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The effect of applying persuasive communication to realistic job previews

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THE EFFECT OF APPLYING PERSUASIVE COMMUNICATION
TO REALISTIC JOB PREVIEWS

A Thesis

Presented to

the Faculty of the Department of Psychology

San Jose State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

by

Chun-Ling Chen

August 2005

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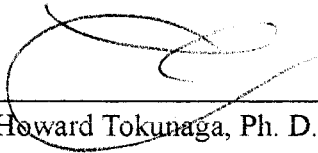
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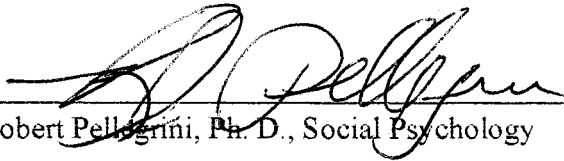
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ABSTRACT

THE EFFECT OF APPLYING PERSUASIVE COMMUNICATION TO REALISTIC JOB PREVIEWS

by Chun-Ling Chen

The purpose of the study was to investigate the effects of applying persuasive communication in a Realistic Job Preview (RJP) on increasing organizational attractiveness, job pursuit intention, and job and organization knowledge. The researcher designed three conditions to manipulate the experiment. Participants were 87 graduating students, randomly assigned to experimental conditions. Participants who received an RJP using central cues to present job attributes, and peripheral cues to present organizational practices viewed the organization more favorably, had higher intention to pursue the job, and had greater knowledge of the organization than those who received reverse design to present job attributes, and organizational practices or a traditional RJP. The findings of the present study suggest that organizations should use statistical evidence to present job attributes and anecdotal evidence to present organizational practices in an RJP.

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INTRODUCTION

Recruitment is an important part of effective human resource management (HRM; Barber, 1998). Since the purpose of recruitment is to attract more applicants in order to have a pool of qualified job candidates, studies have concentrated on such issues as recruitment source effectiveness, applicant attraction, recruitment materials, and recruiter characteristics. However, an increase in the number of applicants can result in problems for organizations during the recruitment process. Carlson, Connerley, and Mecham (2002) noted that an increase in the number of applicants will also cause increased administration time and costs because there will be more applicants to track, to respond to, and to screen. Furthermore, the hiring of an unsuitable newcomer could lead to high costs resulting from turnover or from the employee's dissatisfaction or incorrect expectations of the job or organization. In order to solve this problem, realistic job previews (RJPs) are used by practitioners during the recruitment process.

Realistic job previews (RJPs) enable organizations to provide applicants with an accurate description of a job and the organization. Thus, a recruitment campaign can generate applicants who are more likely to match with the job and organization. Such a process will reduce the overall HRM workload inherent in the earliest stages of organizational entry (Ferris, Berkson, & Harris, 2002). The fact that RJPs have received more attention over the past two decades than practically any other recruiting issue (Rynes, 1991) verifies the importance of RJPs.

Until now, most RJP research has focused on the link between the RJP and various job-related outcomes (Premack & Wanous, 1985). For example, several studies have examined the effect of RJP on reducing turnover rate or increasing job survival rate (McEvoy & Cascio, 1985; Premack & Wanous, 1985). Human resource practitioners can implement RJP as part of their recruitment practice, not only to increase their ability to meet recruits' expectations, reduce turnover, and increase job survival, but also to increase recruits' job satisfaction, ability to cope, honesty on the job, organizational commitment, and performance (Barber, 1998; Breugh & Starke, 2000; Bretz & Judge, 1998; Ferris et al., 2002; Phillips, 1998; Premack & Wanous, 1985). RJP are relatively inexpensive to develop and implement, often requiring little more than thorough job analysis and open discussions with incumbents (Phillips, 1998), and the payoff of even small effects can be great in terms of lower selection and turnover cost (Breugh, 1992; Dean & Wanous, 1984; Phillips, 1998).

While recruitment commentators often advocate using both positive and negative information in recruitment materials, and there are various advantages of implementing RJP, recruitment messages rarely contain negative information about the organization (Breugh, 1992). One reason organizations give for not implementing RJP is that they are afraid people's interest in the job or assignment will decline after hearing potentially negative aspects of the position (Caligiuri & Phillips, 2003). Rynes (1991) indicated the possibility of RJP having an adverse impact on self-selection. He argued that the most

qualified applicants might withdraw from the applicant pool due to the realistic or negative information provided by RJPs. Barber (1998) also concluded that we are still uncertain about whether organizations using RJPs will lose desirable applicants or have a negative attraction effect. A reduction in the number of potential applicants may result in a reduction in the number of qualified applicants (Ferris et al., 2002). This possible adverse impact conflicts with the recruitment objective of obtaining a sufficient number of qualified applicants to locate (Heneman & Heneman).

Several studies have investigated whether RJPs affect the job acceptance rate. Some researchers argue that RJPs will lower the job acceptance rate (Bretz & Judge, 1998; Rynes 1991). For example, Bretz and Judge (1998) concluded that the highest-quality applicants may be less willing to pursue jobs for which negative information has been presented. But some other studies claimed that RJPs do not restrict an organization's ability to recruit (Wanous, 1992). Phillips's (1998) meta-analysis found that RJPs were unrelated or slightly negatively related to attrition during the recruitment process.

Even though it remains unclear whether the use of RJPs in the recruitment process reduces organizations' attractiveness, RJPs are valuable recruitment tools. Therefore, the researcher recognized a need to improve the effectiveness of RJPs. In this study, improving effectiveness means not only presenting realistic information to eliminate unqualified applicants, but also persuading qualified applicants to remain in the applicant pool. Indeed, Popovich and Wanous (1982) proposed that RJPs can be viewed as a type of

persuasive communication and that the psychological process of a communication should influence its ability to persuade. In social psychology studies, persuasive communication is regarded as a way to influence others' attitudes, intentions, or behavior. Numerous strategies and theoretical frameworks for the communication of persuasive ideas have been formed. The present study was an attempt to incorporate the existing persuasive theory into RJPs.

RJPs can be used in any part of the recruitment process; they function differently in different stages of the recruitment process. Presenting RJPs in the early stage of the recruitment process will allow applicants to decide whether this is the job or organization for them (Wanous & Colella, 1989). In contrast, if the RJPs are presented after the applicant accepted the job, the RJPs can be a tool for assisting newcomers in adapting to the new environment and forming socialization (Wanous & Colella, 1989). As because the present study was mainly concerned with matching the needs of the applicants with those of the organization and, moreover, with improving the efficiency of matching outcomes, it focused on the early stage when applicants first contact the organization.

Although the RJP messages may be delivered through a variety of media such as recruitment brochures, videotapes, and interviews with incumbents, the present study examined the presentation of the RJP message using brochures. The researcher assumed that applying the persuasive theoretical framework to RJPs can improve their effectiveness; this means that an organization can provide RJPs to select out unqualified applicants and

apply persuasive communication strategies to the remaining qualified applicants. Overall, the present study investigated the effect of applying persuasive communication to the written RJPs presented in the early stage of recruitment process.

Typical RJPs and RJPs in the Present Study

The concept of RJPs may be described as an organization's "provid[ing] complete and balanced information about the job, revealing both positive and negative features" to make their recruitment practices more accurate and realistic (Barber, 1998, p. 85). RJPs can be any part of the recruitment and selection process that gives applicants a clear idea and realistic expectation of what it will be like to work at the job and organization if they are hired.

