	.08	.19	(.82)	
6. OA	3.31	0.79	-.07	-.03	.20	.23	.15	(.89)
7. JPI	4.65	1.40	-.09	-.01	-.01	.19	.21	.78** (.93)

N=71; \*p<.05. \*\*p<.01. Coefficient alphas are reported on the diagonal. The variables MinTrain, Pay, Sex, and Race are dummy variables. For the MinTrain variable, EOE= 0 and MinTrain=1. For the Pay variable, Avg compensation= 0 and Comp compensation= 1. For the Sex variable, male= 0 and female = 1. For the Race variable, White=0 and non-White= 1.



Table 4.4 Study 2- Means, Standard Deviations, and intercorrelations for OA and JPI and Predictor Variables (Minority Training and Due process Statements)

Variable	M	SD	1	2	3	4	5	6	7
1. MinTrain	0.53	0.50							
2. Due process	0.51	0.50	.06						
3. Sex	0.33	0.47	-.01	.07					
4. Race	0.51	0.50	-.00	.14	-.05				
5. OGO	3.17	0.54	.04	-.05	.07	.21	(.82)		
6. OA	3.44	0.87	.11	.19	.14	.27*	.05	(.89)	
7. JPI	4.74	1.39	.14	.22	.04	.26*	.02	.88**	(.93)

N=70; \*p<.05. \*\*p<.01. Coefficient alphas are reported on the diagonal. The variables MinTrain, Due process, Sex, and Race are dummy variables. For the MinTrain variable, EOE= 0 and MinTrain=1. For the Due process variable, At-will= 0 and Due process= 1. For the sex variable male=0 and female= 1. For the Race variable, White=0 and non-White=1.

Two scales were used to measure the dependent variable organizational attractiveness (OA) and job pursuit intentions (JPI) for each study as separate constructs (Aiman-Smith et al., 2001). The moderator variables heterosexism and other-group orientation (OGO) were measured using previously used validated scales. The control variable sexual orientation was measured using a validated scale used in prior studies. Using Cronbach's alpha, a test of inter-item correlation and scale reliability was performed on all the scales used for both studies independently. For the first study investigating the effect of GLBT diversity recruitment statements and perceived instrumental job attributes on OA and JPI, the Cronbach's alpha reliabilities for the scales measuring OA, JPI, sexual orientation, and heterosexism yielded alpha levels of .90, .96, .86, and .93, respectively. The second study investigated the effect of recruitment statements promoting minority training programs and instrumental job attributes on OA and JPI. The alpha levels for OA, JPI, and OGO were .89, .93, and .82, respectively.

Because the studies focused on the interaction effect of perceived pay and perceived job security independently, two coding variables were created from the independent variable for instrumental job attributes. The first (pay) used dummy coding to compare average compensation and competitive compensation while simultaneously minimizing the impact of due

process statements (due process) and employment-at-will (at-will). The second variable used dummy coding to compare due process and at-will. This was done to minimize the effects between each of the four levels of instrumental job attributes on OA and JPI. The variable pay was dummy coded as 0 and 1 (average compensation and competitive compensation), and the due process variable was dummy coded as 0 and 1 (at-will and due process). This coding strategy addresses differences between a) firms that offer average compensation and competitive compensation, and b) firms that offer due process and at-will policies. The diversity condition variables were coded as 0 and 1 to represent the absence of diversity statements or the presence of diversity statements for each study.

Similar to Avery (2003), I performed an analysis of covariance (ANCOVA) to determine if job-seeking status exhibited any statistically significant effect on the dependent variable OA or JPI. Responses for job-seeking status were dummy coded (0 and 1 as job seeking and not seeking, respectively) and entered as a categorical variable. There were no significant effects for job-seeking status on the dependent variables indicating that active and inactive job seekers responded similarly. A simple regression was also performed to determine if sexual orientation or religious fundamentalism exhibited any statistically significant effect on OA or JPI. There were no significant effects for either, therefore, both variables were omitted from the analysis for the first study.

#### 4.2 Manipulation Checks

Statements were included at the end of the surveys to evaluate the effectiveness of the ad diversity manipulations and instrumental job attribute manipulations presented. The first study examined the effect of GLBT diversity recruitment statements on OA. For the first study, respondents' level of agreement with the statement "This company values gay and lesbian employees" was used to assess the effectiveness of the ad diversity manipulations concerning a GLBT diversity recruitment statements. The second study examined the effect of diversity statements supporting training for minorities and women. For the second study, respondents'

level of agreement with the four following statements was used to assess the effectiveness of ad diversity manipulations concerning training for women and minorities: (1) “This company values employee diversity”, (2) “This company values female employees”, (3) “This company believes in training racial minority employees to become leaders”, and (4) “This company believes in training women employees to become leaders.” For both studies, respondents’ level of agreement with the statement, “This company pays better than others” assessed the manipulation of statements regarding pay (average compensation versus competitive compensation), and the statement “I can be terminated from this company easily” assessed the manipulation of statements regarding job security (at-will versus due process).

A one-way analysis of variance (ANOVA) was conducted for all the manipulation check questions to determine if the diversity conditions and job attribute conditions significantly differed. Results indicated that the effect of the GLBT diversity statement condition was statistically significant,  $F(1,163) = 21.76, p < .01$ , illustrating that participants distinguished a significant difference between the GLBT-neutral condition ( $M = 4.51$ ) and the GLBT-supportive condition ( $M = 5.67$ ).

The population variance for responses to the first manipulation check question concerning minority training was unequal, resulting in a violation of assumption for performing ANOVA as a method of analysis. To resolve the violation of assumptions for equal variance, the first manipulation check question concerning minority training was subjected to Welch’s test resulting in a significant difference between the diversity conditions,  $F(1, 119.61) = 11.95, p < .01$ . Additionally, the effect of the minority training diversity ad conditions on the remaining manipulation check questions 2, 3, and 4 indicated a statistically significant difference between the minority training statement conditions ( $F(1, 140) = 35.42, p < .000$ ,  $F(1, 140) = 41.63, p < .000$ , and  $F(1, 140) = 44.70, p < .000$ , respectively).

The job attribute statement concerning perceived pay was also statistically significant,  $F(1,80) = 13.51, p < .01$ . These results indicate that participants distinguished a significant

difference between the average compensation ( $M = 3.41$ ), and competitive compensation ( $M = 4.51$ ) ad conditions. The job attribute statements concerning perceived due process significantly differed from one another with participants assigned to the due process statement conditions ( $M = 2.14$ ) having lower agreement than those in the at-will statement condition ( $M = 4.95$ ) with the perception that they can be terminated easily by the fictitious employer. Due to a violation of the assumption for equal variance, a Welch's test of robust equality of means was conducted resulting in a significant difference between the pay conditions,  $F(1, 77.81) = 51.34, p < .01$ .

#### 4.3 Study 1

The first study tested the effect of GLBT diversity statements and instrumental job attributes on OA and JPI. Hypotheses 1a, 1b, 3a, and 3b examined the relationships. The hypotheses were examined using hierarchical moderated multiple regression (MMR). For hypotheses 1a the diversity statement variable and pay statement variable was entered in Step 1. The two-way interaction term was entered in Step 2. Hypothesis 1a tested the interaction effect of statements regarding pay and GLBT diversity statements on OA and JPI and was not supported.

For hypothesis 1b the diversity statement variable and Due process statement variable was entered in Step 1. The two-way interaction term was entered in Step 2. Hypothesis 1b tested the interaction effect of Due process statements and GLBT diversity statements on OA and JPI. Results indicate that the GLBT  $\times$  Due process interaction effect on OA was statistically significant ( $\beta = -.87, p < .05$ ), indicating that the strength of OA is affected by both due process statements and GLBT diversity statements (see Table 4.5). Hence, hypothesis 1b was supported. To obtain a comparison of the means, a two-way ANOVA was performed and graphing the interaction allowed further analysis of the source of this effect (see Figure 4.1).

