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Recruiting for diversity : using diversity programs to attract diverse applicants

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**RECRUITING FOR DIVERSITY:
USING DIVERSITY PROGRAMS TO ATTRACT DIVERSE APPLICANTS**

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

Dannielle Danice Pearson

December 1998

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ABSTRACT

RECRUITING FOR DIVERSITY: USING DIVERSITY PROGRAMS TO ATTRACT DIVERSE APPLICANTS

by Dannielle Danice Pearson

Many organizations in America have adopted managing diversity programs to create an environment that values individuals from diverse backgrounds. Another goal of such programs has been to retain women and ethnic minorities. As the 20th century comes to a close, organizations are not only challenged with the task of retaining diverse talent, but also attracting them. This study explored how the presence of different diversity programs influences the level of attraction to an organization for women and ethnic minorities.

The results revealed that ethnic minority women favored organizations with a managing diversity policy over organizations that communicated only adherence to Affirmative Action/Equal Employment Opportunity laws. The findings also revealed that ethnic minority job seekers favored organizations that offered an array of employee development opportunities, and when organizations mentioned a managing diversity policy along with employee development opportunities. The implications of these findings for organizations recruiting for diverse candidates are discussed.

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Recruiting For Diversity:

Using Diversity Programs to Attract Diverse Applicants

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Running head: RECRUITING FOR DIVERSITY

ABSTRACT

Many organizations in America have adopted managing diversity programs to create an environment that values individuals from diverse backgrounds. Another goal of such programs has been to retain women and ethnic minorities. As the 20th century comes to a close, organizations are not only challenged with the task of retaining diverse talent, but also attracting them. This study explored how the presence of different diversity programs influences the level of attraction to an organization for women and ethnic minorities.

The results revealed that ethnic minority women favored organizations with a managing diversity policy over organizations that communicated only adherence to Affirmative Action/Equal Employment Opportunity laws. The findings also revealed that ethnic minority job seekers favored organizations that offered an array of employee development opportunities, and when organizations mentioned a managing diversity policy along with employee development opportunities. The implications of these findings for organizations recruiting for diverse candidates are discussed.

Recruiting For Diversity:

Using Diversity Programs to Attract Diverse Applicants

Ethnic and gender diversity in the American workplace has been a natural outgrowth of the Civil Rights Movement, an influx of immigrants, and a changing global economy. The impact of this demographic change in the workforce is already evident and will continue into the next millennium (Cox & Blake, 1991; Jackson, 1992; Johnston, & Packer, 1987; Greenberg & Baron, 1995; Towers Perrin & Hudson Institute, 1990). With the growing number of women and ethnic minorities in the workforce, organizations are beginning to understand how employees from different backgrounds can function effectively in the workplace. The increase in women and ethnic minority participation in the workforce is also coming at a time when the U.S. is experiencing severe labor shortages. The popular press (e.g., Church, 1998; Fisher, 1998; Greenwald, 1997) frequently reports the challenge of organizations to attract skilled employees. The changing demographic composition of the labor pool, coupled with intensive labor shortages will force organizations to re-evaluate recruitment strategies in order to remain competitive in a global economy. Despite the consistent growth in gender and ethnic diversity in the workplace, the current body of recruitment literature has not adequately addressed how an increasingly diverse applicant pool impacts applicant attraction (the decisions of job seekers to pursue employment with an organization).

As a result of Rynes's (1991) call for new research in the area of recruitment, researchers have begun to pay more attention to this neglected topic. Research on

applicant attraction, however, has been limited compared to other recruitment research topics such as the impact of recruiters on applicant decisions, recruitment sources, and realistic job previews (Rynes & Barber, 1990). Rynes (1991) noted that recruitment research is often conducted subsequent to the first employment interview, which does not provide an opportunity to examine decisions made to seek employment with the organization. It has been argued that individual differences among applicants influence the attraction to organizational attributes that impact organization attractiveness (Rynes & Barber, 1990). In other words, certain organizational attributes are more salient to job seekers depending on their individual characteristics. Using Signaling Theory, the purpose of this research is to examine the influence of these organizational characteristics (a managing diversity policy, formal mentoring, and employee development) on women and ethnic minority attraction to an organization. While mentoring and employee development have been studied in the context of employee retention (Cianni & Romberger, 1995; Graham, 1993; Gilbert & Rossman, 1992; Ragins & McFarlin, 1990) no research to date has looked at these organizational characteristics from a recruitment perspective. Identifying organizational characteristics that influence the decisions of women and ethnic minority job seekers can help Human Resources (HR) professionals develop recruitment strategies that will attract this growing applicant pool.

Signaling Theory and Applicant Attraction

A variety of studies (e.g., Bauer & Aiman-Smith, 1996; Marrs, Dougherty, Turban & Roberts, 1996; Kaiser, Lebreton, Bedwell, Reynolds, & Van Stechehem, 1997;

Williams & Bauer, 1993) have used Signaling Theory to assess applicant attraction. The Signaling Theory provides a useful framework for understanding an individual's attraction to an organization. According to Rynes (1991), during the initial phase of a person's job search, the individual has a limited amount of information on the organization and the work environment within the organization. As a result, job seekers interpret information they receive as "signals" about the working conditions in the organization (Breugh, 1992; Rynes, 1991). Signaling Theory asserts that organizational attributes provide job seekers with information that tells them what it may be like to be a member of that organization. The organizational attributes may paint a picture for job seekers of the culture and working conditions within the organization. For example, an organization's reward structure may influence its attractiveness as an employer because of what it signals about its culture (Bretz, Ash, & Dreher, 1989; Turban & Keon, 1993).

In examining the decisions of job seekers, Chatman (1989) proposed that individual job seekers vary in their level of attraction to an organization based on the perceived compatibility between themselves and the organization. This proposition has been used as the foundation of many Person-Organization Fit (P-O Fit) studies (Kaiser et al., 1997; Marrs et al., 1996; Turban & Keon, 1993), which have shown that personality characteristics moderate the level of attraction to organizational attributes. For example, Turban and Keon (1993) found that job seekers who scored high on need for achievement (nAch) were attracted to large firms, while individuals who scored low in need for achievement (nAch) were more attracted to medium sized firms. It is possible that a

person's gender or ethnicity may influence perceptions of compatibility and the attractiveness of an organization as well (Kaiser et al., 1997; Marrs et al., 1996; Williams & Bauer, 1993). Research has shown that attitudes, beliefs, and norms are influenced by cultural backgrounds, which vary according to each distinctive ethnic/racial group (Cox, Lobel, and McLeod, 1991). Gender may also influence attitudes, beliefs, and norms that vary as a result of being male or female. In other words, women and ethnic minority job seekers may be attracted by factors that do not necessarily attract White males. For instance, the type of mentoring program that exists, if any, within an organization may be an organizational characteristic that influences attraction for women and ethnic minorities, but does not influence White males. An organization's formal mentoring program may "signal" or communicate to women and ethnic minorities that the organization recognizes the barriers (Cox & Blake, 1991; Gilbert & Rossman, 1992; Ragins & Cotton, 1991; Ragins & McFarlin 1990) they experience in gaining a mentor.

