

The Fantasy of Wealth: Attracting College Graduates into the Workforce

Nile A. LaTowsky, Shawn M. Bergman, and James Westerman

Appalachian State University

Abstract

For organizations to gain an advantage in today's market it is imperative they recruit top talent; and with Millennials comprising the largest portion of the current workforce, they have become a primary source of that talent. The Millennial workforce is currently fed by college students entering the workforce. One recruitment strategy that has been shown to effectively attract Millennials, is Corporate Social Responsibility (CSR), which defines an organizations initiative towards social obligations that positively influence the organization's internal and external stakeholders on multiple levels (i.e., philanthropic, environmental, legal, and economic). This study examined the value college seniors placed on each CSR type. More specifically, economic CSR, and if economic CSR, rather than other CSR types, would increase General Attractiveness by increasing the perception of an organization being socially responsible (i.e. Overall CSR Perceptions). Plus, whether each CSR type, especially economic CSR, and General Attractiveness was mediated by Overall CSR Perceptions. The results indicated legal, philanthropic, and environmental CSR as more important than economic CSR, and significantly influenced Overall CSR Perceptions, however only environmental CSR influenced General Attractiveness. Legal, philanthropic, and environmental CSR, held significant positive indirect effects to General Attractiveness through Overall CSR Perceptions, while economic CSR did not. For recruiters looking to attract recently graduated undergraduate Millennials through CSR messaging, they ought to use environmental, philanthropic, and legal CSR information. This can increase the Overall CSR Perceptions of the organization which can make the organization seem as a more attractive place of employment to the applicant.

Permission is granted to Appalachian State University, the Department of Psychology and the Honors College to display and provide access to this thesis for appropriate academic and research purposes

The Fantasy of Wealth:

Attracting College Graduates into the Workforce

For companies to possess a competitive advantage within their market, they must attract, recruit, and retain top talent. A meta-analysis of over 400 sources done by Beechler and Woodward (2009), examined the impact talent has on an organization, the top abilities and qualities that characterize a highly talented individual within the market, and solutions for the “talent war.” Their analysis revealed the absence of top talent can substantially decrease the morale, leadership, and the quality of decision making within an organization. Industries that have high levels of organizational fit and elite workers typically gain an edge in their market (Beechler & Woodward, 2009). Past research has also shown that a competitive advantage will be sustained within an organization if it can select, retain and manage superior human talent (Thurow, 1992; Turban & Greening, 1997). Overall, there is an emphasis to attract quality human capital, and if an organization can attract more people than its competitors, it will have a better chance at success in recruitment and performance within the organization (Pfeffer, 1994).

As a part of attracting top talent, one should look at where talent is coming from by analyzing the composition of the workforce. The American workforce in recent years has undergone a generational shift in overall composition of labor pool personnel. An analysis of U.S. Census Bureau data regarding labor force composition from 1995 to 2015 revealed that Millennials have become the largest portion of the American workforce (Fry, 2015). With the last of the Millennial generation slated to graduate in 2025, and approximately 1.9 million Millennial college graduates looking to join the workforce each year (National Center for Education Statistics, 2017) the Millennial labor pool is still significantly growing (Howe &

Strauss, 2010) and will continue to expand its disproportionate share of the American workforce.

Recruiters have increasingly shifted their attention towards attracting Millennials to bring a competitive edge in the form of young talent to their organization. This shift requires organizations to understand and work with the unique demands and expectations of Millennials. Surveys show the Millennial generation expects the organization they work for to develop and foster leadership within each employee (Deloitte, 2016) in order to support socially responsible behavior that Millennials value within and outside the work environment (Deloitte, 2017; PwC, 2011). Since Millennials represent a significant pool from which to source top talent (Fry, 2015), understanding what socially responsible job characteristics Millennials are attracted to and how to effectively recruit from the Millennial talent pool will allow organizations to more effectively source top talent.

Research has shown that working Millennials are attracted to organizations that are more socially responsible (McGlone, Spain, & McGlone, 2011). Therefore, organizations recruiting from the Millennial talent pool should market their socially responsible initiatives to display how the company is positively impacting its stakeholders. McGlone and colleagues' (2011) research, however, did not explore the preferences of individuals in the Millennial work pool with little to no work experience.

A valuable population within the Millennial labor pool that does not hold significant work experience is recently graduated college students looking to enter the workforce. Recent college graduates are a significant contributor to the Millennial talent pool each year, and it is fair to assume that recently graduated students who are new to the workforce may possess different work and job preferences than more work experienced Millennials. For

example, recently graduated college students may not be as inclined to seek out opportunities to contribute towards societal impact, and instead could be more attracted to financial factors of an organization. This thesis explores a gap in the literature in developing an understanding of what recently graduated college students are attracted to when entering the workforce, as college graduates are a primary source of work talent and are the largest contributor to the biggest portion of the American workforce.

CSR (Definition & Research)

Organizations have a plethora of recruitment strategies at their disposal. One concept shown to be significant in recruiting top talent through an organization participating in and marketing socially responsible behavior is Corporate Social Responsibility (CSR; Turban & Greening, 1997). CSR is an organization's initiative to assess and take responsibility for context specific obligations it holds towards its internal and external stakeholders that take the form of practices or policies an organization implements in order to provide a beneficial impact to its communities. According to Karsten Strauss (2017) with Forbes online, Cisco (a networking and hardware technology company) is a good example of applied CSR. Cisco displays and provides free disaster aid relief services to communities throughout the country to support those in need and foster stronger communal bonds through utilizing technology to maintain communication within a disaster scenario (Cisco, 2017). Although providing a socially responsible service such as disaster relief or other free services may cost an organization time, money, and labor, when marketed effectively it can also display the organization as being socially responsible. This can positively affect the level of attraction consumers and applicants have towards the organization, and in turn make it appear more appealing as a place of business or employment (Turban & Greening, 1997).

CSR is a compelling recruitment strategy is that it is backed by empirical research. According to Bhattacharya and colleagues (2008), “There is growing evidence that a company’s corporate social responsibility activities comprise a legitimate, compelling and increasingly important way to attract and retain good employees.” The study explains how organizations display their values through CSR, which provides potential job applicants the opportunity to reflect the organization’s values with their own. When a company allows applicants to see its values, and provides the applicants the opportunity to reflect their values against the firm's values, this increases the company's overall perceived attractiveness as a place of employment compared to organizations that do not allow for such comparison and reflection (Turban & Greening, 1997). Therefore, organizations should market and practice their efforts in CSR. In addition, CSR can be used as a mechanism to filter out applicants that do not fit within an organization by identifying those who are not likely to adopt or follow the values of the firm. If organizations incorrectly market their CSR efforts, they risk attracting the wrong type of applicant or damaging how individuals perceive the company.

It has been shown that organizations can fall victim to marketing contradictory reports of their CSR, versus actual behavior in CSR (referred to as ‘greenwashing’). A study by Wagner and colleagues (2009) examined the impact that mis-representative CSR marketing versus accurate CSR communication had on an organization's level of attraction to potential applicants. Their results showed how mis-representative CSR can cause an organization to seem hypocritical, and appear less attractive to potential applicants. On the other hand, companies who are honest and transparent about their efforts in CSR look more attractive than organizations that are not, and have a better chance of recruiting and retaining

top work talent. This is particularly important as CSR information on an organization today is easily accessible to the public, through the transparency provided by the internet.

Most current CSR marketing in the United States is found online, and according to Basil and Erlandson (2008), websites can target a vast array of applicants, therefore making it logical for organizations to use websites as a medium to display their efforts in CSR within countries of high internet use. Also, in high internet use countries, information displayed online is easily accessible to the public (Basil & Erlandson, 2008), and is found in pictures or texts. Therefore, CSR information when displayed online is more likely to be consumed by the public in high usage internet countries such as the United States. This allows more applicants to reflect their values onto an organization through online mediums displaying CSR, which provides a potential to attract more applicants.

Overall, the definition of CSR acts as an umbrella term that encompasses many variations in activities, policies and behaviors an organization utilizes to seem socially responsible. It is important to recognize how these socially responsible behaviors affect an organization's overall image, and what drive perceptions of an organization being socially responsible. Literature on CSR provides guidance on how companies can appear to be socially responsible.

CSR (Four Types)

CSR is an organization's initiative to assess and take responsibility for context specific obligations it holds towards its internal and external stakeholders that take the form of practices or policies an organization implements in order to provide a beneficial impact to its communities. Based on the literature, overall perceptions of CSR are driven by four main types, each impacting a different area of society: environmental, legal, philanthropic and

economic (Albinger & Freeman, 2000; Carroll, 1991; Belinda, Westerman & Bergman, 2017; Lantos, 2001; Waddock & Graves, 1997). These four types of CSR provide guidance in terms of organizational practices and policies that meet and establish public expectations for organizations to be considered socially responsible (Aguinis, 2011).

Based on Carroll's (1979, 1991, & 2010) research, both environmental and philanthropic CSR types are considered significant factors in the public's expectation of social responsibility, as failing to enact in these two types of CSR can disqualify an organization from being considered as socially responsible. Therefore, applicants who are interested in socially responsible organizations may be more search selective towards environmental and philanthropic CSR (Carroll & Shabana, 2010), and the presence of these two CSR forms can enhance perceived organizational attraction (Belinda, Westerman & Bergman, 2017).

Environmental CSR is an organization's obligation to create policy that is environmentally conscious. This form of CSR is required by a firm having goods or services that produce a positive impact on the environment spanning the life of the good or service, and/or by inventing initiatives that pursue environmental protection and conservation (Albinger & Freeman, 2000; Waddock & Graves 1997). Millennials are generally more aware of environmental CSR, as the public views it as a required expectation towards being socially responsible, and organizations have substantial discretion to complete this socially responsible behavior (Carroll, 1979, 1991; Carroll & Shabana, 2010).

Philanthropic CSR is an organization's obligation to give back to the community through philanthropic service, such as volunteer work, providing monetary or other types of donations, as well as supporting and organizing initiatives for the community like

educational scholarships, housing for disadvantaged and promotion of the arts. In addition, philanthropic CSR operates under the precondition that any products and/or services created by an organization cause no communal or societal harm (Albinger & Freeman, 2000; Waddock & Graves 1997). Applicants are also more aware of this CSR type as it can enhance an organization's image, or prevent an organization from being socially responsible if absent.

Economic and legal CSR do not receive the same attention and do not improve an organization image as compared with environmental and philanthropic CSR (Belinda, Westerman & Bergman, 2017). However, they seem to play key foundational roles in allowing an organization to be socially responsible, as they provide a baseline of credibility that meets the public's expectation for a company to be socially responsible.

Economic CSR is an organization's efforts to maximize its profitability, while delivering quality products and/or services to consumers at a high level of operational efficiency. The organization is also responsible for growing, establishing and maintaining new jobs to support its efforts in preserving a competitive advantage (Carroll, 1991; Lantos 2001). Economic CSR is important to the rest of the CSR types, as it provides the financial resources to allow an organization to support and participate in socially responsible behavior.