A typical RJP can include a description of a typical day on the job, difficult aspects of the job, and an organization's values, lay-off policy, compensation, and career path. The information in an RJP is based primarily on the existing job analysis, interviews with incumbents, and observation of working conditions. Traditional RJPs generally focus on the job itself (Wanous, 1977) and rarely mention organizational matters such as policy and organizational politics. Rynes (1991) indicated that both job and organization characteristics are the dominant factors in applicant attraction, and that neither of them can be ignored. In addition, RJPs are typically presented directly to applicants without the use of any strategies to increase their effectiveness.

The present study divided the RJPs' messages into two constructs: job attributes and organizational practices. The present study defined job attributes as specific characteristics of the job itself, such as pay, location, benefits, autonomy, flexibility, opportunity for promotion, and type of work, as discussed in Aiman-Smith, Bauer, & Cable (2001). Organizational practices included organizational politics, policy matters, good corporate citizenship, progressive labor practices, emphasis on diversity, sponsorship of cultural activities, and pro-environmental practices, as discussed in Aiman-Smith et al. (2001) and Wanous (1977).

Concerning the benefits of RJPs, previous RJP research focused on examining the outcomes of post-hire stages of recruitment, for example, turnover (McEvoy & Cascio, 1985; Meglino, DeNisi, Youngblood, & Williams, 1988; Phillips, 1998; Premack & Wanous, 1985; Suszko & Breaugh, 1986), satisfaction (Meglino et al., 1988; Premack & Wanous, 1985; Suszko & Breaugh, 1986), or performance (Phillips, 1998; Premack & Wanous, 1985). However, Rynes (1991) recommended that recruitment researchers focus on the immediate outcomes. Popovich and Wanous (1982) have conceptualized *attitude* as the immediate outcomes of RJPs within an attitude-behavior framework. The framework contained three attitude components: *affect*, *knowledge*, and *behavioral intentions* (Popovich & Wanous, 1982; Saks & Cronshaw, 1990). The affect component referred to a person's favorable feelings, emotional response, or liking toward a job or organization. The knowledge component referred to a person's cognition or beliefs. The behavioral

intentions referred to a person's intention to take action to pursue a job offer. Saks and Cronshaw (1990) found that both the affect and behavioral intention components were significantly related to job acceptance decisions. In addition, the knowledge component was related to the effects of RJPs on entry-level outcomes, such as expectations, role clarity, organization honesty, and commitment to choice (Saks & Cronshaw, 1990).

For the purpose of the present study, the researcher applied these three attitude components as the dependent variables: organizational attractiveness (affection), job and organization knowledge (knowledge), and job pursuit intentions (behavioral intention). The researcher also defined organizational attractiveness and job pursuit intentions as the two functions that impact job acceptance decisions. The RJP's function as an information provider (Saks & Cronshaw, 1990) was served by the knowledge component. The researcher found that several previous studies (Bretz & Judge, 1998; Highhouse, Hoffman, Greve, & Collins, 2002; Saks, Wiesner, & Summers, 1994) usually treated organizational attraction and job pursuit intention as the same construct. The work of Aiman-Smith et al. (2001), however, suggested that organizational attraction and job pursuit intention were separate constructs.

In order to clarify the impact of RJPs on organizational attractiveness, the current study differentiated the constructs of organizational attractiveness and job pursuit intention. The researcher manipulated organizational attraction as an attitude or expressed general positive affect toward an organization, a view of the organization as a desirable entity with

which to initiate a relationship. The researcher viewed job pursuit intentions as a more active behavioral intention, and manipulated this variable as the intention to take action to obtain more information about an organization, to contact the organization, and to try to secure an interview with the organization. Thus, the present study differed from previous studies in that the RJPs in the present study contained both job attributes and organizational practices. Moreover, the present study examined organizational attraction and job pursuit intentions as two separate constructs.

Adverse Self-Selection Hypothesis

RJPs have often been discussed in terms of a matching model in which realistic information about the job and organization was presented to applicants to assist them in self-selecting themselves into positions for which they were good fits (Caligiuri & Phillips, 2003). The self-selection hypothesis presumes that applicants receiving information will not accept the job if they do not see a job opening as meeting their needs, and that applicants who accept a job offer after receiving RJPs are more likely to be satisfied with the job and consequently less likely to voluntarily leave it than applicants who did not receive RJPs (Barber, 1998; Breaugh, 1983; Suszko & Breaugh, 1986). Also, RJPs function as a screening device for applicants who are likely to quit as a result of a poor match with the organization (Wanous, 1973).

The adverse self-selection hypothesis was proposed to indicate the adverse impact of RJPs (Bretz & Judge, 1998; Rynes, Bretz, & Gerhart, 1991). The adverse self-selection

hypothesis suggests that when presented with negative information about a job, the best qualified applicants will be more likely to withdraw from the applicant pool and pursue other opportunities (Bretz & Judge, 1998). This hypothesis was based on evidence suggesting that better qualified applicants in fact react differently to negative information than do their less qualified counterparts, primarily because they can exercise options that the others do not have (Rynes et al., 1991).

Although the potential remains for negative impact of RJPs, practitioners still have no solution to the problem. Previous studies of RJPs generally focused on the effects of RJPs (e.g., lower expectation, decreased turnover, increased job survival, improved satisfaction) and some of the studies extend to the RJPs themselves (e.g., presenting RJPs through booklets vs. videotape, and RJPs involving two-way communication), but very few studies provide practical ways to counteract the possible negative effects of RJPs. Instead of focusing on the link between the RJP and various job-related outcomes, the present study tried to improve the RJP process.

One factor that may improve the effectiveness of RJPs is the method by which realistic information is communicated to applicants (Colarelli, 1984). Popovich and Wanous (1982) proposed that RJPs can be viewed as a type of persuasive communication and that the psychological process of a communication should influence its ability to persuade. They remarked that RJPs can be seen as a means to influence applicants' attitudes toward a job or organization, enabling the organization to attract more qualified

and suitable applicants. They also suggested that future studies integrate research into RJP and persuasive communication. Surprisingly little research exists on the impact of persuasive communication on RJP.

Persuasive Communication

Persuasive communication involves the presentation of an argument or statement in order to influence others' decision making, attitudes, intentions, and behavior. Many social influence theories were developed in order to understand the underlying mechanism of persuasive communication. These theories discuss the different elements of persuasion: persuasive message source, message content, message channel, and audience characteristics (Hovland, Janis, & Kelly, 1953). The present study focuses on the message content of an RJP. The message element concerns the ways in which information is communicated to the audience (Manfredo, 1992), and such factors as types of arguments and appeals (e.g., emotional versus nonemotional appeals), message style, inclusions and omissions, ordering of message content, amount and spacing of the material, and extremity of the position advocated (McGuire, 1985).

The Elaboration Likelihood Model (ELM; Petty & Cacioppo, 1986) can provide a theoretical framework for improving the persuasion effectiveness of message content in an RJP. Petty and Cacioppo, who developed the ELM after an extensive literature review, believed that it provided a fairly comprehensive framework for organizing, categorizing,

and understanding the basic process underlying the effectiveness of persuasive communication.