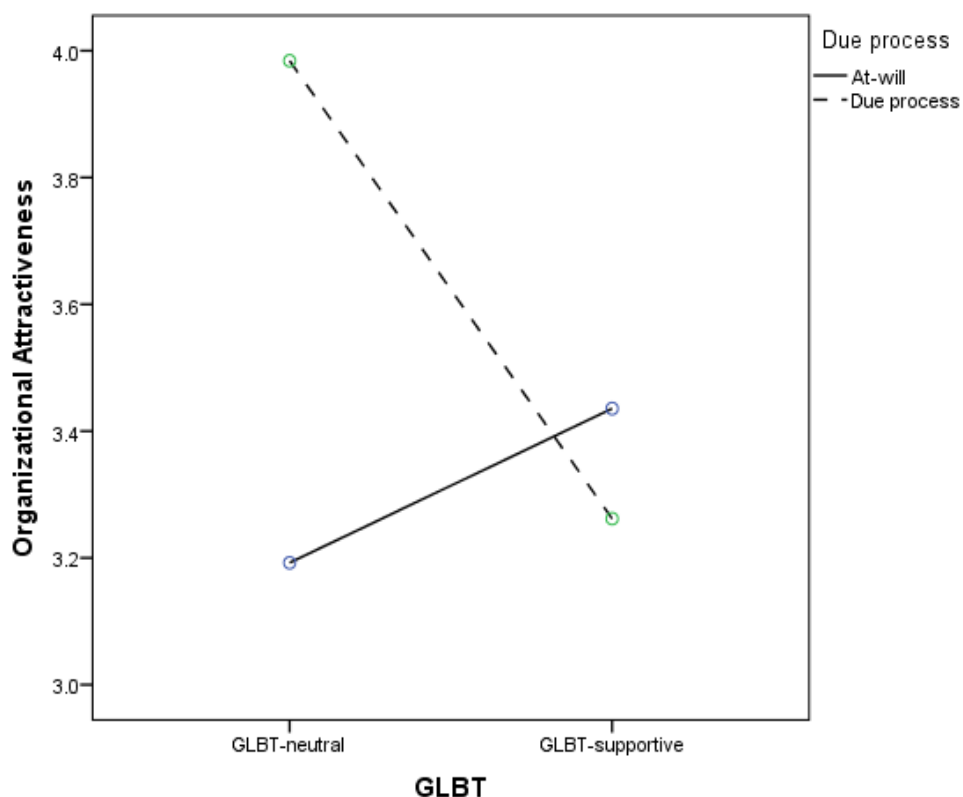


Figure 4.1 Graphical Representation of GLBT Diversity Statements × Due Process Statements Interaction Effect on Organizational Attractiveness

The graphing of the GLBT × Due process interaction appears to indicate an interaction between due process statements and GLBT diversity statements although not in the pattern predicted,  $F(3, 79)=3.41$ ,  $p<.05$ . Interestingly, the means (see Table 4.6) indicated that firms that present at-will statements and GLBT-supportive statements ( $M= 3.44$ ) are rated by participants as more attractive than firms that promote at-will and GLBT-neutral statements ( $M=3.19$ ). Recruitment ads that included GLBT-supportive statements were rated less attractive when due process statements were also promoted ( $M=3.26$ ) versus when at-will employment statements were promoted ( $M=3.44$ ). Overall, the presence of GLBT-support weakened the positive relationship between fair procedures concerning employment policies and OA. The interaction effect of due process statements and GLBT diversity statements on JPI was not significant. However, there was a main effect for the GLBT diversity statement ( $\beta=$

-.25,  $p < .05$ ). The negative sign indicates that job pursuit intentions are lower for firms that promote GLBT diversity supportive climates versus firms that do not.

Table 4.5 The effect of GLBT diversity statements and Due process Statements on Organizational Attractiveness

	Main Effects	Interaction
Variable	Step 1 $\beta$	Step 2 $\beta$
GLBT statement	-.14	.64
Due process statement	.20	.42**
GLBT $\times$ Due process		-.87*
$\Delta R^2$	.05	.06*
$R^2$	.05	.12
Full model $F$	2.18	3.41*
$df$	80	79

N=82; \* $p < .05$ ; \*\* $p < .01$ . The variables GLBT and Due process are dummy variables. GLBT-neutral and At-will are coded as 0 and GLBT-supportive and Due process are coded as 1.

Table 4.6 Means, standard deviations, and N for Organizational Attractiveness as a Function of GLBT Diversity Statements and Due Process Statements

	No GLBT			GLBT			Total		
Pay	N	M	SD	N	M	SD	N	M	SD
At will	26	3.19	1.07	15	3.44	0.98	41	3.28	1.03
Due process	21	3.98	0.62	21	3.26	0.89	42	3.62	0.84
Total	47	3.55	0.971	36	3.33	0.92	83	3.45	0.95

Hypotheses 3a and 3b examined three-way interactions. For hypothesis 3a the GLBT diversity variable, Due process variable, and heterosexism variable were entered in Step 1. The composite two-way interactions between the variables were entered in Step 2. Finally, the single three-way interaction was entered in Step 3. Hypothesis 3a, proposing that heterosexism would moderate the effect of due process statements on the relationship between GLBT diversity statements and the level of OA or JPI, was not supported. However, when OA was the

dependent variable the two-way interaction between GLBT diversity statements and due process statements was significant ( $\beta = -1.04$ ,  $p < .01$ ) just as it was for hypothesis 1b. When JPI was the dependent variable, the GLBT  $\times$  heterosexism ( $\beta = -.71$ ,  $p < .05$ ) and Due process  $\times$  heterosexism ( $\beta = 1.06$ ,  $p < .05$ ) two-way interactions were found to be significant (see Table 4.7).

Table 4.7 The GLBT  $\times$  Heterosexism and Due process  $\times$  Heterosexism two-way interaction effects on Job Pursuit Intentions

	Main effects	Interaction
Variables	Step 1 $\beta$	Step 2 $\beta$
GLBT statement	-.22	.94*
Due Process statement	.15	-.38
Heterosexism	-.18	-.77*
GLBT $\times$ Due Process		-.62
GLBT $\times$ Heterosexism		-.71*
Due Process $\times$ Heterosexism		1.06*
$\Delta R^2$	.11*	.11*
$R^2$	.11	.22
Full model $F$	3.19*	3.55**
$df$	78	75

N= 82; \* $p < .05$ ; \*\* $p < .01$ . The variables GLBT and Due process are dummy variables. GLBT-neutral and At-will are coded as 0 and GLBT-supportive and Due process are coded as 1.

To better understand the nature of the interaction coefficients, a two-way ANOVA was performed. The heterosexism variable was dichotomized as low-rated heterosexism and high-rated heterosexism in order to compare the means of the interaction terms based on the level of heterosexism. A dummy code variable was created (1 as low-rated heterosexism and 2 as high-rated heterosexism) and entered as a factor in the analysis along with the Due process and GLBT statement variables. Results indicated a significant interaction effect for the GLBT  $\times$  heterosexism interaction,  $F(1, 74) = 4.03$ ,  $p < .05$ , and the Due process  $\times$  heterosexism interaction,  $F(1, 74) = 5.36$ ,  $p < .05$ . The interaction between GLBT statements and heterosexism

on JPI was graphed to further investigate the nature of its effect on JPI (see Figure 4.2). As expected, the graph of the relationship indicates that high-rated heterosexual subjects exhibit

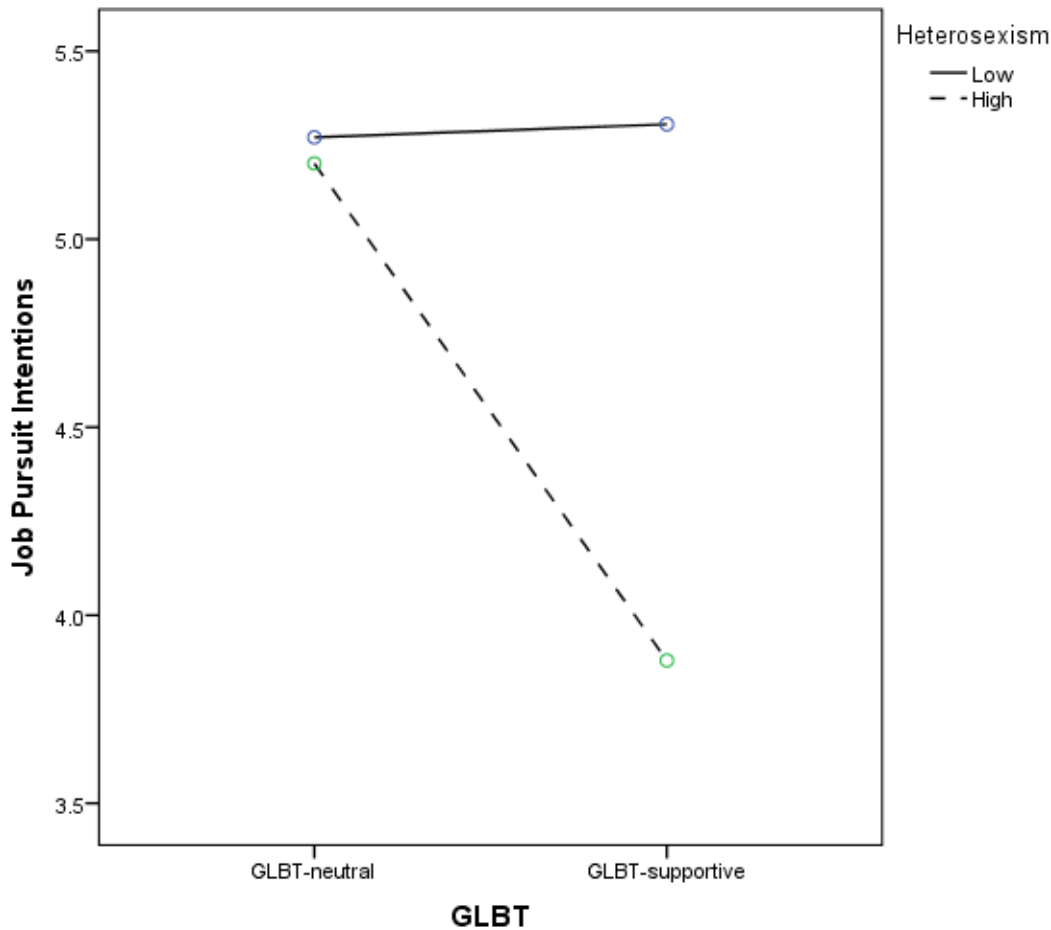


Figure 4.2 Graphical Representation of GLBT Diversity Statements x Heterosexism Interaction Effect on Job Pursuit Intentions