Legal CSR is an organization's commitment to stay within its legal limits, as well as provide goods and services that meet legal requirements and guidelines, while providing equal opportunity to all applicants within the hiring process and decision making and ensuring fairness towards employee treatment (Carroll, 1991; Lantos 2001). It is unlikely an organization will be considered socially responsible if it does not uphold the law. Therefore, legal CSR is another essential foundation towards an organization being perceived as socially

responsible.

While both economic and legal CSR do not increase an organization's level of attractiveness as much as environmental and philanthropic CSR, they are required fields that an organization must fulfill in order to display overall socially responsible behavior (Carroll, 1979, 1991; Carroll & Shabana, 2010; Belinda, Westerman & Bergman, 2017; Lantos, 2001) and serve as a foundation for other forms of socially responsible behavior to significantly improve an organization's image. For example, if an organization is lacking in funds, it may be unable to support environmental initiatives. Limited monetary resources reduce a company's ability to enact and display socially responsible behavior. If a firm is convicted of environmental crimes, it is unlikely to be viewed as being socially responsible from a CSR perspective. Organizations are expected to uphold the law if they desire to be socially responsible (Carroll, 1979, 1991; Carroll & Shabana, 2010). Therefore, an organization desiring to use CSR most effectively as a recruitment strategy should practice and display each of the four CSR types in some capacity.

So far it has been argued that organizations need to engage in and report on their efforts regarding CSR, but companies should also be mindful of the type of CSR information they display. Due to applicants being more sensitive to certain types of CSR, it makes sense that each CSR type may influence applicants differently. A study by Belinda and colleagues (2016), examined how online CSR information of one of the four types of CSR (i.e. environmental, philanthropic, legal and economic) or a control affected an applicant's perceived level of attraction towards an organization. The results indicated a mediation effect. When an organization reported on its social responsibilities, its perceived level of CSR increased, and the organization's perceived level of attractiveness increased. This

mediation effect was true for environmental, philanthropic and legal types of CSR. However, economic information was not related to an organization's perceived level of attraction. Therefore, each CSR type used within online recruitment messaging can affect an applicant's level of attraction towards an organization differently.

The study also suggests that CSR messaging is more complex than just promoting an organization's CSR efforts online as messages frequently vary and CSR types will resonate differently with individual applicants. Even though environmental and philanthropic CSR types are shown to be most effective in improving an organization's perceived attraction (Belinda, Lesniak & Bergman, 2016), individuals who value following the rules may be more likely to be affected by messages of legal CSR versus other CSR types. This suggests that in certain circumstances the significance of each CSR type may change.

Previous research involving applicants, CSR, and organizational attractiveness have primarily used samples with more mature workforce members and Millennials that have higher levels of job choice and greater work experience. It has been shown that these factors can influence how an applicant values an organization's displayed CSR information (Albinger & Freeman, 2000). Therefore, it is important that literature on the preference of workforce populations different from the average labor pool member (such as college students entering the workforce) be studied.

CSR and Millennials

The overall definition of CSR is an umbrella term that encompasses the different avenues, such as activities, policies and actions, by which organizations can engage in to be socially responsible. The four CSR types allow an organization to display its values through different socially responsible avenues. However, as stated earlier, for an organization to be

perceived by the public as socially responsible, it needs to uphold each type (Carroll, 1979, 1991; Carroll & Shabana, 2010; Belinda, Lesniak & Bergman 2016; Lantos 2001). If an organization is perceived as being socially responsible it will attract more applicants from the workforce as compared to organizations that are not (Turban & Greening, 1997).

CSR has been shown to be an effective strategy in recruiting from the general workforce, and also a significant variable to which Millennials are attracted. A study by Mcglone and colleagues (2011), examined if Millennials were more attracted to organizations that practice and market volunteerism within their CSR efforts, and if these volunteerism practices attracted a larger pool of Millennials. Their results indicated that organizations who practiced and marketed volunteerism within their CSR were more attractive to Millennials, and more likely to attract greater numbers of Millennials. When an organization is able to attract more applicants than its competitors, it has a better chance at success (Pfeffer, 1994), because it is more likely to attract higher quality applicants based on the overall quantity of attracted people.

Most research regarding CSR performed thus far has used samples that can be generalized to the current workforce. On average these samples have applicants who hold a higher level of job choice and work experience, which makes these applicants more attracted to value added environmental, philanthropic or legal CSR messages as opposed to economic messages (Albinger & Freeman, 2000; Belinda, Lesniak & Bergman, 2016). However, not every labor pool member fits into the category of workers who hold a high level of job choice and work experience. If CSR information is becoming more prevalent to the public due to online use (Basil & Erlandson, 2008), then it is fair to assume that certain workforce populations who possess different levels of work experience and job choice could display

levels of attraction towards the four CSR types that may be contrary to the average workforce member utilized in prior samples and research.

Further evidence supports this claim by showing added contingencies to the potential effectiveness of CSR. A study by Albinger and Freeman (2000) examined different worker populations that held various levels of job choice and how the factor of job choice level amongst workers affected their level of attraction towards CSR information when making an employment choice. Their results suggested CSR and organizational attractiveness is moderated by an individual's level of job choice, and is most effective when the applicant's level of job choice is high, but that CSR is not related to organizational attractiveness for applicants with a low level of job choice (Albinger & Freeman, 2000). This study indicates how lower levels of job choice may influence workers to respond differently towards CSR information.

Belinda and colleagues (2017) also used a generalizable sample. Their study found that applicants held positive levels of attraction towards three of the four CSR types, when displayed through an online medium using an Amazon Mechanical Turk sample. Their study surveyed job seekers from multiple generations, and was comprised of subjects with a higher level of work experience than recent college graduates, and likely to have higher levels of job choice. As a result, the researchers were unable to discuss how recent college graduates with lower levels of job choice were attracted to the four different types of CSR when displayed in an organization's recruitment message.

Previously mentioned studies (Turban & Greening, 1997; Albinger & Freeman, 2000) also noted limitations suggesting that certain groups of individuals having considerably lower work experience and job choice could view CSR messages differently (or not consider them

at all). Therefore, it is fair to assume that different populations within the workforce (i.e. recently graduated college students) do not share the same characteristics of having higher levels of job choice and more work experience, and may view CSR in a different manner.

Past CSR research has used samples with higher levels of job choice and experience, arguably more generalizable to a majority of the U.S. workforce, which possess higher levels of job choice and experience. Obviously, not all of the workforce can be characterized by higher levels of job choice and substantial work experience, particularly, workers on the lower tier or entry-level portion of workforce populations including recently graduated college students seeking employment. According to Albinger and Freeman (2000), students are assumed to have a lower level of job choice compared to that of an average member of the workforce because they have given most of their time to completing an undergraduate degree, and are sacrificing a current job and potential work experience for education. Also, there exists some evidence that when groups of job seekers have a lower level of experience they may be less likely to consider an organization's CSR recruitment messaging (Turban & Greening, 2000). Given that recent college graduates might have lower levels of job choice compared with more experienced applicants (Albinger & Freeman, 2000), it is reasonable to suspect college students might favor different CSR recruiting messages compared with the broader talent pool including working Millennials.

Attracting Millennials/ Attracting College Graduates (Students)

CSR has become a key online recruitment strategy towards attracting and retaining top employees when an organization is perceived to be socially responsible (Bhattacharay, Sen, & Korshun, 2008; Basil, & Erlandson, 2008). Again, it has been shown that perceptions of CSR are driven by four different types of impact, each type possessing its own effect on an

applicant's level of attraction towards an organization (Albinger & Freeman, 2000; Carroll, 1991; Lantos, 2001; Waddock & Graves, 1997), including when presented through an online medium (Belinda, Westerman & Bergman, 2017).

Previous research regarding how Millennials view an organization's obligations to agendas other than turning a profit, indicate that Millennials are more aware of the societal impact that organizations have and believe organizations should be held responsible for their impact. Therefore, Millennials expect organizations to uphold a certain standard of corporate citizenship or social responsibility (Deloitte, 2016) that ought to be presented or accessible to the public. This creates an incentive for organizations to practice CSR, as the largest portion of the American workforce expects it.

An organization needs to pay attention to the type of CSR they display, because applicants seem to respond differently to each CSR type. Again, a study that utilized a generalizable workforce found when organizations presented information on environmental, philanthropic, and legal CSR types it increased their perceived level of CSR, which increased the attractiveness of the organization. However, economic CSR was not significantly related to an organization's level of attraction (Belinda, Lesniak, & Bergman, 2016). This represents how the average workforce member including working Millennials views, is aware of, and affected by the different types of CSR.

When an organization fulfills its social obligation and reports their efforts to the public it is more likely to be recognized as being socially responsible (Aguinis, 2011), and more likely to attract Millennials. This is especially true when the presented CSR information includes volunteerism within the organizations CSR efforts (McGlone, Spain, & McGlone, 2011). Millennials increased awareness and attraction towards CSR is primarily

due to their desire to positively affect society, and CSR serves as an outlet for Millennials to fulfill this desire (McGlone, Spain & McGlone, 2011). However, research supports the notion that recently graduated college Millennials or Millennials that are relatively new to the workforce could view CSR differently, as opportunities for relatively quick career progression, as well as competitive benefits are also top factors that attract a Millennial to an organization (Maurer, 2015; PwC, 2011). This may be due to Millennials having considerably higher expectations of compensation and advancement out of college compared to colleagues with more experience in the workforce (Maurer, 2015). Therefore, it is reasonable to assume that today's college students might be more attracted to economic factors, such as growth, and establishing and maintaining new jobs, reflecting Millennials' desirability to grow and quickly advance in an organization.

Besides showing an affinity towards economic factors, Millennials have a desire to favorably impact society through work or another outlet. This desire to affect society seems to become more prevalent as Millennials grow in work experience and gain a higher level of job choice (Albinger & Freeman, 2000). Due to market factors and the need for a job, recently graduated college Millennials with less work experience and lower levels of job choice may not be as inclined to initially fulfill their desire to favorably impact society, until they are further along in their careers or in a more stable job position (Turban & Greening, 1997). Therefore, Millennials new to the workforce are often found prioritizing their need to find a job with economic benefits over one that affects society, for personal financial reasons (Deloitte, 2017; PwC, 2011).

This combination of research findings suggests that Millennials, particularly college graduates who have lower levels of job choice, may favor an employment situation that

offers greater economic CSR benefits as compared with the other CSR types (environmental, legal, philanthropic) shown in research using the general labor market (Bhattacharay et al., 2008). This review of the literature leads us to propose a mediation effect, after Belinda, Westerman and Bergman (2017), that economic CSR is more strongly related to a college students perception of CSR and increases an organization's level of attractiveness. We propose three hypotheses.

Hypothesis 1. College seniors about to graduate who are immediately looking to enter the workforce will hold a higher level of importance towards economic CSR, when looking for an employment opportunity.

Hypothesis 2. An organization's economic CSR recruitment message will increase college students' perception of the CSR of the organization, and increase the organization's overall perceived attractiveness.

Hypothesis 3. College student's overall perceptions of CSR will mediate the relationship between an economic recruitment message and overall perceived attractiveness of the organization.

