

PERCEPTIONS OF DIVERSITY MANAGEMENT AND ORGANIZATIONAL
ATTRACTIVENESS:
EXPLORING THE EFFECTS OF GENDER, ETHNICITY, AND TYPE OF
RECRUITMENT ADVERTISEMENT

BY

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ABSTRACT

This study examined the effects of gender, ethnicity, and the type of organizational recruitment advertisements on college students' ($N = 357$) evaluations of organizational attractiveness and diversity management. Participants were randomly assigned two different types of organizational recruitment advertisement: one contained a Diversity Management/Affirmative Action statement; the other did not have such statement. Participants then answered questions that measured organizational diversity management. Analysis of Variance was conducted to test the two research hypotheses. Supporting Hypothesis 1, results indicated that women and minority members endorsed diversity management more than men and European Americans did respectively. In addition, results indicated that participants were more attracted to the organization if the Diversity Management/Affirmative Action statement was included in its job advertisement. Results were discussed in the context of the organizational attractiveness literature and organizational identification.

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CHAPTER ONE

Introduction and Literature Review

Modern-day organizations are dealing with different types of change than in past generations. Globalization has brought several transformations to every level of society, and organizations are no exception. One of these transformations is the diversification that has led organizations to evolve in a multinational and multicultural sphere. Most of the organizations are no longer local businesses operating in small villages away from others (Castells, 2002); rather, they are nodes of an interconnected organizational world. Employees are no longer from a single geographical place but belong to several geographical and cultural places, making the workforce very diverse.

In addition, an increasing number of organizations are recognizing demographic shifts that are affecting their marketplace (Thaler-Carter, 2001), and causing them to expand their business operations to international arenas (Zahra, Ireland, & Hitt, 2000), both of which result in a need to recognize and value diversity. Results from the 2005 U.S. population survey indicated that 33.1% of employed workers were female, 18.7% were African Americans, and 23.5% Hispanic, (U.S. Bureau of Labor Statistics, 2005), indicating an increase of women and ethnic minorities in organizational work force. A growing number of organizations are attempting to improve the inclusiveness of underrepresented groups through proactive efforts to manage diversity, such as the inclusion of structured plans and policies that go further than Affirmative Action policies. (Gilbert, Stead, & Ivancevich, 1999). In

addition to the legal and ethical responsibilities of organizations to recruit ethnically and culturally diverse workforce, recruiting for diversity is, in fact, a good business strategy for organizations that are able to recognize diversity as a way to be more effective (Hall & Parker, 1993).

In that setting, job seekers' decisions regarding whether or not to apply for a job have critical consequences for organizations and for individuals. For organizations, these decisions determine both the size and the quality of the applicant pool available. Even the most effective selection system is of little value if qualified job seekers do not apply.

Although the importance of the initial application decision has been stressed in recent reviews of recruitment and job choice research (e.g., Rynes, 1991; Rynes & Barber, 1990), most existing research has focused on decisions that occur either after interviews or after job offers have been extended. Furthermore, those studies have examined the initial application decision generally, considering only a few potential influences such as specificity of job qualifications (Belt & Paolillo, 1982), social influences (Kilduff, 1990), and starting.

The present study examined ethnic minorities' (i.e., African Americans, Hispanic Americans and Asian Americans) and European Americans' perceptions of organizational diversity management and the influence of diversity statements in recruitment advertisements on participants' perceptions of organizational attractiveness. Kenneth Burke's theory of identification and the concept of organizational identification have provided a theoretical guide for the current study.

The present study has the following layout: first, a brief review of literature is presented in order to contemplate the theoretical framework and the past research that has been done about this topic; second, hypotheses used in this study are considered; third, data analysis and results are reported; finally, the potential theoretical contributions of the findings are discussed along with the limitations and suggestions for further research.

Concepts of Cultural Diversity and Affirmative Action

According to Cox (1993), in most organizations, cultural group representations in the overall work population, and especially in the most powerful occupations, is highly skewed (e.g., in the United States, White men are the dominant group). This fact and the pervasive tendency for in-group members to be favored over out-group members in human transactions make equal opportunity issues prominent aspects of diversity work in organizations (Cox, 1993).

Certain aspects of diversity such as race, gender, and disabilities are necessary, or at least strongly advised, as a matter of law. In the United States, the Civil Rights Act of 1964 (as amended in 1972), the Pregnancy Discrimination Act of 1967, and the Americans with Disabilities Act of 1990 collectively outlaw discrimination on the basis of sex, color, race, religion, pregnancy, national origin, age or physical ability (Cox, 1993). In addition to the laws protecting members of workplace minority groups against discrimination, Executive Order 11246 (1972) requires that U.S. businesses wishing to serve as government contractors take steps to ensure that discrimination will not be an issue in the recruitment or retention process.

