APPLICANT PERCEPTION OF ORGANIZATIONAL IMAGE AND ATTRACTION:
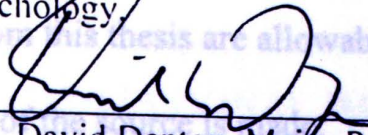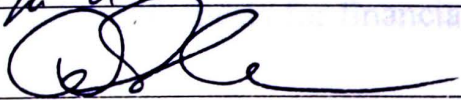## COMPANIES THAT DO NOT RESPOND TO APPLICATION MATERIALS
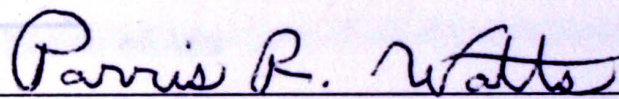
LORI A. PEZZI

To the Graduate Council:

I am submitting herewith a thesis written by Lori A. Pezzi entitled "Applicant Perception of Organizational Image and Attraction: Companies That Do Not Respond To Application Materials". I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Arts, with a major in Industrial/Organizational Psychology.

_____
Dr. David Denton, Major Professor

We have read this thesis
and recommend its acceptance:

_____

_____

Accepted for the Graduate and Research Council:

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Dean of the Graduate College

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Date: *May 31, 2001*

APPLICANT PERCEPTION OF ORGANIZATIONAL IMAGE AND ATTRACTION:

COMPANIES THAT DO NOT RESPOND TO APPLICATION MATERIALS

A Thesis

Presented for the

Master of Arts

Degree

Austin Peay State University

Lori A. Pezzi

May 2001

DEDICATION

This thesis is dedicated to my husband

Anthony J. Pezzi

who selflessly provides constant support in all my endeavors

and to my mom

Roseanne Ferrell

as you look over me from above, I hope I continue to make you proud.

ACKNOWLEDGEMENTS

ABSTRACT

The current study examines job applicants' perceptions of organization attraction and image based company acknowledgement, or lack there of, of submitted application materials after one or four months. Participants were individuals applying for employment with the State of Tennessee.

Participants read four scenarios, which were combinations of two levels of acknowledgement (acknowledged and did not acknowledge) and two levels of time (one month and four months). After reading each scenario the participants completed an image and attraction scale.

Analysis of variance results indicated that participants were more attracted and had a more positive image of companies that acknowledge submitted resumes. Furthermore, participants were more attracted and had a more positive image of companies that acknowledge the submitted resume after one month than after four months. Finally, there was an interaction of acknowledgement with time with respect to attraction; when and if an acknowledgement is received influences applicant attraction to the organization.

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CHAPTER I

INTRODUCTION

The knowledge, skills, and abilities needed to be successful in the world of work are evolving rapidly as changes continue to take place in the way work is performed. In addition, the demographic make-up of the workforce is changing significantly as well. Due to such continual change (Johnston & Packer, 1987), and the historically low rate of unemployment (Bureau of Labor Statistics, 2000), the ability to attract and recruit applicants is becoming increasingly difficult. Therefore, the purpose of this study is to investigate applicant attraction and applicant perception of corporate image of organizations that respond to submitted resumes or application material to the organization.

Organizational attraction has been shown to be effected by delays in recruitment practices (Arvey, Gordon, Massengill, & Mussio, 1975), employment application blanks (Saks, Leck, & Sauders, 1995), and employment testing (Bauer, Maertz, Dolen, & Campion, 1998) just to name a few.

Organizational attractiveness is assessed by numerous organizational characteristics. Some of the factors that influence applicant perceptions of organizational attractiveness include corporate social performance (Turban & Greening, 1997), organization size, level of internationalization, pay mix, and level of centralization (Lievens, Decaesteker, & Coetsier, 2001). An organization's recruitment practices are another way to promote either a positive or negative effect on applicants' perception of organizational attractiveness (Perkins, Thomas, & Taylor, 2000; Avery, Gordon, Massengill, & Mussio, 1975). Recruitment practices that reduce organizational

attractiveness can limit the potential applicant pool (Barber & Rynes, 1990; Avery, Gordon, Massengill, & Mussio, 1975). Reducing the applicant pool due to recruitment practices is further compounded by the current low rate of unemployment (Bureau of Labor Statistics, 2000).