Using the Person-Organization Fit (P-O Fit) approach and Signaling Theory, researchers have been successful in investigating relationships between applicant attraction and a variety of organizational characteristics. Turban and Keon's (1993) research that was briefly mentioned earlier investigated the moderating effects of Need for Achievement (nAch) and self-esteem on the relationship between various organizational characteristics and an individual's attraction to a firm. The researchers found that individuals with low self-esteem were more attracted to decentralized and larger firms than individuals with higher self-esteem. Furthermore, individuals with high

nAch were more attracted to organizations that rewarded performance rather than seniority, as well as to larger firms. Individuals with low nAch were more attracted to medium sized firms. Bauer and Aiman-Smith (1996) revealed that an organization's pro-environmental stance "signaled" to employees that the organization was committed to supporting causes that valued the environment. The authors found that individuals who were pro-environmental were more attracted to an organization that communicated a pro-environmental policy than to organizations that did not. The results also indicated that job seekers favoring the organization with the pro-environmental stance had a greater intention to pursue employment with the organization, and to accept a job offer. Another factor that has been shown to influence applicant attraction is corporate social performance (CSP) (a company's responsibility to employees, the community-at-large, and economic shareholders). Turban and Greening (1996) have found that how a firm addresses the community, supports their employees, and maintains the quality of their product are "signals" that reflect the organization's values and norms. The findings revealed that job seekers responded to those signals favorably, and were attracted to the organization because of them.

The findings of these studies have made an important contribution to the existing body of recruitment literature. The research shows that a variety of salient organization characteristics influence the decisions of job seekers. The level of organization attractiveness also seems to vary depending on individual characteristics of the job seeker. The findings also illustrate how organizations can highlight their organizational

characteristics to distinguish themselves from other organizations, thus attracting a variety of applicants. Yet, despite the growing number of studies examining the impact of organizational attributes on job seekers, few studies have looked at organizational characteristics that are salient to a specific pool of applicants based on ethnicity and gender. Only a limited amount of research exists on specific organizational characteristics that may be valued by women and ethnic minority job seekers.

Diversity and Applicant Attraction

According to Schrieder's Attraction-Selection-Attrition (ASA) model (1987), different kinds of organizations attract, select, and retain different kinds of people. One of the first studies to look at both diversity and applicant attraction was conducted by Williams and Bauer (1993) in which the impact of a managing diversity policy on applicant attraction was examined. The researchers hypothesized that job seekers would respond more favorably to a company brochure that communicated a strong stance on diversity than a brochure that simply stated an adherence to Affirmative Action and Equal Employment Opportunity laws (AA/EEO). In addition, they hypothesized that members of racial minority groups would evaluate the company communicating a managing diversity stance more favorably than Whites. The results revealed that overall, participants in the managing diversity condition rated the organization higher on attractiveness than participants in the control condition (AA/EEO), and ethnic minority group members rated the company more positively than non-minority group members. The findings of this study suggest that a managing diversity policy is an organizational

characteristic that is likely to influence the decisions of job seekers, particularly ethnic minorities.

Marrs et al. (1996) proposed that the demographic make-up of an organization impacts applicant attraction. The researchers varied hypothetical organizations by gender and race utilization (the stratification of women and minorities throughout a company). The authors hypothesized that women would be more attracted than men to organizations that utilized women and ethnic minorities at all levels in an organization. Also, ethnic minorities would be more attracted than Whites to organizations that utilized women and ethnic minorities at all levels of an organization.

The authors found that, in general, participants were more attracted to diverse firms than less diverse firms. In addition, the results of the study revealed that women were more attracted to organizations with high gender and race stratification than were men. The level of attraction for men was not affected in either condition. In other words, the utilization of women and ethnic minorities at all levels of an organization did not increase or decrease the level of attraction for male job seekers. Race utilization influenced the level of attraction for ethnic minorities, such that ethnic minorities were more attracted to organizations that utilized ethnic minorities at all levels of the organization than to those organizations that utilized ethnic minorities only in lower level positions. As in the previous study, the researchers were able to illustrate the impact of diversity on women and ethnic minority job seekers. The results of this study suggest that an organizational attribute such as racial and gender stratification influences the

organizational attractiveness of women and ethnic minorities. Women and ethnic minorities are attracted to organizations where their representation is visible at all levels.

Kaiser et al. (1997) looked at how the gender and racial utilization of an organization, in addition to Affirmative Action (AA) programs, influenced the applicant attraction of women. The researchers predicted that women would be more attracted to organizations with high race and gender utilization, and more attracted than men to organizations with active AA programs. The researchers found that women were more attracted to organizations with high gender utilization than those with low gender utilization. Consistent with the prior study, the level of attraction for men was not significantly affected. The researchers also found that women were more attracted to organizations with AA policies while men were more attracted to organizations with no mention of AA policies. An interaction between race utilization and recency of AA programs was also found. The authors argued that both the number of women and ethnic minorities at all levels of the organization and the amount of time an AA program has been in place should influence the level of attraction of women to the organization. The authors found that as recency of AA program implementation increased from no mention of AA to recent to long-standing programs, women were increasingly attracted to firms with high race utilization and decreasingly attracted to firms with low race utilization. The results of this study suggest that organizations with active AA programs that are designed to address past and present discrimination are more attractive to women and less attractive to men. Furthermore, women job seekers tended to gauge the effectiveness of

AA programs in organizations based upon the race and gender utilization of the organization.

The previously discussed studies have been successful in taking recruitment research in a new direction by exploring the impact of a diverse workforce on attraction to an organization. By using Signaling Theory as a background to study applicant attraction, the findings of these studies suggest that diversity in the workplace can influence the attraction of women and ethnic minority job seekers. Furthermore, these studies explore how job seekers perceive organizations that embrace diversity, and how organizations can utilize their organizational characteristics to attract ethnic minorities and women. Marrs et al. (1996), suggested that future research examining diversity and applicant attraction should identify specific organizational attributes that are clear indicators or “signals” that will attract minorities. The authors suggest that research aimed at identifying salient signals to women and ethnic minorities will aid in the attraction and retention of ethnic minorities and women in organizations. The present study will attempt to build upon the previous research on this topic by exploring additional organizational characteristics that may influence the decisions of women and ethnic minority job seekers, specifically, formal mentoring and employee development.