Ostensibly, this requirement means that a large percentage of U.S firms must maintain affirmative action programs in order to ensure the right to bid on government contracts. However, Cox states: “In practice, the penalties for not doing so are rarely enforced” (Cox, p. 13). Given this situation, organizations must make decisions in how aggressively they will pursue affirmative action efforts.

By definition, Affirmative Action is the set of policies designed to help eliminate past and present discrimination based on race, color, religion, sex, national origin, or physical condition (Gilbert et al., 1999). Born of the civil rights movement three decades ago, affirmative action calls for minorities and women to be given special consideration in employment, education, and contracting decisions. Institutions with affirmative action policies generally set goals and timetables for increased diversity and use recruitment, set-asides, and preference as ways of achieving those goals (Froomkin, 1998).

As stated above, organizations use the recruitment process in order to exercise affirmative action policies. An important perspective to have in mind when analyzing the recruitment process is the applicants’ viewpoint. Given the cultural diversity momentum toward individuals, especially minority members, looking for jobs are considering this new spectrum and are looking for organizations where they can be accepted and counted as an equal part of the workforce. Information in job postings or advertisements is one of the sources of information a person has to use in becoming acquainted with an organization, and deciding whether or not to apply for a job (Barber & Roehling, 1993; Perkins, Thomas & Taylor, 2000). Looking at an

organizational recruitment advertisement is one part of how one makes the decision whether or not to apply to a specific organization. The extent to which potential applicants feel identified with an organization through the advertisements indicates applicants' perceived attractiveness of the organization and the likelihood that they will apply to the organization. Following those lines, a key term needs to be discussed: identification.

Kenneth Burke's Theory of Identification

Individuals have the innate need to be affiliated with family, friends and organizations, which is essentially an identification process. Individuals seek some kind of *topoi* or common ground with others to make sense of themselves and understand their roles in the identification process. According to Kenneth Burke's theory of identification, when we talk about identity, we must also consider the concepts of difference and division. According to Burke: "A is not identical with his colleague, B. But insofar as their interests are joined, A is identified with B. Or he may identify with B even when their interests are not joined, if he assumes that they "are" (1969, p. 20). In an organizational context, people identify with at least one element they find in common with the organization in order to share mutual interests or goals. As Burke stated, an actual sharing of interests need not exist, as long as one of the parts feels the connection.

Burke states that there are three types of identification: material, idealistic, and formal. *Material identification* results from possessions and things, such as people identifying with each other based on the same type of material artifacts they

share. *Idealistic identification* is the result of shared ideas, feelings, values, and attitudes, such as religious or political associations; and *formal identification* has to do with the arrangement, form, or organization of an event in which both parties participate. In an organizational context, *idealistic identification* plays a key role since an organization is seeking employees and prospective employees to share common values, goals, and strategies. In the same way, the entire application and recruitment processes can be a type of *formal identification* since they are arranged events in which both parties -applicant and organization- participate

Language is a medium through which people identify or are consubstantial with others. According to Burke (1970) language can bring people together or divide them. Since language is not neutral, but rather loaded with emotions, values, and judgments, it is a very important strategy to create identity or generate division (Burke, 1970, p. 274). In that sense, it is important to analyze the way language is utilized in recruitment ads in order to achieve *idealistic identification* (Burke, 1970). Since job advertisements are sometimes the first contact organizations have with job seekers and discourse is the mechanism used to present the organization, it is necessary to analyze the way in which job seekers with different cultural or ethnic backgrounds identify with organizations due to the discourse presented regarding the organizational cultural diversity, equal opportunity, and affirmative action of an organization.

Organizational Identification

Following Burke's insights on identification, Cheney (1991, 2002) elaborates on what identification means in an organizational context. According to Cheney (1991) there is a transformation of the term *identity* that goes from the sense of "sameness" to a sense of "essence," that is, "we are able to express our uniqueness (or individuality) principally by aligning ourselves with other individuals, collectivities, or social categories" (p. 13). In addition, Cheney addresses one role of organizations by stating that they are in the business of identity management, trying to present or represent their organization as a coherent whole capable of connecting with and embracing other identities. Cheney mentions the NRA (National Rifle Association), the Carter and Reagan administrations, and the Roman Catholic Church as examples of organizations that have managed their corporate identities in order to portray them as a collective and coherent whole. Cheney goes back to Burke's thoughts on identification when he states that it is compensatory to division. "As our terms are applied to different social scenes, they create classes and divisions" (p. 16). That is, as individuals learn what they identify with, they also separate themselves - disassociate - with other groups.