To combat the difficulties in attracting and recruiting applicants organizations are adopting a customer service approach to their selection process. Organizations are viewing applicants as the customers and the selection procedures as the products and services the organization provides to the applicant/customer. With this perception of selection, organizational attractiveness and applicant attraction are key factors in companies' selection procedures (Smither, Reilly, Millsap, Pearlman, & Stoffey, 1993). Applicants are attracted to organizations for various reasons. Type of work, opportunity for advancement, the reputation of the company, the benefits provided, and the location of the company are just a few of the factors that influence an applicant's attraction to an organization (Turban, Eyting, & Campion, 1993). It has been found that applicants will tailor their job search behaviors based on the characteristics of the organization that attracts the applicant. For example (Barber, Wesson, Roberson, & Taylor, 1999), job seekers modify their job search behaviors based on their attraction to small or large companies. Applicants attracted to large organizations utilize the Internet and rely more heavily on campus placement than applicants attracted to smaller organizations. Applicants attracted to smaller companies start searching for employment later and rely more heavily on newspaper advertisements.

Applicant perceptions of organizational recruitment and selection practices have received increased attention in the literature. An organization is perceived as being more

attractive if the recruiter is informative and personable (Alderfer & McCord, 1970; Harris & Fink, 1987). Furthermore, the site visit can play an important role in retaining an applicant. Turban, Campion, and Eyting (1995) found that various aspects of the site visit can ultimately effect an applicant's decision to accept a job offer. The applicants base the professionalism of the organization and the status of the people met on the site visit (Rynes, Bretz, & Gerhart, 1991). Applicants are more attracted to organizations that treated them specially, as if the organization is pleased to have them visiting. Therefore, it is believed that applicants make inferences about companies early on in the recruitment process. Particularly, they make judgements when an organization does or does not acknowledgement that their resume as been received.

It has been shown that job candidates make judgements about organizations based on selection processes and how fairly the company treats the applicants (Rynes and Barber, 1990). Negative impressions about the selection procedure can have a "spillover" effect. Applicants that perceive themselves as being treated unfairly may negatively effect consumer behaviors. Furthermore, the applicant may communicate negatively to other applicants about the company, which could reduce the potential applicant pool.

Murphy (1986) found that decreased organizational attractiveness caused by selection procedures can cause significant losses in the utility of the selection process. The unattractiveness of the selection process can result in applicants refusing job offers or withdrawing from the process before an offer can be extended.

It is important for organizations to understand how applicants react to what is common practice in the recruitment and selection process: e.g., recruitment material,

recruiters, drug testing, application blanks. Research has shown that various elements of the recruitment process can either "turn on" or "turn off" an applicant. Applicants that are "turned off" by the selection procedures are likely to look elsewhere. A selection process that has not yet been examined is the practice of responding to resumes that are sent to organizations that are soliciting applicants.

The quantity and specificity of information provided in recruitment material can effect an applicant's attraction to an organization. Prospective applicants are more attracted to companies that provide more and specific information about the job (Barber & Roehling, 1993). Organizations that provide little information about the position that is being recruited for are viewed as less attractive. Applicants may view organizations that provide very little information as sloppy and disinterested in the recruitment process. Therefore, it would be reasonable to expect applicants to be more attracted to organization that provide some information about the status of resumes or application materials received. Organizations that respond to applicants would be viewed as providing information. Therefore, the organization would be more attractive than organizations that do not respond to submitted application materials.

From the organization's perspective, the most marketable applicants view the organization more negatively if there are long delays in the recruitment process (Rynes, Bertz, & Gerhart, 1991). Delays between time of application and the first selection procedure are directly related to voluntary applicant dropout rates. According to Arvey, Gordon, Massengill, and Mussio (1975) as time between submitting an application and the first selection procedure increased, the number of applicants that dropped out of the selection process increased.