Mentoring, Employee Development, and Applicant Attraction

Mentoring has been cited as one of the most essential elements to the upward mobility of women and ethnic minorities in the workplace (Morrison, White, & Van Velsor, 1987; Noe, 1988; White, 1990). However, research on mentoring indicates that

women and ethnic minorities experience barriers in obtaining informal and formal mentors in organizations (Cox & Blake, 1991; Gilbert & Rossman, 1992; Ragins & Cotton, 1991; Ragins & McFarlin 1990). Numerous researchers (George & Kummerow, 1981; Solomon, Bishop, & Bresser, 1986; Stewart & Gudykunst, 1982) have concluded that without a mentor, women are less likely to understand the reality of the male-dominated business culture. These studies have suggested that women fail to obtain the sponsorship needed to identify them as highly talented individuals and direct them toward career advancement. This statement may also hold true for ethnic minorities, because of the similar experiences of discrimination and low representation that women and ethnic minorities share. A formal mentoring program may “signal” to women and ethnic minority job seekers that the organization is aware of the barriers that prevent many of them from forming mentoring relationships which may delay career advancement. In many instances, men and Whites tend to hold more centralized and critical positions that give them access to valuable information concerning projects, and managerial decisions (Smith & Grenier, 1982). Therefore, men as well as Whites may not place as much value on mentoring relationships as women and ethnic minorities. A study conducted by Alleman (1986) found that African Americans who had mentors reported a higher level of perceived career benefit due to their mentor relationship than Whites who had mentors. Women and ethnic minorities may perceive mentoring as a key component to their career success. This group of job seekers may be attracted to organizations with such programs, because of the perceived fit between their career needs and the possibility that the

organization may be able to meet those needs through formal mentoring.

Employee development is another program that may influence the decisions of women and ethnic minority job seekers. While the entry of women and ethnic minorities into organizations has been steadily growing, once women and ethnic minorities become organization members, they are not always given adequate developmental opportunities to prepare them for higher level positions (Graham, 1993). In a study conducted by Cianni and Romberger (1995), women reported lower levels of satisfaction with career development opportunities, and perceived that critical information was not shared equally. Perceived differences also existed among specific ethnic groups. More specifically, African Americans compared to Whites perceived lower levels of encouragement to try new assignments. Hispanics also differed from Whites on perceptions regarding assignments that increase contact with higher level managers. While organizations may encourage career and personal development, not all employees perceive that there are equal opportunities designed to enhance their career development. Employee development opportunities such as career path counseling and individual development plans may send a stronger message to women and ethnic minorities that the organization is sincere in providing opportunities for career growth and development. An organization that can demonstrate its commitment to employee development may be more inviting to women and ethnic minorities trying to move up the corporate ladder.

Summary of Hypotheses

Managing Diversity Policy. Although Affirmative Action (AA) has increased the

number of women and ethnic minorities in the workplace, these individuals still struggle to break through artificial barriers that prevent them from advancing within the organization and reaching their fullest potential; a phenomenon known as the “glass ceiling” (Morrison, White, & Van Velsor, 1987). Thomas (1990) asserts that affirmative action alone cannot “cope with the long term task of creating a work setting geared toward the upward mobility of all kinds of people (p.180).” As in William and Bauer’s (1993) study, a managing diversity policy is expected to “signal” to women and ethnic minorities that the organization is sincere in their efforts to create an environment that values differences and provides all employees with opportunities to contribute and grow. Women and ethnic minorities are expected to be more attracted to an organization that has a managing diversity policy than to an organization that communicates only adherence to Affirmative Action /Equal Employment Opportunity (AA/EEO) policies. A managing diversity policy may provide them with more information on the organization’s philosophy regarding diversity, than an AA/EEO policy. The level of attraction for men and Whites is not expected to change as a result of a managing diversity policy. Past research (Kaiser et al., 1997; Kravitz & Platania, 1992; Kravitz & Platania, 1993; Ozawa, M. Crosby, & F. Crosby, 1996; Singer, 1993) suggests that women generally tend to have more positive views than men regarding AA/EEO. According to Kossek and Zonia (1994), one of the reasons Whites may view a managing diversity policy less favorably than ethnic minorities is their greater propensity to equate diversity efforts with AA policies.

Hypothesis 1a: Women will be more attracted to an organization that communicates a managing diversity policy than to an organization that communicates adherence to AA/EEO laws only. Level of attraction for men will not be affected by the presence of a managing diversity policy.

Hypothesis 1b: Ethnic minorities will be more attracted to an organization that communicates a managing diversity policy than to an organization that communicates adherence to Affirmative Action and AA/EEO laws only. Level of attraction for Whites will not be affected by the presence of a managing diversity policy.

Mentoring. Because past research (Cox & Blake, 1991; Gilbert & Rossman, 1992; Ragins & Cotton, 1991; Ragins & McFarlin 1990) has revealed that women and ethnic minorities experience barriers in obtaining informal mentors, many organizations have implemented formal mentoring programs to ensure they receive the career benefits of a mentoring relationships (Graham, 1993). The presence of a formal mentoring program may demonstrate to women and ethnic minorities that the organization recognizes the impact of mentoring relationships on career success, and is willing to utilize this tool to enhance the careers of women and ethnic minorities. Women and ethnic minority job seekers are expected to rate an organization with a formal mentoring program higher than an organization that does not have one. This is because organizations with a formal mentoring program may be viewed by women and ethnic minorities as making a sincere effort to address their career needs. Because men and Whites still remain the most visible group in the middle and upper levels of organizations (Noe, 1988), they may not experience as much difficulty as women and ethnic minorities in obtaining a mentor. Therefore, it is hypothesized that a formal mentoring program will not impact their level of attraction.

Hypothesis 2a: Women will be more attracted to an organization that has a formal mentoring program than those that do not. Level of attraction for men will not be affected by the presence of a formal mentoring program.

Hypothesis 2b: Ethnic minorities will be more attracted to an organization that has a formal mentoring program than those that do not. Level of attraction for Whites will not be affected by the presence of a formal mentoring program.

Employee Development. Because the issue of diversity appears to be a popular topic among organizations, the progress of managing diversity initiatives and programs at various organizations are being reported by the popular press (Caudron, 1998; Galen & Palmer, 1995; Klimley, 1997; Leopold, 1998). A common theme that runs through many of the articles reveals that women and ethnic minorities do not perceive that their career development is a priority at their organization. Consequently, some organizations are using employee development tools such as career development plans and succession planning to help grow talented women and ethnic minorities within the organization. Organizations with employee development programs may be viewed by women and ethnic minorities as being compatible with their work values and career goals. Identifying this “fit” between themselves and the organization may influence their level of attraction to the organization. Therefore, women and ethnic minorities in this study are expected to rate an organization that offers an array of employee development plans more positively than an organization that does not offer such development opportunities.

Hypothesis 3a: Women will be more attracted to an organization that offers an array of employee development opportunities than to organizations that do not offer these employee development opportunities.

Hypothesis 3b: Ethnic minorities will be more attracted to an organization that offers an array of employee development opportunities than to organizations that

do not offer these opportunities.