Taking the concept of identification a step further in the organizational arena, noteworthy research with regard to organizational identity has been done (Hall et al., 1970; Tajfel, 1978; Ashforth & Mael, 1989; Hogg & Terry, 2000; Haslam, 2004). Tajfel (1978) considered social identity as "the individual's knowledge that he belongs to certain social groups together with some emotional values significance to

him of this group membership” (p. 67). Hence, Ashforth & Mael (1989) argued that organizational identification is a specific form of social identification, since members of an organization can subscribe to a set of values and beliefs. Hall et al. (1970) defined organizational identification as the “process by which the goals of the organization and those of the individuals become increasingly integrated and congruent” (p. 176). In that way Cheney (1991) considered identification as an internal means by which an individual allows herself or himself to be influenced by the organization. At the same time, the organization seeks the identification of the individual so that he or she will take the organization’s goals and interests as her or his own.

In order to achieve such purposes, Allen (1996) and Jablin (1985, 2001) considered the concept of *organizational socialization* a developmental ongoing process with three different stages: *entry* (anticipatory), *assimilation*, and *exit*. It is in the first stage, anticipatory socialization, where the present study focuses. Jablin (2001) described it as the process in which new organizational recruits encounter certain expectations of the characteristics of their occupations and work environment. Jablin (2001) considered two phases on anticipatory socialization; the first is *vocational anticipatory socialization*, which states that individuals acquire vocational information during the occupational choice/socialization process through a variety of sources such as family (Ahlander & Bahr, 1995), educational institutions (Jablin, 2001), part-time employment (Greenberger & Steinberg, 1986), peers and friends (Peterson & Peters, 1983), and media (Ingersoll & Adams, 1992). All those sources

help individuals to develop constructs and conceptions of their roles, associations, and interests at work.

In addition, Jablin (2001) considered a second phase, *organizational anticipatory* that involves the job seeking process and individuals' development of expectations about the organizations and jobs for which they are going to apply. Individuals looking for a job typically acquire information from two basic sources: organizational literature (e.g., job advertisements, annual reports, training brochures, job preview booklets), and interpersonal interactions with other applicants, organizational interviewers, teachers, current employees, and "indirect social network ties" (Jablin, p. 743). When considering organizational literature, Jablin (2001) also stated the need for further research focused on "message exchange processes associated with job candidates' contacts with recruiting sources" (Jablin, p. 744). As proposed by Jablin (2001), more research on organizational recruitment messages needs to be performed, especially when considering the changes in the workforce and what these changes have brought to the organizational sphere. As the workforce is becoming more diverse, organizations are implementing different legal and organizational policies, diversity management and Affirmative Action as results of such policies.

Prior Research on Diversity Management and Affirmative Action

As mentioned before, today's world is experiencing a change in the workforce; many organizations are attempting to implement inclusive policies for minority groups. In that context, it is necessary to consider two different aspects of

the situation. Gilbert, Stead, and Ivancevich (1999) made a clear differentiation between Affirmative Action and Diversity Management policies. According to them AA is nothing less than a set of legal procedures to assure equal employment opportunity to women and minority groups. As mentioned above, it took place with the Title VII of the 1964 Civil Rights Act, but with time AA has acquired negative perceptions regarding discrimination and inequality (Gilbert et al., 1999). A new concept was developed to improve AA policies and move them from a legal arena to an organizational arena. Gilbert et al. (1999) stated, "Diversity management is a voluntary organizational program designed to create greater inclusion of all individuals into informal social networks and formal company programs" (p. 61).

In theory, diversity management provides a perception of enhanced employee qualifications and competence. Gilbert et al. (1999) conducted the first of two experiments by presenting a recruitment bulletin, a job description, and an application to participants in order to find out gender differences of opinion when the hiree was either from an affirmative action scenario or from a diversity management scenario. Results indicated that women hired under a scenario of diversity management were viewed as more qualified than were affirmative action hirees. In a second experiment, Gilbert and Stead (1999) used the same methods but focused on whether diversity management would have a positive influence on the perceptions of racial minorities. Results showed that Hispanic and African American were viewed more positively when hired under diversity management rather than under affirmative action.