The literature cited above is suggestive of how applicants would react if their resumes are or are not acknowledged. It seems reasonable to conclude that applicants are more attracted to organizations that act in a professional manner by providing the applicants with specific information about the status of their resumes during the recruitment process. Therefore, it is anticipated:

Hypothesis 1: There will be a main effect of application acknowledgment on organizational attraction such that applicants are more attracted to organizations that acknowledge receiving a resume or application material than to organizations that do not.

Corporate image is the public impression or the perceptions of outsiders (Fombrun & Stanley, 1989). The content of rejection letters influences applicant's attitudes concerning an organization's image as well as the behavioral intentions of the applicants toward the organization (Aamodt and Peggans, 1988). Applicants perceive organizations as more friendly and fair, if friendly statements (e.g., thanks for applying, good luck in the future, and call if I may be of any help) are included in the rejection letter. Furthermore, there is a greater likelihood for applicants to apply again and use the services provided by the organization if friendly statements are included in the rejection letter. Finally, it was found that promising to keep the resume on file led to a greater intention to use the services of the organization.

Feinberg, Meoli-Stanton, and Gable (1996) found that the positivity and negativity of rejection and acceptance letters affect the self-concept, corporate image, and

the future intentions of applicants. Negatively worded acceptance and rejection letters give the applicant a negative image of the organization. Applicants view the organization as being less sincere, lower class, lower quality, and having a poorer reputation than organizations that use positive language in their acceptance and rejection letters. Negative acceptance and rejections letters led to a greater likelihood of applicants not considering the organization in the future or suggest the company to others. Therefore, it is hypothesized:

Hypothesis 2: There will be a main effect of application acknowledgment on organizational image such that applicants will have a more positive image of organizations that acknowledge receiving a resume or application material than to organizations that do not.

In a study by Brice and Waung (1995) sixty-two percent of the companies that received a resume from an individual did not respond to the applicant. Of the organizations that responded, the average time for the organization to respond was 26.5 day with the shortest amount of time being one day and the longest time being 116 days.

The issue of time has been found to negatively affect an applicant's opinion of the recruitment process and the attractiveness of the organization. Rynes, Bretz, & Gerhart (1991) found that long delays in the recruitment process affected an applicant's willingness to accept a job offer. The long delays in the recruitment process caused applicants to lose interest in the job and the organization. The applicants assumed

the delays were the product of two things, either disorganization on the part of the company or the applicant was not a favorite candidate. Therefore, the following is hypothesized:

Hypothesis 3: There will be a main effect of time on organizational attraction such that as time since the submission of application materials increases, applicant perceptions of organization attraction decreases.

Based on the research present for time and organization attraction, it would be logical to presume that time delays would also effect an applicant's perception of an organization image. Therefore, the following is hypothesized:

Hypothesis 4: There will be a main effect of time on organization image such that as time since the submission of application materials increases, applicant perceptions of organization image decreases.

CHAPTER II

METHOD

Participants

Individuals applying for employment at a southern state personnel department office were recruited for voluntary participation. A sample of 125 participants was collected over a period of one and a half weeks. Applicants for State employment were demographically diverse with respect to race, age, and gender and therefore such diversity is expected in the pool of participants. See Table 1.

Measures

Corporate image. A modified version of Feinberg's (1996) corporate image scale was used to assess the participant's image of the company. The scale contains eleven adjectives following a seven-point semantic differential format. The items were summed to form an overall composite of corporate image; a low score represents a less favorable image. The average coefficient alpha reliability of the scale across the repeated measures conditions was .971 with a low of .965 and a high of .976.

Organization attraction. Organization attraction was measured using a seven-point four-item scale that is a modification of a scale developed by Cable and Judge (1997). The four items were combined to gain an overall composite of organizational attraction. A high score equates to a high level of organization attraction. The average coefficient alpha reliability of the scale across the repeated measures conditions was .932 with a low of .920 and a high .942.

Table 1

Demographic characteristics of participants.