stronger intentions to pursue a job with firms that do not promote GLBT climates (M= 5.08) versus firms that do (M= 3.93). Furthermore, low-rated heterosexual subjects have stronger job pursuit intentions towards GLBT- supportive climates (M=5.21) than do high heterosexual subjects (M=3.93). A graph of the two - way interaction between due process and heterosexism on JPI (see Figure 4.3) demonstrated that low-rated heterosexuals in the at-will condition had higher levels of JPI (M= 5.36) than high-rated heterosexuals in the at-will condition (M=4.00),



low-rated heterosexuals in the due process condition ( $M=5.14$ ), and high-rated heterosexuals in the due process condition ( $M=5.01$ ).

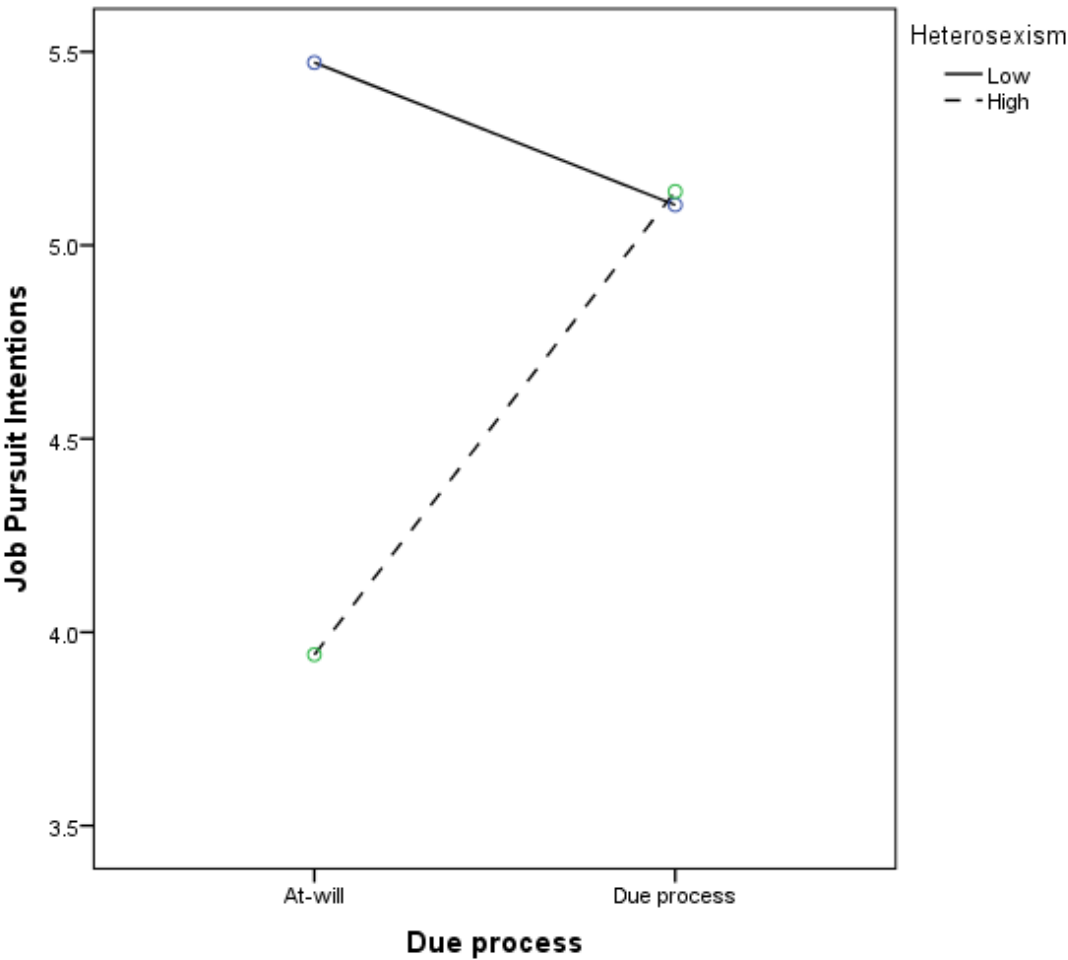


Figure 4.3 Graphical Representation of Due Process Statements  $\times$  Heterosexism Interaction Effect on Job Pursuit Intentions

For hypothesis 3b the diversity variable, pay variable, and heterosexism variable was entered in Step 1. The composite two-way interactions between the variables were entered in Step 2. Finally, the single three-way interaction was entered in Step 3. Hypothesis 3b, proposing that heterosexism will moderate the effect of statements regarding pay on the relationship between GLBT diversity recruitment statements and the level of OA was not supported.

Some attitudes towards sexual minorities may differ based on individuals' race (Lewis, 2003). To investigate any differences by race or gender, the same analyses conducted for hypotheses 3a and 3b were performed after splitting the dataset by each variable and comparing the results for each. None of the three-way interactions were significant. However, results indicated that the two-way GLBT × Due process interaction effect on JPI for the Asian race variable was significant,  $\beta = -1.90$ ,  $p < .01$  (see Table 4.8). To further investigate this

Table 4.8 The GLBT × Due process two-way interaction effect on Job Pursuit Intentions Split by Race for Asians

	Main effects	Interaction
Variables	Step 1 $\beta$	Step 2 $\beta$
GLBT statement	-.40	2.46*
Due process statement	-.12	1.51**
Heterosexism	.55	1.56**
GLBT × Due process		-1.90**
GLBT × Heterosexism		-1.17
Due process × Heterosexism		-2.00*
$\Delta R^2$	.31	.62**
$R^2$	.31	.92
Full model $F$	1.32	12.64
$Df$	9	6

N= 12; \* $p < .05$ ; \*\* $p < .01$ . The variables GLBT and Due process are dummy variables. GLBT-neutral and At-will are coded as 0 and GLBT-supportive and Due process are coded as 1.

relationship the interaction was graphed (see Figure 4.4) indicating that Asians had stronger JPI towards firms that supported sexual minorities and were at will employers ( $M=6.33$ ) versus firms that supported sexual minorities and were due process employers ( $M=3.00$ ) or firms that did not promote GLBT-supportive statements and were at will employers ( $M=4.63$ ). Firms that did not provide GLBT-supportive statements and were due process employers ( $M= 6.63$ ) yielded the strongest JPI from Asians.

Results also indicated that the two-way GLBT x heterosexism interaction effect on JPI for men was significant,  $\beta = -1.16$ ,  $p < .05$  (see Table 4.9) whereas there were no significant findings for women. To further investigate this relationship the interaction was graphed (see Figure 4.5) indicating that high-rated heterosexist men had weaker JPI ( $M = 3.58$ ) towards firms that supported sexual minorities than low-rated heterosexist men ( $M = 5.03$ ). Furthermore, high-rated heterosexist men had higher JPI towards firms that did not present GLBT-supportive statements ( $M = 5.39$ ) versus firms that did present GLBT-supportive statements ( $M = 3.58$ ).