Petty and Cacioppo (1986) theorized that there are different degrees of elaboration when an individual processes persuasive information. They concluded from many findings that there are two relatively distinct routes to persuasion (Petty, 1977; Petty & Cacioppo, 1978). According to ELM, the central route of information processing is characterized by the degree to which receivers elaborate on the information presented in the message (Manfredo, 1992); the message is processed critically and allows for active thinking about the information. In contrast, the peripheral route of information processing involves automatic processing and allows for factors outside of the argument itself to influence the message recipient (Ferris et al., 2002). Individuals can use central cues to provide critical and elaborative information. In contrast, peripheral cues provide information which is processed in a simple manner, so that message receivers are influenced by simple cues such as favorable versus unfavorable. A message will be considered through the central or peripheral route depending on the receiver's ability, motivation, and involvement in the issue. When a message receiver's ability, motivation, or involvement is high, he or she may be influenced by the central route. However, if the receiver's ability, motivation, or involvement is low, the message will influence the receiver through the peripheral route.

The objective of RJPs is to provide as accurate a description of the job and organization as possible and to allow applicants to match their ability with their

expectations. Wanous's (1980) matching model illustrates that RJPs provide a method of matching the needs of the individual with those of the organization. This matching process leads to lower turnover by producing a better fit between organizational characteristics and the characteristics of individuals who remain in the applicant pool (Rynes, 1991, p. 423). Furthermore, the advantage of keeping the "fit" applicants in the pool can decrease the workload of the human resource practitioner during the recruitment process and also decrease the recruitment cost. But the main concern of the adverse self-selection hypothesis is the possibility of eliminating qualified applicants by providing negative or unfavorable information. Applying persuasive communication can be a strategy for maintaining qualified applicants' organizational attractiveness and job pursuit intentions.

According to the ELM hypothesis, central cues and peripheral cues can influence a message receiver's attitude or intention, and both types of cues can be used to influence the two aspects of RJPs, which are job attributes and organizational practices. Previous studies have concluded that job attributes are the main consideration in an applicant's job decision, and organizational practices are the secondary consideration (Rynes, 1991; Rynes et al., 1991). A possible reason for job attributes being the main consideration is that they are more relevant to what the work will be like if the applicant is hired; thus, applicants have a higher involvement with job attributes than they do with organizational practices. Also, according to the theoretical framework of Petty and Cacioppo (1986), the main concerns will be evaluated more carefully and the involvement will be more relevant. As a result,

the present study assumed that organizations wishing to influence applicants' job pursuit intentions should use central cues for presenting job attributes. In contrast, peripheral cues can be used to present persuasion regarding organizational practices.

Present Research

The present study was designed to answer the following questions: (a) whether attitudes toward job attributes are influenced by persuasion through the central route; (b) whether attitudes toward organizational practices are influenced by persuasion through the peripheral route; and (c) whether applying persuasive communication strategy—persuading through the central or peripheral route—leads to higher organizational attractiveness and stronger job pursuit intentions among applicants.

In order to investigate the hypotheses, the researcher designed three conditions: (a) an RJP using central cues to present job attributes, and peripheral cues to present organizational practices; (b) an RJP using peripheral cues to present job attributes, and central cues to present organizational practices; and (c) a traditional RJP that does not use persuasive communication strategy to present job attributes and organizational practices. According to previous studies, job attributes are the main consideration of applicants; therefore, persuasion regarding job attributes is assumed to take place through the central route. Organizational practices are the secondary concern of applicants; therefore, it is assumed that persuasion takes place through the peripheral route.

In the present study, the persuasive outcomes were examined by manipulating persuasion regarding job attributes and organizational practices through different persuasive routes. Central cues are manipulated by presenting concrete statistical evidence; in contrast, peripheral cues are manipulated by presenting vivid anecdotal evidence to applicants. The statistical evidence presents facts, numbers, or percentages, which are representative and generalizable. In opposition to statistical evidence, anecdotal evidence provides information that is easier to understand and remember, such as vivid case stories or examples involving incumbents. Therefore, the following hypotheses were formed:

- H1: An RJP using statistical evidence to present job attributes and anecdotal evidence to present organizational practices (condition 1) leads to higher organizational attractiveness than an RJP using anecdotal evidence to present job attributes and statistical evidence to present organizational practices (condition 2) or a traditional RJP that does not use persuasive communication strategy (condition 3) to present job attributes and organizational practices.
- H2: An RJP using statistical evidence to present job attributes and anecdotal evidence to present organizational practices (condition 1) leads to higher job pursuit intentions than an RJP using anecdotal evidence to present job attributes and statistical evidence to present organizational practices (condition 2) or a traditional RJP that does not use persuasive

communication strategy to present job attributes and organizational practices (condition 3).

H3: An RJP using statistical evidence to present job attributes and anecdotal evidence to present organizational practices (condition 1) leads to higher job and organization knowledge than an RJP using anecdotal evidence to present job attributes and statistical evidence to present organizational practices (condition 2) or a traditional RJP that does not use persuasive communication strategy to present job attributes and organizational practices (condition 3).

H4: A traditional RJP that does not use persuasive communication strategy to present job attributes and organizational practices (condition 3) was predicted to receive lower scores than the other two conditions in all three dependent variables: organizational attractiveness, job pursuit intentions, and job and organization knowledge.

The purpose of this study was threefold. First, the theoretical framework of persuasive communication was applied to the study of RJPs. Second, the study investigated whether implementing RJPs using persuasive communication can increase organizational attractiveness, job pursuit intention, and job and organization knowledge. Finally, this study investigated whether persuasive communication can improve the

effectiveness of RJPs, which meant that RJPs provided accurate information and retained qualified applicants by applying persuasive communication strategy.

METHOD

Participants

Participants were 87 graduating students. Breugh (1983) indicated that RJP effects will be greater when job applicants can realistically choose whether or not to accept a job offer. In the robust labor market and high unemployment economy, applicants in a true job-seeking situation might not turn down a job offer that met their needs. Therefore, the use of graduating students in the present study was appropriate. Of the participants, 44.8% were male (n=39), 54% female (n=47), 25.3% undergraduates (n=22), and 74.7% graduates (n=65). Participants ranged in age from 21 to 32 years old, with a mean age of 24.86 years. In terms of work or job search experience, 72.4% (n=63) of the participants had experience in looking for a job; 69% (n=60) of the participants had work experience, with an average of 1.5 years of work experience.

Experimental Manipulation

In order to examine the effect of applying persuasive communication to RJPs, the persuasive outcomes were examined by presenting job attributes and organizational practices through different persuasive routes. The researcher manipulated evidence type as the persuasive communication strategy. The central cue was manipulated by presenting concrete statistical evidence; in contrast, the peripheral cue was manipulated by presenting vivid anecdotal evidence to applicants. The statistical evidence included incumbent employee survey data, histograms, pie charts, or ranking information. In contrast to the

statistical evidence, the anecdotal evidence provided examples that were easier to understand and remember, such as vivid case stories or examples of incumbents' experiences.

The persuasive communication evidence used to present job attributes and organizational practices in RJPs was manipulated into three conditions: (a) an RJP using central cues to present job attributes and peripheral cues to present organizational practices, (b) an RJP using peripheral cues to present job attributes and central cues to present organizational practices, and (c) a traditional RJP that did not use persuasive communication strategy to present job attributes and organizational practices (control condition). In addition, the traditional-style RJPs presented positive organizational practices only.