	N	Percentage
Gender		
Female	77	64.17
Male	43	35.83
Race		
African American	38	32.48
Asian or Pacific Islander	4	3.42
Hispanic	2	1.71
Native American	0	0
White	71	60.68
Other	2	1.71
Age		
18-21	10	8.33
22-25	26	21.67
26-30	20	16.67
31-39	31	25.83
40-49	21	17.50
Over 50	12	10.00
Education		
Did not graduate	2	1.67
High school	35	29.16
Some college	39	32.50
Bachelor's degree	30	25.00
Master's degree	12	10.00
Doctorate degree	2	1.67
Employment		
Employed with the State	37	31.10
Employed	41	34.45
Not Employed	41	34.45

Stimulus Materials

The investigator developed four scenarios that represented the combination of the acknowledgment and time factors (acknowledgment and lack of acknowledgment at one and four months). The participants were presented with all of the scenarios as stimuli to express their feelings of corporate image and organization attraction to the companies described.

The use of "paper-people" or scenarios has been criticized but additional research on the subject has supported the finding that "field studies often do not have greater experimental realism that do laboratory studies" (Dobbins, Lane, & Steiner, 1988, p. 285).

Procedure

Individuals applying for State employment were asked to participate in the research study by employees of the Applicant Services Division of the Department of Personnel with the State of Tennessee. It was clearly expressed that participation, or lack thereof, would be unrelated to any opportunity for employment with the State of Tennessee. After being provided with information about the nature of the study and consenting to participate, participants were given a packet that contained the informed consent, stimulus material, the corporate image scale, the attraction scale, and demographic information form. There were twenty-four different possible combinations of the stimulus materials. The packets were randomly distributed to the participants. After completing the survey, participants dropped the survey through the opening of a locked box.

Completion of the survey took an average of 10-15 minutes.

Data Analysis

The study consisted of two within-subject independent variables, acknowledgement of receiving resume, with two levels (acknowledge or did not acknowledge) and time, with two levels (one month and four months). The dependent variables were corporate image and organization attraction and were measured by an

eleven item semantic differential and a four item scale, respectively. Both of these instruments were described in the methods section.

Since each participant was exposed to both levels of the independent variables, the data to test the hypotheses was analyzed using a dependent measures analysis of variance.

CHAPTER III

RESULTS

A 2 x 2 repeated measures analysis of variance was performed to test the hypotheses. Both factors, application/resume acknowledgment and time, were within-subjects factors. The application/resume acknowledgment factor had two levels – acknowledged receipt of resume, did not acknowledge receipt of resume – and the time factor had two levels – one month, four month. The dependent variables were organizational attraction and image. Before the analyses were performed, mean substitution was used in five cases where missing data occurred in the dependent measures.

Means and standard deviations for the four conditions, for both dependent measures, are presented in Tables 2 and 3.

Table 2

Means and standard deviations for organization attraction.

| | Time | | | | |
| | 1 month | | 4 months | | |
Acknowledgement	M	SD	M	SD	Row Totals
Yes	5.207	1.493	3.742	1.765	4.475
No	4.077	1.562	2.934	1.710	3.506
Column Totals	4.642		3.338		

Table 3

Mean and standard deviations for corporate image.

	Time				
	1 month		4 months		
Acknowledgement	$\underline{M}$	$\underline{SD}$	$\underline{M}$	$\underline{SD}$	Row Totals
Yes	4.916	1.342	3.293	1.618	4.104
No	3.235	1.351	2.371	1.393	2.803
Column Totals	4.076		2.832		

Table 4 presents correlations between the dependent variables within and across

the four conditions in the study. Generally speaking, the correlations between the two

dependent variables within conditions exceeded the correlation between a single

dependent variable across conditions.

Table 4

Correlations.

			Attraction				Image			
			No Acknowledgement		Acknowledgement		No Acknowledgement		Acknowledgement	
			1 month	4 months	1 month	4 months	1 month	4 months	1 month	4 months
Attraction	No Acknowledgement	1 month	--							
		4 months	.582**	--						
	Acknowledgement	1 month	.343*	.190	--					
		4 months	.540**	.705**	.355*	--				
Image	No Acknowledgement	1 month	.645**	.527**	.120	.369*	--			
		4 months	.432**	.796**	.009	.485**	.652*	--		
	Acknowledgement	1 month	.376**	.197	.541**	.386**	.234	.203	--	
		4 months	.434**	.652**	.187	.843**	.438*	.600**	.453**	--

Note. *$p < .01$.   **$p < .0001$.