Method

Participants

The current study sampled 122 undergraduate seniors from a midsized university in the southeast (See IRB approval in Appendix A and consent form in Appendix B). The size of the sample is based on a statistical power analysis (Faul, Erdfelder, Buchner, & Lang, 2009), which was performed using effect sizes from previous research (e.g., $\eta_p^2 = .15$; Jones et al., 2014). This analysis showed that 400 respondents are needed to detect the current study's hypothesis (i.e., $f=.17$, $\alpha=.05$, $\beta=.10$). The sample demographics were 77.9%

female, 20.5% male and 1.6% non-conforming, with race and ethnicity being 92.6% white. Participants' average age was (22 ($M = 22.07$)), and 79.5% of participants were actively seeking employment, while 22 participants indicated having a job after college. On average, participants were more liberal ($M = 3.52$) than conservative ($M = 2.64$). The majority of participants (76.2%) reported being members of two to five social networking sites (SNS) and indicated being active on their SNSs either once (33.6%) or multiple times (46.7%) per day.

This study looked at a specific sample of people, which were college seniors looking to enter the workforce. To ensure the used sample was college seniors, the data was cleaned for individuals that were graduating in May or August of 2018. To ensure this sample was attempting to enter into the workforce participants answered three forced choice (yes or no) questions asking if they already have a job after college, if they were currently searching for a job after college or were planning to search for a job after college. If a participant responded "no" to all three questions they were not used in the data set.

Design

The current study is an extension of the Belinda, Westerman, Bergman, 2017 study and used a similar methodology. More specifically, five mock corporate websites were created for a pseudo security company (i.e., Guardsend Security). Each website was live and interactive, contained text and images, had its own domain name, and was comprised of "home," "about," "products and services," and "contact pages." The information presented on each webpage was the same across websites except for the about page, which contained the study's five manipulations. Specifically, each about page contained the same 'Our Story' and 'Our Mission' sections, and different conditions were created by including additional

information on each about page regarding the company's CSR initiatives. The CSR information being manipulated on the "about" page for the experimental conditions varied by type (i.e., economic, legal, environmental, philanthropic), and was the only CSR information presented on any of the websites. The fifth experimental condition was a control condition that presented no CSR information. The CSR information presented on each website was modeled after several real corporations' representations of their CSR initiatives (Appendix C contains a screenshot of the about page with no CSR content; Appendix D contains a screenshot of the about page depicting philanthropic CSR; Appendix D contains all about page text manipulations).

Five corresponding mock corporate Facebook profiles were also created, and were designed to mirror the CSR information presented on the mock corporate websites. Specifically, each Facebook profile was populated with posts showing the pseudo security company engaging in a variety of CSR-related activities (e.g., charity fund-raising efforts, employees volunteering in the community) that matched the type of CSR depicted on one of the mock corporate websites. These posts were modeled after Facebook posts from real corporations. The finalized Facebook profiles were saved as rolling screenshots that captured all of the information presented on each profile, and were presented to participants in five of the ten conditions created for the current study (Appendix E contains partial screenshots of the Facebook profile with no CSR and the Facebook profile depicting philanthropic, legal, environmental and economic CSR). Participants were randomly assigned to view one five conditions.

Procedure

Participants were provided with a link to a voluntary online survey containing three parts (See Appendix F for a complete list of the survey questions). The first part required all participants to complete a survey examining the importance they place on the four CSR types (i.e. economic, environmental, philanthropic and legal) as if they were considering a real employment opportunity immediately out of college.

The second part of the survey had participants look at information from a mock corporate website and were asked to treat the mock organization as a real potential employment option. Participants were then randomly assigned to one of five experimental conditions that manipulated content on a mock corporate website and corresponding Facebook page. The random assignment provided participants with a link to the “about” page of the website, and participants were instructed to read all information thereon. Participants were also assigned a corresponding Facebook profile, and were asked to read all information captured in that profile. Participants used this information to answer survey questions regarding the organization’s economic, philanthropic, environmental, and legal CSR level, as well as the organization’s perceived level of CSR. Once participants completed this task, they were taken to the third portion of the online survey, which pertained to the participants personality, level of attraction towards the organization, social networking site (SNS) membership and usage, and demographic information.

Measures

Initial CSR Importance Value. The Highhouse, Lievens, and Sinar’s (2003) Organizational Attractiveness Scale was adapted to measure the value participants initially placed on the four CSR types. The original and adapted scales each consist of three, five-

item subscales that assess the extent to which individuals are generally attracted to an organization, perceive an organization to be prestigious, and intend to pursue employment at an organization. The adapted items were rated on a 1 to 5-point Likert scale ranging from strongly disagree to strongly agree. The items were written as follows, “It is valuable to me to work for a company that maintains a financially competitive advantage;” “I value working for an organization that provides equal employment opportunity;” “I value working for an organization that supports charities;” “I value working for an organization that prioritizes protecting the environment;” or illustrated in Appendix F. Cronbach’s alpha was calculated for each CSR types importance; economic importance .701, legal importance .759, philanthropic importance .905, and environmental importance .916.

Overall CSR Perceptions. This study adapted the four-item measure of CSR image from Alcañiz, Cáceres, and Pérez’ (2010), in order to assess the level of CSR that participants associated with the pseudo-organization depicted in the current study’s manipulation. The items, rated on a five-point Likert scale, read as follows: “Guardsend fulfills its social responsibilities;” “Guardsend puts something back into society;” “Guardsend acts in a socially responsible way;” “Guardsend acts with society’s interest in mind.” Cronbach’s alpha for the scale was calculated at .909.

Organizational Attractiveness. Highhouse, Lievens, and Sinar’s (2003) Organizational Attractiveness Scale was adapted to assess organizational attractiveness in the current study. A sample item from the adapted General Attractiveness subscale is, “Guardsend is attractive to me as a place for employment;” a sample item from the adapted Intentions to Pursue subscale is, “I would exert a great deal of effort to work for Guardsend;” a sample item from the adapted Prestige subscale is, “Guardsend is a reputable company to

work for.” All items were rated on a five-point Likert scale. Cronbach’s alpha for the scale was calculated at .93.

Control variables. Gender (male—female), race (Caucasian—other), and employment status (has employment—seeking employment—not seeking employment) were coded as binary variables and used as control variables in the current study. Age, GPA, political affiliation (i.e., liberal, conservative), participant’s level of education, mother and father’s highest level of education (some high school—PhD), total home income (self-reported), the number of SNSs participants were members of, and the frequency with which participants reported using their SNSs (all of which were treated as continuous variables) were also used as control variables. SNS membership was coded such that participants could be a member of 0-5, or more than 5 SNSs. SNS usage was coded as follows: 1 = < 1 a week; 2 = once a week; 3 = multiple times weekly; 4 = every day; 5 = multiple times daily.

Results

Descriptive statistics on the means, standard deviations and correlations between the demographic data and the outcome variables are provided in Appendix G, table G1.

Hypothesis 1

Hypothesis 1 sought to determine if college seniors about to enter the workforce or looking to enter the workforce would uphold a higher level of importance to economic CSR. Hypothesis 1 did not include an experimental manipulation; therefore, every participant reported their judgement of importance on each CSR type. This was recorded in table H1, along with the descriptive statistics for the number of participants, means, standard deviations, standard errors and confidence intervals for each CSR types importance. Each CSR importance was measured on a 1 to 5 scale as represented by Appendix F (Q76), and the

means of each importance are displayed in table H1. A repeated measures ANOVA displaying the difference in means for each CSR condition and the significance of each means difference is provided in Table H2.

Results showed that economic CSR importance ($M = 3.82, SD = .64$) was rated significantly lower than philanthropic CSR importance ($M = 4.48, SD = .67$), environmental CSR importance ($M = 4.47, SD = .71$), and legal CSR importance ($M = 4.65, SD = .51$). Legal CSR was rated higher than all the other CSR types. This illustrates that the legal social standing of the firm is a top important aspect of the organization's CSR when viewed by a recently graduated undergraduate looking for employment. These findings do not support hypothesis 1.

Hypothesis 2

Descriptive statistics for the number of participants in each of the five experimental conditions are displayed in Appendix I, Table I1. Hypothesis 2 tested whether an organization's economic CSR recruitment messaging would increase college senior's perceptions of the organization's CSR, and would increase the organization's attractiveness. The means and standard deviations for each condition regarding Overall CSR Perceptions and General Attractiveness are shown in Table I2.

In order to test hypothesis 2, the means of the experimental conditions were tested to see if they were significantly different by outcome (i.e. Overall CSR Perceptions and General Attractiveness). Therefore, a one-way ANOVA for Overall CSR Perceptions was constructed, and showed at least one significant difference between the conditions, see Table I3. However, this model comprised a small portion of the variance ($\eta_p^2 = .13$). Only legal ($M = 4.33, SD = .70$), and philanthropic ($M = 4.44, SD = .64$) CSR were shown to be

significantly higher than the control condition ($M = 3.67, SD = .56$), see Table I4. Economic CSR ($M = 3.90, SD = 1.05$) and environmental CSR ($M = 4.04, SD = .59$) were not statistically different than the control. Therefore, legal and philanthropic will increase Overall CSR Perceptions significantly more than the control condition, while economic and environmental CSR will not.

A second one-way ANOVA was constructed for General Attractiveness, and the experimental conditions. This model was shown to be marginally significant and only accounted for a small portion of the variance ($\eta_p^2 = .08$), as represented in Table I5. The results indicated only environmental CSR ($M = 3.77, SD = .70$) was significantly higher than the control, while economic CSR ($M = 3.09, SD = 1.03$) was again, not statistically different than the control, see Table I6. Environmental CSR can increase an organization's General Attractiveness significantly more than the control. Economic CSR did not affect General Attractiveness differently than the control.

Together these results indicate that an economic CSR recruitment message does not influence Overall CSR Perceptions or General Attractiveness differently than a non-CSR message (i.e., the control condition). Additionally, results indicate that several other CSR messages (i.e., legal and philanthropic) had a more positive influence on Overall CSR Perceptions and the environmental CSR message had a more positive influence on General Attractiveness. These results do not support hypothesis 2.

Hypothesis 3

Hypothesis 3 predicts that Overall CSR Perceptions would mediate the relationship between an economic CSR recruitment message and the General Attractiveness of the organization. To test hypothesis 3, the study used a mediated model to examine the

relationship between the experimental conditions (X) and General Attractiveness (Y) when mediated by Overall CSR Perceptions (M_i) as shown by the conceptual and statistical diagram, model J1. The correlations between each variable in the mediation model is displayed in the correlation Table J2. The hypothesized model suggests that Overall CSR Perceptions mediates the relationship between the CSR conditions and General Attractiveness.

More specifically, using the control condition as the indicator variable, results showed that the legal (indirect effect = .31, BCA 95% CI [.12, .56]), philanthropic (indirect effect = .36, BCA 95% CI [.16, .64]), and environmental (indirect effect = .17, BCA 95% CI [.03, .38]) CSR had significant indirect effects over the control condition. However, economic CSR failed to have a significant indirect effect (indirect effect = .11, BCA 95% CI [-.11, .39]), see Table J3.