Managing Diversity, Mentoring, and Employee Development. When studying the impact of Affirmative Action (AA) programs on applicant attraction, Kaiser et al. (1997) expressed a concern that the existence of active AA programs may be viewed by job seekers as “playing lip service” and not a genuine effort to embrace diversity. Similarly, a managing diversity policy communicated in a description of an organization may be viewed by job seekers as only being “politically correct” and not expressing a genuine commitment to valuing diversity. In a study exploring the experiences of African-American women managers, White (1990) found that African American women expressed a discrepancy between corporations’ verbal and written statements on equal employment and their actual actions. Despite the messages being conveyed by top management in organizations, the tangible outcomes (i.e., career development, promotions, etc.) may not materialize for some of the women and ethnic minorities. If a managing diversity policy, in addition to formal mentoring or employee development are presented to women and ethnic minority job seekers, perceptions of a commitment to valuing diversity may be strengthened. A managing diversity policy, along with formal mentoring or employee development may act as signals that provide information on working conditions for women and ethnic minorities. Each policy has been used individually to retain women and ethnic minorities (Graham, 1993; Noe, 1988), and many organizations have implemented these initiatives (Graham, 1993; Klimley, 1997), but little research exists on how these combined features attract job seekers. It is

hypothesized that when women and ethnic minority job seekers are presented with additional programs that reinforce the values communicated in a managing diversity policy, the level of attraction to those organizations is expected to increase.

Hypothesis 4a: The level of attraction for women will increase when another diversity program (formal mentoring or employee development) is added to a managing diversity policy.

Hypothesis 4b: The level of attraction for ethnic minorities will increase when another diversity program (formal mentoring or employee development) is added to a managing diversity policy.

Method

Participants

A total of 348 students enrolled in courses from the Psychology, Engineering, Business, and Education departments at a large state university on the west coast participated in this study. Sixty-eight students who utilized the services of the Career Planning and Placement Center were also used in the study. The majority were seniors (48%), followed by juniors (19%), freshmen (14%), graduate students (10%), and sophomores (6%). About half of the students were women (52%, $N=182$). Thirty-six percent of the participants classified themselves as Asian/Pacific Islander, 35% as Caucasian (White), 12% as Latino, 9% as African American, and 8% as "Other". Given the small percentage of individuals in the African American, Latino, and "Other" category, these groupings, along with Asians, were collapsed and the participants were classified as either a ethnic minority ($n=228$) or White ($n=120$).

Procedures

During class, each participant was presented with one of 8 scenarios describing a hypothetical organization. At the Career Center, when students showed their school identification, they were politely asked to participate in a study on job seeking decisions. Students who agreed to participate in the study were given one of 8 scenarios describing a hypothetical organization (see Appendix A). All participants were asked to read the description and then respond to a survey questionnaire measuring applicant attraction and various demographic characteristics. The participants were given a cover sheet that indicated that participation was voluntary.

Experimental Design

A 2 X 2 X 2 between-subjects experimental design with 3 experimental factors: Diversity (A managing diversity policy or Affirmative Action and Equal Employment Opportunity Laws Only), Mentoring (formal mentoring or no mention of mentoring), Employee Development (employee development or no mention of employee development) was used to test the impact of the diversity programs on applicant attraction. The three experimental factors consisting of two levels each, resulted in 8 different scenarios.

Scenarios

In each of the scenarios a hypothetical organization was described as offering a job that was consistent with their career goals. In order to control for pay and promotions, pay was described as being competitive and meeting their expectations and the

organization was characterized as having “a reputation for providing excellent promotion opportunities”. All of the scenarios stated that employees received 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. The scenarios can be found in Appendix A.

In order to manipulate the Managing Diversity condition, the scenario either stated that the organization was an Affirmative Action/Equal Opportunity employer or described the organization’s philosophy on diversity. Scenarios created for the Mentoring condition, either described a formal mentoring program, or did not mention a mentoring program. In order to manipulate the Employee Development condition, the scenario either described an array of employee development activities or did not mention employee development in the scenario. The scenario that described the organization only as being an AA/EEO employer served as a control for each condition. Scenarios with a combination of each condition were created that included Managing Diversity and Mentoring, Managing Diversity and Employee Development, Mentoring and Employee Development, and a scenario that contained all three experimental variables.

Organizational Attractiveness Measure.

A 5- item scale developed by Turban and Keon (1993) was used to measure the level of organizational attractiveness in this study (see Appendix B). Participants rated five statements such as, “I would exert a great deal of effort to work for this company.” and “I would be interested in pursuing a job application with this company.” on a 7-point Likert scale ranging from “1” Strongly Disagree to “7” Strongly Agree. Although the

scale contained 5 items, one of the items was dropped during the analysis as it resulted in a significant reduction in the reliability of the scale (.95 to .90.).

Results

To test the hypotheses, three 2 X 2 X 2 analysis of variance (ANOVA) and two one-way ANOVA tests were conducted: all of which involved Gender (men or women) and Race (minority or non-minority). The 3 three-way ANOVA tests examined Gender X Race X Diversity (A managing diversity policy or Affirmative Action and Equal Employment Opportunity Laws Only); Gender X Race X Mentoring (formal mentoring or no mention of mentoring); Gender X Race X Employee Development (employee development or no mention of employee development). The 2 two-way ANOVA tests examined Gender X Combination (A managing diversity policy or a managing diversity policy and formal mentoring or employee development), and Race X Combination (A managing diversity policy or a managing diversity policy and formal mentoring or employee development). Since the main effects of Gender and Race were the same in each analysis, those will be discussed before examining the research hypotheses. As shown in Table 1, women ($M = 6.01$) evaluated the organization more positively than men ($M = 5.60$) regardless of experimental condition [$F(1,340) = 10.47, p < .05$]. The results revealed that Race did not influence overall attraction to the organization [$F(1,340) = .17, n.s.$]. The interaction between Race and Gender failed to reach significance as well [$F(1,348) = 3.09, n.s.$], indicating that the combination of Race X Gender did not influence the overall level of attraction to the organization.

Hypothesis 1

The interaction between Gender X Diversity and Race X Diversity were examined to assess the hypothesis that women and ethnic minorities would be more attracted to an organization with a managing diversity policy than to an organization that communicated an Affirmative Action/Equal Employment Opportunity (AA/EEO) alone.

As shown in Table 2, interaction effects were not found for Gender X Diversity [$F(1,340) = 1.02, n.s.$]. The level of attraction for women was not influenced by the AA/EEO and managing diversity conditions. As expected, men were not influenced by the managing diversity policy. An interaction effect for Race X Diversity also [$F(1, 340) = .02, n.s.$] failed to reach significance (see Table 2). The managing diversity policy and AA/EEO conditions did not influence the level of attraction of ethnic minorities. As expected, the level of attraction for White job seekers remained the same.