Hypothesis 1 was assessed by examining the main effect of acknowledgment on organizational attraction. Mean responses for attraction did significantly differ on the condition of acknowledgement. Specifically, the researcher expected, and confirmed, that applicants would be more attracted to a company that acknowledged receiving application material than a company that did not.

Hypothesis 1 was supported. See Table 5.

Table 5

Analysis of variance for attraction.

	df	F
Time (T)	1	79.638*
Error	124	(1.472)
Acknowledgement (A)	1	111.269*
Error	124	(1.910)
T x A	1	3.389
Error	124	(.956)

Note. Values enclosed in parentheses represent mean square errors. *$p < .0001$

Hypothesis 2 was assessed by examining the main effect of acknowledgment on image. Mean responses for image did significantly differ on the condition of acknowledgement. As expected, and confirmed, applicants had a more positive image of a company that acknowledged receiving application material than a company that did not. Hypothesis 2 was supported. See Table 6.

Table 6

Analysis of variance for image.

	df	F
Time (T)	1	132.836*
Error	124	(1.595)
Acknowledgement (A)	1	166.622*
Error	124	(1.161)
T x A	1	24.998*
Error	124	(.720)

Note. Values enclosed in parentheses represent mean square errors. *$p < .0001$

Hypothesis 3 was assessed by examining the main effect of time on organizational attraction. Mean responses for attraction did significantly differ on the condition of time. As expected, and confirmed, applicants were more attracted to a company after one month following submission of application material than after four months. Hypothesis 3 was supported. See Table 5.

Hypothesis 4 was assessed by examining the main effect of time on image. Mean responses for image did significantly differ on the condition of time. As expected, applicants had a more positive image of a company at the one month interval than at the four month. Hypothesis 2 was supported. See Table 6.

The interaction of acknowledgement and time was also examined for attraction. No existing studies were located to suggest what interactions might exist and a hypothesis was not proposed. Analysis of variance revealed that the interaction was only marginally significant. See Table 5.

Finally, the researcher examined the interaction of acknowledgement with time with respect to image. Again, no previous research could be identified that suggested the presence or nature of such an interaction; so this area was explored strictly for

informational purposes, and no hypotheses were proposed. Again, analysis of variance

indicated that the interaction was significant. When and if an acknowledgement is

received influences applicant perceptions of corporate image. See Table 6.

CHAPTER IV

DISCUSSION

Results provided full support for the hypotheses postulated. Analysis of variance confirmed that both acknowledge and time influence applicant perceptions of organization attraction and image, and they also interacted to influence attraction. The first hypothesis was supported, applicants are more attracted to companies that respond to application materials. The second hypothesis was also supported, applicants have a more positive image of companies that respond to application materials.

A company can not live on acknowledgement alone. Timing is also an important factor when a company is trying to attract applicants and exude a positive image. The third hypothesis was supported, applicants are more attracted to companies that respond to their application materials after one month than after four months. Furthermore, applicants have a more positive image of companies that respond after one month instead of after four months, this finding is support for hypothesis four.

Finally, there was an interaction of acknowledgement with time with respect to image, this was not hypothesized. An applicant's perceptions of a company's image continue to decline as time passes. Furthermore, the decline in applicant's perceptions of image will become greater for companies that acknowledge resumes than for companies that do not. Therefore, it appears that if a company waits too long to reply, they might as well not reply at all, for the risk of being perceived as having a very poor image are greatly increased.

Limitations

The internal consistency of both scales was more than acceptable. However, there is always room for improvement. There was a typographical error in the fourth item of the organizational image scale. The item should have been "plain" but instead the word was "plan." This item was not included in the final analysis. Also, improvements should be made for the instructions on the image scale. The instructions for the semantic differential apparently were not as clear as could have been; some individuals had difficulty answering the questions properly.

The attraction scale should also be modified. The order of the response choices should be changed to be consistent with the image scale. The anchors should be changed to be positive first and negative last. This would make the survey more "user-friendly" for the participants.