Other research in this arena has as well focused on factors that signal an

organization's commitment to equality for women and minorities. Konrad and Pfeffer (1991) found that the chances of hiring women or minorities for positions traditionally held by white males were also enhanced if the job incumbent was a woman or minority. The presence of formal programs for managing diversity is a highly visible signal to applicants. Thomas (1991) defines "managing diversity" as enabling every member of the work force to perform to his/her potential; that is, it is the ability to manage an organization without unnatural advantage or disadvantage for any group. When comparing "managing diversity" programs to affirmative action policies, Williams and Bauer (1994) found that subjects rated organizations that had a managing diversity policy more positively than those organizations that identified themselves as an affirmative action/equal opportunity employer. Furthermore, Cox (1991) argues that organizations may be able to promote and enhance their own multiculturalism by using "managing diversity" programs as a recruitment tool, which he defines as the multicultural organization: "The multicultural organization represents the ideal, a place in which differences are appreciated and used to gain competitive advantage" (p. 65).

Kossek and Zonia (1992) presented three reasons that Whites may hold less favorable views toward managing diversity than members of racial minority groups. The reasons are: the greater tendency to hold values favoring individualism in the European or American culture; the notion that European Americans may be disadvantaged during the process of organizational change to multiculturalism; and the greater propensity of European Americans to equate diversity efforts with

affirmative action programs. Based on that, the following hypotheses are posed:

H1: Endorsement of Diversity Management will vary depending on gender and ethnicity.

H1a. Women will endorse Diversity Management more than men.

H1b. Minorities will endorse Diversity Management more than European Americans.

Organizational attractiveness

As a result of a process of organizational identification, individuals are more likely to create stronger feelings towards the organization. Based on the information received through the anticipatory organizational socialization, individuals decide whether or not they feel identified with the organization and how attracted they feel towards such organization. Organizational attractiveness is defined as the “degree to which a respondent would personally seek a company as an employer and would recommend the company as an employer” (Newburry, Gardberg, & Belkin, 2006, p. 667). In recent years, a number of investigators have examined factors that influence job applicants' corporate impressions and interest in pursuing employment opportunities (Schwoerer & Rosen, 1989). Schwoerer and Rosen (1989) conducted a study in which they created a fictitious brochure about an organization with two different conditions: due process (equality for employees), and employment at will (termination of employees for just cause, no cause, or even bad cause at any time) with high compensation policies, in order to examine the organization's perceived level of attractiveness to the applicants. Results indicated that future job applicants

view companies that acknowledge their adherence to employment at will as significantly less attractive than companies that express commitment to due process employment policies.

In many cases, evaluations of organizational attractiveness are based on less than complete information. Corporate brochures and early contacts with company representatives often influence impressions about a company and its job opportunities (Rynes & Boudreau, 1986; Jablin, 2001). In addition, diversity management makes the recruitment process much more complex since the organization needs to communicate to applicants the specific diversity policies that guide the organization. Williams and Bauer (1994) conducted a study considering diversity policies as a factor that influences attractiveness of an organization. Following Schoworer and Rosen's (1989) methodology, Williams and Bauer (1994) created a fictitious brochure with two conditions, a control condition with a statement regarding affirmative action/equal opportunity, and an experimental condition, where the brochure included a paragraph describing the organization's diversity management policy, (e.g., "One of CaryCorp's most abiding beliefs is respect for the individual – respect for the dignity and the rights of the person. To that end, CaryCorp has moved aggressively to assure that women, as minority group members..., not only have equal access to employment but also equal consideration for advancement") (p. 300). Results demonstrated that participants in the managing diversity condition rated the organization significantly more positive than those who found the AA/EO statement.

By presenting four different recruitment advertisements with pictures of

different ethnicities, Perkins, Thomas, and Taylor (2000) attempted to measure the levels of attractiveness, along with image and perceived compatibility caused by recruitment advertisements considering respondents' ethnicity. According to the findings, recruitment advertisements can have a powerful effect on the perceived attraction to the organization, their feelings of compatibility to the company, and the image of the firm that develops. They also found that portraying diversity in one's advertisements may assist in recruiting minority job seekers but has little effect on non-minorities.

In a similar study, Rau and Hyland (2003) presented 181 undergraduate students with a four-page recruitment brochure of a fictitious management consulting firm. The brochures presented not only statements about the organization's emphasis on teamwork and diversity, but also a discussion of those elements. Results showed that teamwork and diversity statements in recruitment brochures do influence applicants' attraction to organizations.