An exploratory test for a 3-way interaction was conducted. As shown in Table 2, a significant 3-way interaction was found between participant Gender, Ethnicity, and Diversity, [$F(1, 340) = 6.86, p < .05.$], indicating that attraction to an organization with a managing diversity policy is influenced by both the race and gender of the participant.

The source of the interaction was investigated by examining the Race X Diversity interaction separately for men and women. The results revealed that minority women favored (see Table 3) organizations with a managing diversity policy ($M = 6.19$) over organizations with Affirmative Action/Equal Employment Opportunity (AA/EEO) ($M = 5.54$), [$F(1, 340) = 9.63, p < .05$]. White women, however, were not influenced by

Table 1

Means and Standard Deviations For Overall Organizational Attractiveness by Gender and Ethnicity of Job Seeker

	MALE	FEMALE	TOTALS
MINORITY	5.71 (1.12) n = 117	5.87 (1.15) n = 111	5.80 (1.19) n = 228
NON MINORITY	5.49 (1.37) n = 49	6.15 (.79) n = 62	5.85 (1.10) n = 120
TOTALS	5.60 (1.25) n = 166	6.01 (.97) n = 173	5.83 (1.15) n = 348

Table 2

Analysis of Variance for Effects of “Diversity” by Gender and Ethnicity of Job Seeker
(N=348)

Sources	SS	df	MS	F
Gender	12.45	1	12.45	9.75*
Race	.08	1	.08	.06
Diversity	2.59	1	2.59	2.03
Gender X Race	4.46	1	4.46	3.50
Gender X Diversity	1.31	1	1.31	1.02
Race X Diversity	.02	1	.02	.02
Gender X Race X Diversity	8.76	1	8.76	6.86*
Error	434.23	340	1.32	

*p < .05

the experimental conditions [$F(1, 340) = .08, n.s.$]. Further analysis of the simple effects tests for men did not yield significant results for minority [$F(1, 340) = 3.09, n.s.$], or non-minority men [$F(1, 340) = 2.57, n.s.$].

Hypothesis 2

The interaction between Gender X Mentoring and Race X Mentoring were examined to test hypothesis 2 where women and ethnic minorities were expected to be more attracted to organizations that have a formal mentoring program as opposed to those that did not have a formal mentoring program. The level of attraction for Whites and males was not expected to change. As shown in Table 4, non-significant results were found for Gender X Mentoring [$F(1,340) = .50, n.s.$]. The presence of a formal mentoring program did not increase the level of attraction for women job seekers. Counter to expectations, mean scores in the formal mentoring condition ($M = 5.95$) were lower than the mean scores for the no mentoring ($M = 6.11$) condition (see Table 5) for women. As expected, the level of attraction of men remained the same.

As shown in Table 4, results for the Race X Mentoring [$F(1,340) = .19, n.s.$] interaction also did not reach significance. A formal mentoring program did not increase the level of attraction of ethnic minorities. Mean scores (see Table 5) for ethnic minorities were almost identical for both the no mentoring ($M = 5.81$) and formal mentoring ($M = 5.80$) conditions. As expected, Whites did not differ in their level of attraction in the formal mentoring. An exploratory test for a 3-way interaction was conducted, however, the results were not significant [$F(1,340) = .02, n.s.$].

Table 3

Means and Standard Deviations For "Diversity" by Gender and Ethnicity of Job Seeker

	AA/EEO	Managing Diversity		AA/EEO	Managing Diversity
MEN	5.57 (1.14) n = 82	5.63 (1.36) n = 84	MINORITY	5.71 (1.13) n = 97	5.87 (1.24) n = 131
WOMEN	5.84 (1.03) n = 75	6.17 (.90) n = 98	NON-MINORITY	5.77 (1.10) n = 69	5.98 (1.10) n = 51

Means and Standard Deviations For "Diversity" by Gender and Ethnicity of Job Seeker

	Men		Women		
	AA/EEO	Managing Diversity	AA/EEO	Managing Diversity	
MINORITY	5.86 (1.14) n = 52	5.55 (1.36) n = 65	MINORITY	5.54 (1.13) n = 45	6.19 (1.24) n = 66
NON-MINORITY	5.28 (1.03) n = 30	5.70 (.90) n = 19	NON-MINORITY	6.15 (1.10) n = 30	6.14 (1.10) n = 32

Table 4

Analysis of Variance for the Effect of “Mentoring” by Gender and Ethnicity of Job Seeker (N=348)

Sources	SS	df	MS	F
Gender	16.28	1	16.28	12.34*
Race	.04	1	.04	.03
Mentoring	.37	1	.37	.28
Gender X Race	3.69	1	3.69	2.80
Gender X Mentoring	.66	1	.66	.50
Race X Mentoring	.25	1	.25	.19
Gender X Race X Mentoring	.03	1	.03	.02
Error	432.63	340	1.32	

*p < .05

Table 5

Means and Standard Deviations For "Mentoring" by Gender and Ethnicity of Job Seeker

	No Mentoring	Formal Mentoring		No Mentoring	Formal Mentoring
MEN	5.56 (1.35) n = 72	5.58 (1.36) n = 82	MINORITY	5.81 (1.26) n = 114	5.80 (1.12) n = 114
WOMEN	6.11 (1.04) n = 97	5.95 (.91) n = 85	NON- MINORITY	5.94 (1.15) n = 67	5.94 (1.15) n = 53

Hypothesis 3

The interaction between Gender X Employee Development and Race X Employee Development were examined to test the hypothesis that women and ethnic minorities would be more attracted to organizations that offered an array of employee development opportunities than to organizations that do not.

As shown in Table 6, the 2-way interaction between Gender X Employee Development was not significant [$F(1,340) = .08, n.s.$]. An organization with employee development did not influence the level of attraction for women.

A Race X Employee Development interaction (see Table 6) was found [$F(1,340) = 6.07, p < .05$]. Ethnic minorities favored organizations with employee development ($M = 5.95$) over organizations with no employee development ($M = 5.64$), (see Table 7). Ethnic minorities rated an organization (see Table 7) with employee development ($M = 5.95$) higher than organizations without employee development ($M = 5.64$). Whites, however, were not influenced by the presence of employee development at an organization [$F(1,340) = .13, n.s.$]. An exploratory test for a 3-way interaction yielded non-significant results [$F(1,340) = 2.10, n.s.$].