Implications

The results indicated that it is not only important for companies to acknowledge receiving applicant material but also to do so in a timely manner. With the continual changes in the labor market and historically low rate of unemployment, attracting applicants has become more salient than ever before. Organization may feel that it is too costly to acknowledge every individual that has applied for employment with their company, but how can they not afford to acknowledge? Past research has shown that reduced organization attraction can cause significant losses in the utility of the selection process (Murphy, 1986). Applicants that feel they have been mistreated by not having

their application materials acknowledged may never reapply or if offer a job may not accept the job.

However, reducing an applicant's attraction and image of the company by not replying in a timely manner can have far greater negative financial consequences. The negative feelings generated by the selection procedure can have a "spillover" into the consumer behaviors of the applicant (Barber, 1990). Applicants that perceive themselves as being treated unfairly may negatively affect consumer behaviors. Applicants that feel they have been treated improperly by a company may never purchase products from that company. Furthermore, the applicant may share his/her experience with friends and family who in turn refuse to purchase products or utilize services offered by the company. The consequences of not acknowledging application materials can cost companies thousand of dollars per applicant which is far more than the time, effort, and money needed to acknowledge application materials.

Future Directions

As stated above, the participants consisted of individuals applying for employment with the State of Tennessee. Future research could utilize others including job fair participants, individuals that utilize employment agencies, or job seekers that use on-line search companies who are actively searching for employment and have experience with the application process.

The issue of attraction with respect to time and acknowledgement should be further studied. Longer time periods between submissions of application materials and

acknowledgement should be tested to further confirm the interaction between time and acknowledgement.

Furthermore, shorter time interval should be evaluated to determine at what point applicants are most attracted and have the most positive image about a company. With this information companies can help ensure that applicants have the best possible image of the company and have the highest level of attraction when they come away from the selection process.

Conclusion

In summary, the present research is valuable because it identifies the relationships between organization attraction and image to timing and acknowledgement of application materials. Companies can use this information to evaluate their selection procedures to help guarantee that applicants are attracted and have a more positive image of the company. Being aware of applicant reactions to this part of the selection process will give a company the edge needed in this historical time of employment.

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APPENDIXES

APPENDIX A

Informed Consent

Consent to Participate in a Research Study
Austin Peay State University

You are being asked to participate in a research study. This form is intended to provide you with information about this study. You may ask the researchers listed below about this study or you may call the Office of Grants and Sponsored Research, Box 4517, Austin Peay State University, Clarksville, TN 37044, (931) 221-7881 with questions about the rights of research participants.

1. TITLE OF RESEARCH STUDY

Applicant Perception of Organizational Image and Attraction: Organizations That Do Not Respond To Application Materials

2A. PRINCIPAL INVESTIGATOR

Lori Anne Pezzi, Psychology Graduate Student enrolled in PSY 5990 (Thesis), Austin Peay State University, Phone: (615) 792-8947, E-mail: Lapezzi@aol.com

2B. FACULTY SUPERVISOR

Dr. David Denton, Psychology Department, P.O. Box 4537, Austin Peay State University, Clarksville, TN 37044, Phone: (931) 221-7238, E-mail: Dentond@apsu.edu

3. THE PURPOSE OF THE RESEARCH

The purpose of this project is to determine if applicants are more attracted and have a more positive image of companies that notify applicants when his/her application or resume has been received than companies that do not notify applicants. This research is being conducted to fulfill requirements for a graduate degree. As such, a summary of the data, not individual responses, may be published or presented.

4. PROCEDURES FOR THIS RESEARCH

You will be asked to complete a series of demographic questions and then read a short paragraph. After reading the paragraph you will be asked to answer some questions about your impressions of the companies in the paragraph. Completion of the survey should take between 5 and 10 minutes. To ensure your privacy please do not make any identifying marks on the survey and drop the survey in through the opening in the locked box.

5. POTENTIAL RISKS OR BENEFITS TO YOU

There are no known benefits or risks to you from participating in this study. **Your participation, or lack thereof, is unrelated to your opportunity for employment with the State of Tennessee in any way.** Although completing the survey may cause mild tension, this task should last less than five minutes. You do not have to answer any question you do not wish to answer. Participants will receive no compensation of any form for participation in this study. However, participating will give you an opportunity to learn more about the research process in the field of psychology. Participating will also give you an opportunity to express your impressions of companies that notify and do not notify applicants that their application or resume has been received.