As seen, diversity management is an important factor that influences the applicant's perceived organizational attractiveness and the likelihood to seek an interview with the organization in the recruitment process; however, Thomas and Wise (1999) studied the relationship between organizational attractiveness and job factors (e.g., salary and challenging work) compared to organizational factors such as corporate image and reputation, or recruiter characteristics such as personality, race, or gender. They also sought to examine the importance that a diverse sample would place on an organization's diversity characteristics. By conducting a survey on 93

MBA candidates, equally gender and race divided, they found that job characteristics are highly important to organizational attractiveness, and that, although significantly less influential, organizational characteristics and diversity programs of the organization are also important to organizational attractiveness (Thomas & Wise, 1999). An interesting result Thomas and Wise (1999) found was that women and minorities placed more importance on diversity factors than did men and non-minorities, respectively. Bringing back the concept of organizational identification, the following hypotheses are developed based on what was considered on organizational identification and prior literature discussed above:

H2: Perceptions of organizational attractiveness will vary depending on gender, ethnicity, and the type of organizational recruitment advertisement.

H2a: Women will be more attracted to the organization than men.

H2b: Minorities will be more attracted to the organization than non-minorities.

H2c: Participants who are exposed to the organizational recruitment advertisement with a diversity statement will be more attracted to the organization.

CHAPTER TWO

Methodology

Participants

Participants ($N = 357$, age $M = 20.87$ years old, $SD = 4.24$, range = 18 – 48) were recruited from college students from a mid-western university. Research participation was extremely voluntary. The sample consisted of 192 females and 165 males (245 European Americans, 112 minority group members (41 African Americans, 27 Hispanics, 25 East Asian/Pacific Islanders, 3 Middle Eastern, and 16 from other ethnicities such as Biracial).

Procedures and Materials

Manipulation. Two different job advertisements scenarios were developed. Scenario one consisted of a generic job advertisement, which was created based on the literature (Williams & Bauer, 1994; Perkins et al., 2000; Rau & Hyland, 2003). The generic advertisement described, in a general way, information about the organization Haber Incorporated¹, and did not include an Affirmative Action reference (see appendix A). Scenario two consisted of a job advertisement with a regular Affirmative Action statement (i.e., “Haber Incorporated is an Equal Opportunity/Affirmative Action employer and strongly encourages women and minority to apply”) (see Appendix B). The content of the message chosen for the recruitment advertisement was designed with very general information about the

¹ The name of the company was taken from a similar study (Perkins et al., 2000).

organization, excluding specific job descriptions or benefits in order to avoid the possibility of confounds. Potential confounds included job titles, job descriptions, organization location, and organization type (Perkins, et al., 2000).

Measurements and procedures. Participants were asked to complete a questionnaire composed of four major sections. The first section asked for their demographic information, such as age, gender, ethnicity, and years of education (see Appendix C). The second section of the questionnaire consisted of presenting the different scenarios, which were distributed randomly among the participants. Participants took time to read the assigned organizational recruitment advertisement and proceeded to answer 13 questions that measured their perceptions of organizational attractiveness. The questions were based on the ones used by Schwoerer and Rosen (1989), Perkins et al. (2000), and Williams and Bauer (1994) that measured organizational attractiveness and willingness to apply (see Appendix D). Respondents rated the organization's attractiveness (e.g., "I would request additional information about this organization", "I would like to hold an interview with this organization", "This organization is attractive to me") on a 7-point scale (1 = strongly disagree, and 5 = strongly agree). Reliability coefficient was satisfactory (Cronbach's alpha = .92; $M = 4.26$, $SD = 1.09$). The third section of the questionnaire consisted of a global scale that measured participants' endorsement of diversity management in organizations (see Appendix E). The 10-item cultural diversity scale (e.g., "It is important for an organization to have a wide-ranging workforce composed by women and minorities") was based on the scale used by Kossek and Zonia (1993)

and Thomas and Wise (1999). Reliability coefficient was satisfactory (Cronbach's alpha = .70; $M = 4.81$, $SD = .74$).

CHAPTER THREE

Results

Hypothesis 1. Endorsement of Diversity Management

Hypothesis 1 predicted that endorsement of diversity management would vary depending on gender and ethnicity. A 2 (Gender: Female, Male) X 2 (Ethnicity: Majority, Minority) ANOVA was conducted. Results indicated a significant main effect for gender $F(1, 356) = 14.97, p < .01$, partial $\eta^2 = .04$, and a significant main effect for ethnicity, $F(1, 356) = 10.52, p < .001$, partial $\eta^2 = .03$. The interaction between gender and ethnicity was not significant $F(1, 356) = 1.30, p > .01$, partial $\eta^2 = .00$. Results indicated that women ($M = 5.55, SD = .67$) endorsed diversity management more than men did ($M = 5.21, SD = .80$). Results also demonstrated that minority members ($M = 5.57, SD = .087$) endorsed diversity management more than European Americans did ($M = 5.30, SD = .056$). Therefore, hypotheses 1, 1a, and 1b were supported.