Hypothesis 4

In order to test whether adding a diversity program to a managing diversity policy would influence applicant attraction for women and ethnic minorities, a new variable was created. The variable labeled Combination consists of 3 levels: a managing diversity policy alone, a managing diversity policy & formal mentoring, and a managing diversity

Table 6

Analysis of Variance for the Effect of “Employee Development” by Gender and Ethnicity of Job Seeker (N=348)

Sources	SS	df	MS	F
Gender	20.69	1	20.69	16.01*
Race	.35	1	.35	.27
Employee Development	.06	1	.06	2.09
Gender X Race	6.29	1	6.29	4.87
Gender X Employee Development	.10	1	.10	.08
Race X Employee Development	7.84	1	7.84	6.07*
Gender X Race X Employee Development	2.71	1	2.71	2.10
Error	439.28	340	1.32	

*p < .05

Table 7

Means and Standard Deviations For “Employee Development” by Gender and Ethnicity of Job Seeker

	No Employee Develop.	Employee Develop.		No Employee Develop.	Employee Develop.
MEN	5.45 (1.35) n = 74	5.52 (1.24) n = 92	MINORITY	5.64 (1.20) n = 107	5.95 (1.17) n = 107
WOMEN	6.09 (.76) n = 40	6.22 (.80) n = 40	NON- MINORITY	5.88 (1.10) n = 67	5.82 (1.11) n = 53

policy & employee development. Two one-way ANOVA tests, examining Gender and Race were conducted to test the hypothesis. The first test examining the effect of Combination on Women did not yield significant differences [$F(2,72) = .50, n.s.$]. The level of attraction for women did not increase as diversity programs were added.

Significant results, however, were found when testing for the effect of Combination on ethnic minorities [$F(2, 94) = 4.88, p < .05$]. The level of attraction did increase for ethnic minorities as diversity programs were added. A Tukey test was conducted to identify the combination of diversity programs that created the significant differences. The results revealed that a managing diversity policy along with employee development significantly increased the level of attraction for ethnic minorities. As shown in Table 8, mean scores revealed that organizations with only a managing diversity policy ($M = 5.49$) received the lowest mean score. When formal mentoring was added to a diversity policy, the level of attraction for ethnic minorities increased to ($M = 5.91$), and was highest when employee development was added ($M = 6.35$).

Table 8

Means and Standard Deviations For "Combination" by Gender and Ethnicity of Job Seeker

	Diversity	Diversity & Formal Mentoring	Diversity & Employee Development
WOMEN	6.27 (.63) n = 24	6.01 (1.42) n = 16	6.32 (1.06) n = 33
MINORITY	5.49 (1.31) n = 33	5.91 (1.25) n = 26	6.35 (.89) n = 36

Discussion

This study attempted to explore the impact of diversity programs on applicant attraction. The purpose of this research was to look at how a managing diversity policy, formal mentoring, and employee development programs influenced the level of attraction of women and ethnic minority job seekers. The goal of this study was to provide Human Resources (HR) professionals with useful information that will aid in the recruitment of this targeted applicant pool.

Managing Diversity Policy

Although the results did not reveal that women as a subgroup or ethnic minorities as a sub group were more attracted to organizations that offered a managing diversity policy than those that had only the Affirmative Action/Equal Employment Opportunity policy, a closer examination revealed that a managing diversity policy influenced the attraction of minority women. Minority women who are often viewed as the “double minority” experience discrimination based on ethnicity and gender (Weber & Higginbotham, 1997). In this study, the organizations with a managing diversity policy highlighted that the company supports differences in race, ethnicity, and culture. In general, White women are not discriminated on these factors, which may be the reason why the managing diversity policy used in the scenarios in this study did not influence their level of attraction to the organization. Furthermore, past research has found that on issues of race the attitudes of White women tend to be more similar to those of White men, than to ethnic minority women (Alderfer, 1986). The findings for minority men,

however, are somewhat difficult to interpret. Although minority men experience discrimination based on race and ethnicity, being male in a work environment where men continue to dominate upper management positions may not be as threatening for minority men, as it is for minority women. Therefore, men's attitudes regarding a "diversity-friendly" environment may not be as strong. Men continue to hold over 90% of high level positions (Morrison, White, & Van Velsor, 1987), which include minority men. However, this argument does not adequately explain why minority men were not influenced by the managing diversity policy. Unfortunately, very little research exists on gender differences within minority ethnic groups in regards to organizational issues and career experiences. Cox and Nkomo's (1991) cross-gender study on the early career experiences of Black business professionals did reveal gender differences in regards to career experiences and perceptions of fairness in the work environment. The authors suggested that future studies looking at diversity in the workplace should examine the differences that might exist between ethnic minority men and women. The gender differences found in this study point to the need to examine the combined influence of gender and race on perceptions and attitudes in the workplace.

Formal Mentoring

A formal mentoring program was also expected to influence the level of attraction for women and ethnic minority job seekers. However, using only college students may have contributed to the non-significance effect of formal mentoring on attraction.

Research (Cianni & Romberger, 1995; Gilbert & Rossman, 1992; Graham, 1993; Ragins

& McFarlin, 1990) studying the impact of mentoring examined the experiences of employed individuals with career paths that required mentoring for advancement. Due to a limited amount of experience in the workplace, students may not consider mentoring opportunities as a factor in the job search process. Knowledge and perceptions about formal mentoring in a professional setting may be limited among these groups of students as it relates to the professional growth of ethnic minorities. With this particular university having a highly diverse student population, students are confronted with general issues of diversity more often than specific issues of diversity impacting the workplace.

Employee Development

The presence of employee development opportunities appeared to influence the level of attraction of women and ethnic minority job seekers. The level of attraction increased for ethnic minorities when presented with an organization that offered an array of employee development opportunities, while the level of attraction of women remained the same. The reasons for these results are unclear. An additional test for simple effects was conducted to look at ethnic differences between women in the Employee Development condition. The results indicated that the level of attraction of White women remained the same [$F(2,72) = .14, n.s.$], while differences in the level of attraction of minority women were significant [$F(2,72) = 4.70, p < .05$]. The level of attraction for minority women increased in the Employee Development condition. White women, at times, have been labeled the primary benefactors of Affirmative Action/Equal Employment Opportunity (AA/EEO) (Staples, 1995; Belsky and Berger, 1995). It has

been argued that White women have benefited most from AA because they appear to have moved more quickly than minorities up the corporate ladder after the Civil Rights movement of the 1960s. This may be a plausible explanation for the non-significant results for women. As stated earlier, minority women experience discrimination based on race and gender, but there may be instances where race overshadows gender. According to Austin and Dodge (1992), gender discrimination is at times less obvious than racial discrimination, rendering victims less aware of their victimization. When presented with organizations that offered an array of employee development opportunities, the ethnicity of the women in this study may have contributed to the higher ratings of attractiveness for organizations with these opportunities.

Combined Diversity Programs

Taking into account the results of the previous hypotheses for Diversity and Employee Development, it was not surprising that a managing diversity policy combined with employee development had the greatest impact on the applicant attraction for ethnic minorities. Recent claims of discrimination (i.e., Texaco, Circuit City, Shoney's) in the hiring and promotion practices of organizations have received a large amount of media attention. All of the organizations communicated an adherence to Affirmative Action/Equal Employment Opportunity laws, and some even had a managing diversity philosophy (i.e., Texaco). Yet, ethnic minorities were not treated fairly with regard to advancement. These high profile lawsuits may have influenced the perceptions of fairness in organizations for ethnic minorities. Although women still lag behind men in terms of

salary and promotions, lawsuits and media attention on gender discrimination have not been as visible in recent years as race based discrimination.