6. INFORMED CONSENT STATEMENT

I have read the above and understand what the study is about, why it is being done, and any benefits or risks involved.

I understand that I do not have to take part in this study, and my refusal to participate will involve no penalty or loss of rights.

I agree to participate in this study and understand that by agreeing to participate I have not given up any of my human rights.

I understand that I have the right to withdraw my consent and stop participating at any time during the study and all data collected from me will be destroyed.

If I choose to withdraw, that choice will be respected and I will not be penalized or coerced to continue.

I understand that I will receive a copy of this form.

If I have questions about this study I may call Lori Anne Pezzi (graduate student, Psychology Department) at 615-792-8947 or Dr. David Denton (faculty supervisor, Psychology Department) at 931-221-7238.

APPENDIX B

Demographic Form

Please answer the following. Mark an X in front of the information that best describes you.

1. **Gender** _____Female

_____Male

2. **Age** _____18-21

_____22-25

_____26-30

_____31-39

_____40-49

_____over 50

3. **Race** _____African American

_____Asian or Pacific Islander

_____Hispanic

_____Native American

_____White

_____Other

4. **Education** _____Did not finish High School

_____High School/GED

_____Some College

_____Bachelor's Degree

_____Master's Degree

_____Doctorate Degree

5. **Employment** _____Employed with the State of Tennessee

_____Employed

_____Not employed at this time

APPENDIX C

Scenarios

Assume you sent a resume and/or an application to a company that is hiring individuals in your area of work. It has been a month since you submitted your resume/application. The company has **not** notified you that they have received your information and that it is being reviewed.

Assume you sent a resume and/or an application to a company that is hiring individuals in your area of work. It has been four months since you submitted your resume/application. The company has **not** notified you that they have received your information and that it is being reviewed.

Assume you sent a resume and/or an application to a company that is hiring individuals in your area of work. It has been a month since you submitted your resume/application. The company just notified you that they have received your information and that it is being reviewed.

Assume you sent a resume and/or an application to a company that is hiring individuals in your area of work. It has been four months since you submitted your resume/application. The company just notified you that they have received your information and that it is being reviewed.

APPENDIX D
Image and Attraction Scales

Direction: Please read the following paragraph. After reading the paragraph, please answer the questions below, referring back to the paragraph if necessary.

Assume you sent a resume and/or an application to a company that is hiring individuals in your area of work. It has been awhile since you submitted your resume/application. You realize the company has **not** notified you that they have received your information and that it is being reviewed.

Mark an X on the line between each pair of adjectives that best describes your feelings about the company. The X should be placed toward the middle if you have neutral feelings about the company or toward one of the extremes if one of these adjectives describes your feelings better.

Sample:								
Rude	__	__	X	__	__	__	__	Courteous
Inefficient	__	__	__	__	X	__	__	Efficient

Exciting	__	__	__	__	__	__	__	Dull
High Quality	__	__	__	__	__	__	__	Low Quality
Modern	__	__	__	__	__	__	__	Old
Special	__	__	__	__	__	__	__	Plan
Interesting	__	__	__	__	__	__	__	Boring
Sincere	__	__	__	__	__	__	__	Fake
Rich	__	__	__	__	__	__	__	Poor
Likable	__	__	__	__	__	__	__	Unlikable
Innovative	__	__	__	__	__	__	__	Not Innovative
Professional	__	__	__	__	__	__	__	Unprofessional
Good Reputation	__	__	__	__	__	__	__	Poor Reputation

Using the paragraph on the previous page answer the following questions.

1. Rate your attraction to this organization as a place to work.

Very Unattracted

                                              Very Attracted

1   2   3   4   5   6   7

2. Rate how likely are you to submit a resume/application to this company in the future.

Very Unlikely

                                              Very Likely

1   2   3   4   5   6   7

3. Rate the likelihood that you would agree to an interview with this organization if they called to set one up.

Very Unlikely   Very Likely

1   2   3   4   5   6   7

4. Rate the likelihood that you would accept a job offer from this organization if were offered.

Very Unlikely   Very Likely

1   2   3   4   5   6   7