When using economic CSR as the indicator variable the results illustrated that only philanthropic (indirect effect = .26, BCA 95% CI [.16, .64]) CSR had significant indirect effects as compared to the economic condition. The control (indirect effect = -.11, BCA 95% CI [-.39, .10]), legal (indirect effect = .21, BCA 95% CI [-.01, .51]), and environmental (indirect effect = .07, BCA 95% CI [-.39, .10]) conditions did not have a significant indirect, as shown in Table J4.

Both findings show that Overall CSR Perceptions did mediate the relationship between CSR messaging and General Attractiveness. However, the results show that this mediation effect did not go through the economic CSR condition as it was found not to be different than the control condition, and the only philanthropic CSR messaging was found to

have a significantly stronger indirect effect compared with economic CSR. The overall findings do not support hypothesis 3.

Discussion

The overall purpose of this study was to determine which type of CSR, when presented by an organization, would be valued as the most important and most attractive variable to recently graduated undergraduates looking to enter the workforce. This information may help in determining if recently graduated undergraduates have needs, demands and expectations that differ from an average member of the workforce. If so, recruiters should shift their attention towards, and tailor their efforts towards this population of individuals entering the workforce if they desire to bring top talent to their organization. This is particularly important, as graduating college students (Fry, 2015), are the educated portion of the largest share of the American workforce (i.e. Millennials). This study also tested whether economic CSR messages would influence a college student's Overall CSR Perception of an organization, which could influence the organization's General Attractiveness to applicants from this generation.

Hypothesis 1 used survey data from college seniors to measure the value of importance that seniors place on each CSR type, and whether economic CSR would be held to a higher importance. The results indicated that participants did not hold economic CSR to the same degree of importance as the other CSR types, and therefore hypothesis 1 was not supported. The mean for economic CSR importance was actually lower than the means for philanthropic, environmental, and legal CSR. Legal CSR held the highest mean of importance. This does not indicate that economic CSR is unimportant. The relatively high mean of economic CSR ($M = 3.82$, $SD = .64$) demonstrates that college students do hold

some degree of importance towards economic CSR when looking for employment.

However, recruitment messages regarding philanthropic, environmental, and legal CSR seem to hold a higher degree of prominence for potential applicants.

Hypothesis 2 utilized the experimental manipulation within the survey to determine whether economic CSR would increase the applicant's perception of the organization's CSR, and increase the organization's General Attractiveness. In other words, hypothesis 2 examined whether displaying each CSR to college seniors would increase the organizations perceptions of being socially responsible, and make the organization appear as a more attractive place of employment.

For the outcome of Overall CSR Perceptions, legal, philanthropic, and environmental CSR were shown to be significantly higher than the control condition, with legal CSR being statistically the highest. Economic CSR was shown not to be statistically different than the control condition. These results illustrate that legal, philanthropic, and environmental CSR messages will increase Overall CSR Perceptions, with legal CSR increasing this outcome the most. Further, this increase in Overall CSR Perceptions will enhance the organization's General Attractiveness. However, contrary to our hypothesis 2, economic CSR message will affect the organizations Overall CSR Perceptions and General Attractiveness no differently than a non-CSR recruitment message (i.e., control condition).

For the outcome of General Attractiveness, the only CSR variable shown to be statistically higher than the control condition was environmental CSR. Philanthropic, legal and economic CSR were shown to be no different than the control condition. This indicates that environmental CSR can increase the General Attractiveness of an organization by increasing the organization's Overall CSR Perceptions. Philanthropic, legal, and economic

CSR will affect the organization Overall CSR Perceptions and General Attractiveness no differently than a non-CSR message (i.e. control condition).

Thus, one-way ANOVAs for the outcome of Overall CSR Perceptions and General Attractiveness do not support hypothesis 2. Economic CSR recruitment messages seem to attract recently graduated college Millennials no more effectively than a non-CSR recruitment message. However, legal, philanthropic, and environmental CSR were shown to be significantly more effective at increasing the organization's General Attractiveness through the increase of the organization's Overall CSR Perceptions.

Hypothesis 3 developed a mediation model that proposed Overall CSR Perceptions would mediate between CSR recruitment messages and General Attractiveness as represented by model J1. This model demonstrates how a CSR recruitment message, when applied to college seniors using the appropriate CSR information, can positively influence the organization's attractiveness as a place of employment for recently graduated undergraduate college students. Results showed the experimental conditions had significant relationships with Overall CSR Perceptions, and that Overall CSR Perceptions had a significant relationship with General Attractiveness. This demonstrates mediation with these variables can be achieved.

The results from the mediation analysis showed the Overall CSR Perceptions did mediate the relationship the relationship between CSR messages and General Attractiveness. However, economic CSR did not pose a significant indirect relationship. Instead, the results showed that legal, philanthropic, and environmental CSR recruitment messages can significantly and positively influence an organization's General Attractiveness through the organization's Overall CSR Perceptions. However, economic CSR did not influence General

Attractiveness through the mediation model. Therefore, its influence on General Attractiveness is no different than the control condition.

Another mediation model tested economic CSR as the indicator to whether it was significantly different than the other conditions. The results demonstrated that the indirect relationship between a philanthropic CSR recruitment message and General Attractiveness were significantly higher than the indirect relationship between economic CSR and General Attractiveness. While legal and environmental CSR, and the control condition were shown to be insignificantly different than economic CSR. The sum of both mediation results suggest that recently graduated college students will not see an organization as more attractive if shown an economic CSR recruitment message because it will not increase the Overall CSR Perceptions of the organization any differently than a non-CSR recruitment message. However, a legal, philanthropic or environmental CSR recruitment messages will. Therefore, recruiters ought to use legal, philanthropic and environmental CSR to positively affect the organizational attractiveness to potential talent through affecting Overall CSR Perceptions.

Practical Implications

Based on the study's findings and previous research, the influence of job choice and work experience towards college student's perceptions of CSR may not be as impactful towards this specific generation of employees. This study examined whether college seniors hold a higher view of importance towards economic CSR, as well as testing if economic CSR would significantly affect college senior's perceptions of the organization's CSR and attractiveness. The reported findings illustrate that legal, philanthropic, and environmental CSR are viewed as more important and have a significant positive effect on college student

perceptions of the organization's CSR and attractiveness when compared against a non-CSR recruitment message. This follows the trend of previous research on recruiting and attracting talent through CSR messaging (Belinda, Westerman, Bergman, 2017).

Though the findings suggest that college seniors and average working Millennials view and are affected by CSR in similar ways, it is still important for recruiters to attract college seniors, because they make up a significant portion of the largest population of the American workforce. For recruiters that are targeting college students as potential job applicants, these results suggest that recruiters use CSR recruitment messages as they enhance the appeal of the organization for college seniors. More specifically, the information provided should focus on the organization's legal, philanthropic or environmental CSR, as college senior's view these types of CSR as the most important. Additionally, college seniors will view organizations that display such information as more attractive due to the perceived higher levels of organizational CSR, as compared to an organization that does display any CSR information. By making an organization appear more attractive, more college seniors will likely pursue the organization as a place of employment. The more individuals who apply, the more likely the recruiter will be able source and recruit top talent which can provide an organization with a market advantage and in the war for talent.

Potential Limitations

A potential limitation of this study is the lack of sample size which inhibited our statistical power. The power analysis suggested that a sample of 400 participants were needed for the model to achieve an effect. After the data was cleaned only 122 valid survey responses were rewarded. If the appropriate sample size for the study was achieved it would potentially change the outcome of the study's results. Based on the analysis of our outcomes

the data seemed to be trending towards supporting the hypotheses. Therefore, if a larger sample size is achieved the results could end up supporting the hypotheses.

The small sample size may be due to a convenience error because the survey only sampled one university in the southeast. This selected sample diversity within our sample (e.g., lack of racial-ethnic diversity). Furthermore, the study only used a very specific type of individual within that university, soon to be or recently graduated millennial college seniors that are already in or planning to enter the workforce soon after graduation. Having a very specific population and sampling only one university contributed to the low number of valid participant response.

Another potential limitation of the study was the survey, which may have suffered from contamination within the survey questions related to environmental and philanthropic CSR importance. Two different manipulation checks were run by correlating the importance of each CSR type or the awareness of each CSR type and the experimental outcomes (i.e. Overall CSR Perceptions and General Attractiveness). The correlation for the variables of environmental and philanthropic CSR importance ($r = .60, p < .01$), and environmental and philanthropic CSR awareness ($r = .71, p < .01$) were both shown to be significant. This suggests that when participants saw environmental CSR or philanthropic CSR, they expected to also see the other CSR type. This may be due to the how participants view and define the different CSR types.

For economic and legal CSR, their definitions tend to not overlap, as economic CSR pursues the advancement and sustenance of an organization through financial means, while legal CSR focuses on staying within the law. However, philanthropic, and environmental CSR can overlap in terms of activities, as philanthropic work can take the form of

environmental work as well as the opposite. Therefore, within the eyes of participants, it is fair to assume that philanthropic CSR and environmental CSR could have comprised similar parts of the variance. This could mean the effect of environmental CSR and philanthropic CSR are not separate effects when it comes to measuring CSR importance or how it affects Overall Perceived CSR and General Attractiveness.

To ensure these variables are measuring distinct parts of the study's variance, perceptions of differences between the constructs could be measured. This could be achieved through an initial survey testing the difference between the CSR conditions. This would assist in our understanding of the difference in how each variable accounts for the variance uniquely, and can show how environmental, philanthropic, legal, and economic CSR are independently important and affect the outcomes of perceived CSR and General Attractiveness.

Another potential limitation of the study may be could be participants understanding of economic CSR and how it applies to organizational CSR. It is fair to assume a socially responsible firm will take on environmental or philanthropic initiatives, while following and not breaking the law. A manipulation check run on the importance of each CSR type indicated economic CSR importance to be insignificantly correlated with environmental CSR ($r = .03, p = .744$) and philanthropic CSR ($r = .04, p = .704$), but it did correlate with legal CSR ($r = .34, p < .01$). The manipulation check suggests that participants may not consider economic parameters to be a significant part of an organization's social responsibility, or that economic CSR ties into legal CSR, which was seen by participants to be a significant part of the organization's social responsibility.

When analyzing the manipulation check for CSR awareness, economic CSR correlated with legal CSR ($r = .63, p < .01$), environmental CSR ($r = .44, p < .01$), philanthropic CSR ($r = .39, p < .01$), and Overall CSR Perceptions ($r = .42, p < .01$). This suggests that participants understood and acknowledged the economic CSR information, but may not consider it significant enough to affect the organization's perceived CSR. Alternatively, economic CSR correlated highest with legal CSR ($r = .63, p < .01$) suggesting that economic and legal CSR could fall into the same amount of variance. Since legal CSR and not economic CSR was shown to significantly influence Overall CSR Perceptions and General Attractiveness, it could have overshadowed the effect of economic CSR in the eyes of participants.

If participants did not understand how economic factors uniquely contribute towards an organization's CSR messaging, this could have altered the degree of importance that participants place on economic CSR. Not considering economic CSR as part of an organization's social responsibility could deter economic CSR from significantly influencing Overall CSR Perceptions, and would suppress the effects of economic CSR on organization's General Attractiveness. The solution to this limitation is the need to educate participants on the importance and value of the different types of CSR and their impact.