Procedure

The study involved randomly assigning participants to one of the three research conditions. All participants were randomly assigned a simulation recruitment brochure which contained job and organizational information. Each recruitment brochure began with brief instructions. The instructions guided participants to imagine that they were job seekers at a job fair. Participants then received one of the three experimental treatments. After participants read RJP statements with statistical, anecdotal, or no evidence, they were requested to rate organizational attraction and job pursuit intentions, as well as job and organization knowledge. All participants were assigned a brochure with a same job

opening. The 87 participants were randomly assigned to one of three experimental conditions with 29 participants in each condition. The three experimental conditions were as follows:

Group 1 received a brochure which included both job attributes and organizational practices. Job attributes information was presented with statistical evidence, and organizational practices information was presented with anecdotal evidence. The mean age of participants in group 1 was 25.66 years; 44.83% were male, and 89.66% were graduate students.

Group 2 received a brochure which included both job attributes and organizational practices. Job attributes information was presented with anecdotal evidence, and organizational practices information was presented with statistical evidence. The mean age of participants in group was 24.41 years; 37.93% were male, and 72.41% were graduate students.

Group 3 was a control group. Participants also received a brochure including both job attributes and organizational practices. However, this brochure did not presents any evidence; it presented only positive information just like the real-world brochure. The mean age of participants in group 3 was 24.52 years; 51.72% were male, and 65.52% were graduate students.

Material

Recruitment Brochure. All participants were provided with a simulated recruitment brochure containing job and organization information using different types of persuasive evidence. Each recruitment brochure began with a consent form. All participants were asked for their agreement to participate voluntarily in the research. Following the consent form, there were three sections in the brochure. The first section contained the statement of job attributes supported by statistical evidence, anecdotal evidence, or no evidence. The second section contained the statement of organizational practices supported by statistical evidence, anecdotal evidence, or no evidence. The next section contained demographic questions and manipulation checks for the measurement of control variables. The last part of the brochure contained a debriefing statement that explained the research.

Realistic Job Previews. In order to decrease the possibility of sex stereotyping regarding certain positions (such as bank teller, which is typically perceived as a job for females), the brochure presented a sexually neutral job, that of an entry-level human resource specialist. To avoid the possibility of attitudes toward an organization's reputation being confounded by a halo effect, a fictional organization was created for the present study. All the job attributes, organizational practices, and persuasive communication evidence used in the present study were based on information from various Web sites (e.g., Fortune 500, Business.com, Fastcompany.com, Hoover's online, Monster TRAK, DOT,

O*NET, and AboutMyJob.com) and the recruitment information of several organizations (e.g., TSMC, Microsoft, UPS, Vancouver Police Department, and Agilent Technologies).

The job attributes section contained a job description and information about compensation and benefits as well as career development. These attributes were used because they were frequently used in previous studies (Aiman-Smith et al., 2001; Boswell, Roehling, LePine, & Moynihan, 2003; Cable & Judge, 1994; Highhouse et al., 2002; Rynes, 1991). The organizational practices section contained information about labor policies, organizational citizenship, and environmental practices; similar information was also used in previous studies (Aiman-Smith et al., 2001; Bauer & Aiman-Smith, 1996; Boswell et al., 2003; Highhouse et al., 2002).

The RJP used in the present study explained both the positive and negative features of the job attributes and organizational practices. The amount of positive and negative information in each of the six characteristics tended to be balanced. The positive and negative attributes are presented in Table 1. The researcher defined the six job and organizational characteristics as follows:

Job Description. This part provided a description of common tasks of a human resource specialist.

Compensation and Benefits. Compensation indicated the basic salary level; benefits included feedback to employees and rewards for employees' performance. The fictitious organization in this study offered only basic-level compensation that was not

highly competitive. It should be noted why only a basic-level salary was offered.

According to the findings of Aiman-Smith et al. (2001), compensation emerged as the strongest dimension in determining candidates' intentions to pursue a job with an organization. Thus, the present study avoided using high salaries that might have affected the other dimensions in the RJPs.

Career Development. Career development provided resources enabling employees to advance their knowledge, ability, and skills.

Labor Policies. The company's labor policies included a commitment to a health and safety labor policy in a potentially dangerous work environment.

Corporate Citizenship. The company was involved in community improvement, and employees were expected to participate.

Environmental Practices. This dimension included the company's environmental management of their operations and its support of environmental programs.

The information used in all conditions described the same type of job and the same organization. The difference was that job attributes and organizational practices were presented with different types of evidence (statistical or anecdotal evidence).

Measures

Organizational Attractiveness. The present research used items from Aiman-Smith et al. (2001) and Bauer and Aiman-Smith (1996). The measure for the dependent variable

Table 1

Information Provided for Each Job or Organizational Characteristic

Characteristic	Positive Information	Negative Information
Job Description	Common tasks	Occasional overtime work and work under pressure.
Compensation and Benefits	The benefit package (includes medical insurance, retirement programs, employee counseling services, and annual health examinations)	Only average-level payment
Career Development	Multiple career growth resources (include training programs, online resources, mentoring, and unique career path)	Two-year contract to stay in the company
Labor Policies	Safety program to ensure workplace safety for employees	Potential occupational accidents
Corporate Citizenship	Multiple contributions to community (include cultural activities, educational programs, and some charity activities)	Employees are required to donate their time to community projects
Environmental Practices	EarthSaver program (recycled material and saving energy)	Potential industrial pollution to environment

of organizational attractiveness consisted of five items. Participants responded to statements by rating the degree to which they agreed with the statement. All items used a 7-point Likert scale that ranged from 1 (strongly disagree) to 7 (strongly agree). Sample items included “This would be a good company to work for” and “I find this a very attractive company.” The reliability of the organizational attractiveness measure was .89.

Job Pursuit Intentions. The present research used items from Aiman-Smith et al. (2001) and Bauer and Aiman-Smith (1996). The questionnaire contained six items to measure job pursuit intention. Participants responded to statements by rating the degree to which they agreed with the items on a 7-point Likert scale that ranged from 1 (strongly disagree) to 7 (strongly agree). Items included “I would accept a job offer from this company” and “I would request more information about this company.” The reliability of the job pursuit intention measure was .91.

Job and Organization Knowledge. Participants’ job and organization knowledge was measured by the following two items: “I have a very good idea of what the job position entails” and “I have a very good idea of what the organization is.” These items were rated on a 7-point Likert scale and ranged from 1 (strongly disagree) to 7 (strongly agree). The coefficient alpha was .72.

Control Variables. Participants were asked to provide information regarding the following demographic variables: gender, age, and student status (graduate or undergraduate). In addition, because prior research mentioned the importance of work

experience and job-seeking experience (Bauer & Aiman-Smith, 1996; Bretz & Judge, 1998; Rynes et al., 1991), the researcher also included these two items in the questionnaire.

RESULTS

Descriptive Statistics and Correlations

Data was checked before statistical analysis was conducted. No outliers or missing data was found; thus, all subjects remained. There were a total of 87 samples. A total of 29 respondents completed questionnaires for each of the three conditions. Table 2 and Table 3 present the means, standard deviations, and intercorrelations of all the study variables except for gender, student status, and major, which are not included because they are categorical variables.