Hypotheses 2. Organizational Attractiveness

Hypotheses 2 predicted that perceptions of organizational attractiveness would vary depending on gender, ethnicity, and the type of organizational recruitment advertisement. A 2 (Gender: Female, Male) X 2 (Ethnicity: European Americans, Minorities) X 2 (Type of Recruitment Advertisement: With Affirmative Action and Diversity Statement, Without Diversity Statement) ANOVA was conducted. Results indicated a significant main effect for type of recruitment advertisement $F(1, 356) =$

4.07, $p < .01$, partial $\eta^2 = .01$. However, the main effects for gender $F(1, 356) = .50$, $p = .48$, and ethnicity $F(1, 356) = 2.00$, $p = .16$, partial $\eta^2 = .00$ were not significant. The interaction between gender, ethnicity and type of organizational recruitment advertisement was not significant either, $F(1, 356) = .90$, $p = .34$, partial $\eta^2 = .00$. Hypothesis 2 was partially supported.

CHAPTER FOUR

Discussion

Summary of the Results

There were two major hypotheses in this study. The first one predicted that endorsement of diversity would vary in relation to gender and ethnicity. Findings supported the hypothesis by showing significant main effects on both gender and ethnicity; however, an interaction between gender and ethnicity was not found. Women and minorities endorsed diversity management significantly more than men and minorities did respectively. Results indicated that gender and ethnicity did not affect participants' ratings on organizational attractiveness; however, results indicated that the type of recruitment advertisement influenced participants' perceptions of organizational attractiveness. Thus, recruitment advertisements could represent a valid strategy for organizations when attempting to communicate its diversity policies, and ultimately an early stage when trying to achieve identification.

Endorsement of Diversity Management

Awareness of diversity has been rapidly increasing in our society, and organizations are no exception to this phenomenon. This study considered the level of endorsement of diversity management depending on variables such as gender or ethnicity. As expected, results supported the idea that women endorsed diversity management more than men did, and in a similar way, minorities endorsed diversity management more than European Americans did.

As discussed, diversity management is a set of policies that is focused on acknowledging the shift that the workforce is experiencing when it comes to engaging women and individuals from different cultural backgrounds. With that idea as a foundation, it can be stated that women and minorities responses' are a fair reflection of the effort that organizations are doing to try to include a diverse workforce.

Women and minorities might be more aware of that shift than men and European Americans since the first two groups play protagonist roles in the equation. Thus, women and minority group members may have greater exposure to diversity management policies than their counterparts and therefore, consider diversity management a priority when looking for a job. Another salient aspect that can be drawn from these findings is that in the case of women, there was a clear disposition to identify and observe the policies that give women a growing institutional position; women support those organizations that make efforts to approach and recruit them. Those findings were in agreement with Rau and Hyland (2003) who pointed out a significant factor in regards to gender differences. Interestingly, the present study did not find an interaction between gender and ethnicity contrary to Rau & Hyland (2003) who found a significant interaction between the two variables.

Another interesting pattern of the present study was observed in European Americans who held less-positive attitudes regarding diversity management policies than minority members. An explanation for that addresses the tendency of European Americans to hold an individualist perspective or the notion that they can eventually be at a disadvantage when applying for a position since the organization may be

focused on recruiting minorities.

With regard to ethnicity, the findings suggested some patterns. The first one was the already mentioned growth of the workforce and with it, the inclusion of a multi-origin work population. Therefore, with that tendency, minority group members will focus on looking for an organization that values diversity. They might agree that there would be more possibilities for them to find a job in an organization that is recruiting minorities.

A second interpretation was related to the fact that most of the minority participants belonged to High Context cultures (e.g., Hispanic, East Asians). High Context cultures pay special attention to belonging to a group. According to Hall (1990), in a high-context culture, the commitment between people is very strong and deep, and responsibility to others takes precedence over responsibility to oneself. Loyalties to the members of one's social and work groups are long lasting and unchanging. In that order, members of those cultures try to mentally create a sense of groupness and belonging once they realized that the organization cares about minorities.

Those findings are in agreement with Kossek and Zonia (1994) who found that minorities are more likely to appreciate and observe diversity management policies. Since the idea of diversity addresses a sense of collectiveness, these interpretations seem to explain the reason why minority participants rated higher on endorsement of diversity management.