Future Research

Many studies have focused on the needs and demands of average workforce members, but it is important to focus on the groups that feed the American workforce, such as graduated undergraduates looking to enter the workforce. Each new generation of graduates entering the workforce may possess different needs and traits (such as experience and job choice) that separates them from the dominant portion of the labor force. It is

imperative that future research intended to understand and attract soon to be graduated college students should understand the unique needs, demands and behaviors of each generation of college graduates. A needs analysis could determine if there is a certain need or set of needs that define each generation of graduating college students as they enter the workforce. This could provide better insight towards effectively recruiting and retaining young talent in order to gain an advantage in the war for talent.

References

- Albinger, H. S., & Freeman, S. J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 28, 243-253. doi: 10.1023/A:1006289817941
- Aguinis, H. 2011. Organizational responsibility: Doing good and doing well. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology*: 855-879. Washington, DC: American Psychological Association.
- Alcañiz, E. B., Cáceres, R. C., & Pérez, R. C. (2010). Alliances between brands and social causes: The influence of company credibility on social responsibility image. *Journal of Business Ethics*, 96(2), 169-186. doi:10.1007/s10551-010-0461-x
- Basil, D. Z., & Erlandson, J. (2008). Corporate social responsibility website representations: A longitudinal study of internal and external self-presentations. *Journal of Marketing Communications*, 14, 125-137. doi:10.1080/13527260701858497
- Biddle, B. J. (1986). Recent developments in role theory. *Annual Review of Sociology*, 1267-92. doi:10.1146/annurev.so.12.080186.000435
- Biddle, B. J., & Thomas, E. J. (1966). *Role theory: Concepts and research*. Oxford, England: John Wiley & Sons.
- Beechler, S., & Woodward, I. C. (2009). The global “war for talent”. *Journal Of International Management*, 15, 273-285. doi:10.1016/j.intman.2009.01.002

Belinda, C., Westerman, J. & Bergman, S.M. (2017) *Corporate Social Responsibility Online: When, Why, and to Whom is CSR Attractive?* Submitted for publication.

Belinda, C., Lesniak, K., & Bergman, S.M. (2016, October). Online displays of corporate social responsibility: The impact of individual & website design factors on recruitment outcomes. In K. O'Connor (co-Chair) & G. Schmidt (co-Chair), *Social Media as a Technology for Connecting People to Each Other and Knowledge*. Symposium at an annual meeting of the Southern Management Association, Charlotte, NC.

Bhattacharya, C., Sen, S., & Korschun, D. (2008). Using corporate social responsibility to win the war for talent. *MIT Sloan Management Review*, 49(2), 37. Retrieved from: <https://ssrn.com/abstract=2333549>

Carroll, A. B. (1979). A Three-Dimensional Conceptual Model of Corporate Performance. *The Academy of Management Review*, 4, 497-505. Retrieved from <http://www.jstor.org/stable/257850>

Carroll, A. B. (1991). The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders. *Business Horizons*, 34, pp. 39–48. doi.org/10.1016/0007-6813(91)90005-G

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International Journal of Management Reviews*, 12, 85-105. doi:10.1111/j.1468-2370.2009.00275.x

Deloitte. (2016). Winning over the next generation of leaders: The 2016 Deloitte Millennial

- survey. Retrieved from
<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-dttl-2014-millennial-survey-report.pdf>
- Deloitte. (2017). Millennial Survey 2017. Deloitte, Social impact, Innovation.
Retrieved from:
<https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>
- Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science*, 32, 554-571.
- Dolan, K. A.: 1997, 'Kinder, Gentler M.B.A.s', *Forbes* (June 2), 39-40.
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, 41, 1149-1160.
- Fry, R. (2015). Millennials surpass Gen Xers as the largest generation in U.S. labor force.
Retrieved from:
<http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/>
- Hayes, A. F. (2017). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. *Guilford Publications*.
Retrieved from:<http://www.personal.psu.edu/jxb14/M554/specreg/templates.pdf>
- Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Organization Attraction Scale. *PsycTests*, doi:10.1037/t08571-000
- Howe, N., & Strauss, W. (2000). *Millennials rising: The next great generation*. New York:

Vintage Books

Jones, D. A., Willness, C. R., & Madey, S. (2014). Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, 57, 383-404.

doi:10.5465/amj.2011.0848

Lantos, G. P. (2001) The boundaries of strategic corporate social responsibility. *Journal of Consumer Marketing*, 18(7), pp.595-632, doi.org/10.1108/07363760110410281

Maurer, R. (2015) Millennials expect raises, promotions more often than older generations.

Society for Human Resource Management

Retrieved from:

<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/millennials-raises-promotions-generations.aspx>

McGlone, T., Spain, J. J., & McGlone, V. (2011). Corporate Social Responsibility and the Millennials. *Journal Of Education For Business*, 86(4), 195-200.

doi:10.1080/08832323.2010.502912

Moreno, A., & Capriotti, P. (2009). Communicating CSR, citizenship and sustainability on the web. *Journal of Communication Management*, 13, 157-175.

doi:10.1108/13632540910951768

Pfeffer, J. (1994). Competitive advantage through people. *California Management Review*, 36(2), 9-28.

Pricewaterhouse Coopers (2011) Millennials at work Reshaping the workplace, The PWC.

Retrieved from:

<https://www.pwc.com/m1/en/services/consulting/documents/millennials-at-work.pdf>

Strauss, K. (2017) The 10 Companies with the Best CSR Reputations in 2017. *Forbes*,

Retrieved from: www.forbes.com/sites/karstenstrauss/2017/09/13/the-10-companies-with-the-best-csr-reputations-in-2017/#39cef95c546b

Thurrow, L. C. (1992). Who owns the twenty-first century? *Sloan Management Review*,

33(3), 5-17. Retrieved from:

<https://search.proquest.com/openview/946673b2e4b54f3dc510291028c59609/1?pq-origsite=gscholar&cbl=1817083>

Turban, D. B., & Greening, D. W. (1997). Corporate social performance and organizational

attractiveness to prospective employees. *Academy of Management Journal*, 40, 658-672. doi:10.2307/257057

Waddock, S. A. & Graves, S. B. (1997) The corporate social performance-financial

performance link. *Strategic Management Journal*, 18(4), 303-319. Retrieved from: <http://www.jstor.org/stable/3088143>

Wagner, T., Lutz, R. J. & Weitz, B. A. (2009) Corporate Hypocrisy: Overcoming

the Threat of Inconsistent Corporate Social Responsibility Perceptions. *Journal of Marketing*, 73 (6), pp. 77-91. doi: 10.1509/jmkg.73.6.77

Appendix A
IRB Approval

To: Nile LaTowsky

Psychology

CAMPUS EMAIL

From: Monica Molina, IRB Associate Administrator

Date: 11/20/2017

RE: Notice of IRB Exemption

STUDY #: 17-0057

STUDY TITLE: The Fantasy of Wealth: Attracting College Graduates into the Workforce

Exemption Category: (2) Anonymous Educational Tests; Surveys, Interviews or Observations

This study involves minimal risk and meets the exemption category cited above. In accordance with 45 CFR 46.101(b) and University policy and procedures, the research activities described in the study materials are exempt from further IRB review.

All approved documents for this study, including consent forms, can be accessed by logging into IRBIS. Use the following directions to access approved study documents.

1. Log into IRBIS
2. Click "Home" on the top toolbar
3. Click "My Studies" under the heading "All My Studies"
4. Click on the IRB number for the study you wish to access
5. Click on the reference ID for your submission
6. Click "Attachments" on the left-hand side toolbar
7. Click on the appropriate documents you wish to download

Study Change: Proposed changes to the study require further IRB review when the change involves:

- an external funding source,
- the potential for a conflict of interest,
- a change in location of the research (i.e., country, school system, off site location),
- the contact information for the Principal Investigator,
- the addition of non-Appalachian State University faculty, staff, or students to the research team, or
- the basis for the determination of exemption. Standard Operating Procedure #9 cites examples of changes which affect the basis of the determination of exemption on page 3.

Investigator Responsibilities: All individuals engaged in research with human participants are responsible for compliance with University policies and procedures, and IRB determinations. The Principal Investigator (PI), or Faculty Advisor if the PI is a student, is ultimately responsible for ensuring the protection of research participants; conducting sound ethical research that complies with federal regulations, University policy and procedures; and maintaining study records. The PI should review the IRB's list of PI responsibilities.

To Close the Study: When research procedures with human participants are completed, please send the Request for Closure of IRB Review form to irb@appstate.edu.

Appendix B

Informed Consent Form

Consent to Participate in Research

Perceptions of Corporate Websites

Principal Investigator: Nile LaTowsky

Department: Psychology

Contact Information:

- Nile LaTowsky (PI) – Email: hscience@appstate.edu
- Shawn Bergman (FA) – Email: hscience@appstate.edu

You are being invited to take part in a research study about the online presence of a business organization. If you participate, you will be one of about 400 people to do so. You cannot volunteer for this study if you are under 18 years of age.

The research procedures will take place at Appalachian State University, Boone, NC, 28608. Specifically, you will be asked to:

- View online information about an organization
- Complete a survey with questions about the organization and yourself

What are possible harms or discomforts that I might experience during the research?

To the best of our knowledge, the risk of harm for participating in this research study is no more than you would experience in everyday life.

What are the possible benefits of this research?

There may be no personal benefit from your participation, but the information gained by doing this research may help others in the future by suggesting what best practice methods organizations can engage in to convey adequate information about themselves to job applicants and potential job applicants.

Will I be paid for taking part in the research?

You will not be paid for your participation in this study. However, you will be eligible to enter a raffle to win one of eight \$50 gift cards for your participation.

How will you keep my private information confidential?

This study is anonymous. That means that no one, not even members of the research team, will know that the information you gave came from you. The data will be kept indefinitely.

Who can I contact if I have questions?

The people conducting this study will be available to answer any questions concerning this research, now or in the future. You may contact the Principal Investigator at 919-360-2299. If you have questions about your rights as someone taking part in research, contact the Appalachian Institutional Review Board Administrator at 828-262-2692 (days), through email at irb@appstate.edu or at Appalachian State University, Office of Research and Sponsored Programs, IRB Administrator, Boone, NC 28608.

Do I have to participate? What else should I know? Your participation in this research is voluntary. If you choose not to volunteer, there will be no penalty and you will not lose any benefits or rights you would normally have. If you decide to take part in the study, you still have the right to decide at any time that you no longer want to continue. There will be no penalty and no loss of benefits or rights if you decide at any time to stop participating in the study. If you decide to participate in this study, let the research personnel know. A copy of this consent form is yours to keep.