As expected, organizational attractiveness, job pursuit intentions, and job and organization knowledge were significantly correlated ($p < .05$). This result supported the idea that these three dimensions underlay the same construct. The range of the inter-item correlations for the dependant variables was .34 to .85. Also, work experience was significantly correlated with years of work experience ($r = -.63, p < .01$) and job-seeking experience ($r = -.64, p < .01$). Age was also significantly correlated with work experience. As well, given the random assignment of subjects to conditions, the control variables (gender, age, student status, major, work experience, years of work experience, job seek experience) were uncorrelated with dependent variables (organizational attractiveness, job pursuit Intentions, and job and organization knowledge), which enabled the researcher to eliminate

Table 2

Means and Standard Deviations

Variables	M	S.D.
1. Gender	N/A	N/A
2. Age	24.86	1.80
3. Student status	N/A	N/A
4. Major	N/A	N/A
5. Work experience	1.31	.47
6. Years of work experience	1.50	1.60
7. Job seek experience	1.28	.45
8. Organizational attractiveness	4.94	.98
9. Job pursuit Intentions	5.02	1.08
10. Job and organization knowledge	3.74	1.11

Table 3

Pearson Correlation Coefficients

Variables	1	2	3	4	5	6	7	8	9
1. Gender	—								
2. Age	.08	—							
3. Student status	.03	.19	—						
4. Major	-.14	-.15	-.05	—					
5. Work experience	.02	-.27*	.28**	-.06	—				
6. Years of work experience	-.03	.56**	-.28**	-.07	-.63**	—			
7. Job seek experience	-.04	-.30**	.06	.04	.64**	-.41**	—		
8. Organizational attractiveness	-.21	-.09	-.07	.17	-.12	.03	-.01	—	
9. Job pursuit Intentions	-.12	-.07	-.14	.07	-.15	.07	-.04	.85*	—
10. Job and organization knowledge	-.07	.02	-.01	.03	-.19	-.05	-.14	.34*	.40**

*p<.05; **p<.01

the possibility of confusion due to individual differences. Further analyses among these variables were investigated using multivariate analysis.

Hypothesis Test

A one-way fixed effects multivariate analysis (MANOVA) was run across the three RJP conditions on three dependent variables: organizational attractiveness, job pursuit intentions, and job and organization knowledge. The independent variables are three experimental conditions in which the two persuasive communication routes are applied to different evidence. The results of MANOVA are demonstrated in Table 4. Box's test of the assumption of equality of covariance matrices was used to test the null hypothesis that the variance-covariance matrices were the same in all conditions. The value of the Box's test was non-significant, which means the assumption of homogeneity of variance-covariance matrices was not violated. Using the conventional .05 alpha as criterion for statistical significance (Highhouse et al., 2002), the MANOVA result was significant by Wilks's $\Lambda=0.85$, $F(6, 164)=2.28$, $p<0.05$, demonstrating that the realistic job information manipulated by different persuasive evidence generally impacted on organizational attractiveness, job pursuit intentions, and job and organization knowledge.

Hypothesis 1 predicted that condition 1 (an RJP using statistical evidence to present job attributes and anecdotal evidence to present organizational practices) would lead to higher organizational attractiveness than condition 2 (an RJP using anecdotal evidence to present job attributes, and statistical evidence to present organizational practices) and

Table 4

A Comparison of Means, Standard Deviations, and F-Ratios

Variable	Organizational Attractiveness		Job Pursuit Intention		Job and Organization Knowledge	
	M	S.D.	M	S.D.	M	S.D.
Condition 1	5.08	1.06	5.25	1.09	4.21	0.88
Condition 2	5.03	0.83	5.13	0.88	3.81	1.02
Condition 3	4.70	1.03	4.70	1.21	3.21	1.19

* $p < .05$

** $p < .01$

condition 3 (a traditional RJP that did not use persuasive communication strategy to present job attributes and organizational practices). Results partially supported this hypothesis.

The univariate analyses revealed that the mean score of condition 1 ($M=5.08$, $S.D.=1.06$) was higher than condition 2 ($M=5.03$, $S.D.=0.83$) and condition 3 ($M=4.70$, $S.D.=1.03$) in organizational attractiveness. However, no significant difference was found on organizational attractiveness, $F(2, 84)=1.31$, $p=0.28$, n.s.

Hypothesis 2 predicted that condition 1 (an RJP using statistical evidence to present job attributes, and anecdotal evidence to present organizational practices) would lead to higher job pursuit intentions than condition 2 (an RJP using anecdotal evidence to present job attributes, and statistical evidence to present organizational practices) and condition 3 (a traditional RJP that does not use persuasive communication strategy to present job attributes and organizational practices). The mean score of condition 1 was highest among the three conditions, $M=5.25$, $S.D.=1.09$; however, the difference was not significant, $F(2,84)=2.14$, $p=0.12$, n.s. Thus, hypothesis 2 was also partially supported.

Hypothesis 3 predicted that condition 1 (an RJP using statistical evidence to present job attributes, and anecdotal evidence to present organizational practices) would lead to higher job and organization knowledge than condition 2 (an RJP using anecdotal evidence to present job attributes, and statistical evidence to present organizational practices) and condition 3 (a traditional RJP that does not use persuasive communication strategy to

present job attributes and organizational practices). The result supported this hypothesis. The mean score of condition 1 ($M=4.21$, $S.D.=0.88$) was significantly highest among three conditions, $F(2, 84)=6.81$, $p<.01$.

Hypothesis 4 predicted that condition 3 (a traditional RJP that did not use persuasive communication strategy to present job attributes and organizational practices) would receive lower scores than the other two conditions in all three dependent variables: organizational attractiveness scale, job pursuit intentions scale, and job and organization knowledge scale. The result was partially supported. The mean score demonstrated that condition 3 received the lowest score on organizational attractiveness, job pursuit intentions, and job and organization knowledge. However, a significant difference was found only in job and organization knowledge, $F(2, 84)=6.81$, $p<.01$. Significant effects were not observed for the organizational attractiveness scale and the job pursuit intentions scale.

Overall, the researcher found that the three dependent variables (organizational attractiveness scale, job pursuit intentions scale, and job and organization knowledge scale) scored highest in condition 1 and lowest in condition 3. However, the multivariable analysis only partially supported the difference, since only the job and organization knowledge scale obtained a significant difference; also, both the organizational attractiveness scale and the job pursuit intentions scale were not significant in multivariable analysis.

DISCUSSION

The purpose of this study was to investigate whether applying persuasive communication to an RJP can increase organizational attractiveness, job pursuit intention, and job and organization knowledge. The researcher randomly assigned participants to one of the three RJP conditions to answer questions about organizational attractiveness, job pursuit intentions, and job and organizational knowledge.

Since the present study asked graduating college students to role-play job seekers and used a simulated condition rather than a real organizational setting, it is important to address the generalizability issue before discussing the findings of this study. The subjects were graduating undergraduate or graduate students. Since they were soon to face or were already facing a job-seeking situation, they attached a similar meaning to the experimental situation that actual job applicants do (Saks & Cronshaw, 1990). Thus, the subjects in this study were appropriate. The other reason that graduating university students are appropriate respondents is that the focus of this study was on organizational entry attitudes rather than post-entry behavior. Naïve applicants such as graduating university students are the type of individuals who receive RJP in a real situation before entering an organization. Also, choosing soon-to-graduate college students rather than real job seekers allowed the research to avoid the influence of labor market and economic conditions. Respondents can answer the questions truthfully based on their perspectives rather than on work force pressure. On the other hand, the recruiting brochures which presented RJP

were based on recruiting brochures of several corporations, and the six dimensions of RJP were highly used in previous studies and in real corporate brochures. The content of the RJP brochure fit the operations of organizations. Thus, we can expect the results of this study to generalize the real situation.