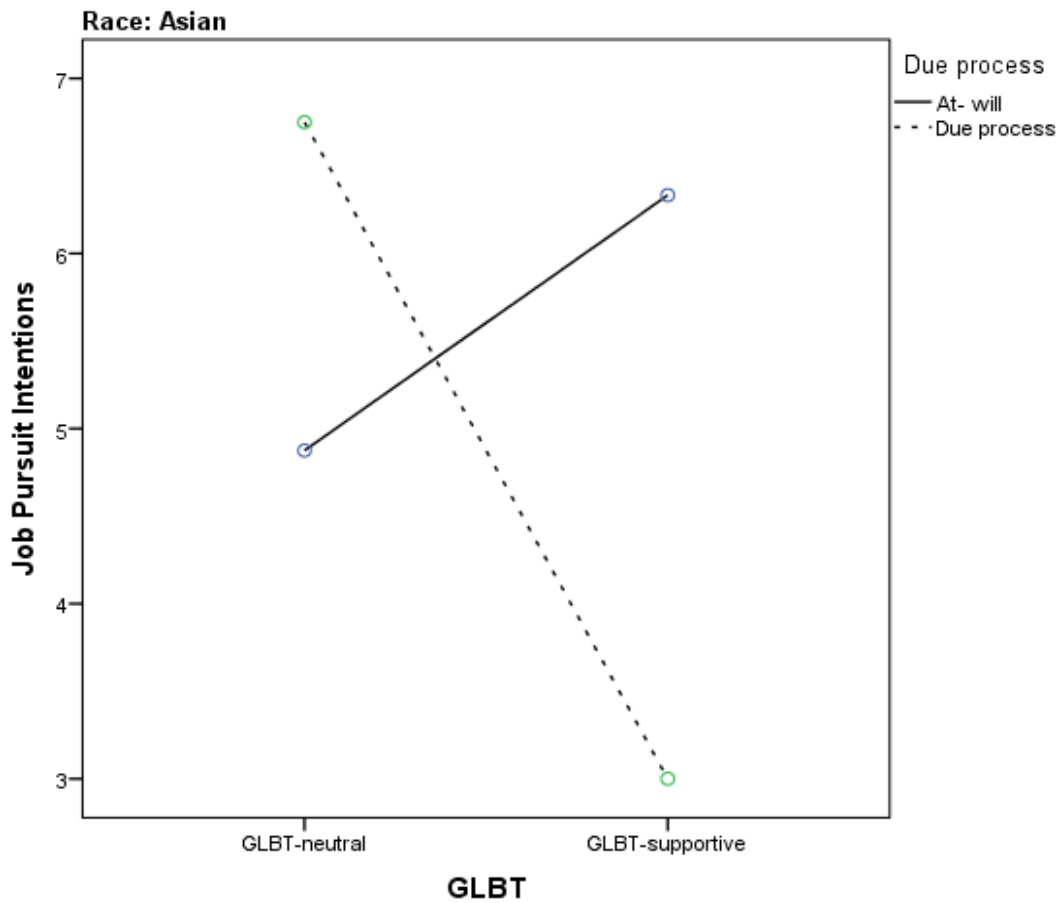


Figure 4.4 Graphical Representation of GLBT Diversity Statements x Due process Statements Interaction Effect on Job Pursuit Intentions for Asian Subjects

Table 4.9 The GLBT × Heterosexism two-way interaction effect on Job Pursuit Intentions Split by Sex for Males

Variables	Main effects	Interaction
	Step 1 $\beta$	Step 2 $\beta$
GLBT statement	-.40**	1.20
Due process statement	.16	-.73
Heterosexism	-.14	-.81
GLBT × Due process		-.58
GLBT × Heterosexism		-1.16*
Due process × Heterosexism		1.32
$\Delta R^2$	.20*	.09
$R^2$	.20	.28
Full model $F$	3.75*	2.82*
$df$	46	43

N= 49; \* $p < .05$ ; \*\* $p < .01$ . The variables GLBT and Due process are dummy variables. GLBT-neutral and At-will are coded as 0 and GLBT-supportive and Due process are coded as 1.

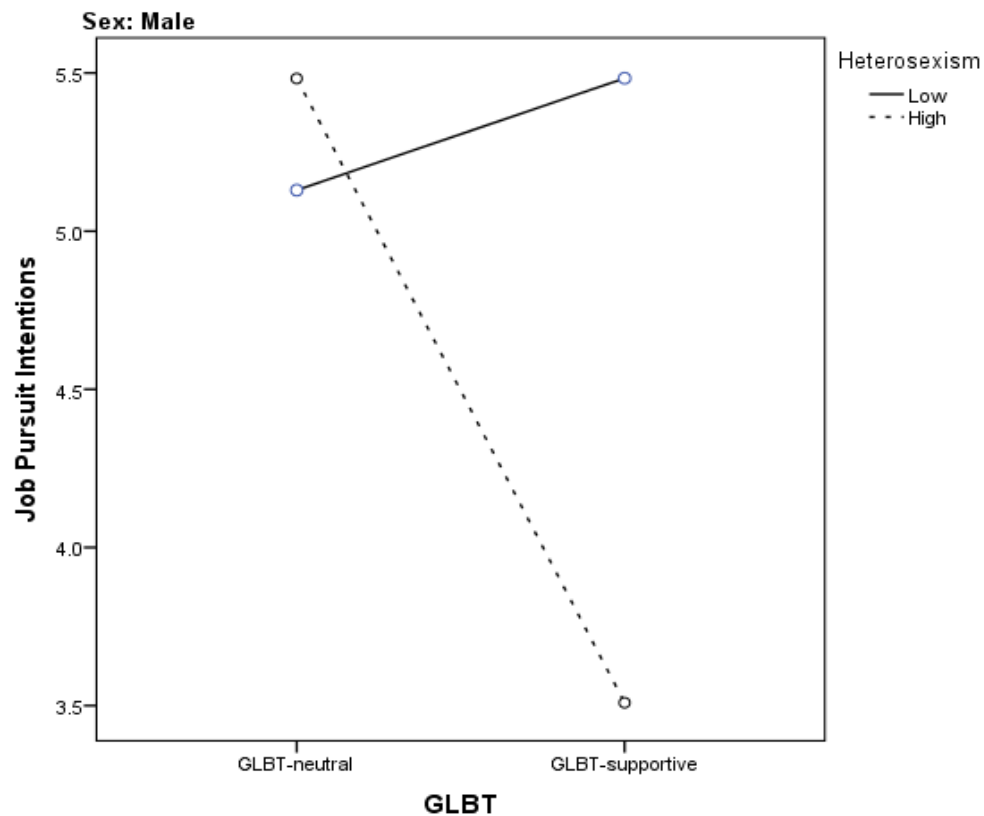


Figure 4.5 Graphical Representation of GLBT Diversity Statements × Heterosexism Interaction Effect on Job Pursuit Intentions for Male Subjects

#### 4.4 Study 2

The second study tested the effects of statements regarding minority training programs and instrumental job attributes on OA and JPI. Hypotheses 2a, 2b, 2c, 2d, 4a, and 4b examined the relationships. The hypotheses were examined using MMR. Only six subjects identified themselves as “American Indian” (N=2) and “Other” (N=4) in stark contrast to the sample size of the other race variables. To minimize the violation of assumptions for equal variance (due to unequal sample sizes) these cases were omitted from the analysis. The race variables White (N=65), Black (N=23), Asian (N=17), and Hispanic (N=30) remained. A one-way ANOVA indicated a significant difference between the remaining race variables relating to OA,  $F(3, 97.51) = 4.20, p < .01$ , and JPI  $F(3, 131) = 3.43, p < .05$ . Further, post hoc analysis revealed that the only significant difference was between Whites ( $M = 3.15$ ) and Blacks ( $3.71$ ) for JPI ( $p < .05$ ) (see Table 4.10 for the means) and only approached significance for OA ( $p = .057$ ). There were no significant differences between the non-White race variables. The race variable was dummy coded as 0 for White and 1 for non-Whites before being entered in the regression analysis to investigate hypotheses 2a and 2b. The sex variable was dummy coded as 0 for male and 1 for female before being entered in the regression analysis to investigate hypotheses 2c and 2d.

Table 4.10 Means, standard deviations, and N for Job Pursuit Intentions as a Function of Race

Race	N	Mean	SD
White	65	3.15	0.91
Asian	17	3.59	0.57
Black	23	3.71	0.86
Hispanic	30	3.52	0.70
Total	135	3.39	0.85

For hypothesis 2a the diversity variable, pay variable, and race variable were entered in Step 1. The two-way interactions between the variables were entered in Step 2. In Step 3, the three-way interaction was entered. Hypothesis 2a examined if statements regarding pay would

moderate the effect that a job seeker's race has on the relationship between minority training diversity statements and the level of OA or JPI. Hypothesis 2a was not supported. However, when OA was the dependent variable the pay  $\times$  race ( $\beta = -.609$ ,  $p < .01$ ) two-way interaction was found to be significant (see Table 4.11). A two-way ANOVA was performed to better understand the nature of the pay  $\times$  race interaction and to compare the means of the levels of interactions. Results indicated a significant interaction effect,  $F(1, 60) = 5.20$ ,  $p < .05$ . The interaction between pay and race was graphed to further investigate the nature of its effect on OA (see Figure 4.6). The graph of the relationship indicates that non-Whites ( $M = 3.70$ ) are more attracted than Whites ( $M = 2.80$ ) to firms that promote average compensation. Interestingly, non-Whites are less attracted to competitive compensation ( $M = 3.23$ ) than average compensation ( $M = 3.70$ ), whereas Whites are more attracted to competitive compensation ( $M = 3.39$ ) than average compensation ( $M = 2.80$ ).