Appendix C

Website About Page: Control Condition



OUR STORY

Founded in 2010, GUARSEND SECURITY Inc. was established to provide affordable security systems utilizing the latest available technology. With the goal of eliminating the interruptive needs that security systems frequently pose in everyday life, our first products were geared towards streamlining user-system interface (e.g., developing software to automatically reset your security codes, scan more efficiently for indices of intrusion, and allow for your system to update absent disablement). Our original initiative was such a success that we were able to expand our operations, and, only two years after emerging in the security industry, achieved ProtectIT Magazine's "Most Reliable Security System of the Year" award in 2012. Six years have past since we laid down our roots in Kansas City, MO, and we are now operating out of three major cities, working hard to protect the families, communities, and businesses we serve.

OUR VISION

At home and at work, everyone should feel safe. Leave the worrying to us. We are dedicated to ensuring that our security systems are developed using the latest technological advancements, and that our expert staff is ready to serve you at any time by providing around the clock emergency calling and monitoring. With our state of the art technology you can spend more time engaging in the activities you enjoy with the people you enjoy, knowing that you and your belongings are receiving the best protection that modern society has to offer.



Appendix D

Website About Page Manipulation (Example): Philanthropic CSR



OUR STORY

Founded in 2010, GUARSEND SECURITY Inc. was established to provide affordable security systems utilizing the latest available technology. With the goal of eliminating the interruptive needs that security systems frequently pose in everyday life, our first products were geared towards streamlining user-system interface (e.g., developing software to automatically reset your security codes, scan more efficiently for indices of intrusion, and allow for your system to update absent disablement). Our original initiative was such a success that we were able to expand our operations, and, only two years after emerging in the security industry, achieved ProtectIT Magazine's "Most Reliable Security System of the Year" award in 2012. Six years have past since we laid down our roots in Kansas City, MO, and we are now operating out of three major cities, working hard to protect the families, communities, and businesses we serve.

OUR VISION

At home and at work, everyone should feel safe. Leave the worrying to us. We are dedicated to ensuring that our security systems are developed using the latest technological advancements, and that our expert staff is ready to serve you at any time by providing around the clock emergency calling and monitoring. With our state of the art technology you can spend more time engaging in the activities you enjoy with the people you enjoy, knowing that you and your belongings are receiving the best protection that modern society has to offer.



BLUELIGHT INITIATIVE

At GUARSEND SECURITY Inc., we realize that provisioning security products and services is more about enhancing community safety than making a profit. Aside from providing top of the line security for homeowners and organizations of all sizes, we are currently involved in multiple initiatives to give back to those around us.

Our ongoing BlueLight Initiative is a prime example of our current community involvement. All of our employees are being encouraged to take 40 hours of paid time off this year to help universities around the United States install and update Blue Light Emergency Phones and Call Boxes. Presently, we have employees working on installing BlueLight Emergency Systems at universities in 13 states, where they are also hosting free community safety seminars, and have just passed the 300 mark of our goal of 500 BlueLight Systems by the end of the year.

Appendix D

Website About Page Text Manipulations

Philanthropic CSR

BlueLight Initiative

Improving Community Safety One Step at a Time

At GUARDSSEND SECURITY Inc., we realize that provisioning security products and services is more about enhancing community safety than making a profit. Aside from providing top of the line security for homeowners and organizations of all sizes, we are currently involved in multiple initiatives to give back to those around us.

Our ongoing BlueLight initiative is a prime example of our current community involvement. All of our employees are being encouraged to take 40 hours of paid time off this year to help universities around the United States install and update BlueLight Emergency Phones and Call Boxes. Presently, we have employees working on installing BlueLight Emergency Systems at universities in 13 states, where they are also hosting free community safety seminars, and have just passed the 300 mark of our goal of 500 BlueLight Systems by the end of the year.

Environmental CSR

Going Green Initiative

Working Towards Sustainability One Step at a Time

GUARDSSEND SECURITY Inc. has been focused on utilizing green energy and eliminating company waste since our founding in 2010. By the end of 2015, we completed installing solar panels around all office locations, reducing our reliance on contaminated energy by 15 percent. Tackling this objective put us well on our way to reaching our goal of becoming a carbon neutral company by 2020. In addition, we recently added solar powered alternatives to our product line, including solar powered security cameras, lights, and motion detectors.

The Zero Waste program GUARDSSEND SECURITY Inc. established in 2013 has also been a great success. Through the Zero Waste program, we are working to ensure that our products are 100 percent recyclable at the end of their lifespan. Users who return our products for recycling are guaranteed a 10 percent discount on any one of our products or services. All data from returned security products are erased before they are recycled to ensure consumer confidentiality. Our goal is to reduce our total amount of waste reported during 2013 to half by 2020.

Appendix D (Continued)

Legal CSR

Sustained Compliance Initiative

Maintaining a Legally Sound Workplace One Step at a Time

At GUARDSSEND SECURITY Inc., we realize that provisioning security products and services is not just about earning a profit. It requires upholding the legal standards set forth by our nation. Aside from providing top of the line security, we believe in equal employment opportunity for all of our employees and applicants. GUARDSSEND SECURITY Inc. is passionate about maintaining a discrimination-free workplace, which entails preventing discrimination on any basis, such as race, religion, national origin, marital status, sex, age, sexual orientation, or disability.

We are currently involved in multiple initiatives to ensure that we continue to adhere to all aspects of employment law. Notably, at the beginning of every year, GUARDSSEND SECURITY Inc. requires its employees to undergo sexual harassment training to clarify any sexual harassment myths employees may endorse. We are proud to announce that we have been free of any liabilities since our founding in 2010 and are committed to upholding this reputation.

Economic CSR

Market Expansion Initiative









Enhancing Economic Success One Step at a Time

Since our establishment in 2010, GUARDSSEND SECURITY Inc. has been experiencing consistent economic growth. We entered the market with an aggressive economic plan and are currently one of the top competitors in the security industry. Due to our recent financial success, we have expanded our headquarters to serve over 100,000 individuals in the Kansas City Metropolitan area.

Our goal over the next five years is to cut our cost of production in half. We plan to do this by increasing the efficiency of our production cycle and expanding our focus. At GUARDSSEND SECURITY Inc., we are determined to provide our services globally by 2020, and we expect to increase our annual earnings by entering the automotive security market by the end of next year.







Appendix E

Facebook Control Condition and Manipulation Example

Facebook Control Condition (Sample)	Facebook Philanthropic CSR (Sample)
<p>Guardsend Security, Inc 1 September 7 at 6:51pm · 🌐</p> <p>Lock in your security system today with GUARSEND SECURITY. Our prices are lower than the leading security system companies and our equipment is just as fast, if not faster.</p> <p>Please make sure to "like" our Facebook page and share this post to be entered into a drawing for a free security camera systems installation!</p>  <p>👍 Like 💬 Comment ➦ Share</p> <hr/> <p>Guardsend Security, Inc 1 September 7 at 7:01pm · 🌐</p> <p>Are you or someone you know passionate about providing excellent customer service and support? If so, please check out our website to learn more about our available positions on the GUARSEND SECURITY Team!</p>  <p>👍 Like 💬 Comment ➦ Share</p> <hr/> <p>Guardsend Security, Inc 1 September 7 at 6:55pm · 🌐</p> <p>GUARSEND SECURITY is here to keep you and your family safe. With our state of the art equipment response time, we are able to contact your local police within 10 seconds of a break-in.</p>  <p>👍 Like 💬 Comment ➦ Share</p> <hr/> <p>Guardsend Security, Inc 1 September 7 at 6:35pm · 🌐</p> <p>With GUARSEND SECURITY, you can leave the safety of your home in our hands with your mind at ease. This allows you more relaxation time with your family. Whether your headed to the beach or the mountains, GUARSEND SECURITY is here to ensure your peace of mind so you can focus on what matters most.</p>  <p>👍 Like 💬 Comment ➦ Share</p>	<p>Guardsend Security, Inc. 2 September 7 at 6:13pm · 🌐</p> <p>GUARSEND is a proud sponsor of the effort to bring clean drinking water to the citizens of Flint, Michigan. So far, we've donated over \$5000 worth of bottled water to communities that are still in need. We do our best to ensure all communities! Find out more about our philanthropy and volunteer efforts at guardsend.net</p>  <p>👍 Like 💬 Comment ➦ Share</p> <hr/> <p>Guardsend Security, Inc. 2 updated their cover photo. September 7 at 8:12pm · 🌐</p>  <p>👍 Like 💬 Comment ➦ Share</p> <hr/> <p>Guardsend Security, Inc. 2 September 7 at 6:00pm · 🌐</p> <p>GUARSEND has joined together with schools throughout the Kansas City area to provide school supplies to our communities in need. Together with Classroom Connect, The Kansas City Teacher Fund, and the Missouri Education Initiative (MEI), our donations will help children succeed in the classroom all year long!</p>  <p>👍 Like 💬 Comment ➦ Share</p> <hr/> <p>Guardsend Security, Inc. 2 September 7 at 7:44pm · 🌐</p> <p>Last week, the GUARSEND team partnered with Science Direct to give middle school students the chance to explore opportunities offered by a career in #STEM. We are proud to help engage the next generation of scientists and engineers!</p>  <p>👍 Like 💬 Comment ➦ Share</p>

Appendix E (continued)

Facebook Economic, Legal and Environmental CSR Manipulation Example

Facebook Economic CSR (Sample)	Facebook Legal CSR (Sample)	Facebook Environmental CSR (Sample)
<p>Guardsend Security, Inc. 4 1 hr · 🌐</p> <p>We strive to give our customers the best possible service for their money. If you invest in us, we WILL invest in you.</p>  <p>Like Comment Share</p> <p>Guardsend Security, Inc. 4 1 hr · 🌐</p> <p>Did you know that GUARSEND Security is one of the fastest growing security companies in the U.S.? Since this large increase in sales, we have created more economic opportunities and values for our colleagues, clients, and investors.</p>  <p>Like Comment Share</p> <p>Guardsend Security, Inc. 4 updated their cover photo. 7 hrs · 🌐</p>  <p>Like Comment Share</p>		<p>Guardsend Security, Inc. 3 September 8 at 3:13pm · 🌐</p> <p>According to U.N. estimates, there will be another billion people added to the planet by 2025. Our demand on natural resources is beyond the planet's capacity to regenerate them. Check out this infographic for ways to go green in the office and at home.</p>  <p>Like Comment Share</p> <p>Guardsend Security, Inc. 3 September 8 at 3:12pm · 🌐</p> <p>Here are some GUARSEND employees with their families helping to plant new trees in Kansas City parks for this week's KC Green-Renewal weekend. This ongoing event will be open to the public all month! Come on down and help us to preserve the natural habitats in our great state. Visit the Kansas City Green Renewal Project website or the GUARSEND blog for details or the upcoming canvassing locations.</p>  <p>Like Comment Share</p> <p>Guardsend Security, Inc. 3 September 8 at 2:41pm · 🌐</p> <p>For quick and easy security services anytime and anywhere, visit the App Store and download the GUARSEND Security app!</p>  <p>Like Comment Share</p>

Appendix F
Survey Questions

Initial CSR Importance

Q1) Economic: Respond to each statement. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. I am attracted to organizations that hold maximizing their profits as a top priority
2. It is valuable to me to work for a company that maintains a financially competitive advantage
3. It is attractive to me to work for an organization that operates efficiently
4. It is attractive to me to work for a firm that is continuously growing
5. I value working for an organization that creates new jobs and maintains them

Q2) Legal: Respond to each statement. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. It is important to me that I work for a company that creates products that follow legal requirements.
2. A company that appeals to me as a place of employment is one that ensures equal pay for employees
3. I would be interested in working for a company that prioritizes meeting legal obligations
4. I value working for an organization that provides equal opportunity for employment

Q3) Philanthropic: Respond to each statement. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. I value working for an organization that supports charities
2. I am interested in working for a company that prioritizes giving back to the community
3. I am interested in an organization that supports community initiatives
4. A company that is appealing to me as a place of employment is one that focuses on philanthropy

Q4) Environment: Respond to each statement. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. I value working for an organization that prioritizes protecting the environment
2. I am interested in working for an organization that understands how it impacts the environment
3. A company I am interested in working for is one that make environmentally friendly products
4. An organization that is attractive to me as a place of employment is one that supports environmental efforts

CSR Awareness

Q5) Philanthropy: Respond to each statement about Guardsend. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Guardsend is genuinely concerned about community welfare.
2. Guardsend believes in philanthropy and giving generously to worthy causes.
3. Guardsend provides financial support for humanitarian causes.
4. Guardsend contributes to improving the well-being of populations in the areas where it operates by providing help for schools, community events, etc.