The results of the present study suggest that RJP using statistical evidence to present job attributes and anecdotal evidence to present organizational practices (condition 1) received higher scores than RJP using anecdotal evidence to present job attributes and statistical evidence to present organizational practices (condition 2) and traditional RJP that do not use persuasive communication strategy to present job attributes and organizational practices (condition 3) on all three dependent variables: organizational attractiveness, job pursuit intentions, and job and organization knowledge. The result reveals that different evidence types indeed impact job applicants' attitudes toward an organization, intention to pursue a job, and knowledge of an organization and job. Furthermore, an RJP using concrete fact evidence to present job attributes, and vivid anecdotal evidence to present organizational practices will receive best results, which means that practitioners can use the central route for persuasion regarding job attributes and peripheral cues for persuasion regarding organization practices.

Significant effects were observed only for job and organization knowledge. There are two possible reasons for the failure to find a significant difference in the other two variables. The first reason may be that this research only presented one job offer; previous

researchers (Breugh, 1983; Reily et al., 1981; Wanous, 1980) have suggested that job acceptance may result when job seekers have more than one job offer. The second reason might be that this research only used a small sample to examine differences across all three conditions; thus, the lack of statistically significant results might not be surprising.

Implications of Findings

The results of this research suggest that prospective applicants seem to prefer an RJP that provides evidence, since the traditional RJP which present no evidence received lowest scores in the result. Furthermore, the job attributes can be demonstrated with representative and verifiable evidence such as statistical information. In contrast, organizational practices can be demonstrated with vivid stories such as anecdotal information. Although the present research was conducted at a job fair, the practical implications need not be limited to such a situation.

Organizations not only recruit newcomers at job fairs, but also post their recruitment information in newspapers and magazines or on Web sites. These situations only provide job seekers with one-way communication of the recruitment information; the job seekers cannot talk to recruiters. Organizations should provide more realistic information of job attributes and organization practice with evidence to help job seekers understand the job opening well. The results of this study can be applied to the recruitment information in these one-way communication channels.

Limitations of the Study

In spite of these applications for organizations, the study is not without limitations. The first limitation is that participants filled out the questionnaire in a simulation situation. Participants were asked to imagine that they were job seekers at a job fair and that they received a statement with information about a job and organization. The simulation situation differed from a real situation in that the participants did not have to fill out applications or attend an interview. Also, the participants were not required make an actual effort to pursue the job opening. Thus, future studies can be used to apply these findings in a field study.

The researcher chose to use a between-subjects rather than a within-subjects design, because of concerns that exposing subjects to all three conditions might result in participants' guessing the objective of the experiment. However, one limitation of between-subjects design is that it does not allow the assessment of dependent variables for a single individual. Future researchers might consider replicating the research using a within-subjects design.

The last limitation is generalizability. Although the respondents in this study were appropriate, graduating college students had limited work experience that averaged just one and half years. These respondents might not have had enough experience to evaluate a job offering. These results might not generalize to a sample of seasoned job seekers.

Future Research

This study extends the design of Aiman-Smith et al. (2001), who used statistical, anecdotal, or no evidence to present organizational values in a recruitment brochure. Aiman et al. presented only positive information in the recruitment message and suggested that future research provide balanced information about organizations. An important consideration for investigating the influences of RJPs is determining which aspects of job and organization characteristics to use. This study chose job descriptions, compensation, and career development as the job attributes, and labor practices, corporate citizenship, and environmental practices as the organization attributes. These factors were chosen carefully with regard to their influence and previous research suggestions. However, there is still a possibility that other job and organization factors will result in different effects. Thus, it will be worthwhile for further studies to explore other factors for job attributes and organization practices. For example, job attributes can include pay, promotional opportunities, location, autonomy, and flexibility, and organizational practices can include organizational politics, policy matters, and emphasis on diversity.

In addition to using statistical and anecdotal evidence as the persuasive cues, further research can explore other persuasive cues to demonstrate the differences between persuasive communication routes.

Conclusions

The present study, despite its limitations, extends the previous research on recruiting, demonstrating that providing evidence to assist job seekers in understanding the content of RJP does indeed influence the effect of RJP. It also suggests that organizations might provide representative and verifiable evidence for job attributes and vivid stories to describe organizational practices. These findings might be adopted by organizations in their recruiting activities.

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Appendix A

Introduction of Recruitment Brochure

Welcome to participate the research and I really appreciate your assistance with my research.

My thesis is titled "The Effect of Applying Persuasive Communication to Realistic Job Previews". In order to prove my hypothesis, this survey will ask you to read a job and organization statement and answer some questions.

All information is confidential and your participation is greatly appreciated. If you have any question, please feel free to contact the instructor.

Chun-Ling Chen

xanthe@ms5.url.com.tw

Department of Psychology

San Jose State University

Appendix B

CONSENT FORM

1. Invitation to Participate and Description of the survey. This study is being conducted by Chun-Ling Chen, a graduate student at the Department of Psychology at San Jose State University. You are being asked to participate in the study of personnel psychology. Before agreeing to be part of this study, you might want to read the following information.

2. Description of Procedure. If you agree to participate in the study, you will be asked to play a role of a job seeker and to rate how attractiveness of an organization and your intention to pursue the job. You will also be asked to complete a questionnaire describing your demographic information.

3. Voluntary Participation. Your participation in this study is entirely voluntary; therefore, you may refuse to participate in the entire study or in any part of the study. No benefits of any kind, to which you are otherwise entitled, will be lost or jeopardized if you choose not to participate. If you decide to participate in the study, you are free to withdraw at any time without any negative consequences.

4. Confidentiality. All of your responses to the questionnaires will be completely anonymous. Your privacy will be protected at all times. The data collected however, may be used as part of publications and papers related to personnel psychology. However, in the case where the results of this study are published, no information that could identify you will be ever included.

5. Risks and Inconveniences. There are no anticipated risks involved in this study;

probability a magnitude of harm or discomfort is no greater than encounter in daily life.

6. Other Considerations and Questions. Please feel free to ask any questions about anything that seems unclear to you.

Upon completion of this study, you will given an explanation of the research and allowed to ask any questions regarding the study. If you have any additional questions concerning the study or the results of the study, you may contact Chun-Ling Chen (408-615-8722). Any complains about this research may be presented to Dr. Robert Pellegrini, Chairperson, at he Department of the Psychology (408-924-5630).

Questions or complaints about research, participants' rights, or research-based injury may be presented to Dr. Nabil Ibrahim, Associate Academic Vice President for Graduate Studies and Research (408-924-2480).

Please sign below to indicate your voluntary consent to participate. Thank you very much. At the time that you sign this consent form, you will receive a copy of it for your records, signed and dated by the investigator.

Chun-Ling Chen

Your Signature: _____

Appendix C

RJP Brochure for Condition 1

Instruction:

Please imagine you are a job seeker in a job fair right now and you will receive a statement with information of a job and organization. After you read the statement, you will be asked to rate the follow up questions.

Thank you.