Table 4.11 The Pay  $\times$  Race two-way interaction effect on the Organizational Attractiveness of Minority Training Recruitment Statements

Variables	Main effects	Interaction
	Step 1 $\beta$	Step 2 $\beta$
MinTrain statement	-.13	-.15
Pay statement	.01	.38
Race	.26*	.60**
MinTrain $\times$ Pay		.04
MinTrain $\times$ Race		.01
Pay $\times$ Race		-.61**
$\Delta R^2$	.07	.12*
$R^2$	.07	.19
Full model $F$	1.66	2.44*
$df$	67	64

$N = 82$ ; \* $p < .05$ ; \*\* $p < .01$ . The variables MinTrain and Pay are dummy variables. EOE and Avg compensation are coded as 0 and MinTrain and Comp compensation are coded as 1.

To further investigate the differences between race variables depicted in hypotheses 2a, the data was split by diversity climate and race using SPSS. To compare the means for each race variable by each diversity statement condition, one-way ANOVAs were performed independently entering pay or due process as a factor and OA or JPI as dependent variables.

As expected, there were no significant differences between all the race variables. However, a closer examination of the means for each race variable based on this grouping demonstrate that irrespective of the type of diversity climate statement, non-Whites were more attracted to the average compensation condition and had stronger JPI towards the average compensation condition, although not significantly different.

For hypothesis 2b the diversity variable, due process variable, and race variable was entered in Step 1. The two-way interactions between the variables were entered in Step 2. In Step 3, the three-way interaction was entered. Hypothesis 2b examined if due process would moderate the effect that a job seeker's race has on the relationship between a firm's diversity statement on minority training and the level of OA or JPI. Hypothesis 2b was not supported. However, when JPI was the dependent variable, there was a significant main effect for race ( $\beta = .24, p < .05$ ), demonstrating that non-Whites had higher job pursuit intentions than Whites.

For hypothesis 2c the diversity variable, pay variable, and sex variable was entered in Step 1. The two-way interactions between the variables were entered in Step 2. In Step 3, the three-way interaction was entered. Hypothesis 2c examined if recruitment statements regarding pay would moderate the effect that a job seeker's sex has on the relationship between minority training diversity statements and the level of OA or JPI. To examine hypothesis 2d, the same method used to test hypothesis 2c was performed substituting the due process variable for the pay variable. Hypothesis 2d examined if due process statements would moderate the effect that a job seeker's sex has on the relationship between minority training diversity statements and the strength of OA or JPI. Neither hypothesis was supported. The three-way interaction effect between the variables diversity statement, pay, and sex on JPI or OA was not significant. The three-way interaction effect between the diversity statement variables, due process, and sex for JPI or OA was also not significant.

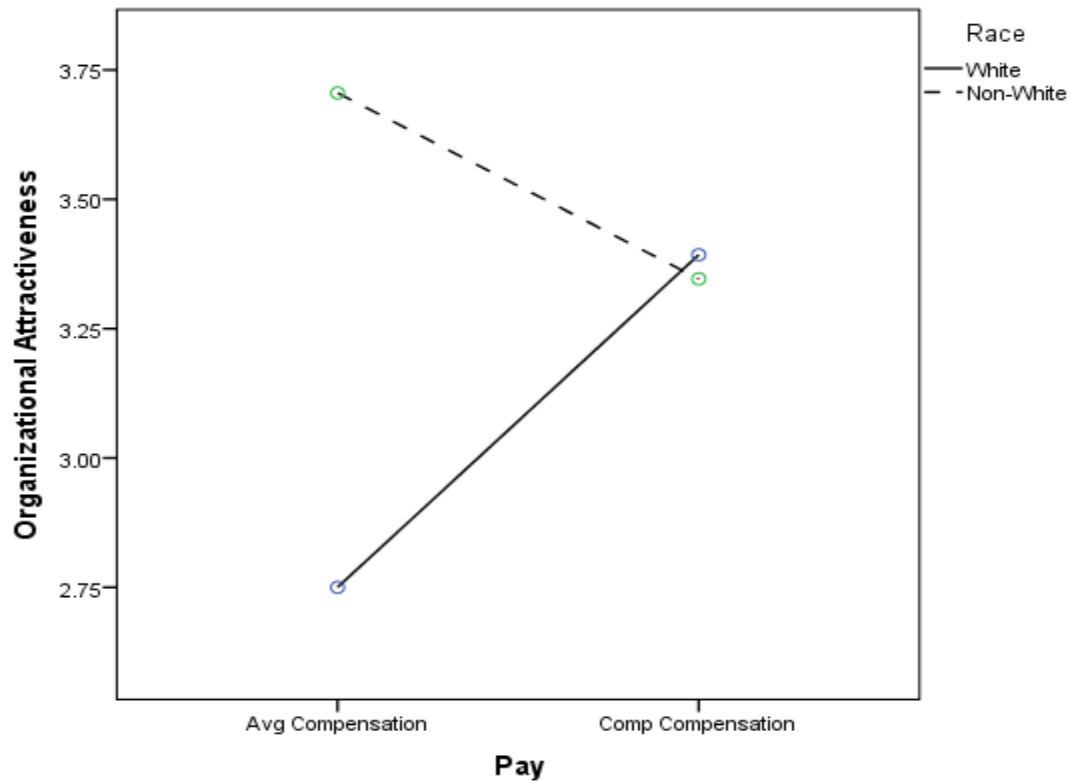


Figure 4.6 Graphical Representation of Statements Regarding Pay x Race Interaction Effect on Organizational Attractiveness

Hypothesis 4a examined the three-way interaction effect between the racial tolerance of job seekers, due process statements, and minority training diversity statements on OA or JPI. Hypothesis 4b examined the three-way interaction effect between the OGO of job seekers, statements regarding pay, and minority training diversity statements on OA or JPI. For hypothesis 4a the minority training diversity variable, due process variable, and OGO variable was entered in Step 1. The two-way interactions between the variables were entered in Step 2. In Step 3, the three-way interaction was entered. To examine hypothesis 4b, the same method was performed substituting the variable Due process for Pay. Neither hypothesis was supported. The three-way interaction effect between the variables diversity statement, Due process, and OGO on JPI or OA was not significant. The three-way interaction effect between the variables diversity statement, pay, and OGO on JPI or OA was also not significant.



CHAPTER 5  
DISCUSSION  
5.1 Summary

This chapter summarizes the results and includes a discussion of the contributions this research has made to the literature regarding the conjoint effect of diversity and job attributes on the organizational attractiveness of firms. Next, the limitations and suggestions for future research are discussed. Finally, some conclusions about the implications of the study are drawn, including the ramifications for implementing recruitment methods that use statements about organizational diversity, pay, and due process to attract job seekers.

*5.1.1. Study 1 Results Summary*

The statistically significant findings from the first study demonstrated the effect that GLBT-supportive statements have on the recruitment efforts of a firm. Overall, there were significant relationships found between a perceived diversity climate and OA and JPI. Climates perceived as supporting sexual minority employees via statements regarding work diversity were rated as less attractive than climates that were not perceived as such. Job pursuit intentions towards work climates perceived to support sexual minorities were weaker than job pursuit intentions towards work climates that did not present statements of support for sexual minorities. Moreover, Due process moderated the effect of a perceived GLBT climate of diversity on OA. Although significant, the GLBT  $\times$  Due process interaction effect was contrary to what was hypothesized with GLBT-supportive firms offering at-will employment policies rated more attractive than GLBT-supportive firms offering due process employment policies. A possible explanation for this significant finding is that subjects who are attracted GLBT-supportive firms perceive that an at-will employer is stricter at promoting a diverse climate to which they are attracted. Consequently, subjects may believe that an at-will employer that

supports a GLBT-supportive climate is more likely to terminate heterosexual or intolerant employees who violate policies designed to protect sexual minority employees. This belief may also cause high-rated heterosexual subjects to be less attracted, and cause low-rated heterosexual subjects to be more attracted to a GLBT-supportive firm. Although OA and JPI are two independent constructs (Aiman-Smith et al., 2001) an observation of the significant effects on JPI may provide a further explanation concerning this relationship.

OA is an affective reaction expressed through jobseekers' attitudes towards an organization's image, while JPI involves a more active role where jobseekers express intentions to either contact or gather more information about an organization (Aiman-Smith et al., 2001). In essence, job seekers could be indifferent about their attraction to a firm but still have strong pursuit intentions. Irrespective of this, there may be overlap in how they perceive the firm's image, with JPI possibly being a stronger indicator of how they may behave if actually offered a job. Because of this, the results demonstrating the relationships between the observed independent variables and JPI may provide insight regarding the results demonstrating the relationships involving the dependent variable OA, albeit they differ as a construct.