Diversity Management and Organizational Attractiveness

As mentioned before, individuals try to establish common bonds with organizations even from an early stage. Those common bonds can make a difference when it comes to making a decision to apply for a job, to seek an interview with an organization's representative or, at a more basic level, to identify with the organization (e.g., "I like X organization because of its diversity policy," etc.). In connection with that, Burke (1974) extends the common notion of identity as a strictly individual matter to include the collective but also to remain an individual. That is, individuals develop a series of ideas, concepts, and frames about life, but they seek to integrate others in a level of sameness that is shared by those beliefs. In an organizational context, Burke (1974) stated "it is natural for a man to identify himself with the business corporation he serves"(p. 140). Along those lines, it is natural for prospective job applicants to seek the beginning of an identification process with the organization they would eventually like to join.

As Jablin (2001) suggested, organizational identification can occur before an individual starts working for an organization; it can occur in an *anticipatory* stage, that stage where individuals are exposed to any type of information about the organization through either organizational literature or personal sources. This study attempted to examine through a typical job advertisement the level of attractiveness of an organization. In that order, findings showed that a significant way for an individual to begin to feel identified with and therefore to feel attracted to such organizations resided in the individuals' position on diversity management. In other

words, the more individuals were aware of diversity and its organizational policies, the more likely they were to feel attracted to the organization, to seek further information, or to pursue a job interview. Findings agreed with Williams and Bauer (1994) who found that participants in a managing diversity condition rated the organization significantly more positively than participants who did not read a description of a managing diversity policy. Likewise, findings were in agreement with Avery (2003) who found that individuals with a lower sense on other-group orientations exhibited a positive effect on restricted ads. In the same way, findings are in agreement with Heilman et al. (1992), and Gilbert and Stead (1999) whose findings stated that participants under a scenario of diversity management were more likely to think highly of the organization, and therefore likely to begin to create a sense of identification.

According to Jablin's insights on anticipatory socialization, individuals begin the process of organizational socialization long before a newcomer enters a particular role in a particular organization. Jablin mentioned when considering anticipatory socialization that a vocational choice occurs when individuals receive information about work and work-related issues - such as organizational climate or diversity - from family, friends, or media. In connection with the present study, it is possible that participants have constructed a set of fixed ideas about the concept of diversity based on the prior information they have received, which can be translated to the level of endorsement of diversity management they evidenced in the findings. However, the amount of information individuals receive does not always correspond to a positive

level of endorsement towards diversity management; in fact, many times the information received is accompanied by a series of stereotypes and misconceptions about diversity (Allen, 1996) that contribute to the formation of a negative view of diversity management. In this case, it is unknown what kind of background information participants were exposed to with regard to diversity management, but the measurements rather focused on the final outcome of that process: that is, participants' perceptions of diversity management and their responses towards finding an organization attractive.

It was originally thought that there would be a significant difference regarding organizational attractiveness from women and minorities. However, findings showed that there was no such difference; in other words, gender and ethnicity were not predictors to determine organizational attractiveness. Results for this hypothesis can be connected again with Jablin's (2001) ideas on vocational/anticipatory about the development of certain preconceived ideas towards an organization. As seen in the results, being a woman or belonging to a particular ethnic group was not a decisive factor to generate attractiveness towards an organization. Findings correspond to what William and Bauer (1994) found when they said “documenting both gender and race is perhaps not as important as understanding their sources” (p. 303). In connection with the second hypothesis, the amount of information or exposure a person has received before having direct contact with an organization can be, but is not always, a predictor of organizational attractiveness; in the same way, gender and ethnicity can be predictors of organizational attractiveness as Avery's (2003) findings reported, but

those variables do not always define one's level of identification and attractiveness towards an organization.

However, Jablin (2001) also talked about a second stage of anticipatory socialization: *organizational anticipatory socialization*, which resides on the contact the organization has with prospective applicants. Organizational literature is one of the most common, important, and early methods. This study aimed to analyze whether the inclusion or omission of diversity statements was a predictor in participants' perceptions of organizational attractiveness. Findings showed that the type of message made a difference on the applicant's decision to apply or seek further information about the organization. Those participants within the diversity statement group seemed to respond more positively towards the organization than those who were in the group without a diversity statement on the advertisement. Findings partially agreed with Perkins et al. (2000) who found that portraying diversity in a job advertisement could assist in recruiting minority job seekers but have little effect on non-minorities, which was not the case for this study since it was found that neither ethnicity or gender are predictors of organizational attractiveness. It can be said that, with regard to addressing organizational attractiveness through diversity management, key organizational literature is as important as the individual's prior experiences with and conceptions of diversity management; those are ultimately the pieces that will make a difference in organizational attractiveness when a prospective applicant encounters a job advertisement with a diversity statement.

Limitations and Further Research

This study makes a significant contribution to research on diversity management and organizational attractiveness; however, there were some major limitations. There were significantly more European American participants than minority members in the current sample, which made it more difficult to conduct pairwise comparisons across all ethnic groups.