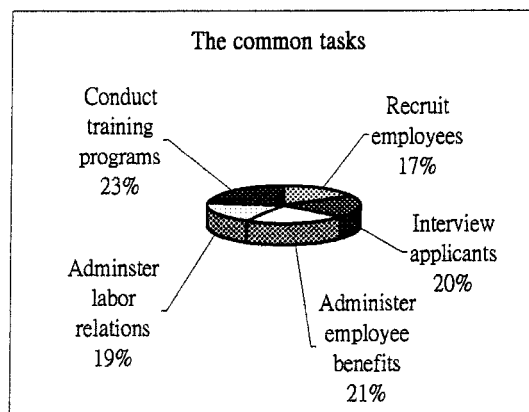
TSCO International Corporation,

We need talented employees like you!

Here is the opening job currently:

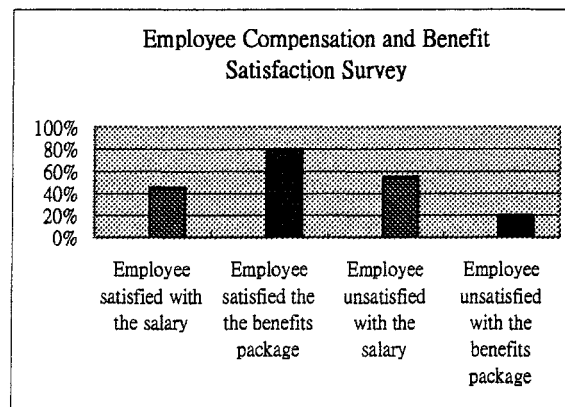
Job Description of Human Resource Specialist:

The tasks of the HR specialist involve recruiting employees, interviewing applicants, administering employee benefits, coordinating labor relations, and conducting training programs. The job requires occasional overtime work and the ability to work under pressure. The following pie char summarizes the common tasks:



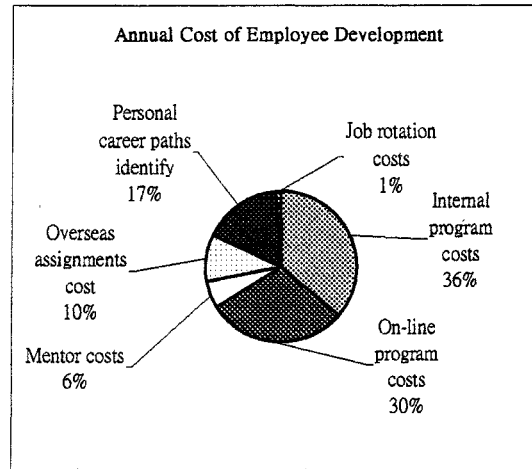
Compensate & Benefit:

We provide average level compensation to our employees. Our Benefit Package includes medical insurance, retirement programs, employee counseling services, and an annual health examination. In order to motivate and reward hardworking employees, we provide rewards based on the value the employees add to the company. In the following graph, we present the results of our Employee Compensation and Benefit Satisfaction Survey.



Career Development:

We offer formal training programs, online resources, and mentoring. We also invest in our human capital by identifying unique career paths that create rich and varied growth opportunities such as overseas assignments and job rotation. In order to achieve career growth efficacy, we expect our employees to work with the company for at least two years. The pie chart indicates the annual cost percentage of our employee career development programs.



Labor Practices:

We established our Safety Partnerships Program (SPP) to extend the scope of work site safety inspections and reduce potential occupational accidents. Accident prevention focuses on identifying, evaluating, and controlling hazards to ensure workplace safety for our employees.

Robert Layton, who has worked at TSCO for 2 years, said, “Although there are potential occupational accidents, TSCO inspects workplace safety regularly. They also provide lectures for employees on the importance of workplace safety. As a result of their emphasis on this workplace issue, the occupational accident rate has indeed been reduced.”

Corporate Citizenship:

We actively participate in and support community involvement. Annually, we sponsor a variety of cultural activities, educational programs, and flea markets to raise money for charity. We believe that art has a unique ability to enrich and inspire us, whether through theater, classical music, or painting. We also encourage our employees

to donate their time to community activities.

Tom Pelligrini works in HR department. He comments, “The company sponsors various activities that I know of, such as a film festival, photo exhibition, and a flea market to raise money for charity. I remember the first time I participated in the flea market, I doubted the necessity of getting involved. But when I saw everyone’s enthusiasm, I felt proud to be a part of it.”

Environment Practices:

As part of our effort to reduce potential industrial pollution to the environment, TSCO has adopted the EarthSaver program. We recycle original manufacturing materials, and we use products that are manufactured using environmentally progressive processes and that do not impact the environment. Warehouse lighting is linked to order processing to ensure energy savings. In addition, TSCO uses remanufactured printer toner cartridges and has an integrated paper-recycling program.

Amy Sanders, who has been involved to the EarthSaver program for a long time, she indicated, “I am glad to be one of the earth savers. I strongly believe in the value of protecting our environment, even though there is no obvious financial benefit such as increasing revenue or market share, and it only slightly saves money for the company. Because my company and I share the same point of view, I have more commitment to the corporation.”

Appendix D

RJP Brochure for Condition 2

Instruction:

Please imagine you are a job seeker in a job fair right now and you will receive a statement with information of a job and organization. After you read the statement, you will be asked to rate the follow up questions. Thank you.

TSCO International Corporation,

We need talented employees like you!

Here is the opening job currently:

Job Description of Human Resource Specialist:

The tasks of the HR specialist involve recruiting employees, interviewing applicants, administering employee benefits, coordinating labor relations, and conducting training programs. The job requires occasional overtime work and the ability to work under pressure.

Roberta Fox works in HR department, he describes her position: "The most interesting part of my job is to deal with the relationship between people. I can also apply my knowledge to my job and help others. However, the challenge is that sometimes it is stressful to meet the deadline and workload".

Compensate & Benefit:

We provide average level compensation to our employees. Our Benefit Package includes medical insurance, retirement programs, employee counseling services, and an annual health examination. In order to motivate and reward hardworking employees, we provide rewards based on the value the employees add to the company.

Our employee Dennis Long indicated, “Although the payment is not very attractive compared to other companies, they provide a very good benefit package. I like the idea of the reward program, and I agree it motivates me to work hard. I’ve always believed there is no free lunch, and I like to gain by my own efforts.”

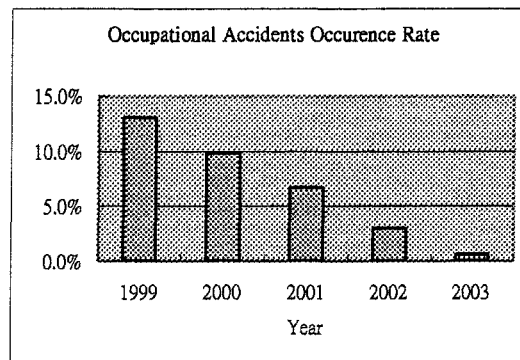
Career Development:

We offer formal training programs, online resources, and mentoring. We also invest in our human capital by identifying unique career paths that create rich and varied growth opportunities such as overseas assignments and job rotation. In order to achieve career growth efficacy, we expect our employees to work with the company for at least two years.

Yen Lee has worked at TSCO for 10 years. He reports, “I chose to accept the overseas assignment 3 years ago. It was a big challenge. I learned to work in a new environment and a new culture with a different language. I thought about giving up at first, but I stayed because my coworkers were so supportive. I gained a lot of valuable experience. I am so glad to have had this opportunity.”