Although there were no interaction effects between GLBT and Due process on JPI, there was a noteworthy overall negative main effect for the GLBT-supportive condition on JPI suggesting that a perceived diversity climate may have implications for job seekers' behaviors. Specifically, the negative relationship suggests that JPI is weaker towards firms that support GLBT diversity. This is not surprising given that discrimination against sexual minorities is prevalent (Black, Gates, Sanders, Taylor, 2000). As results from the current study suggest, individuals are averse to pursuing employment at firms that support GLBT climates.

A two-way Due process  $\times$  heterosexism interaction effect on JPI demonstrated that low-rated heterosexual subjects in the at-will condition yielded higher ratings of JPI ( $M = 5.25$ ) than high-rated heterosexual subjects in the at-will condition ( $M = 4.25$ ). Again, this may suggest that low-rated heterosexual job seekers value an at-will employer with the belief that employees who

discriminate against sexual minorities can more easily be terminated. Although not hypothesized, it is noteworthy that a two-way GLBT  $\times$  heterosexism interaction effect on JPI was also significant. Low-rated heterosexist subjects had stronger JPI towards GLBT-supportive diversity climates than high-rated heterosexist subjects. Additionally, high-rated heterosexist subjects exhibited stronger intentions to pursue a job with firms that did not present statements of support for GLBT climates compared to firms that did. These results are analogous to prior research that investigated the effect of jobseekers' racial tolerance on OA of firms that value racial diversity (Avery, 2003). Similarly, racial minorities, women, and racially tolerant subjects were more attracted to climates of diversity while Whites, men, and racially intolerant subjects were less attracted to such climates.

#### *5.1.2. Study 2 Results Summary*

The hypotheses presented from the second study were not supported. However, there still were significant findings that demonstrate how race plays a role during the recruitment process. Race was positively related to JPI, demonstrating existing racial differences in how job seekers pursue employment. Similar to the study by Kim & Gelfand (2003), the results for the current study indicated that non-Whites exhibited stronger JPI than Whites. An explanation for this may be that opportunities for employment are perceived by non-Whites to be limited. Prior research demonstrates that the effect of employment discrimination limits opportunities for women and minorities as opposed to those of Whites and men. Non-Whites may believe they have to be more competitive and pursue more job opportunities in order to receive a job offer, whereas some Whites can afford to be more selective. As a result, some non-Whites may be more aggressive towards pursuing employment compared to Whites, irrespective of the type of diversity climate that exists.

Another explanation concerns the job seeking characteristics of the sample used based on race. Only 65% of Whites answered the survey as seeking employment as compared to 94% of Asians, 83% of Blacks, and 60% of Hispanics. This difference in percentages, driven by

the responses from Blacks and Asians, may explain why JPI was higher among non-Whites because a higher percentage of them were actually seeking jobs.

Results from the second study also indicated that a two-way interaction between pay and race was significantly related to OA. This suggests that jobseekers of different races are attracted to firms differently based on levels of compensation. Prior research demonstrates that minorities and women negotiate lower employee salaries than Whites and men (Dreher & Cox, 2000). According to the findings of the current study, non-Whites were more attracted than Whites to firms that promoted average compensation. Interestingly, non-Whites were less attracted to competitive compensation than average compensation, whereas Whites were more attracted to competitive compensation than average compensation. An explanation for this may be that due to the perceptions of pay inequity in the workplace, non-White subjects believe they cannot be as selective, compared to Whites, regarding employment when it concerns compensation. Expectation-states theory (Ridgeway, 1991) refers to how stereotypes and performance expectations may become self-fulfilling when members from different groups perceive status differences that can be actual or artificial. Similarly, non-Whites may become conditioned to not anticipate or even pursue a competitive salary with the belief that it is more often unattainable. Pay systems are also interpreted differently by individuals (Cable & Judge, 1994), and compensation communicates the values of a firm which can attract or repel job seekers (Rynes, 1987). Some job seekers may interpret above average compensation as a reflection that a firm's selection process is highly competitive. The perceived intensity of the selection process may be too overwhelming for non-Whites who may have experienced some form of employment discrimination in the past. As a result, non-Whites may be conditioned to be less attracted to positions with competitive compensation levels figuring their odds of success to obtain that type of job versus a White jobseeker is minimal.

### *5.1.3. Demographic Implications*

Although most prior studies found an interaction effect between race and statements of diversity on OA, an interaction effect was not found in this study. A possible explanation for this is because of the demographic make-up of the participants. Other similar studies investigating attitudes and attraction towards climates of diversity have examined only Whites and Blacks as race variables (Avery, 2003; Levi & Fried, 2008; Perkins & Thomas, 2000), only Whites as variables (Brown et al., 2006; Walker et al., 2007) or grouped non-White minorities together due to the small number of non-Black minority participants (Thomas & Wise, 1999). The current study included in its analysis other minorities in addition to Blacks and Whites as participants. Although the current study grouped non-Whites together as prior studies have done, a larger percentage of the non-Whites were Hispanic as compared to those other studies. A noteworthy observation discovered from the gathered data is that the percentage of Hispanics seeking employment was lower than that of Blacks and Asians, and comparable to that of Whites. To investigate this further I conducted a cross tabulation between Hispanics and the responses to a question concerning racial identification, "How do you racially identify yourself?" with answer choices of "White", "Black", and "other". Interestingly, the results indicated that 40% of Hispanic respondents identified themselves as White when asked that question. This sheds light on the definition of what it means to be a minority. Research shows that increasingly more Hispanics are identifying themselves racially as White (Tafoya, 2004). If some Hispanics identify as being White, then possibly their attitudes are more similar to those of Whites compared to those of minorities which may act as an artifact when measuring the non-White/minority race variable. Because Hispanics may exhibit intragroup differences regarding their racial identity, and thus possibly different attitudes, the effects from these differences may explain why race had no significant effect on OA or JPI as Hispanics were grouped with other non-Whites for the analysis.

Further analysis of the hypotheses revealed that, in some instances, results differed by race and sex. Surprisingly, splitting the dataset from Study 1 by race demonstrated a significant two-way GLBT  $\times$  Due process interaction effect on JPI for the analysis that included only Asian subjects. Results demonstrated that Asians had stronger JPI towards firms that supported sexual minorities and were at will employers ( $M=6.33$ ) versus firms that supported sexual minorities and were due process employers ( $M=3.00$ ) or firms that did not promote GLBT-supportive statements and were at will employers ( $M=4.63$ ). The other race variables were not significant. This may suggest that Asian subjects had stronger attitudes (positive or negative) towards sexual minorities than subjects from other racial groups. Splitting the dataset from Study 1 by sex demonstrated that the analysis including only men yielded a significant two-way GLBT  $\times$  heterosexism interaction effect on JPI, whereas the analysis including only women yielded no significant findings. High-rated heterosexist men had stronger job pursuit intentions towards ads that did not provide GLBT-supportive statements versus ads that included GLBT-supportive statements. This is not surprising considering that prior research demonstrates that men react more negatively than women to advertisements targeting sexual minorities (Oakenfull et al., 2008).

## 5.2 Implications for Research

The purpose of the current studies was twofold. First, drawing from SIT I examined how potential jobseekers pursue, or are attracted to firms based on how they identify themselves via in-(out-) group status based on sexual orientation, race, or sex when a firm's diversity climate is promoted. Secondly, drawing from expectancy theory I proposed that the valence of job attributes such as pay and job security influence the job pursuit intentions or attraction to firms in relation to their climate of diversity. The instrumental-symbolic framework (Lievens & Highhouse, 2003) informed the development of a model tested to demonstrate how instrumental attributes such as pay or job security interact with symbolic attributes such as a

diversity climate to affect OA and JPI. SIT and expectancy theory were combined and used as the theoretical underpinnings to explain the process of the model.

There are several implications provided by the current studies regarding the relationship between diversity recruitment statements, OA, race, and individual attitudes. With the exception of a few other studies (Aiman-Smith et al., 2001; Lievens & Highhouse, 2003; Thomas & Wise, 1999), there is not much empirical research that compares the attitudes towards perceived instrumental job attributes such as pay or job security versus attitudes towards symbolic attributes such as perceived diversity climates as they relate to organizational outcomes. The current studies investigated how recruitment statements that promote pay, due process employment, or climates of diversity may be combined or manipulated to affect recruitment outcomes. Although numerous studies have investigated the effect of diversity recruitment statements and perceived diversity climates on OA and JPI, there is scant research that investigates the effect of diversity statements and perceived diversity climates supportive of sexual minorities. However, research is trending in this direction as more companies recognize the benefits of including sexual minorities in their advertising and recruitment efforts. Study 2 investigated the implications for firms that target sexual minority job seekers and how heterosexist (low vs. high) attitudes of job seekers are related. Overall, the current studies examined how perceived job attributes and perceived organizational climate combined can affect jobseekers' attitudes based on how their individual differences influence them.