Implications

The findings of this study suggest that organizations should implement diversity programs to effectively recruit diverse applicants. The finding that a managing diversity policy acted as a strong signal for ethnic minority women, more than any other group, points to the need for organizations to employ a variety of tactics in order to attract diverse applicants. For organizations, this may mean ensuring that the organization's managing diversity policy is not only communicated in the recruitment literature, but also strategically publicized in forums and publications that cater to an ethnic minority woman audience (i.e. magazines, professional organizations, sorority conferences). Ethnic minority women are a growing population in the workforce, and organizations must be strategic in their recruitment efforts. Organizations that acknowledge the unique experiences of ethnic minority women will be able to attract, and retain this growing applicant pool.

Another implication of these results comes from the finding that employee development significantly increased the level of attraction of ethnic minority job seekers when presented alone in a scenario, and in a scenario combined with a managing diversity policy. Organizations with such programs should mention these opportunities in their recruitment literature and advertisements to attract job seekers, especially women and ethnic minorities. The results also provide important information for organizations

with managing diversity policies. A managing diversity policy communicated in recruitment literature has a greater impact when other programs and initiatives that support the policy are also highlighted. The findings suggest that one way for organizations to attract ethnic minorities is to identify other programs or initiatives that support the managing diversity policy, and are salient to ethnic minority job seekers.

In summary, the data suggest that communicating a managing diversity policy and highlighting employee development opportunities have potential benefits for organizations recruiting for ethnic diversity. It is also important to note that using diversity programs to target women and ethnic minorities does not negatively influence the level of attractiveness of Whites and male job seekers. For each diversity program highlighted, their level of attraction remained the same. In addition to providing organizations with better insight into recruiting diverse applicants, the results may also provide Human Resources departments with a stronger case to start such programs, or in some instances maintain them, which is often a challenge for many HR departments.

Limitations and Future Research

Limitations of this study were identified and should be discussed. The use of written scenarios may not have provided job seekers with a realistic picture of the job search process. Although the content of the scenarios reflected the information found in most employment materials, the descriptions did not provide information on other factors known to influence job choice decisions. For example, the descriptions did not include specific information on salary. Salary was held constant in this study in order to examine

the influence of other organizational characteristics. However, future research should examine these diversity programs and their relative importance when pay is a part of the decision making process for job seekers. Past research (Rynes, 1987; Rynes, Schwab, & Heneman, 1983) indicates that salary is an important influence on job choice, therefore, it may influence applicant attractiveness as well.

Although mentoring was not found to be an organizational characteristic that was salient for this group of job seekers in this study, future research should continue to evaluate the added value of using these tools to attract new college graduates by using a more rigorous research design. In addition, researchers may want to use new hires that are relatively recent graduates who have been in their position from 1 – 2 years. The findings in this study may imply that women and ethnic minority students may not be familiar with professional or career oriented mentoring, and the benefits of such a relationship. Formal mentoring and employee development may have a greater impact on the level of attraction for individuals with more professional experience.

Previous researchers (Kaiser et al., 1997; Marrs et al., 1996; Williams & Bauer, 1993) investigating diversity and applicant attraction noted limitations in their studies due to a lack of diversity within the participant pool. With a more diverse participant pool, as was used in this study, particular minority groups (i.e., Asians), which receive little research attention in the recruitment literature were highlighted. Future research examining ethnic diversity in the workplace should study the attitudes and behaviors of ethnic groups separately. The values and beliefs of ethnic groups are influenced by their

cultural background, therefore, each group should be studied individually (Williams & Bauer, 1993).

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Appendix A

Affirmative Action/Equal Employment Opportunities

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted within two to four years. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. This company is an Affirmative Action employer.

Managing Diversity Policy

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted within two to four years. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. In addition to being an Affirmative Action/Equal Opportunity employer, this company is committed to fostering a climate that supports differences in race, culture, nationality, gender, and physical ability. This organization has moved aggressively to assure that women, members of minority groups, and disabled persons not only have equal access to employment, but also get equal consideration for advancement.

Formal Mentoring

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted within two to four years. A mentoring program has been implemented to provide employees with extra support and career guidance. Mentors and mentees' meet informally as well, as every 3 months to review the mentee's progress, direction, new goals, and targets. This company is an Affirmative Action/Equal Opportunity employer.

Employee Development

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted within two to four years. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. This company offers a variety of employee development opportunities. This company offers career path counseling and encourages all managers to develop personal development plans with their employees. Personal development plans allow employees to achieve personal and professional career goals, while continually making significant contributions to the organization. This company is an Affirmative Action/Equal Opportunity employer.

Managing Diversity Policy and Formal Mentoring

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted within two to four years. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. In addition to being an Affirmative Action/Equal Opportunity employer, this company is committed to fostering a climate that supports differences in race, culture, nationality, gender, and physical ability. This organization has moved aggressively to assure that women, members of minority groups, and disabled persons not only have equal access to employment, but also get equal consideration for advancement. A mentoring program has been implemented to provide employees with extra support and career guidance. Mentors and mentees meet informally as well, as every 3 months to review the mentee's progress, direction, new goals, and targets.

Managing Diversity Policy, Formal Mentoring, and Employee Development

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted within two to four years. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. In addition to being an Affirmative Action/Equal Opportunity employer, this company is committed to fostering a climate that supports differences in race, culture, nationality, gender, and physical ability. This organization has moved aggressively to assure that women, minority groups, and disabled persons not only have equal access to employment but also get equal consideration for advancement. A mentoring program has been implemented to provide employees with extra support and career guidance. Mentors and mentees meet informally as well, as every 3 months to review the mentee's progress, direction, new goals, and targets. This company offers a variety of employee development opportunities. All managers are encouraged to develop personal development plans with their employees. Personal development plans allow employees to achieve personal and professional career goals, while continually making significant contributions to the organization.

Formal Mentoring and Employee Development

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted with two to four years. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. A mentoring program has been implemented to provide employees with extra support and career guidance. Mentors and mentees meet informally as well, as every 3 months to review the mentee's progress, direction, new goals, and targets. This company offers a variety of employee development opportunities. This company offers career path counseling and encourages all managers to develop personal development plans with their employees. Personal development plans allow employees to achieve personal and professional career goals, while continually making significant contributions to the organization. This company is an Affirmative Action/Equal Opportunity Employer.

Managing Diversity and Employee Development

Please imagine that you are actively seeking a new job and will have to make some choices about which companies to interview with through the Career Planning and Placement Center. You have already done extensive research and have spoken with employees of many companies. You are fortunate because the job market is excellent and you should have many opportunities. Because of time constraints, however, you will be able to interview with only a few companies. Please read the following organizational description and then answer the questions.