Q6) Legal: Respond to each statement about Guardsend. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Guardsend seeks to comply with all laws regulating hiring and employee benefits.
2. Guardsend has internal policies that prevent discrimination in employees' compensation and promotion.
3. The managers of Guardsend try to comply with the law.
4. Guardsend has programs that encourage the diversity of its workforce.

Q7) Economic: Respond to each statement about Guardsend. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Guardsend has been successful at maximizing its profits.
2. Guardsend strives to lower its operating costs.
3. The top management of Guardsend establishes long-term strategies for the business.
4. Guardsend closely monitors employees' productivity.

Q8) Environment: Respond to each statement about Guardsend. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Guardsend takes action to reduce pollution related to its activities (e.g., choice of materials, eco-design, and dematerialization).
2. Guardsend contributes toward saving resources and energy (e.g., recycling, waste management).
3. Guardsend makes investments to improve the ecological quality of its products and services.
4. Guardsend invests in clean technologies and renewable energies.

Q9) Overall CSR Respond to each statement about Guardsend. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Guardsend fulfills its social responsibilities.
2. Guardsend puts something back into society.
3. Guardsend acts in a socially responsible way.
4. Guardsend acts with society's interest in mind.

Trust

Q10) Trust Respond to each statement as if you are actively seeking a job in the security industry. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. I believe that Guardsend takes the opinions of people like me into account when making decisions.
2. Guardsend treats people like me fairly and justly.
3. Whenever Guardsend makes an important decision, I know it will be concerned about people like me.

Commitment

Q11) Commitment Respond to each statement as if you are actively seeking a job in the security industry. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. There is a long-lasting bond between Guardsend and people like me.
2. I feel that Guardsend is trying to maintain a long-term commitment to people like me.
3. I can see that Guardsend wants to maintain a relationship with people like me.

Communal Relations

Q12) Communal Relationship Respond to each statement as if you are actively seeking a job in the security industry. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Guardsend helps people like me without expecting anything in return.
2. Guardsend is very concerned about the welfare of people like me.
3. Guardsend does not especially enjoy giving others aid.

General Attractiveness

Q13) General Attractiveness Respond to each statement as if you are actively seeking a job in the security industry. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. I am interested in learning more about Guardsend.
2. Guardsend is attractive to me as a place for employment.
3. A job at Guardsend would be very appealing to me.
4. I would not be interested in Guardsend except as a last resort.
5. For me, Guardsend would be a good place to work.

Pursuit Intentions

Q14) Intentions to Pursue Respond to each statement as if you are actively seeking a job in the security industry. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. If Guardsend invited me for a job interview, I would go.
2. I would recommend Guardsend to a friend looking for a job.
3. I would exert a great deal of effort to work for Guardsend.
4. I would accept a job offer from Guardsend.
5. I would make Guardsend one of my first choices as an employer.

Prestige

Q15) Prestige Respond to each statement as if you are actively seeking a job in the security industry. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Guardsend probably has a reputation as being an excellent employer.
2. Employees are probably proud to say they work at Guardsend.
3. There are probably many who would like to work for Guardsend.
4. I would find Guardsend a prestigious place to work.
5. Guardsend is a reputable company to work for.

Conscientious

Q16) Please respond to each question in the following context: "I see myself as someone who..." (1. Totally Disagree, 2. Moderately Disagree, 3. Slightly Disagree, 4. Neutral Opinion, 5. Slightly Agree, 6. Moderately Agree, 7. Totally agree)

1. Can do things impulsively without thinking about the consequences.
2. Perseveres until the task at hand is completed.
3. Works conscientiously, does the things he/she has to do well.
4. Is a reliable student/worker, who can be counted on.
5. Is easily distracted, has difficulty remaining attentive.
6. Does things efficiently, works well and quickly.
7. Plans things that need to be done and follows through the plans.
8. Has a tendency to be lazy.
9. Can be a little careless and negligent.
10. Has a tendency to be disorganized, messy.

Emotional Stability

Q17) Please respond to each question in the following context: "I see myself as someone who..." (1. Totally Disagree, 2. Moderately Disagree, 3. Slightly Disagree, 4. Neutral Opinion, 5. Slightly Agree, 6. Moderately Agree, 7. Totally agree)

1. Has a tendency to be easily depressed, sad.
2. Is emotionally stable, not easily upset.
3. Worries a lot about many things.
4. Stays calm in tense or stressful situations.
5. Can be tense, stressed out.
6. Is generally relaxed, handles stress well.
7. Has a tendency to feel inferior to others.
8. Can be moody.
9. Can easily become nervous.
10. Has a tendency to be easily irritated.

SNS Questions

Q18) SNS How many social networking sites are you currently a member of? (i.e. LinkedIn, Facebook, Instagram, Twitter, Snapchat, etc.)

1. 0
2. 1
3. 2
4. 3
5. 4
6. 5
7. More than 5

Q19) SNS How often do you use social networking sites?

1. Less than once a week
2. Once a week
3. Multiple times a week
4. Every day
5. Multiple times per day

Demographics

Q20) How do you self-identify?

1. Male
2. Female
3. Transgender Female
4. Transgender Male
5. Gender Variant/Non-Conforming

Q21) What is your age?

Q22) Do you already have a job after college?

1. Yes
2. No

Q23) Are you currently looking for a job?

1. Yes
2. No

Q24) If you are not currently looking for a job, do you plan on looking for one?

1. Yes
2. No

Q25) What is your level of education?

1. Some high school
2. High school
3. Some College but no degree
4. Associate Degree
5. Bachelor's Degree
6. Masters
7. PhD

Q26) What is your Mother's highest level of education?

1. Some High School
2. High School
3. Two-year college
4. Four-year college
5. Masters
6. Doctorate
7. I do not know

Q27) What is your Father's highest level of education?

1. Some High School
2. High School
3. Two-year college
4. Four-year college
5. Masters
6. Doctorate
7. I do not know

Q28) Which of these categories describes your total combined family income?

1. Less than \$5,000
2. \$5,000 through \$11,999
3. \$12,000 through \$15,999
4. \$16,000 through \$24,999
5. \$25,000 through \$34,999
6. \$35,000 through \$49,999
7. \$50,000 through \$74,999
8. \$75,000 through \$99,999
9. \$100,000 and greater
10. Do not know
11. No response

Q29) Please indicate your political alignment. (1. Strongly Disagree, 2. Somewhat Disagree, 3. Neither agree nor disagree, 4. Somewhat agree, 5. Strongly agree)

1. Liberal
2. Conservative

Q30) Please select all that apply.

1. White
2. Black or African American
3. American Indian or Alaska Native
4. Asian
5. Native Hawaiian or Pacific Islander
6. Hispanic or Latino
7. Other

Q31) What is your Major

Q32) What is your GPA

0 1 2 3 4

Click to write Choice



Q33) When are you graduating?

1. May 2018
2. August 2018
3. December 2018
4. May 2019

Table G1

Correlation Table of Demographic and Outcome Variables

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
1. Age	--																		
2. Gender	-.02	--																	
3. GPA	-.20*	.03	--																
4. Job After College	-.01	.13	.04	--															
5. Job Search	.14	-.07	-.12	-.35**	--														
6. Plan to Search	.12	-.01	-.03	-.45**	.48**	--													
7. SNS Membership	-.26**	.16	.01	-.13	.11	.02	--												
8. SNS Usage	-.02	.15	-.05	-.09	.09	.14	.44**	--											
9. Liberal	-.06	.18	.03	.10	.08	-.05	.06	.04	--										
10. Conservative	.11	-.16	.09	.02	-.09	.02	-.13	-.06	-.83**	--									
11. CSR Perceptions	-.07	.20*	-.16	-.02	.01	.06	.22*	.22*	-.04	.02	--								
12. Org. Attraction	.09	-.02	-.11	-.04	.08	.05	.04	.06	-.16	.07	.35**	--							
13. Conscientious	-.03	.05	-.03	.09	-.22*	-.22*	.08	.11	.04	-.09	.09	-.04	--						
14. Highest Ed.	.05	-.18	.20*	.01	-.08	-.06	-.20*	-.18	-.18*	.24**	-.20*	-.07	.11	--					
15. Mother's Ed.	-.10	-.05	.09	.04	-.06	-.04	.25**	.01	.14	-.11	-.03	.04	.20*	.07	--				
16. Father's Ed.	-.13	-.12	.10	.02	-.17	.06	.10	-.05	.12	-.12	-.15	.08	-.01	.14	.52**	--			
17. Income Level	-.20*	-.12	.18*	.05	-.02	.03	-.02	-.07	-.11	.05	.04	-.09	.03	.02	.19*	.19*	--		
18. Race	.07	-.24**	.10	-.05	.07	-.01	-.16	-.04	-.08	.14	-.14	.20*	-.17	.22*	.11	.27**	.10	--	
Mean	22.07	1.84	3.35	1.82	1.45	1.20	4.98	4.18	3.52	2.64	4.08	3.36	4.62	3.96	3.68	3.54	7.46	.93	
SD	2.24	.58	.51	.39	.50	.41	1.45	.98	1.23	1.32	.77	1.01	.52	.96	1.15	1.25	2.29	.26	

Race was coded in a binary manner with white being 1 and minority being 0. **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

Appendix H
Hypothesis 1 Tables

Table H1

Descriptive Statistics of Participants Per CSR Importance and Measures for ANOVA Comparison

CSR					
Importance	<i>n</i>	Mean	SD	Std. Error	95% CI
Economic	<i>n</i> (122)	3.82	.64	.058	[3.71, 3.93]
Legal	<i>n</i> (122)	4.65	.51	.046	[4.56, 4.74]
Philanthropic	<i>n</i> (122)	4.48	.67	.061	[4.36, 4.60]
Environmental	<i>n</i> (122)	4.47	.71	.064	[4.34, 4.59]

Table H2

Results from Repeated Measures ANOVA for CSR Importance

I) CSR Importance	(J) CSR Importance	Mean Difference (I-J)	Std. Error Difference	Sig.	95% CI
Economic	Legal	-.83	.06	<.001	[-.95, -.71]
	Phil	-.66	.08	<.001	[-.83, -.50]
	Environmental	-.65	.09	<.001	[-.82, -.48]
Legal	Economic	.83	.06	<.001	[.71, .95]
	Phil	.17	.06	.005	[.05, .29]
	Environmental	.18	.06	.002	[.07, .30]
Phil	Economic	.66	.08	<.001	[.50, .83]
	Legal	-.17	.06	.005	[-.29, -.05]
	Environmental	.01	.06	.790	[-.10, .13]
Environmental	Economic	.65	.09	<.001	[.50, .82]
	Legal	-.18	.06	.002	[-.30, -.07]
	Phil	-.01	.06	.799	[-.13, .10]

Based on observed means. The error term is Mean Square (Error) = .534.