#### *5.2.1. Study 1 Implications*

A major contribution of Study 1 is the empirical evidence supporting that GLBT climates of diversity have an overall negative impact on the JPI of jobseekers. Surprisingly, however, recruitment statements supporting GLBT diversity and at-will policies were overall rated more attractive than statements supporting GLBT diversity and due process statements. Further investigation revealed that high-rated heterosexuals exhibited stronger JPI towards GLBT-supportive statements than low-rated heterosexuals. These results when interpreted together

may indicate that at-will employers that support a GLBT climate have a better advantage to recruit low-rated heterosexual jobseekers than due process employers because high-rated heterosexuals will not seek employment at an at-will firm that supports sexual minorities. As mentioned previously, heterosexual job seekers may be averse to working at a firm where they can easily be terminated if they are not able to keep their heterosexual attitudes in check. Results also demonstrated that low-rated heterosexuals will forego due process in order to work at a firm that supports sexual minorities. Based on these findings, at-will employment policies in some regards may serve as a filter to sort out intolerant job seekers. The implications of these findings will enable human resources managers trying to create cultures of tolerance within their workforce to better understand who their recruitment methods target. Signaling theory suggests that job seekers must interpret any available information about a company when there is limited information available (Spence, 1973). Statements regarding pay and organizational climate serve as cues for job seekers (Cable & Judge, 1994). The current study demonstrates how signals generated by some recruitment statements may cancel out the effects of those generated by other statements. For example, a firm that promotes a climate supportive of sexual minorities, yet utilizes due process concerning terminating employees, may be perceived by some jobseekers as not being able to effectively enforce policies needed to maintain the climate it claims to provide or support. Without carefully considering recruitment strategies, recruiters may unintentionally promote mixed signals and repel the type of job seekers they are trying to attract.

#### *5.2.2. Study 2 Implications*

Although the hypotheses from study 2 were not supported, it is noteworthy that results indicated that pay affected OA differently based on race with Whites being more attracted to competitive compensation than non-Whites. Furthermore, race was directly related to JPI with non-Whites measured as having stronger intentions to pursue a job, irrespective of the perceived climate. This addresses the importance of why individual differences between job



seekers should always be considered by recruiters and HR managers. Prior research has demonstrated that symbolic job attributes such as diversity climates, the race of recruiters, and organizational demography can moderate the effect of job seekers' race on their attitudes towards a firm. The results from the current study demonstrate that those symbolic factors may not be as important a determinant of OA for compared to instrumental job factors such as pay. Additionally, instrumental job attributes may affect job seekers differently based on their race alone, regardless of the climate of diversity promoted.

### 5.3 Limitations and Directions for Future Research

The most notable limitation of this study is the experimental use of recruitment ads. Although the brochures were presented as if they belonged to an actual company, the results are only measures of reactions to scenarios and not real-life situations. The subjects were under the impression that they were asked to evaluate the ads as if they were a job seeker and were not viewing them with the hope of obtaining employment. The subjects were also university students and not actual job seekers. However, 70% indicated that they were currently seeking employment. Furthermore, college students are typically targeted by companies as potential recruits (Rynes & Boudreau, 1986).

The sample size for both studies could be another limitation. Although a power analysis determined that  $N = 73$  for performing ANOVA with interaction effects and  $N = 40$  for performing multiple regression, the sample size for each of the current studies met the criteria at the bare minimum. Results from the analyses after splitting the data yielded significant results. However, those results may not be conclusive as the  $N$  for each independent racial grouping and by sex after splitting the data set was very small. A larger  $N$  will provide better results, and more data will be collected for future research.

Another limitation to this study was that an assumption was made that all the subjects valued high pay and due process employment more than lower pay and at-will employment based on prior research. Expectancy theory was used to determine how the perceived value of

job or organizational characteristics by jobseekers informed their attitudes. Although prior research demonstrates that pay and due process are important to job seekers, the valence of those variables to subjects in the current studies was not measured. For future research a scale should be developed to measure the actual valence of these variables. Job seekers may value these variables differently based on their individual interpretation of the message they convey on behalf of the employer. When measured, valence of the instrumental job attributes could be used as a control variable. Hypothesis 1b stated that GLBT climates that promote due process agreements would be perceived more attractive than GLBT climates that promote employment-at-will. On the contrary, study 1 demonstrated GLBT climates that promoted employment-at-will were rated more attractive than GLBT climates that promote due process. The study also demonstrated that heterosexuals will forego due process in order to work at a firm that supports sexual minorities. This may have occurred because the difference between how individuals value symbolic job attributes was not controlled for in the studies. Future research that investigates the effects of symbolic job attributes such as diversity climates should measure subjects' valence towards those attributes to control for any differences.

Prior research suggests that the state of the labor market should be considered when research on recruitment and OA is conducted (Rynes & Barber, 1990). At the time of these studies, the U.S. unemployment rate was 8.2% ("Labor force statistics," 2012). This is one of the highest rates of unemployment we have seen. One of the limitations for these studies is that the current economic conditions may be affecting the attitudes of job seekers. Due to the current economic conditions, both pay and job security may have no bearing on an individual's attraction or pursuit interest towards a firm. The lack of concern for pay or due process employment policies could be reflected in the results where no significant main effect for pay or due process on OA or JPI is captured.

Study 2 did not yield the significant interaction effects for race or sex expected as those demonstrated in prior studies. Because a substantial percentage of Hispanics identified

themselves racially as being White in Study 2, this warrants a call for researchers to draw more attention to investigating intragroup racial differences. Ethnic identification (Phinney, 1992) was found to be a stronger predictor of attitudes than race (Kim & Gelfand, 2003) in another study that investigated OA and JPI. Kim & Gelfand (2003) also did not find an interaction effect between race and recruitment literature. A limitation of the current studies is that an ethnic identification measure was not used. Many researchers examine racial differences as they relate to individuals' perceptions of external factors such as organizational characteristics, which serve as moderator variables in management research. However, it may be difficult to make predictions about race as a whole when many intra-group differences exist (Kim & Gelfand, 2003). For future research, the current studies may benefit from including individual moderator variables other than race, such as ethnic identification, to better explain racial differences and draw attention to the often overlooked research concerning intragroup racial and ethnic differences.

Because the current studies used a cross-sectional design, causal inferences regarding the relationships between the variables cannot be inferred. The aim of the current studies was to investigate the relationships between instrumental job attributes, climates of diversity, and their effect on OA and JPI. Although the study yielded significant findings, a qualitative study may better explain why participants are attracted to some recruitment statements versus others. The results of the current studies demonstrated that subjects are more attracted to GLBT-supportive firms that offer at-will employment versus GLBT-supportive firms that offer due process employment. Although that may be due to their perception that GLBT-supportive firms are stricter at enforcing the diversity policies, personal interviews with job seekers will offer richer information to interpret.

The current study also used self-report measures which could be a limitation. Although subjects were informed that their responses would be anonymous and remain confidential, social desirability may have affected the results of the data due to the nature of the study.

Additionally, questions about race and sexual orientation made some subjects feel uncomfortable. Possible evidence of potential social desirability effects and discomfort were observed by reviewing open-ended responses from subjects that seemed emotionally charged when asked if they had any comments about the study. Some of those statements are as follows:

“Very difficult to answer some of these questions. In a nutshell, I feel very strongly about the following: while I consider myself a Christian, my Christian beliefs also tell me that I have a relationship with my God, but it is not my position to judge anyone. I have gay/lesbian friends and neighbors and while I wouldn't participate in their lifestyle, I respect theirs.”

“What upsets me is others shoving their culture down my throat, but as a white male if I say anything about my culture, today's society labels me a racist.”

“This survey was pretty controversial.”

“It made me slightly uncomfortable and made me wonder what this survey really is about.”

“These are super personal questions...”

“I did not expect to be talking about such touchy subjects such as sex, and religion. Usually these are conversations that may be uncomfortable for people to have.”

“When asking questions like ‘I believe that some groups are superior to others’, the questions need to be quantified. While it is obvious that ethnicity/race is what is implied, it is still unnecessarily ambiguous.”

#### 5.4 Conclusion

In conclusion, there are many contributions the current studies make to the OA and workforce diversity literature. Study 1 is the first study to examine the effect of GLBT diversity recruitment statements on OA and JPI. GLBT diversity statements had a negative effect on JPI. Additionally, low-rated heterosexists had higher JPI towards firms that promoted GLBT-supportive climates. These findings are important considering that increasingly companies are

using GLBT-supportive statements in employee recruitment advertisements. The current studies applied expectancy theory and SIT to the study of OA to investigate if pay and due process affect job seekers' attraction and JPI towards firms perceived to value diversity. Study 1 and Study 2 examined the interaction effect between diversity statements and instrumental job attributes on OA and JPI. Study 1 found that perceived due process moderates the effect of GLBT diversity statements on job seekers' strength of attraction. The finding that firms that are GLBT-supportive and at-will employers are more attractive than GLBT-supportive and due process employers offers insight as to how the value of diversity-supportive climates outweigh an important job attribute such as due process employment. It also demonstrates how combining recruitment statements signal job seekers differently. These results are useful for HR managers who wish to create or maintain work climates of diversity by hiring tolerant employees. Results from Study 2 demonstrated that race still plays an important role for job seekers. The finding that JPI is affected by race, and that the effect of pay on OA is moderated by race demonstrates the need for diversity research to remain relevant. A conclusion drawn from Study 2 may be that external factors such as organizational climates do not affect racial differences as much as they have in the past. Individual and psychological differences may now play a more important role when researching racial differences. Overall, the investigation of possibly undiscovered dimensions that explain differences in attitudes by individuals is needed as individuals' personal experiences, types of racial self-identification, and societal norms regarding race and sexual identity evolve.

APPENDIX A  
MANIPULATION CONDITIONS



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## Company Culture

Together—We stand as one.

We believe in the power of diversity and inclusiveness — people with different backgrounds, opinions and viewpoints. We're committed to creating a work environment that provides the flexibility and support to accommodate people's personal as well as professional needs. Right from day one, you'll be able to seize every opportunity to contribute, grow and succeed.

We provide training and hands-on work experience for those who wish to excel in a leadership capacity at our company. There are also internship opportunities available for students. We were listed in Fortune magazine's list of "Best Companies to Work".

LEJ operates in a competitive business environment that often requires difficult decisions. LEJ ascribes to the *employment-at-will doctrine* of the state of Texas. Employment can be terminated, with or without cause, and with or without notice, at any time, at either the employee's option or the company's option.

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## Company Culture

Together—We stand as one.

We believe in the power of diversity and inclusiveness — people with different backgrounds, opinions and viewpoints. We're committed to creating a work environment that provides the flexibility and support to accommodate people's personal as well as professional needs. Right from day one, you'll be able to seize every opportunity to contribute, grow and succeed.

We provide training and hands-on work experience for those who wish to excel in a leadership capacity at our company. There are also internship opportunities available for students. We were listed in Fortune magazine's list of "Best Companies to Work".

In order to foster a culture of innovation and expression, LEJ is committed to the fair treatment to all employees and protection from arbitrary management action through the company grievance and appeals process. Using this process, employees can only be terminated for good cause. *We have had no layoffs in the past 10 years.*

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# Why Work Here?

Welcome to LEJ's career page. If you're looking to build a great career, you've come to the right place. Whatever your career aspirations, LEJ offers all the challenge, opportunity, and growth you're looking for. We encourage our employees to realize their true potential. If you are serious about your career, take a serious look at LEJ Management & Consulting.

Together—We stand as one.

We believe in the power of diversity and inclusiveness — people with different backgrounds, opinions and viewpoints. We're committed to creating a work environment that provides the flexibility and support to accommodate people's personal as well as professional needs. Right from day one, you'll be able to seize every opportunity to contribute, grow and succeed.

We provide training and hands-on work experience for those who wish to excel in a leadership capacity at our company. There are also internship opportunities available for students. We were listed in Fortune magazine's list of "Best Companies to Work".

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## Compensation

LEJ operates in a competitive business environment. In order to attract quality employees we offer compensation that is highly competitive and well above industry averages with a generous and balanced benefit package. *In many instances, LEJ will match any competing salary offer to keep great employees.*

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## Company Culture

LEJ operates in a competitive business environment that often requires difficult decisions. LEJ ascribes to the *employment-at-will doctrine* of the state of Texas. Employment can be terminated, with or without cause, and with or without notice, at any time, at either the employee's option or the company's option.



LEJ supports a rich community of diverse Employee Resource Groups that are initiated and chartered by employees, and sponsored by the Global Diversity Council. These employee-governed groups provide support and networking opportunities such as mentoring, working in the community, career development, and assisting in other activities that promote cultural awareness. Our organization has been listed on **Diversity Inc. Magazine's Top 10 list for having an environment supportive of lesbian, gay, bisexual and transgendered employees.**

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In order to foster a culture of innovation and expression, LEJ is committed to the fair treatment to all employees and protection from arbitrary management action through the company grievance and appeals process. Using this process, employees can only be terminated for good cause. *We have had no layoffs in the past 10 years.*



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## Minority Executive Training

Interested in internships for minorities? Women's leadership programs? Hands-on work experience while you study? We offer you all those opportunities and more. And these programs aren't just window dressing — our senior leaders model their personal commitment, from the executive board to the business units. We were the first to establish a partner-led office to recruit and train minorities for executive positions. We were also the first to host an international conference dedicated solely to advancing minority leadership, and to host an annual gathering of US minority leaders to share ideas and concerns.





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APPENDIX B  
MEASUREMENT SCALES

Organizational Attractiveness Scale (Perkins et al., 2000)

6. Based on the promotional material on this web page, please answer the following questions:

	Extremely unlikely				Extremely likely
I would request additional information regarding the possibility of employment with this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like this company to recruit on campus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would speak to a company representative about the possibility of employment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think this organization is attractive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would not recommend this company to a friend.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Job Pursuit Scale (Aiman-Smith et al., 2001)

7. Please indicate the degree of your agreement or disagreement with each of the following statements.

	Strongly disagree						Strongly agree
I would accept a job offer from this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would request more information about this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If this company visited campus I would want to speak with a representative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would attempt to gain an interview with this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would actively pursue obtaining a position with this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If this company was at a job fair I would seek out their booth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other-group orientation Scale (Phinney, 1992)

3. Use the numbers below to indicate how much you agree or disagree with each statement.

	Strongly disagree	Disagree	Agree	Strongly agree
I like meeting and getting to know people from ethnic groups other than my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I sometimes feel it would be better if different ethnic groups didn't try to mix together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often spend time with people from ethnic groups other than my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't try to become friends with people from other ethnic groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am involved in activities with people from other ethnic groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy being around people from ethnic groups other than my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Heterosexism Scale (Herek, 1994)

5. Please indicate the degree of your agreement or disagreement with each of the following statements.

	Strongly agree				Strongly disagree
Lesbian sexuality just does not fit in our society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex between two women is not natural.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lesbian sexuality is not a problem for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex between two lesbian women is disgusting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lesbian women are abnormal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I disapprove of male homosexuality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homosexual men are just not real men.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex between two men is just plain wrong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Male homosexuality is a natural expression of sexuality in men.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Male homosexuality goes against human nature.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Religious Fundamentalism Scale (Altemeyer & Hunsberger, 1992)

11. Please indicate the degree of your agreement or disagreement with each of the following statements:

	Strongly disagree								Strongly agree
God has given mankind a complete and unfailing guide to happiness and salvation which must be totally followed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All of the religions in the world has flaws and wrong teachings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Of all the people on this earth, one group has a special relationship with God because it believes the most in his revealed truths and tries the hardest to follow his laws.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The long-established tradition in religion show the best way to honor and serve God, and should never be compromised.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religion must admit all its past failings, and adapt to modern life if it is to benefit humanity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When you get right down to it, there are only two kinds of people in the world: the Righteous, who will be rewarded by God, and the rest, who will not.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Different religions and philosophies have different versions of the truth, and may be equally right in their own way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The basic cause of evil in this world is Satan, who is still constantly and ferociously fighting against God.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Religious Fundamentalism Scale – *Continued*

It is more important to be a good person than to believe in God and the right religion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No one religion is especially close to God, nor does God favor any particular group of believers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
God will punish most severely those who abandon his true religion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No single book of religious writings contains all the important truths about life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is silly to think people can be divided into "the Good" and "the Evil." Everyone does some good, and bad things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
God's true followers must remember that he requires them to constantly fight Satan and Satan's allies on this earth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parent should encourage their children to study all religions without bias, then make up their own minds about what to believe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a religion on this earth that teaches, without error, God's truth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Satan" is just the name people give to their own bad impulses. There really is no such thing as a diabolical "Prince of Darkness" who tempts us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whenever science and sacred scripture conflict, science must be wrong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Religious Fundamentalism Scale – *Continued*

There is no body of teachings, or set of scriptures, which is completely without error.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To lead the best, most meaningful life, one must belong to the one, true religion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Klein Sexual Orientation Grid (Klein, Sepekoff, & Wolf, 1985)

**24. Please select the appropriate response that generally describes you best.**

	Other sex only	Other sex mostly	Other sex somewhat	Both sexes equally	Same sex somewhat	Same sex mostly	Same sex only
Sexual attraction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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