The firm is seeking applicants for jobs in your area of interest and has job openings that are consistent with your career goals. The pay is competitive and meets your expectations. This organization has a reputation for providing excellent promotion opportunities and most new employees are promoted within two to four years. The job in which you are applying for is consistent with your career goals. The benefits for employees of this firm include 10 days of paid vacation, 5 days of sick leave, medical, dental, and life insurance. In addition to being an Affirmative Action/Equal Opportunity employer, this company is committed to fostering a climate that supports differences in race, culture, nationality, gender, and physical ability. This organization has moved aggressively to assure that women, members of minority groups, and disabled persons not only have equal access to employment, but also get equal consideration for advancement. This company offers a variety of employee development opportunities. This company offers career path counseling and encourages all managers to develop personal development plans with their employees. Personal development plans allow employees to achieve personal and professional career goals, while continually making significant contributions to the organization.

Appendix B

Instructions: Please answer the following questions by circling corresponding to your answer. Please answer all questions.

SD = Strongly Disagree D= Disagree SLD = Slightly Disagree N = Neutral SLA= Slightly Agree A= Agree SA= Strongly Agree

	SD	D	SLD	N	SLA	A	SA
1. I would exert a great deal of effort to work for this company...	1	2	3	4	5	6	7
2. I would be interested in pursuing a job application with this company...	1	2	3	4	5	6	7
3. I would like to work for this company.....	1	2	3	4	5	6	7
4. I would accept a job offer from this company.....	1	2	3	4	5	6	7
5. I would be interested in this company only as a last resort... 1	1	2	3	4	5	6	7

Appendix C

GENERAL INFORMATION

Instructions: Please answer the following questions by circling the corresponding to your answer. Please answer all questions.

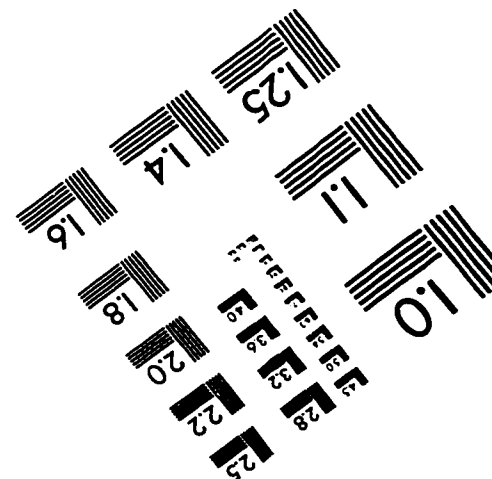
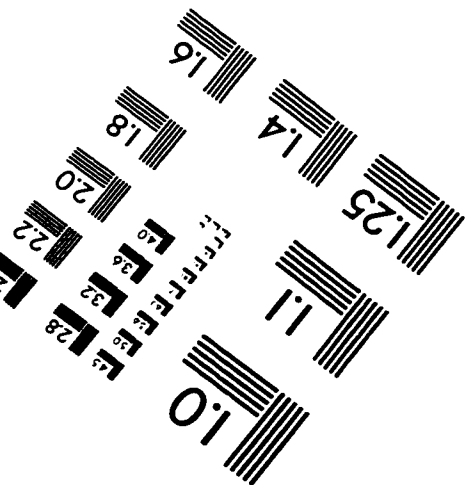
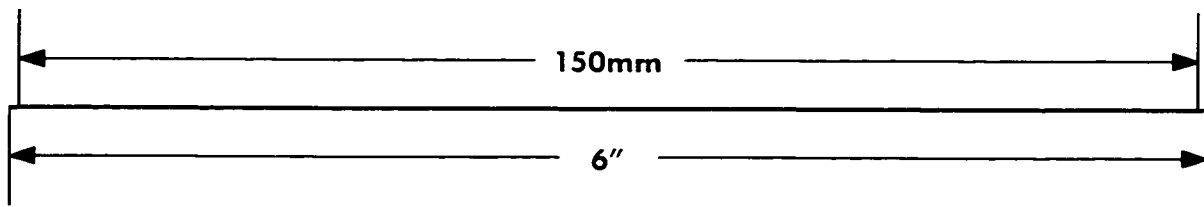
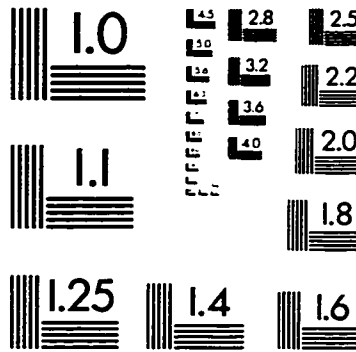
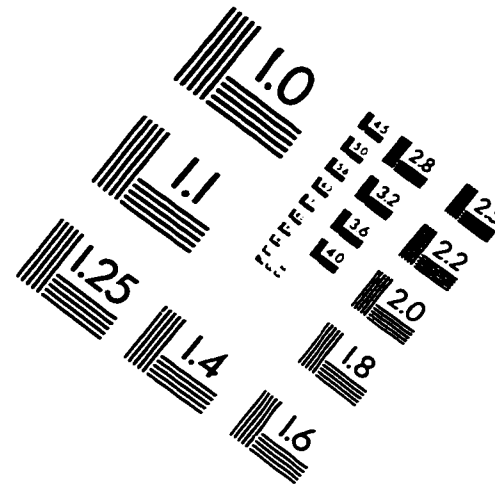
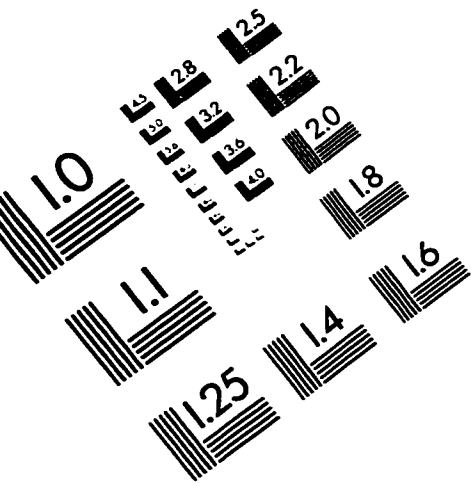
6. Student status:
 1. Freshman
 2. Sophomore
 3. Junior
 4. Senior
 5. Graduate Student

7. Race/Ethnic Group:
 1. African-American (Black)
 2. Asian/Pacific Islander
 3. Caucasian (White)
 4. Latino
 5. Native American
 6. Other

8. College From Which You Will Graduate
 1. Applied Science and Technology
 2. Arts and Science
 3. Business
 4. Education
 5. Fine Arts
 6. Other

9. Gender:
 1. Male
 2. Female

IMAGE EVALUATION TEST TARGET (QA-3)



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