*. The mean difference is significant at the .05 level.

** . The mean difference is significant at the .01 level

Appendix I
Hypothesis 2 Tables

Table I1

Number of Participants Per CSR Condition

CSR Type	Website and Facebook
No CSR	<i>n</i> (23)
Philanthropic	<i>n</i> (24)
Environmental	<i>n</i> (25)
Economic	<i>n</i> (25)
Legal	<i>n</i> (25)

Table I2

Means and Standard Deviations of Overall CSR Perceptions and General Attractiveness as a Function of CSR Type

CSR Type	<i>M</i>	<i>SD</i>
	Overall CSR Perception	
No CSR	3.67	.56
Philanthropic	4.44	.64
Environmental	4.04	.59
Economic	3.90	1.05
Legal	4.33	.70
	General Attractiveness	
No CSR	3.11	.89
Philanthropic	3.20	1.13
Environmental	3.77	.70
Economic	3.09	1.03
Legal	3.60	1.08

Appendix I

Table I3

F Statistic of Between-Subjects Effect and Model Significance with the Dependent Variable of Perceptions of Overall CSR Perceptions

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Condition	9.31	4	2.327	4.356	.003	.13
Error	62.514	117	.534			
Corrected Total	71.824	121				

a. $\eta_p^2 = .13$

b. Computed using alpha = .05

Appendix I

Table I4

Results from One-Way ANOVA for Overall CSR Perceptions

I) Condition	(J) Condition	Mean Difference (I-J)	Std. Error	Sig.	95% CI
Economic	Legal	-.43	.21	.038	[-.84, -.02]
	Phil	-.54	.21	.011	[-.95, -.12]
	Environmental	-.14	.21	.500	[-.54, .26]
	Control	.22	.21	.294	[-.19, .64]
Legal	Economic	.43	.21	.038	[.02, .84]
	Phil	-.11	.21	.608	[-.52, .30]
	Environmental	.29	.21	.159	[-.11, .70]
	Control	.66	.21	.002	[.23, 1.07]
Phil	Economic	.54	.21	.011	[.12, .95]
	Legal	.11	.21	.608	[-.30, .52]
	Environmental	.40	.21	.057	[-.01, .81]
	Control	.76	.21	.001	[.34, 1.18]
Environmental	Economic	.14	.21	.500	[-.26, .54]
	Legal	-.29	.21	.159	[-.70, .11]
	Phil	-.40	.21	.057	[-.81, .01]
	Control	.36	.21	.089	[-.05, .78]
Control	Economic	-.22	.21	.294	[-.64, .19]
	Legal	-.65	.21	.002	[-1.07, -.23]
	Phil	-.76	.21	.001	[-1.18, -.34]
	Environmental	-.36	.21	.089	[-.78, .05]

Based on observed means. The error term is Mean Square (Error) = .534.

*. The mean difference is significant at the .05 level.

Appendix I

Table I5

F-Statistic of Between-Subjects Effect and Model Significance with the Dependent Variable of General Attractiveness to the Organization

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Condition	9.46	4	2.3	2.437	.051	.077
Error	113.58	117	.97			
Corrected Total	123.04	121				

a. $\eta_p^2 = .08$

b. Computed using alpha = .05

Appendix I

Table I6

Results from One-Way ANOVA for General Attractiveness

I) Condition	(J) Condition	Mean Difference (I-J)	Std. Error	Sig.	95% CI
Economic	Legal	-.50	.29	.073	[-1.05, .04]
	Phil	-.11	.28	.691	[-.67, .44]
	Environmental	-.68	.29	.016	[-1.23, -.12]
	Control	-.01	.28	.952	[-.58, .54]
Legal	Economic	.50	.29	.073	[-.04, 1.05]
	Phil	.39	.28	.167	[-.16, .94]
	Environmental	-.17	.29	.529	[-.72, .37]
	Control	.48	.28	.090	[-.07, 1.05]
Phil	Economic	.11	.28	.691	[-.44, .67]
	Legal	-.39	.28	.167	[-.94, .16]
	Environmental	-.56	.28	.046	[-1.12, -.01]
	Control	.10	.28	.741	[-.47, .66]
Environmental	Economic	.68	.28	.016	[.12, 1.23]
	Legal	.17	.28	.529	[-.30, .72]
	Phil	.57*	.28	.046	[.01, 1.12]
	Control	.66	.28	.022	[.09, 1.22]
Control	Economic	.02	.28	.952	[-.54, .58]
	Legal	-.49	.28	.090	[-1.05, .07]
	Phil	-.10	.29	.741	[-.66, .47]
	Environmental	-.66	.28	.022	[-1.22, -.09]

Based on observed means. The error term is Mean Square (Error) = .534.

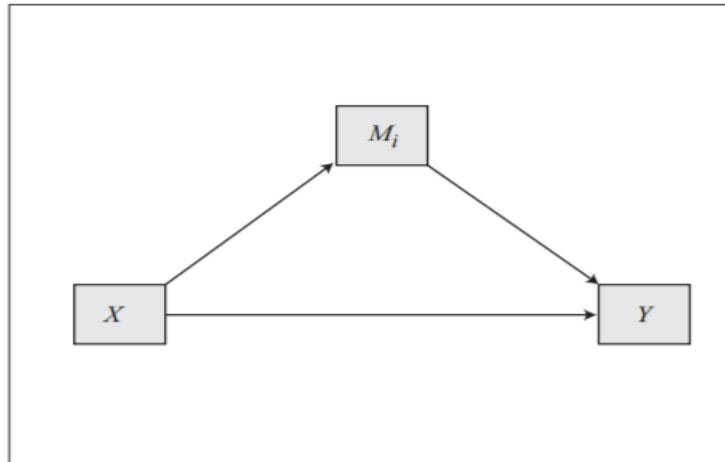
*. The mean difference is significant at the .05 level.

Appendix J

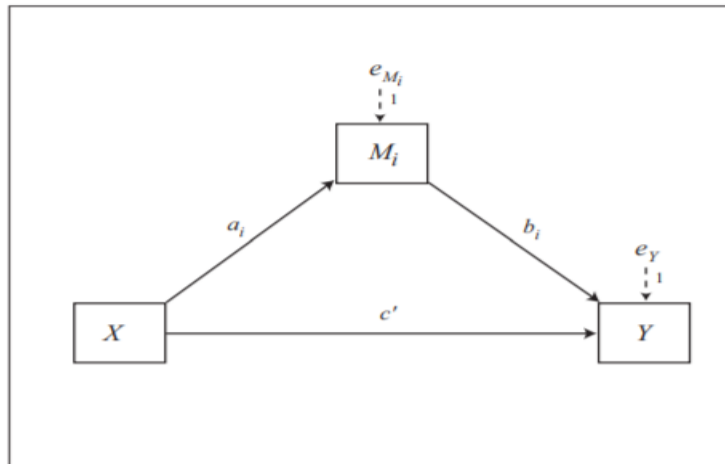
Hypothesis 3

Model J1

Conceptual Diagram



Statistical Diagram



Indirect effect of *X* on *Y* through *M_i* = $a_i b_i$

Direct effect of *X* on *Y* = c'

Note:

Hayes, A. F. (2017). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. *Guilford Publications*.

Retrieved from: <http://www.personal.psu.edu/jxb14/M554/specreg/templates.pdf>

Note:

X = Economic Recruitment Message, *Y* = Perceived Organizational Attractiveness, *M_i* = Perception of Overall Perceived CSR

Appendix J

Table J2

Correlation Table between Mediation Variables and Other Outcome Variables

Correlated variables		Outcome Variables	
		Overall CSR Perceptions (M_i)	General Attractiveness (Y)
Mediation Variable	Overall CSR Perceptions (M_i)	--	.35**
Conditions	Philanthropic (X)	.76**	.30**
	Legal (X)	.69**	.30**
	Economic (X)	.49**	.10
	Environmental (X)	.71**	.33**

** . Correlation is significant at the .01 level (2-tailed).

* . Correlation is significant at the .05 level (2-tailed).

Appendix J

Table J3

Variable Differences in Mediation Effects Using Control Condition as the Indicator and Outcome of General Attractiveness

Mediator	Effect	Condition	Coefficient	Std. Err.	<i>p</i>	95%CI
		Constant	3.1	.2	<.001	[2.71, 3.5]
Overall CSR Perceptions	Direct	Legal	.18	.28	.538	[-.38, .73]
		Philanthropy	-.27	.28	.351	[-.83, .29]
		Environment	.49	.27	.073	[-.05, 1.03]
		Economic	-.12	.27	.649	[-.66, .41]
	Indirect	Legal	.31	.11	N/A	[.12, .56]
		Philanthropy	.36	.12	N/A	[.16, .64]
		Environment	.17	.09	N/A	[.03, .38]
		Economic	.11	.12	N/A	[-.11, .39]
	Total	Legal	.49	.28	.090	[-.08, 1.05]
		Philanthropy	.10	.29	.741	[-.47, .66]
		Environment	.66	.28	.022	[.1, 1.23]
		Economic	-.02	.28	.952	[-.58, .55]

Appendix J

Table J4

Variable Differences in Mediation Effects Using Control Economic CSR as the Indicator as the Constant and Outcome of General Attractiveness

Mediator	Effect	Condition	Coefficient	Std. Err.	p	95% CI
		Constant	3.1	0.2	<.001	[2.71, 3.5]
General						
Attractiveness	Direct	Legal	.30	.27	.265	[-.23, .83]
		Philanthropy	.14	.27	.598	[-.68, .40]
		Environment	.61	.26	.021	[.09, 1.13]
		Control	.12	.27	.649	[-.41, .66]
	Indirect	Legal	.21	.13	N/A	[-.01, .51]
		Philanthropy	.26	.13	N/A	[.05, .56]
		Environment	.07	.12	N/A	[-.15, .38]
		Control	-.11	.12	N/A	[-.39, .10]
	Total	Legal	.50	.28	.073	[-.05, 1.06]
		Philanthropy	.11	.28	.691	[-.45, .67]
		Environment	.68	.28	.016	[.13, 1.23]
		Control	.02	.28	.952	[-.55, .58]