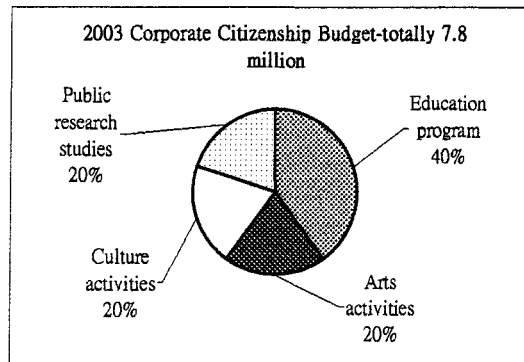
Labor Practices:

We established our Safety Partnerships Program (SPP) to extend the scope of work site safety inspections and reduce potential occupational accidents. Accident prevention focuses on identifying, evaluating, and controlling hazards to ensure workplace safety for our employees. This histogram indicates how the number of occupational accidents has decreased every year since implementation of the Safety Partnerships Program:



Corporate Citizenship:

We actively participate in and support community involvement. Annually, we sponsor a variety of cultural activities, educational programs, and flea markets to raise money for charity. We believe that art has a unique ability to enrich and inspire us, whether through theater, classical music, or painting. We also encourage our employees to donate their time to community activities. The following pie chart presents the corporate citizenship budget for programs we sponsored last year:



Environment Practices:

As part of our effort to reduce potential industrial pollution to the environment, TSCO has adopted the EarthSaver program. We recycle original manufacturing materials, and we use products that are manufactured using environmentally progressive processes and that do not impact the environment. Warehouse lighting is linked to order processing to ensure energy savings. In addition, TSCO uses remanufactured printer toner cartridges and has an integrated paper-recycling program.

Here we list the benefits of the EarthSaver program at TSCO:

Benefits of EarthSaver Program	Degree of Benefit
Revenue generation	None
Cost savings	Low
Improved market share	None
Staff commitment	High
Personal values match	Medium
Improved corporate culture	High

Appendix E

RJP Brochure for Condition 3

Instruction:

Please imagine you are a job seeker in a job fair right now and you will receive a statement with information of a job and organization. After you read the statement, you will be asked to rate the follow up questions. Thank you.

TSCO International Corporation,

We need talented employees like you!

Here is the opening job currently:

Job Description of Human Resource Specialist:

The tasks of the HR specialist involve recruiting employees, interviewing applicants, administering employee benefits, coordinating labor relations, and conducting training programs. The job requires occasional overtime work and the ability to work under pressure.

Compensate & Benefit:

We provide average level compensation to our employees. Our Benefit Package includes medical insurance, retirement programs, employee counseling services, and an annual health examination. In order to motivate and reward hardworking employees, we provide rewards based on the value the employees add to the company.

Career Development:

We offer formal training programs, online resources, and mentoring. We also invest in our human capital by identifying unique career paths that create rich and varied growth opportunities such as overseas assignments and job rotation. In order to achieve career growth efficacy, we expect our employees to work with the company for at least two years.

Labor Practices:

We established our Safety Partnerships Program (SPP) to extend the scope of work site safety inspections and reduce potential occupational accidents. Accident prevention focuses on identifying, evaluating, and controlling hazards to ensure workplace safety for our employees.

Appendix F
Questionnaire

Instruction:

After you read the statement, please imagine you are a job seeker right now. Here are some questions, please circle agree or disagree degree which is most close to you. For example, if you strongly agree the description of question 1, please circle "7".

	Strongly Disagree						Strongly Agree
1. This would be a good company to work for	1	2	3	4	5	6	7
2. I would want a company like this in my community	1	2	3	4	5	6	7
3. I would like to work for this company	1	2	3	4	5	6	7
4. This company cares about its employees	1	2	3	4	5	6	7
5. I find this is a very attractive company	1	2	3	4	5	6	7
6. I would accept a job offer from this company	1	2	3	4	5	6	7
7. I would request more information about this company	1	2	3	4	5	6	7
8. If this company visited campus, I would want to speak with representative	1	2	3	4	5	6	7
9. I would attempt to gain an interview with this company	1	2	3	4	5	6	7
10. I would actively pursue obtaining a position with this company	1	2	3	4	5	6	7
11. If this company was at a job fair I would seek out their booth	1	2	3	4	5	6	7
12. I have a very good idea of what the job position entails	1	2	3	4	5	6	7
13. I have a very good idea of what the organization is	1	2	3	4	5	6	7

Finally, here are some simple questions about your-self:

1. Your gender: Male Female
2. Your age? _____
3. Your student status: Undergraduate student Graduate student
4. What is your major? _____
5. Do you have work experienced before? Yes No
If yes, how long? _____ years.
6. Do you have experienced to find a job? Yes No

I sincerely appreciate your time. Again, this information will remain confidential. Thank you very much.

Appendix G

DEBRIEFING STATEMENT

This debriefing concerns the study in which you just participated. The researcher conducted this study to examine whether applying persuasive communication can improve the effectiveness of realistic job previews (RJPs). Use of RJPs allows organizations to present balanced and accurate information to applicants. Although implementing RJPs leads to various advantages (e.g., higher job survival, satisfaction, performance, and commitment), there is still concern about decreased organizational attractiveness and job pursuit intention during the recruitment process. The researcher hypothesized that persuasive communication can decrease the adverse impact of RJPs.

The researcher designed three conditions: (a) an RJP using central cues to present job attributes, and peripheral cues to present organizational practices; (b) an RJP using peripheral cues to present job attributes, and central cues to present organizational practices; and (c) a traditional RJP that does not use persuasive communication strategy to present job attributes and organizational practices. Participants are randomly assigned to one of the three conditions. The current study will examine whether applying persuasive communication improves the effectiveness of RJPs.

The researcher believes that this issue is important because once the adverse impact of RJPs is improved; both organizations and applicants can obtain various benefits from the implementation of RJPs.

If you have any questions or concerns about anything to do with this study, please feel free to contact Chun-Ling Chen at (408) 615-8722 or xanthe@ms5.url.com.tw.

Your participation in this study is deeply appreciated.



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From: Pam Stacks, 
Interim AVP, Graduate Studies & Research

Date: July 6, 2004

The Human Subjects-Institutional Review Board has approved your request to use human subjects in the study entitled:

“The Effect of Applying Persuasive Communication to Realistic Job
Previews.”

This approval is contingent upon the subjects participating in your research project being appropriately protected from risk. This includes the protection of the anonymity of the subjects' identity when they participate in your research project, and with regard to all data that may be collected from the subjects. The approval includes continued monitoring of your research by the Board to assure that the subjects are being adequately and properly protected from such risks. If at any time a subject becomes injured or complains of injury, you must notify Pam Stacks, Ph.D. immediately. Injury includes but is not limited to bodily harm, psychological trauma, and release of potentially damaging personal information. This approval for the human subjects portion of your project is in effect for one year, and data collection beyond July 6, 2005 requires an extension request.

Please also be advised that all subjects need to be fully informed and aware that their participation in your research project is voluntary, and that he or she may withdraw from the project at any time. Further, a subject's participation, refusal to participate, or withdrawal will not affect any services that the subject is receiving or will receive at the institution in which the research is being conducted.

If you have any questions, please contact me at (408) 924-2480.

cc: Dr. Howard Tokunaga