Another limitation concerns the type of recruitment advertisement. The recruitment advertisement used for this study contained general information about the organization and omitted information such as job descriptions or benefits, which are important elements when considering organizational attractiveness. Individuals also feel identified with the job benefits and the wellness that the organization is willing to offer. Further research should use more elaborated versions of recruitment advertisements that include more details about the organization and the job and that allows to analyze to what extent individuals prefer job benefits to organizational diversity policies. Future research should also pay attention to the strength of participants' gender and ethnic identities, and its influence on perceptions of organizational attractiveness and diversity management. In addition, further research can also consider images and visual elements in recruitment advertisements when studying diversity management (Perkins, et al., 2000).

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APPENDICES

Appendix A

Experimental Condition 1

HABER INCORPORATED

We invite you to be part of our future. At Haber Incorporated, we will provide a variety of opportunities for you to advance your career and future at our organization. In this constantly evolving industry, our organization delivers a rewarding career in a fun and fast-paced environment. You are invited to visit our website to find out more about us, and specific job opportunities.

www.haberincorporated.com

Appendix B

Experimental Condition 2

HABER INCORPORATED

We invite you to be part of our future. At Haber Incorporated, we will provide a variety of opportunities for you to advance your career and future at our organization. In this constantly evolving industry, our organization delivers a rewarding career in a fun and fast-paced environment. You are invited to visit our website to find out more about us, and specific job opportunities. Haber Incorporated is an Equal Opportunity/Affirmative Action employer and strongly encourages women and minorities to apply.

www.haberincorporated.com

Appendix C

Demographic Information

Thank you for filling this questionnaire. In this first part of the study, you are asked to give some personal information regarding your gender, ethnicity, age, and scholar level. Please choose the option that best fits you. If you have questions, please contact the research assistant

Gender	Age
<input type="checkbox"/> 1. Female	<input type="checkbox"/> 1. 18-22 years
<input type="checkbox"/> 2. Male	<input type="checkbox"/> 2. 23-26 years
	<input type="checkbox"/> 3. 26-30 years
	<input type="checkbox"/> 4. Other

Ethnic Origin	Years of School
<input type="checkbox"/> 1. European (white)	<input type="checkbox"/> 1. 12 or less
<input type="checkbox"/> 2. African (black)	<input type="checkbox"/> 2. 13-17
<input type="checkbox"/> 3. Asian	<input type="checkbox"/> 3. 18-21
<input type="checkbox"/> 4. South/Central-American (Latino)	<input type="checkbox"/> 4. 22 or more
<input type="checkbox"/> 5. Middle-Eastern (Arab)	
<input type="checkbox"/> 6. Other	

Appendix D

Organizational Attractiveness

Thank you for taking the time to fill this questionnaire. After looking at Haber Incorporated advertisement, we would like you to answer the following questions referring to the organization. You are asked to rate your answers using a 1-7 scale, where 1 is strongly disagree and 7 is strongly agree.

1. I would request additional information about Haber Incorporated

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

2. I would like to hold an interview with Haber Incorporated

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

3. I would like this company to do recruitment on campus

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

4. I would like to speak to a Haber incorporated representative

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

5. I would accept a job with Haber Incorporated if it fits my expertise

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

6. I would recommend Haber Incorporated to my friends

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

7. Haber Incorporated would be a good company to work for

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

8. Haber incorporated would be desired in my community

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

9. Haber Incorporated appears to care about its employees

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

10. I think Haber Incorporated is attractive

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

11. I would not recommend Haber Incorporated to my friends

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

12. I would like to visit the website of Haber Incorporated

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

13. Haber Incorporated emphasizes the importance of a diverse environment and workforce

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

14. I feel I would be very much respected at Haber Incorporated

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Appendix E

Diversity Management Measure

1. Institutional excellence is achieved through the recruitment and retention of woman, and minority groups.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

2. It is important for an organization to have a wide-ranging workforce composed by women and minorities.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

3. An organization composed by women and minority is more likely to promote increased cooperation and understanding.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

4. Women and minority groups make a positive contribution to the development of an organization.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

5. The demographic composition of an organization in terms of gender and ethnicity should be similar to the demographics of our census data.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

6. Women and minority members are discriminated in job recruitment in general

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

7. Affirmative Action, that is the set of policies designed to help eliminate past and present discrimination based on race, color, religion, sex, or national origin, is a great policy to ensure the prosperity of an organization

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

8. Respect towards women and minority members in an organization is very important

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

9. Organizations should develop policies in order to create a culture where women and minority groups are valued.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

10. An organization that values women and minorities is more likely to have better overall results

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree