Recruitment Advertisements that Stress More Supportive Climates for

Achievement:

Are they also more Attractive, and for whom?

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Abstract

This research explored the concept of organisational climate for achievement (as depicted in job adverts), and its effect on organisational attractiveness and prospective job applicants. Carr and MacLachlan's (1997) theory of "Motivational Gravity" suggests that people are inherently attracted to achievement-enabling work environments, whilst the theory of Achievement Motivation (McClelland, 1961) suggests that attitudes toward achievement will moderate the link between climate and attraction. A total of $N = 157$ undergraduate and postgraduate students from Massey University viewed a constructed job advertisement that varied systematically in level of support for workplace achievement (control = none, support from co-workers, from supervisors, and from both co-workers and supervisors combined). Organisational attractiveness was measured on a specially-designed measure with two internally reliable factors (Pragmatic and Aspirational fit). Moderators were attitudes toward achievement (measured using Feather's 1989 Tall Poppy Scale - subscales, Favour Reward and Favour Fall for high achievers) and tolerance thresholds for negative climates for achievement (measured using Rundle's 2005 Threshold Measure). The treatment conditions, and especially Peer Support, produced significant rises in both Pragmatic and Aspirational attraction, a linkage that was accentuated among participants who had relatively high scores on Favour Reward. The sharper effect of climate for achievement on attraction to the organisation among those who favour rewarding achievement is supportive of both achievement motivation theory and the theory of person-job fit and has practical implications for recruiting organisations who can attempt to increase candidate's perceptions of organisational attractiveness by explicitly mentioning climate for achievement within their job advertisements.

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Chapter 1

Introduction

Attracting and retaining skilled employees has become all the more important as organisations increasingly focus on their human resources in order to achieve competitive advantage and reduce overheads (Martin & Parsons, 2007). A first step in ensuring competitive advantage and good performance is recruiting the right people (Cox & Blake, 1991; Pfeffer, 1994; Wright, Ferris, Hiller & Kroll, 1995). Research on recruitment has demonstrated that those organisations that develop and implement successful recruitment campaigns (attracting and employing high calibre candidates with the right skills and attributes) are more likely to have superior revenues, higher customer satisfaction and profitability, lower organisational turnover and longer organisational survival (Ployhart, Schneider & Schmitt, 2006). Recruitment advertisements are windows of opportunity to showcase internal organisational climate. Climate for achievement is one possible theme which might if advertised attract individuals, especially those whose own attitudes toward and expectations about encouragement for achievement are relatively strong. This thesis therefore set out to explore whether advertisements that stress a positive culture climate will attract applicants who are supportive of achievement, and whether the linkage might be moderated by personal attitudes.

What is Recruitment and what does it contribute?

Recruitment is typically seen as comprising of two major parts: a) identifying; and b) attracting employees (Barber, 1998). The current thesis focuses mainly on attraction. An important element that has been omitted from existing research on recruitment attraction, even though it is fairly obvious on logical grounds, is perceived climate

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for achievement. The present research attempted to close the existing gap in the research by studying the relationship between organisations with high perceived support for achievement and organisational attractiveness in a New Zealand context. In particular, the thesis focused on applicant reactions to levels of encouragement for worker achievement by peers, supervisors and a combination of the two. The current thesis was therefore attempting to advance the recruitment literature, as well as extend the literature on climate for achievement. Gaining a sense of how the New Zealand workforce might value support for achievement was also important since research is often conducted outside of Aotearoa with questionable relevance to this society and economy.

Recruitment messages

Research on the ability of recruitment messages to attract qualified candidates is limited, with relatively little research on the effect of content of a recruitment message on applicant job choice decision-making, compared to say functions like job selection (Watson & Garbin, 1981). With relatively few studies having focused on the effect of the content of the recruitment message on applicant job decisions organisations are provided with little guidance on how to construct effective messages.

Although there is relatively little direct research on effective recruitment advertisement content, a number of studies have looked into such areas as the effects of recruitment message specificity on applicant attraction to organisations. These studies were aimed at testing whether providing explicit or detailed information resulted in more favourable reactions than non-specific or general messages. Using

an experimental design, Roberson, Collins and Oreg (2005) ran an experiment with 171 college-level job seekers, with the intention of exploring whether perceptions of organisational attractiveness would increase with increased levels of specificity. The results confirmed the importance of recruitment advertisement specificity for influencing levels of organisational attractiveness, with a positive relationship between specificity and attraction to the organisation. While these finding are important in helping understand how to create effective recruitment messages, the current thesis suggested that their may be some other characteristics of recruitment messages that may have the power to influence perceptions of organisational attractiveness to an even greater extent (i.e. job characteristics such as climate for achievement)

Conceptualisation of Achievement

The current research was interested in researching whether advertising climate for achievement within job advertisements would impact on perceptions of organisational attractiveness. Before discussing climate for achievement (the "Predictor," as shown in Figure 2), it is important to have a basic understanding of the history behind the concept of achievement, its associated research and the subsequent limitations of this conceptualisation.

Historically, the notion of achievement has been focused around the concept of achievement motivation and need for achievement (*n* Ach), with both these concepts having a long history of being studied in psychology and more specifically, within the world of work (Rundle-Gardiner & Carr, 2005).

Achievement Motivation theory (Janman, 1987) states that achievement is important to people; with the importance placed on need for achievement varying widely between individuals. Some of the most significant findings that have emerged from the need for achievement research is that individuals high in need for achievement tend to prefer moderate attainable goals over ones that are both more easy or more difficult (Carr, 1997), with high need for achievement individuals also having a need to control their own destiny to a greater extent that low need for achievement individuals (Carr, 1997). Research has shown that as a result of these two desires (to have attainable goals, and have control over their own destiny); individuals high in need for achievement tend to excel in middle manager roles (McClelland & Boyatzis, 1982). Achievement motivation and need for achievement theories are valuable because they demonstrate that need for achievement is a salient intrapersonal and personality variable, however, the theories are not without their critics.

Need for achievement has been widely criticised for being based too heavily on the individual - achievement often occurs in a group or team environment, and the current conceptualisation of need for achievement fails to recognise this. The narrow individualistic focus on need for achievement has resulted in a body of research that fails to consider that achievement in the workplace occurs in a group setting, and is therefore likely to impact on other employees. The result of this narrow focus is a gap in the literature which leaves no explanation for how groups limit the way in which personal achievement is *expressed* in the workplace and how the perceptions of this potential limitation may impact on perceptions of organisational attractiveness. Such environments can be thought of as climates for achievement,

i.e., enabling the expression of achievement motivation, to varying degrees from high to low.

In a discussion of enabling environments for achievement at work, Carr (1997) acknowledges that while the concept of need for achievement has proved a robust concept for describing some behaviour (middle-management leadership and entrepreneurial behaviour), the construct of need for achievement and its associated research has remained heavily individualistic. Carr goes on further to state that there is currently an imbalance in the available literature on work behaviour, toward individualistic rather than collectivistic forms of achievement motivation. Carr's (1997) criticism of need for achievement is relevant to the current study because it challenges the notion that achievement should be construed exclusively as *personal* achievement (Diaz-Guerrero, 1977). The social context surrounding need for achievement is important, as achievement does not occur in isolation from others and reactions to achievement are therefore inevitable (Carr & MacLahlan, 1993; Bowa & MacLaughlin; Feather, 1994), with the consequences of these reactions having the ability to affect high achievers greatly.

As one illustration of how salient social context for achievement can be, in a 1995 study of over 100 psychiatric admissions in Malawi, 40% of people attributed their admission to "traditional forces," generally resulting from the envy of others, and often at work (MacLachlan, Nyirenda & Nyando, 1995). While it may be unlikely that envy would have such drastic effects on high achievers in a New Zealand setting, it is likely that being a high achiever does have social consequences – the current thesis suggested that these social consequences, including anticipated support

for achievement orientation in a job applicant/subsequent incumbent, must be considered when exploring and researching the concept of achievement.

Climate for achievement -*considering the social implications of achievement*

Given the short-comings of individualised conceptualisations of achievement such as need for achievement theory, it is not surprising that a new theory concerned with achievement has emerged within the literature. "Motivational Gravity" is a metaphor that has been used to describe the diversity of climates of achievement that are possible within a work place (Carr & MacLachlan, 1997). The term "motivational gravity" conveys the notion that just as gravity draws individuals towards bodies of greater mass than themselves, so too can attitudes towards individual achievement motivation influence the behaviour of an achiever (Rundle-Gardiner & Carr, 2005). Although negative reactions to individual achievement are possible, they are not the only possible forms of workplace climate however, with motivational gravity theory proposing that there are at least four different achievement climates that can take place within any given organisation. From Figure 1, these four climates are a result of interactions between peer, supervisors and the individual employee and reflect the complex 360-degree nature of the workplace. Both peers and supervisor groups, and of course both together, have the ability to either support (+ +, or pull-up and push-up) or discourage (- - or push-down and pull-down) an individual in their achievements (Akumoah-Boateng, Bolitho, Carr, Chidgey, O'Reilly & Phillips, 2003). In terms of recruitment therefore, organisations have a choice to either not mention achievement climate at all (control), or to stress either Pull Up (from supervisors), Push Up (from peers), and both Pull and Push Up (from Figure 1). From Figure 2, this thesis explored the

ramifications of climate for achievement (Push Up, Pull Up) and attitudes towards achievement on attraction to an organisation.
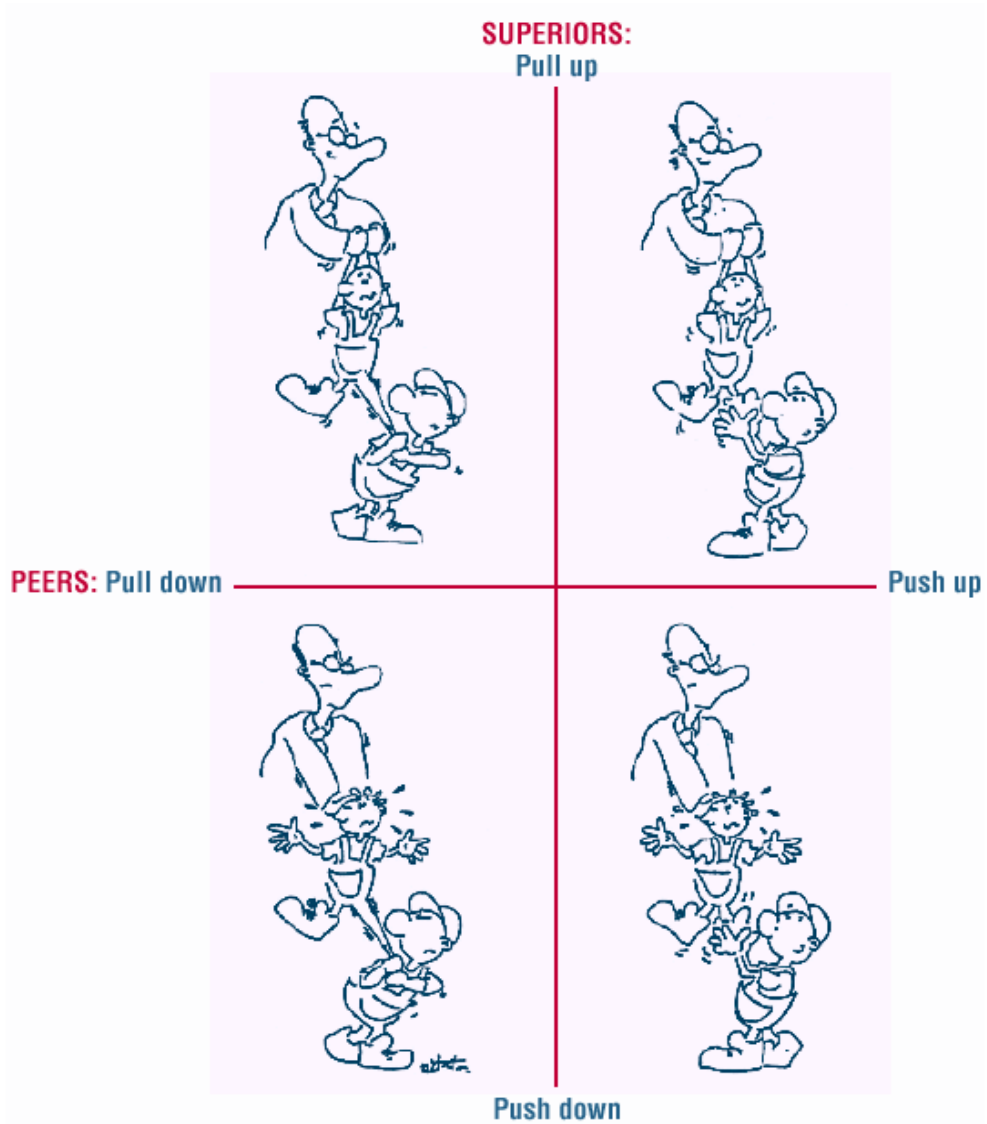
Figure 1 - A Motivational Gravity Grid

Source: Carr & MacLachlan (1997)

Motivational gravity and achievement motivation theory each implicitly assume that support for achievement is generally important to people, and that achievement enablement is generally a positive feature of any work climate (Carr & MacLachlan, 1997). It is therefore logical to assume that the enablement of achievement, and

achievement-enabling workplace climates, are also important in attracting *potential recruits* to a given organisation. When deciding whether to be part of an organisation, potential job applicants may consider signals within a recruitment advertisement about an organisations likely climate for achievement. Given that organisations are hardly likely to focus on the negative climates shown in Figure 1 (Push Down, Pull Down) this thesis focused on Pull Up and Push Up as two distinct dimensions. Although a relationship between recruitment and support for achievement is a logical link, the relationship has never to my knowledge been tested directly in an empirical study. This thesis sought to redress that gap.

The focus of the current study was therefore to explore the effect that climate for achievement can have within recruitment messages on attracting candidates. In Figure 2, it was proposed that perceptions of support for achievement would be a factor that affected perceived organisational attractiveness. It was hypothesised that when presented with information to suggest an organisation's supportive achievement climate (within a recruitment message), organisational attractiveness would increase. Those organisations that failed to mention any climate for achievement would be viewed as less attractive (control). As the level of mentioned support for individual achievement increased (from none through to support from both peers and supervisors), ratings of organisational attractiveness would also increase.

Moderator:
Candidate attitude toward achievement

Potential job candidate's self-concept for achievement support and consisting of:
(a) Attitude toward high achievers (Tall Poppy Scale – Favour Reward & Favour Fall) ;
and
(b) Tolerance levels for achievement discouragement (Tolerance Threshold)

Predictor:
Climate for Achievement

As perceived by the potential job candidate, and consisting of:
a) Support from Peers; or
b) Support from Supervisory; or
c) Support from both Peers & Supervisors

Criterion:
Organisational Attractiveness

As perceived by the potential job candidate

Figure 2 – A theoretical model linking recruitment to climate for achievement combined with candidate's attitudes toward climate for achievement.

Figure 2 also proposed that candidate's attitude toward achievement would act to moderate the relationship between climate for achievement and organisational attractiveness. An interaction between attitudes towards achievement, climate for achievement and organisational attractiveness was hypothesised because the person (participant) as well as the situation (climate for achievement within a job advertisement) were expected to interact to determine a perception of organisational attractiveness, as supported by Person x Situation Interaction Theory.

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The concept of climate for achievement can be located within the wider theory of Person x Situation Interaction (Cole, Schaninger & Harris, 2002). Person x situation interaction theory provides support for the idea that attitudes towards achievement might moderate links between climate for achievement and organisational attractiveness. Person x situation interaction theory considers behaviour a function of both an individual's personality and the situation in which the person acts, and considers the traditional assumption of personality theory, that an individual's behaviour (in regards to a personality trait) is highly consistent across diverse situations, to be flawed (Mischel & Shoda, 1995). Mischel (1995) proposes instead that an individual's behaviour is highly dependent upon the situation in interaction with their personality. Many examples of a person x situation interaction can be found in the psychological literature such as the diathesis-stress model. The diathesis-stress model assumes that individuals differ in their vulnerability to strain, and that situations differ in their straining impact on individuals. According to the diathesis-stress model, the effects of both factors on well-being are not additive; rather, the impact of the situational strain is expected to be larger for vulnerable individuals than for those emotional stronger individuals (Marusic & Eyenck, 2001). By analogy therefore, attitudes for achievement might increase the strength of links between perceived climate for achievement and attraction to an organisation.

Support from Peers

The theoretical model proposed in Figure 2 was based on the assumption that support from peers (pull up versus pull down) is important to workers and has the ability to impact on important organisational characteristics such as perceptions of organisational attractiveness. The concept of peer support (and its inverse, i.e.,

negative reactions to individual achievement) has been dominated by Feather, whose research is centred on the topic of "Tall Poppy Syndrome." The top-left quadrant of Figure 1 (Carr & MacLachlan, 1997) depicts a climate in which even though supervisors may be supportive of an individual's achievements, co-workers do not want them to succeed, and is commonly referred to as "Tall Poppy Syndrome." Tall poppy syndrome is a concept that is evident in many cultures and countries and is characterised by a pull-down action from below (or alongside) rather than bullying from superiors (Carr & MacLachlan, 1997). The result of this interplay means that upwardly mobile employees sometimes have to contend with forces from colleagues whom they would excel above. This pull down action may result from feelings of jealousy, envy, job insecurity and perceived injustice and violations of the psychological contract (Carr, 2003). The literature on the reasons behind pull down behaviours is limited in regards to the implications for recruitment, it is important however to understand that as a result of the potential for pull-down behaviours from peers, candidates may be interested to learn how (and if at all) their achievements may be valued at work, and where they are likely to experience challenge to achievements from colleagues. From Figure 2, it was hypothesised that this interest would translate into perceptions of organisational attractiveness if presented with evidence that the organisation would be supportive.

Research on the relationship between tall-poppy attitudes and organisational outcomes was given a major focus with a number of key studies in the early to mid 1990s. These studies found that tall poppy attitudes may be hindering innovation within organisations (Anderson & Alexander, 1995), suppressing an individual employee's motivation to achieve, conflicting with supervisory expectations for

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employees to excel alongside a group mentality of collective responsibility (Carr & MacLachlan, 1997) and limiting entrepreneurism within New Zealand (Kirkwood, 2007; Corner, 2007). For example, Kirkwood (2007) conducted a study in New Zealand where interviews were carried out on 40 existing entrepreneurs to investigate whether they had experienced "Tall Poppy Syndrome" behaviours as a consequence of being successful. The focus of the research was to establish the detractors the participants faced, how they managed the effects of Tall Poppy syndrome, and how the entrepreneurs believed they were perceived by others (Kirkwood, 2007). Through qualitative analysis, the data suggested that over half (26/40) of the participants had experienced Tall Poppy Syndrome behaviours, with the researcher concluding that there were three possible implications from entrepreneurship within New Zealand (1) it may discourage people from starting a new business (2) it may discourage those who have previously failed at attempting to start another business (3) entrepreneurs may deliberately limit the growth of their business in order to avoid being subjected to Tall Poppy Syndrome behaviours (Kirkwood, 2007). Kirkwood's research is important in understanding the negative effects that Tall Poppy Syndrome can have on New Zealand organisations, and demonstrates that Tall Poppy Syndrome is an issue affecting New Zealand businesses (and individuals) today.

While these studies are important in furthering the literature on Tall Poppy Syndrome, they are focused on the organisational consequences once employees are within an organisation – they fail to look at the implications of perceived Tall Poppy Syndrome during the recruitment process, i.e. pre-entry. Focusing on perceived climate for achievement is important from the outset, as organisations may be

missing out on key talent due to a perception of an unsupportive work environment, or the need to be assured that the climate will be supportive post-entry. Looking at the notion of Tall Poppy Syndrome is important in the current context because in order to avoid exposure to Tall Poppy behaviours, candidates are likely to seek confirmation or evidence that a potential work environment is supportive. The current research was designed to explore whether positive perceptions of support were important to potential candidates by looking to see if climate for achievement would directly affect ratings of organisational attractiveness.

Another theory that supports the notion that peer support is important to prospective employees is that of 'team-member exchange' (Cole, Schaninger & Harris, 2002). The concept of 'team-member exchange' is defined as an individual's perception of their relationship and interactions with the peer group as a whole (Cole, Schaninger & Harris, 2002). Team-member exchange theory claims that team members establish a reciprocal relationship in order to reinforce individual roles and identify themselves within a group. This reciprocal relationship then enables employees to exert extra-role behaviours that help other team members achieve their goals (Cole, Schaninger & Harris, 2002).

The empirical evidence surrounding team-member exchange demonstrates that individuals who experience high quality team member relationships are more likely to contribute by assisting one another and to share information, ideas and feedback within work teams (Tse, Dasborough & Ashkanasy, 2005). Research on team-member exchange has found that perceptions of peer support can result in such organisational outcomes as job satisfaction, satisfaction with peers, job performance,

identification, commitment and turnover (Cole, Schaninger & Harris, 2002; Hellman, Witt & Hilton, 1993). For example, Witt, Hochwarter, Hilton and Hillman (1999) examined the moderating effect of team identification, and the relationship between perceptions of team-member exchange quality and commitment to remain on the team. In order to test this relationship data was collected from 141 members of 22 matrix teams in a public sector organisation in the United States. Through hierarchical moderated multiple regression analysis, the results indicated that the perceived reciprocity of social exchange between the team members and the teams (exchange quality) related to expressions of team commitment, with team identification moderating the magnitude of this relationship.

The above research on team-member exchange is important because it looks at the organisational implications of perceived peer support; it is limited however because it fails to look at the effects of peer support during the recruitment process, and also because it fails to consider the possibility that peer support can be for the achievement of others as suggested in Figure 2. In summary, the theories and research surrounding peer support indicate that climate for achievement will not only motivate behaviour at work, but also behaviour to join the workplace as the opportunities for achievement will be seen as fostering a reciprocally supportive work environment in which workers help each other achieve their mutual best.

Support from Supervisors

From Figure 2, it was also hypothesised that support from supervisors would be effective in increasing ratings of organisational attractiveness. One theory that supports the notion that supervisory support is important to employees is that of

leader-member exchange theory (Cole, Schaninger & Harris, 2002). Much like team-member exchange, leader member exchange theory acknowledges that often the relationships between supervisor and employee foster an environment of reciprocity. Unlike team-member exchange theory where individuals 'trade' support for goals, leader member exchange involves the individual employee trading or contributing behaviour 'above and beyond' the job description in return for influence with the leader (Cole, Schaninger & Harris, 2002. Research on the relationship between supervisors and employees has shown that employee perceptions of the quality of their exchanges with their supervisor relate to their performance and attitudes (Settoon, Bennett & Liden, 1996). For example, Settoon, Bennett and Liden (1996) sought to establish whether exchange relationships among employees, the organisation and their supervisor explained employee behaviours. Using a sample of 102 hospital workers in the United States, questionnaires were completed and then analysed. Via structural equation modelling the research found that leader-member exchange (positive interactions with your supervisor) were highly correlated with citizenship behaviours, supporting the notion proposed in Figure 2 that positive interactions (in the current study these are defined as positive achievement interactions) between supervisors and employees will have the ability to impact on organisational outcomes.

Gerstner and Day's (1997) meta-analysis of leader-member exchange research reported that high quality relationships between supervisors and their direct reports were positively correlated with overall job satisfaction, organisational commitment and role clarity. The research found a negative correlation between high quality employee-supervisor relationships and turnover intentions. Although reciprocal

opportunities for achievement were not tested as potential facilitators or motivators of behaviour directly, the above research is nonetheless important. It suggests that supervisory support and positive employee-supervisor relationships are important to employees, and that those relationships in any guise, including positive motivational gravity (Pull Up in Figure 1) can have significant organisational outcomes. The current thesis proposed that one important organisational outcome that can result from perceived supervisory support, e.g., for individual achievement, is increased ratings of organisational recruitment attractiveness which will in turn be likely to result in increased job applications. Specifically, from Figure 2, supervisors enabling achievement will increase ratings of organisational attractiveness, because achievement within the workplace is important to employees, and supervisors have the power to enable that opportunity.

Candidate's attitude toward achievement

As illustrated in Figure 2 (by the top centre box), the current thesis hypothesised that candidate's attitudes towards achievement would act to *moderate* the relationship between motivational gravity and organisational attractiveness. The study hypothesised that a candidate's attitude toward achievement could be measured by looking at two areas:

(a) Attitudes toward high achievers (Tall Poppy Scale)

(b) Tolerance levels for discouragement (Threshold Measure)

Attitudes toward high achievers

When looking at the concept of attitudes towards achievement it is important to recognise that these attitudes (and subsequent attitudes towards those people who

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achieve to a high level) are often mixed (Feather, 1989). Witnessing others achievement can result in feelings of admiration, envy, respect, distrust and jealousy (Feather, 2008). It is not uncommon for mixed feelings towards achievement to occur simultaneously and in unison. For example, in witnessing a high achiever lose status or power; there may be feelings of sympathy for the achiever and what they have lost, while at the same time a degree of satisfaction (Feather, 1989) in seeing a successful person fall from their 'pedestal'. From Figure 2, the current research supported the notion that attitudes towards high achievers would differ between individuals, and that these differences would have the ability to impact on ratings of organisational attractiveness when exposed to climate for achievement within a job advertisement.

Research has been undertaken to explore why people hold different attitudes towards achievement. Research on positive attitudes towards achievement has focused on the culture of achievement that embodies "Western" societies – a culture of valuing competence, individualistic enterprise and accomplishment (Feather, 1975, 1986). Western cultures (i.e. of European origin or influence), value individual achievement in varying degrees, but typically perceive high achievers in a more positive light than an "average" achiever. For example Feather's 1994 research was concerned with identifying if perceptions of high and average achievers would differ in relation to their personalities and to the causes of their performance. The research findings showed that participants attributed the high achievers performance to ability and effort and less to good luck in comparison to the average achiever's performance. The high achiever was also seen as having more positive qualities than the average performer. The finding from this study is relevant because it demonstrates that

attitudes toward achievers can vary (as proposed in Figure 2). The current study sought to extend this finding by exploring if these dynamic attitudes would interact with climate for achievement to increase ratings of organisational attractiveness.

Research suggests that people from some collectivistic countries may tend to welcome the fall of a tall poppy to a greater extent than those people from 'Western' countries, because collectivistic countries do not emphasise independence and individual pursuits (Harrington & Liu, 2002) as Western cultures do. Feather tested this hypothesis in a number of studies, including his 1992 study where he compared how Australian and Japanese students reacted to hypothetical scenarios that involved high and average achievers who either maintained their achievement status or suffered a subsequent fall (Feather & McKnee, 1992). A key hypothesis of the study was that because the Japanese culture was more collectivistic than the Australian culture, that Japanese participants would be more likely to favour the fall of the tall poppy. It was thought that the Japanese culture would be more likely to favour the fall of the tall poppy because collectivistic cultures emphasise family and work group goals as opposed to individual achievement, and those people who go against the social norm of putting collective goals before individual pursuits can be met with negative reactions. The result of Feather &andMcKnee's (1992) research revealed cultural differences in attitudes toward the fall of high achievers, with the Japanese students favouring the fall of a tall poppy to a greater extent than the Australian sample. Although Feather has successfully managed to demonstrate how culture can affect levels of support for individual achievement on the Tall Poppy Scale, his research findings have limited generalisability to the current study because his research is not based in the context of work or work climate. Feature's failure to

conduct research within the workplace has meant that the area of recruitment, for example, has not been explored.

Another area in which positive attitudes towards achievement have been researched is in the area of individual values. Feather (1989) conducted a study designed to investigate attitudes towards achievement in general, rather than just high achievers. Using a sample of 205 participants (from the general population in Adelaide Australia), Feather's aim was to test the assumption that achievement attitudes were related to value preferences. To test this assumption, Feather used the Tall Poppy Scale and then correlated scores on this scale with scores on a measure of self-esteem and with value priorities. Results from the research showed statistically significant correlations involving the favour fall variable, indicating that those subjects who were more in favour of the tall poppy placed greater importance to "hedonistic" values and less importance on achievement variables when compared with participants who were less in favour of the fall of the tall poppy (Feather, 1989).

The above research is fundamental to the current study, because it suggests that participants' attitudes and the achievement values they hold may affect their likelihood to either support or favour the fall of high achievers. In regards to the current study, the findings also lend support to the notion that individual attitudes towards achievement could affect participant's attraction to a given group/organisation; especially if the group/organisation was offering the most opportunity for expression of their own achievement motivation. What the research doesn't consider however is how individual differences in values can exacerbate and augment the importance and salience of signals about climate for achievement and

impact on such organisational recruitment outcomes, such as attraction to the organisation in the first place. As argued through Figure 2, including individual differences in attitudes towards achievement when theorising about the relationship between climate for achievement and organisational attractiveness is important in helping to further the understanding of what characteristics are successful in attracting potential candidates to a given organisation.

One final study that looks at people's attitudes towards achievement is that of Smith and Carr (2002). Smith and Carr (2002) conducted research where job-experienced students were given a job selection scenario containing a list of candidate's qualities, as they might be presented on an actual job application. These qualities included (a) personality traits and (b) actual achievements, such as educational attainments and awards. Each participant received a job selection scenario, which was standardised except for the number of achievements contained within it (achievements ranged from 5 – 20, in increments of 5). When the number of achievements went beyond a certain threshold (10), both liking and overall impression ratings dropped significantly. To further this research, Smith and Carr (2002) then administered the Tall Poppy Scale to the same participants. Results from this exercise showed that those participants who were more in favour of seeing a tall poppy fall, were also more likely to have a lower impression of the job candidate in the selection scenario. These results are relevant to the current study because they look at the effects of achievement attitudes in a recruitment (selection) framework. However, the research is limited in that the study did not examine the perspective of recruits themselves, instead the study focused on the perspective of the organisation (and its potential

selectors). The current project examines climate for achievement from the perspective of the individual job applicant.

Attitudes toward high achievers - rationale for a moderating relationship

As shown in Figure 2, it was hypothesised that there would be a moderating relationship between attitudes towards achievement (consisting of attitudes towards high achievers and tolerance levels for discouragement), climate for achievement and organisational attractiveness.

Specifically, it was hypothesised that those people who showed a high level of support for individual achievement (high scores on the "Favour Reward" scale, and low scores on the "Favour Fall" scale) would be most affected by climate for achievement within the experiment. The hypothesised link between those candidates with high Favour Reward scores and high ratings of perceived organisational attractiveness was thought to exist because those participants who held positive attitudes towards achievement were thought to assign more importance to achievement values when compared to those participants who were less in favour of rewarding achievement. Therefore, they should be more responsive to messages that the organisation has a climate that will encourage their own individual achievement.

It was thought that the moderating relationship would exist not only because of the achievement values the candidate holds, but also because the candidate would form a perception of a match between those attitudes held by themselves and the

organisation. A perception of match refers to the process of identifying similarity between personal values and the values of something else – in this case, an organisation.

Perceptions of similarity come under the umbrella of "fit" theories, and although no universal definition of "fit" has emerged, most would agree that fit refers to an individual's impression of match between themselves and an organisation, job, occupation (Cable & Judge, 1996).

Person-Organisation fit (P-O fit) theory is based on the premise that job seekers prefer organisations where their personal characteristics are in line with organisational attributes (Cable & Judge, 1996). What this premise suggests is that job seekers develop perceptions of their potential fit with an organisation by anticipating what the likely fit will be between their personal believes and organisational practices. As shown in Figure 2, the current thesis suggested that candidates would make a perception of achievement fit, and that this perception would then influence ratings of organisational attractiveness.

Numerous research studies have shown that perceptions of person-organisation fit affect job seekers' ratings of organisational attractiveness (Bretz, Ash & Dreher, 1989; Burke & Dreszca, 1982; Cable & Judge, 1994). For example, Hu Su and Chen (2007) examined applicant attraction to an organisation in the context of web-based recruitment. In their study, a total of 121 undergraduate business students participated in a two-stage study, first by completing a paper-and-pencil based survey and then by visiting a fictitious recruitment website where the researchers

manipulated perceived fit by aligning individual answers from the paper and pencil based survey to the recruitment website. Levels of participants' subjective person-organisation fit and person-organisation fit feedback information (both measured by questionnaire) were found to be positively correlated to applicant attraction. This research is important because it provides support for the notion that perceptions of person-organisation fit can be manipulated to increase ratings of attraction – it therefore seems likely that tailoring recruitment advertisements that stress a positive climate culture will increase ratings of organisational attractiveness for those candidates whose own values towards culture of achievement are positive, as suggested in Figure 2.

Another example is the Rynes and Miller (1983) research which researched the influences of recruiter behaviour and job attributes on job-applicant employment decisions. The research manipulated recruiter behaviours and job attributes (salary, career paths and benefits) in videotapes of mock interviews. Some attributes matched applicant values, others did not. Job attributes that fitted with applicant values better also exerted a clearer influence on perceived desirability of the job (Rynes & Miller, 1983). Such findings suggest that recruitment messages that overtly fit with candidates' aspirations and motives may increase an organisation's attractiveness. Although Rynes and Miller's (1983) did not include fit with opportunity for achievement in a new workplace, such opportunities are a logical potential determinant of organisational attractiveness.

Tolerance levels for discouragement

The concept of tolerance levels for discouragement was introduced to New Zealand psychology literature by Rundle-Gardiner and Carr (2005) who studied 114 work experienced persons, and asked them to indicate whether they had actually left a workplace due to discouragement of achievement from their colleagues. Nine percent of the sample had left an organisation due to discouragement from peers, four percent had left due to discouragement from subordinates, and forty one percent of participants had left a workplace due to discouragement from bosses. This research was innovative because as well as looking at tolerance levels for discouragement the study explored whether individual differences affected quitting intentions of employees. Although the study did not find a significant link between tolerance thresholds and individual differences in personality, the research found that the mean threshold of tolerance toward negative motivational gravity rose progressively from bosses (41%) to peers (49%), and peers to subordinates (57%) (Rundle-Gardiner & Carr, 2005). This study is important because the results suggest that personality factors are less important in determining thresholds for discouragement than the environment (situation). The finding that the situation may be more important than the candidate's personality has implications for the current study which (as shown in Figure 2) suggests that the climate (or environment) for achievement will interact with tolerance levels for discouragement, and also effect perceptions of organisational attractiveness.

The current thesis extended Rundle-Gardiner and Carr's (2005) research by looking at whether candidate's tolerance levels for anti-achievement climates could moderate

the linkage between perceived climate for achievement and its impact on perceptions of organisational attractiveness.

As shown in Figure 2 (in the top central box), it was hypothesised that those people who had a low threshold for discouragement (as measured by the Tolerance Threshold Measure) place a greater value on support for achievement and career advancement than those people that have a high threshold for discouragement for achievement, and would therefore be impacted by recruitment messages that overtly mention support for achievement to a greater extent.

Tolerance levels for discouragement -rationale for a moderating relationship

The interaction of tolerance levels for discouragement on climate for achievement and perceptions of organisational attractiveness was thought to be present due to those people with low tolerance valuing support to a greater extent than those people with higher tolerance, and therefore being more receptive to the mention of climate for achievement. i.e. the more people value individual achievement, and appreciate support for it, the more they will anticipate a sense of good fit with the recruiting organisation that stresses it.

Supply Values Fit (S-V Fit) theory addresses the need for an individual to form a positive impression of match between their personal achievement values and those achievement values held by an organisation. Within this theory "values" represent a person's conscious wants and preferences and "supplies" refer to the amount and quality of environmental resources available to supply a person's values. Supply-Values fit theory claims that people select environments that satisfy their needs

(Cable & Judge, 1996) and states that an organisation that shares the same values as a potential job candidate is likely to be perceived as more attractive than an organisation that differs in its core attitudes and opinions. As Schneider (1987) argues, different kinds of people are attracted to different kinds of organisations and the greater the similarity between an individual's self-concept and his or her image of an organisation; the more that individual prefers that organisation (O'Reilly, Chatman & Cladwell, 1991). The current research measured candidate's values toward achievement by assessing their scores on the Tall Poppy Scale and their tolerance levels for discouragement. Based on Supply-Values Fit theory, it was hypothesised (as shown in Figure 2) that that those people who showed a positive attitude toward achievement would be most affected by the experimental manipulation (climate for achievement) because the participant would perceive a high degree of fit between their personal achievement values and those held by the organisation. The current thesis measured perceptions of achievement values fit by asking such questions as "This job is unappealing because it is not in line with my current values."

Organisational Attractiveness

Organisational attractiveness is one of the most popular outcome measures in the recruitment literature (Chapman, Uggerslev, Carroll, Piasentin & Jones, 2005), and involves the candidate's evaluation of the attractiveness of either the job or organisation.

Although an extensive literature review of the organisational attractiveness literature is beyond the scope of the current study, research has found that perceptions of

organisational attractiveness can be increased or influenced by detailing such job characteristics as job security (Jurgensen, 1978), organisational size (Turban & Keon, 1993), and type of work (Chapman, Uggerslev, Carroll, Piasentin & Jones, 2005) and by such personality characteristics as need for achievement (Turban & Keon).

For example, Turban and Keon (1993) used organisational descriptions to explore how manipulating reward structure, centralization, organisational size and geographical dispersion of offices would affect organisational attractiveness. The research also explored how the personality characteristics of self-esteem and need for achievement moderated the influences of organisational characteristics on individual's attraction to firms. Participants high (rather than low) in need for achievement were more attracted to organisations that rewarded performance over seniority; and organisational size influenced attraction differently for individuals high and low in need for achievement (Turban & Keon, 1993). This research is somewhat limited for the current purposes because although it addressed the issue of need for achievement, it failed to recognise the social situation as well as person variables, i.e. the potential influence of an encouraging work *environment* (Schmitt, 2003). The current thesis suggests that creating perceptions of an organisation that supports achievement (within a recruitment advertisement) may be one variable that will increase ratings of organisational attractiveness.

Given the complex nature of the concept of organisational attractiveness, the current study decided to attempt to gain an overall impression of attraction and not focus on any one dimension of organisational attractiveness, with the exception of corporate

social responsibility, which featured heavily in the organisational attractiveness literature and has potential links to climate for achievement.

Corporate Social Responsibility

In the last 50 years, there has been a rise in the number of companies realising that their 'organisational personality' should include the concept of corporate social responsibility. Corporate social responsibility has been operationally defined as policies and activities that organisations engage in to foster positive social change (Aguliera, Rupp, Williams, & Ganapathi, 2007).

There has been an increasing amount of public attention focused on this aspect of organisational performance (Coldswell, Billsberry, van Meurs, & Marsh, 2007), which may be a reflection of wider social concerns e.g. global climate change and socially responsible business, human rights awareness, labour laws. It is likely that the concept will only increase in importance as the above social concerns intensify. The result of this increased focus on corporate social responsibility has meant that many employees and consumers prefer to work for socially responsible organisations.

One facet of attraction for recruits may therefore be corporate social responsibility. The current thesis proposed that overtly advertising support for achievement would result in increased ratings of organisational attractiveness because organisations that promote a supportive climate culture would be viewed as socially responsible. Perceptions of corporate social responsibility were measured in the current research by asking participants such questions as "This job is attractive to me in an ethical

sense," "This job appears to consider its social responsibilities" and "In my opinion, a job should place great importance on being socially responsible."

A number of key studies on corporate social responsibility support the notion that perceptions of corporate social responsibility result in ratings of organisational attractiveness. For example, Cable & Turban (2003) (as well as others; Belt & Paolillo, 1982; Gatewood, Gowan, & Lautenschlager, 1993) have revealed that an organisation's ability to recruit new talent is significantly effected by its organisational reputation. Cable and Turban (2003) examined how and why an organisations reputation would affect job seekers. Using a sample of 339 management course university students, the participants were exposed to a recruitment advertisement that manipulated the company within the advert. Using 1998 *Fortune* reputation ratings as a base, the advert featured a company that either had a good or poor reputation. Participants then filled out a questionnaire to ascertain their perception of corporate reputation, familiarity with the organisation, job attributes, and job-pursuit intentions. Corporate reputation and corporate familiarity influenced job seekers' reputation perceptions. Reputation perceptions then in turn influenced job-pursuit intentions. This research is important because it provides evidence for the link between perceptions of corporate social responsibility and organisational attractiveness.

Hypotheses

From Figure 2, a number of hypotheses were established:

H_O: Climate for achievement will not affect organisational attractiveness, with the inclusion of climate for achievement in the recruitment message not affecting organisational attractiveness ratings.

H1: From Figure 2, climate for achievement will affect organisational attractiveness with an increase in organisational attractiveness ratings from the control to Peer Support and Supervisory Support factors, and a further increase expected from the Peer Support and Supervisory Support levels to the Peer and Supervisory Support (combined) condition as illustrated below:

     0) Control (lowest rating)

     1) Peer support

     1) Supervisory Support

     2) Peer and Supervisory Support (highest rating)

H2: Candidate's attitudes towards achievement will moderate the link between climate for achievement in the advertisement and attraction to the organisation (as shown in Figure 2). The more the individual favours tall poppies, the more a positive climate will increase attraction.

H3: Candidate's with high Favour Fall scores will not be as heavily affected by climate for achievement in recruitment advertisements as those people with high

ratings of Favour Reward. This is primarily because their achievement values are not as strong as those people will high Favour Reward scores.

H4: From Figure 2, tolerance levels for achievement discouragement will moderate the link between climate for achievement in the advertisement and attraction to the organisation. The lower the tolerance the individual has for discouragement, the more a positive climate will be psychologically salient, and attractive.

Chapter 2

Method

Participants

A non-random, convenience sample of undergraduate and postgraduate students from Massey University (Palmerston North and Auckland campuses) took part in the research. A total of 300 questionnaires were distributed within the classroom setting from psychology and business disciplines for convenience reasons. Of the 300 questionnaires, 117 were useable, which represented a response rate of 39%. A campus walk, whereby students were approached randomly on the Palmerston North Campus, recruited another 40 participants. Approximately, 150 students were approached on the campus walk, with 40 students accepting and returning the questionnaire. The campus walk generated a response rate of 26%. A total of 157 participants were therefore successfully recruited for the current research. No restrictions were placed on participation and any person who chose to participate was accepted into the study.

From Table 1, participants were predominantly women (78.8%). The age of participants ranged from 18 to 63, with an average age of 30.2 years (SD=10.8). Of the 155 participants who reported their ethnicity 77.1% identified themselves as Pakeha, with the next highest group identifying as Maori (7.0%). Not surprisingly, the education level of the participants was high, with an average of 3.6 years of tertiary study. From Table 1 the participants can be summarised as diverse in age, highly educated, and mostly New Zealand citizens.

Table 1 - Participant demographics

Variable	Frequency	% Of Total
Gender (*n* = 157)		
Female	119	75.8
Male	38	24.2
Age (*n*= 156)		
18-22	65	41.6
23-27	13	8.2
28-32	20	12.9
33-37	16	10.2
38-42	15	9.5
43-47	12	7.6
48-52	11	7.1
53-57	3	1.9
58-62	0	0
62 and over	1	.6
Ethnic Group (*n* = 155)		
Pakeha	121	78.1
Maori	11	7.1
Chinese	9	5.8
South African	5	3.2
Russian	2	1.3
Korean	2	1.3
Other	4	2.4

As the questionnaire was dealing with job advertisements, it was important to gauge the work history of the sample. From Table 2, only 5 of the 155 who reported their work experience had zero experience in the workforce. The majority of participants (71.2%) were working at the time of the research. Of these working participants, 26.2% worked full time and 73.8% worked part time. The number of year's participants had been in work ranged from 0 to 35 years, with an average of 11 years (SD =9.0). It therefore seems likely, given that 97% of students had work experience, that the sample would have readily been able to relate to the work-focused measures below.

Table 2 - Participant work characteristics

Variable	Frequency	% Of Total
Work (n=156)		
Yes	111	71.2
No	45	28.8
Work Part/Full Time (n =122)		
Part time	90	73.8
Full time	32	26.2
Years or Work (n = 155)		
0-4	34	21.9
5-10	53	34.3
11-16	22	14.2
17-22	23	14.9
23-28	12	7.7
29-34	9	6.3
35 and over	1	0.6

Materials

Each participant was first presented with an Information Sheet (refer to Appendix 1). Included in the Information Sheet were details of confidentiality and informed consent.

The current study used a single questionnaire, which was self-administered. The questionnaire in full is presented in Appendix 2.

Part One*:* Experimental Manipulation

Part one is where the main manipulation was made. The manipulation was carried out in the form of a constructed job advertisement to try and alter the participant's perception of organisational attractiveness**.** Each participant saw one advertisement, which featured a Human Resource, Civil Service or Non-Profit Organisation, as well as one of four levels of climate for achievement (from no treatment control to three treatment conditions). There were therefore 12 different types of permutation (the subjects were randomly allocated to one of the 12 conditions). Across the sectors the manipulation sentence stayed the same across the levels of climate for achievement, with the exception of the control condition, which did not mention climate for achievement. The sentences used for the manipulations are shown in Table 3.

As well as the climate for achievement sentence shown in Table 3, the advertisement also consisted of a core set of standardised organisational characteristics that remained constant in every questionnaire. These standardised organisational characteristics were organisational size, group versus individual work orientation, task diversity, hours of work, and a salary description.

These were constructed into the following paragraph:

"As the successful applicant you will be coming into an organisation that has branches in all the major centres in New Zealand. You will be expected to work both individually and as a team member within the office and between branches. The job is diverse in the tasks that you will undertake while letting you organise and control your own day-to-day activity. You would be required to work 40 hours a week while offering a starting salary of $50,000 with the opportunity for a dedicated employee to gain rewards."

Table 3 – Manipulation sentences within the job advert

Level	Condition	Sentence
1	Control	Not applicable
2	Peer Support	"Climate surveys within the organisation have consistently shown that we score very highly on the dimension of peer support for individual achievement."
3	Supervisory Support	"Climate surveys within the organisation have consistently shown that we score very highly on the dimension of supervisory support for individual achievement."
4	Peer & Supervisory Support	"Climate surveys within the organisation have consistently shown that we score very highly on both the dimensions of supervisory and peer support for individual achievement."

Part Two: Measure of Organisational Attractiveness

Part two was used to gauge participant reactions to the advertisement. The first section of part two was included to gain an insight into the participant's perceptions of organisational attractiveness as a result of reading the job advertisement. Initially, an existing measure of organisational attractiveness was sought, however at the time

of the questionnaires construction such a measure could not be found. After a review of the organisational attractiveness literature, the researcher concluded that "organisational attractiveness" could not simply be narrowed down in a given number of sub-categories, with the exception of corporate social responsibility which dominated the literature. As such, the researcher created a measure of organisational attractiveness that was aimed at capturing general perceptions of attraction, as well as perceptions of corporate social responsibility specifically (scale range = -3 - +3).

The second section of part two asked participants three questions. These questions were used to serve as a covariate for the study. The first of the three questions asked participants to indicate their interest in working in the presented sector, as it was recognised that interest in an organisation may be largely dependent on the sector the organisation falls into. A candidate's interest in an advertised job may therefore not be a function of the job characteristics contained within the advertisement, but more predominantly a result of the given sector. In the current study three different sectors (Private, Civil Service, and Not-for-Profit) were randomised within the questionnaire in order to rule out skewing effects from over-representation of one type of job/sector. The above sectors were used because they seemed to be likely areas university students would explore when seeking work. Sector Interest was used as a covariate in the study.

The second question asked participants to record why they had responded to the advert in the way that they did. The third question required participants to rate their level of knowledge of the sector presented in the scenario, as it is likely that this

reported level would influence their organizational attractiveness ratings (scale range = -3 - +3). Sector Knowledge was used as a covariate in the study.

Part Three*: Demographics

The demographic section of the questionnaire asked participants to report their age, gender, ethnicity, course and number of years of study, work experience and citizenship information (Refer to Appendix 2).

Part Four: Threshold Measure

Part four of the questionnaire measured candidate's attitudes towards achievement. Participants were asked to indicate how much of a negative attitude they would tolerate before leaving an organisation to which they were already employed. Following Rundle-Gardiner & Carr (2005) there were three questions. These questions distinguished between a) bosses b) peers and c) subordinates in regards to discouragement tolerance. In Rundle-Gardiner's (2005) study, mean tolerance thresholds rose progressively and significantly from bosses to peers and peers to subordinates, hence the measure was deemed by Rundle-Gardiner to be valid because increased power was linked to decreased threshold on the measure (a logical link if the measure was indeed measuring what it was claiming too.)

Part Five: Tall Poppy Scale

The Tall Poppy Scale was also used to measure candidate's attitudes towards achievement. The Tall Poppy Scale (TPS) was developed by Feather (1994) on student populations in Australia and Japan. The TPS consists of 20 items. Ten of the questions are supportive of high achievers and are called Favour Reward (e.g.

"people who are very successful deserve all the rewards they get for their achievements"). The remaining ten questions are against high achievers and are called Favour Fall (e.g. it's good to see very successful people fail occasionally").

Participants recorded their answers on a likert scale ranging from -3 to +3 with no zero point (following Feather) to measure the strength of agreement/disagreement with the given statements. Previous studies have shown that the internal reliabilities (alphas) for these scales are high (ranging from .66 to .80). As well as this, the Tall Poppy Scale displays high face validity scores over and above other instruments (Carr & Powell, 1996).

Procedure

An application was submitted to the Massey University Human Ethics Committee: Northern. Approval was granted on July 31 2007 under MUHECN 07/040.

The 12 different variations of the questionnaire were printed and shuffled so that there was no systematic distribution of the questionnaire.

The first stage of recruitment involved the researcher (with the permission of the individual lecturers), going into classrooms and speaking to students about the research at the end of the lesson. Those students that were interested could collect a questionnaire, pre-paid envelope and an information sheet from the back of the room as they left the lesson. The questionnaires were then filled in anonymously by the participants during their own time, and posted back to the researcher.

The distribution of questionnaires within the classroom setting did not generate enough participants (117 were generated through this method, and 240 participants were initially sought so as to have 20 participants per condition), so a second wave of recruitment was carried out. This involved a campus walk, whereby the researcher walked around Palmerston North Massey University Campus and approached potential participants. Those students who wished to participate were handed a questionnaire, information sheet and prepaid envelope. As in the first stage, the participants then filled in the questionnaires in their own time and sent them back in the provided envelope. The campus walk generated another 40 participants.

The participant first read an information sheet, which explained that the questionnaire was confidential and anonymous. The information sheet also informed the participant that completion and return of the questionnaire implied consent.

Participants then read the instructions on page one of the questionnaire, which informed them that the scenario was for a middle management position. Participants were asked to image that they were potential job candidates applying for a job and were instructed to read the job advert and then answer the statements that followed. They were then to place the questionnaire in the provided envelope and post it back to the researcher.

Chapter 3

Results

Data Reduction

The data was reduced using exploratory factor analysis. Exploratory rather than confirmatory approaches to data reduction were preferred because the measures were either wholly new (organisational attraction), or not trialled extensively in New Zealand (the Tall Poppy Scale). All factor analyses were performed using principal components analysis (PCA) using SPSS Version 17. Principal component analysis with Varimax rotation was used in Feather's previous studies involving the Tall Poppy Scale in Australia (1989, 1993), and is commonly used in other studies of a similar nature (Weinberg & Abramowitz, 2008).

Moderator variable 1 in Figure 2: Tall Poppy Scores (Feather, 1989)

Prior to performing principal components analysis on the 20 items of the Tall Poppy Scale, the suitability of the data for factor analysis was assessed. Inspection of the communalities matrix revealed the presence of 18 coefficients of .2 and above. The Kaiser-Meyer-Olkin value was .77, exceeding the recommended value of .6 (Kaiser, 1974) and Barlett's Test of Sphericity reached statistical significance ($p < .001$), supporting the factorability of the Tall Poppy Scale with this sample.

Feather's previous studies based on Australian populations (1989, 1993) have demonstrated a two-factor orthogonal solution and consistently reasonable psychometric properties. Following Feather's previous methodology, the current study used a Procrustes-type solution with two specified factors. Items that had loadings < 0.3 (based on Burt-Banks formula, Child, 1990) were deleted from the

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analysis, which resulted in two questions being removed from the final analysis (i.e. "At school it's probably better for students to be near the middle of the class than the very top student," and "One ought to be sympathetic to very successful people when they experience failure and fall from their very high positions").

Another principal component analysis was performed with the remaining 18 items, with the two factors (Favour Reward and Favour Fall) explaining 21.25 per cent and 18.96 per cent of the variance respectively. Following Feather (1989), a Varimax rotated solution is presented in Table 4. Table 4 shows both components had a number of significant loadings (>.37), with all variables loading substantially on only one component. The two-component solution explained a total of 40.21 percent of the total variance. The results of this analysis support the use of the Favour Reward and Favour Fall as separate measures, as suggested by the scale's author (Feather, 1994).

Moderator variable 2 in Figure 2: Tolerance Threshold Scores (Rundle-Gardiner & Carr, 2005)

The Tolerance Threshold Measure contains three items. These three items were inter-correlated. The present study yielded correlations of .43 or above (supervisor and subordinate $r = .43$, peer and subordinate $r = .55$, supervisor and peer $r = .62$), with a mean r of .53, supporting the ability of the measure to the factor analysed. Principal components analysis was again used on the advice suggested in Rundle-Gardiner in her exploratory (2003) research. Principal components analysis on the current data indicated the presence of just one component with an eigenvalue exceeding 1, and explaining 69.27 per cent of the variance. An inspection of the

Scree Plot revealed a clear break after the first component, and as such it was decided to retain the single component for further investigation and analysis (Cronbach's Alpha = .77).

Table 4 - Factor solution on the Tall Poppy Scale

Item	Favour Fall	Favour Reward
People who are very successful get too full of their own importance	.79	
Very successful people sometimes need to be brought back a peg or two	.68	
People who always do a lot better than others need to learn about what its like to fail	.67	
Very successful people usually succeed at the expense of other people	.67	
Very successful people often get too big for their boots	.58	
People who are "tall poppies" should be cut down to size	.58	
Those that are very successful ought to come down off their pedestals	.57	
Very successful people who fall from the top usually deserve their fall from grace	.56	
It's good to see very successful people fail occasionally	.46	
It's very important for society to support and encourage people who are successful		.76
People who are right at the top usually deserve their high positions		.65
People who are very successful deserve all the rewards they get for their achievements		.63
One should always respect the person at the top		.58
People who are very successful in what they do are usually friendly and helpful to others		.57
Society needs a lot of very high achievers		.57
Very successful people who are at the top of their field are usually fun to be with		.55
The very successful person should receive public recognition for their accomplishments		.55
People shouldn't criticise or knock the very successful		.37
Eigenvalues	4.67	2.54
Percentage Variance	25.98%	14.13%
Coefficient Alpha	.81	.76

Organisational Attractiveness Measure (Designed by the current researcher)

Inspection of the correlation matrix for the 12-item newly-created Organisational Attractiveness measure revealed many (83%) coefficients of .3 and above, with a Kaiser-Meyer-Olkin value of .85 and a statistically significant result in Barlett's Test

of Sphericity (p <.05). Hence the measure was assumed to be appropriate to factor analyse.

Principal components analysis suggested the presence of two components: two Eigenvalues exceeded 1, and these components explained 38.45 per cent and 11.22 per cent of the variance, respectively. Oblimin rotation (with Kaiser Normalisation) was performed to aid in the interpretation of these two components, because the researcher wished to allow for inter-factor correlations on this new, highly exploratory measure. The rotated solution revealed that both components had a number of reasonable loadings with all loading significantly on only one component (<.33). An initial interpretation of the two components revealed a "Pragmatic" and an "Aspirational" factor, with little or no overlap. The factor solution is presented in Table 5.

Table 5 - Factor solution on the Organisational Attractiveness measure

Item	Factor 1 Pragmatic	Factor 2 Aspirational
This job would not be a job I would consider applying for	.80	
This job is unappealing because it is not in line with my current values	.80	
This job is emotionally unattractive to me	.74	
I would definitely apply for this job	.69	
This job interests me	.65	
In my opinion this job sounds unattractive	.54	
I would be willing to attend an evening information session about this job	.52	.33
I would not be interested in gathering more information about	.50	
This job appears to consider its social responsibilities		.74
This job sounds attractive because it appears to have a lot of career potential		.61
In my opinion, a job should place a great importance on being socially responsible		.56
The job is attractive to me in an ethical sense		.53
Eigenvalues	4.61	1.34
Percentage Variance	38.45%	11.21%
Coefficient Alpha	.83	.61

Covariate: Sector Interest Measure (Designed by the current researcher)

Three questions measured sector interest, with communalities of .83 or above, with a clear one factor solution explaining 84.84% of the variance. A three-item composite measure called "Sector Interest" was used as a covariate in the study.

Covariate: Sector Knowledge Measure (Designed by the current researcher)

One question measured sector knowledge. This item was called "Sector Knowledge" and was used as a covariate in the study.

Data-reduced core variables in Figure 2

Based on the above analyses, a number of different arithmetic composite variables were created to aid in the testing of Figure 2. Two composite variables were created from the Tall Poppy Scale (Favour Fall and Favour Reward), as well as a variable from Rundle-Gardiner's Threshold measure. Two new variables for Organisational Attractiveness (Pragmatic and Aspirational) were also created, as well as a Sector Interest variable.

The composite variables were created by adding the scores within each factor and dividing through by the number of items in the factor. Testing for common method variance, by using a Principal component analysis of all items and measures simultaneously was not able to be performed due to insufficient statistical power (Weinberg & Abramowitz, 2008).

Testing main hypotheses

H_1 stated that perceived climate for achievement would affect organisational attractiveness. Mean attraction scores per item per condition, uncorrected for covariates, are entered in Table 6 (not in brackets). The un-bracketed means in Table 6 suggest that climate for achievement had an effect on organisational attractiveness as there was a large jump in mean item scores from the control condition to the experimental treatment conditions, i.e., Peer support, Supervisory support and Peer & Supervisory support. The difference between control and treatment conditions was most clearly shown in the Peer Support condition which received the highest of all mean item scores on both factors (Pragmatic, mean score

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per item = 1.13; and Aspirational, mean score per item = 1.46) of organisational attractiveness (mean score per item = 1.46).

The differences between control and experimental conditions, indicated in Table 6, were explored for statistical significance by using a one-way Multiple Analysis of Co-Variance (MANOCOVA). The purpose was to check whether any change in organisational attractiveness scores followed from the manipulation - level of support for achievement. The independent variable was climate for achievement (control plus three levels: (1) Peer support, (2) Supervisory Support and (3) Peer &Supervisory support combined, in one advertisement). The dependent variable consisted of the mean item scores on the two distinct factors of organisational attractiveness (Pragmatic and Aspirational) identified in Table 5 (above). Sector Interest and Sector Knowledge were entered as covariates. Preliminary checks were conducted to ensure that there were no violation of the assumptions of normality, linearity, homogeneity of variances, homogeneity of regression slopes and reliable measurement of the covariate. No serious violations were noted. The mean item scores on the Organizational Attractiveness measure are shown in Table 6 (un-bracketed), along with the corrected means (in brackets).

Table 6 - Mean item scores on Organisational Attractiveness (Pragmatic and

Aspirational)

Organisational Attractiveness Factor	Condition	Mean		Std Dev
Pragmatic attraction	Control	.39	(.44)	1.14
	Peer Support	1.13	-	1.30
	Supervisory Support	.79	(.81)	1.20
	Peer & Supervisory Support	.91	(.84)	1.15
Aspirational attraction	Control	.518	(.52)	1.08
	Peer Support	1.46	(1.46)	1.03
	Supervisory Support	1.24	(1.25)	.65
	Peer & Supervisory Support	1.13	(1.13)	.849

Covariates: Sector Interest and Sector Knowledge

Note: Scales ranges from -3 to +3

Multivariate tests support the suggestions found in Table 6. Both Sector Interest F (2, 149) = 12.82, $p < .00$, and Sector Knowledge F (2, 149) = 3.04, $p = .05$ were significant moderators, and were therefore left in the analysis as a precaution. The MANOCOVA found there was a main effect of climate for achievement on organisational attractiveness F (6, 300) = 3.69, $p < .00$. Univariate tests of the effects for achievement on organisational attractiveness (each attraction factor separately) showed that climate for achievement had a significant effect on both Organisational Attractiveness factors (Pragmatic Factor: F (3, 150) = 2.67, $p < .05$, Aspirational Factor: F (3, 150) = 7.53 $p < .00$. From Table 6, the corrected means (shown in brackets) act in the same manner as the uncorrected means, with mean item scores raising from the Control condition to the experimental conditions.

Pragmatic attraction. Post hoc tests (Tukey HSD) on the Pragmatic factor are shown in Table 7. From Table 7, post hoc tests revealed the only significant mean difference between climate for achievement and organisational attractiveness was from the control to Peer Support level ($p < .05$)

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Table 7 - Post hoc tests: Organisational Attractiveness (Pragmatic) Factor

Experimental Condition	Control	Peer Support	Supervisory Support	Peer & Supervisory Support
Control	1			
Peer Support	.74*	1		
Supervisory Support	.39	.34	1	
Peer & Supervisory Support	.52	.22	.12	1

Covariates = Sector Interest and Sector Knowledge
*The mean difference is significant at the .05 level
Note: Scale ranges from -3 (strongly disagree) to +3 (strongly agree)

Aspirational attraction. As shown in Table 8, post hoc tests (Tukey HSD) were also conducted on the Aspirational factor, which revealed that there were significant jumps from the control to Peer Support condition, control to Supervisory Support condition, and control to Peer & Supervisory Support condition. Hence on this factor each condition produced a change in scores compared to the control but none of the treatments differed significantly in impact on attraction from each other.

Table 8 - Post hoc tests: Organisational Attractiveness (Aspirational) Factor

Experimental Condition	Control	Peer Support	Supervisory Support	Peer & Supervisory Support
Control	1			
Peer Support	.94*	1		
Supervisory Support	.72*	.22	1	
Peer & Supervisory Support	.62*	.31	.09	1

Covariates = Sector Interest and Sector Knowledge
*The mean difference is significant at the .05 level
Note: Scale ranges from -3 (strong disagree) to +3 (strongly agree)

Tests of Moderation

Each of the potential moderators in Figure 2 (Favour Reward, Favour Fall, and Tolerance Threshold) were tested separately. Baron and Kenny's (1986) method of testing for moderation could not be used due to the nature of the moderator variables, as they did not fall naturally within any of the four possible ways Baron and Kenny allow for testing moderation (1) dichotomous independent and dependent variable (2) dichotomous moderator and continuous independent variable (3) continuous moderator and a dichotomous independent variable or (4) continuous moderator and continuous independent variable. The most suitable way to test for moderation in the current study (continuous moderator, nominal independent variable with more than two levels) was to use a median split on the proposed moderator, and enter it as a predictor variable into a MANOCOVA as a second potential main effect, with moderation being indicated by a statistically significant interaction between the two main predictor variables (condition and Favour Reward, or Favour Fall, or Tolerance Threshold).

Favour Reward and Favour Fall

A new variable was computed for both factors of the Tall Poppy Scale (Favour Reward and Favour Fall) by conducting a median split. Although the median split method is sometimes viewed as a crude method to analyse data, histograms of the scores received on the Favour Fall (median = -.66) and Favour Reward (median = 1.22) measure showed relatively normal distribution of scores, suggesting a logical split around median values for each subscale, Favour Reward (Appendix 3) and Favour Fall (Appendix 4).

(a) Favour Reward

Table 9 - Organisational Attraction as a function of condition and Favour Reward

Factor	Condition	Low Favour Reward Mean	Low Favour Reward SD	High Favour Reward Mean	High Favour Reward SD
Pragmatic attraction	Control	.73 (.64)	1.04	.07 (.20)	1.21
	Peer Support	.91 (.87)	1.34	.80 (.85)	1.06
	Supervisory Support	.49 (.65)	1.17	.88 (.92)	1.13
	Peer & Supervisory Support	.74 (.80)	1.03	.89 (.70)	1.23
Aspirational attraction	Control	.38 (.33)	1.10	.59 (.63)	1.12
	Peer Support	1.07 (1.06)	1.11	1.80 (1.83)	.77
	Supervisory Support	1.37 (1.41)	.87	1.07 (1.13)	.47
	Peer & Supervisory Support	1.51 (1.53)	.76	1.13 (1.05)	.80

Covariates: Sector Interest and Sector Knowledge (corrected means in brackets)

Note: Scale ranges from -3 (strongly disagree) to +3 (strongly agree)

Table 9 presents mean (and corrected mean, bracketed) item scores derived from a median split on the Favour Reward scale, by each climate for achievement condition. This partitioning resulted in four different groups (Pragmatic factor: Low Favour Reward versus High Favour Reward; and Aspiration factor: Low Favour Reward versus High Favour Reward).

To begin, we will address the Pragmatic attraction criterion. From Table 9, the intersection of 'Pragmatic Attraction' with the column 'Low Favour Reward Mean' shows no clear pattern in mean item scores across the climate for achievement conditions. The experimental manipulation appears to have had little, if any, clear systematic impact on mean item scores for those lower Favour Reward participants. However, for the 'High Favour Reward Mean' participants, as expected, there appears to be a jump in mean attraction score from the control to treatment conditions, which is steady thereafter.

On the Aspirational attraction criterion, from Table 9, the effect of the treatment conditions appears to have increased attraction more uniformly across both High and Low Favour Reward Mean groups, with a possible spike in attraction for the salience of Peer Support in the High Favour Reward Mean group. Figures 3 and 4 have been provided in order to portray any potential pattern visually. These figures are plotted from raw rather than corrected mean scores since, from Table 9, Sector Interest and Knowledge appear to have had relatively little direct impact on overall patterns (as might be expected from the randomisation of different recruitment notices across experimental and control conditions).
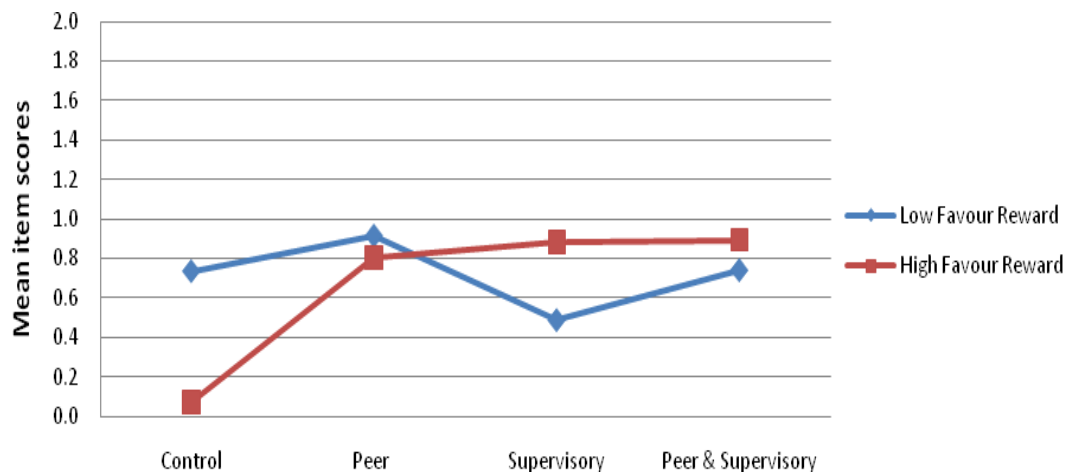
Figure 3 - Mean item scores on Pragmatic Attraction as a function of Condition and Favour Reward (High/Low)
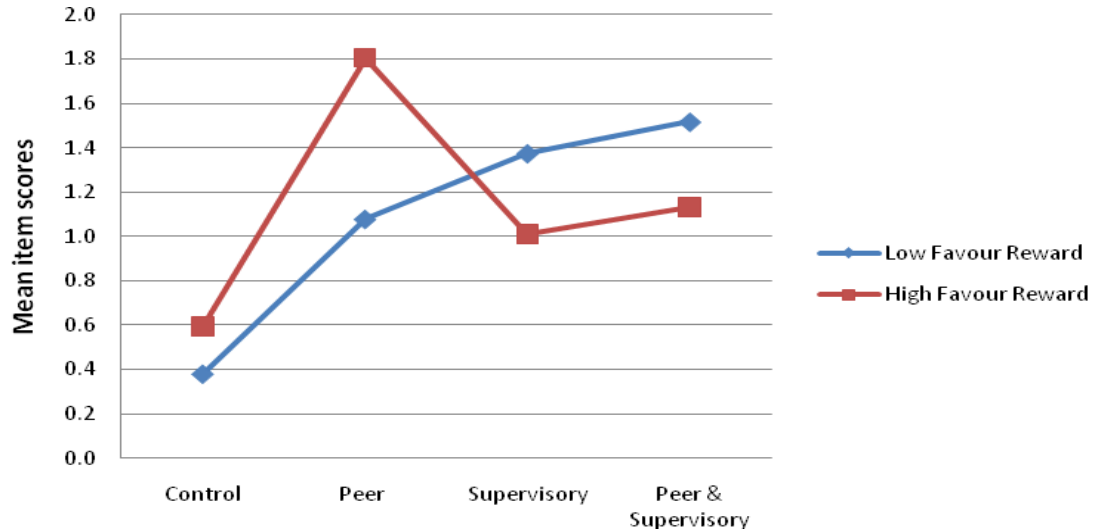
Figure 4 - Mean item scores on Aspirational Attraction as a function of Condition
and Favour Reward (High/Low)

From Figures 3 and 4, there appears to be potential moderation effect of Favour
Reward High/Low on the linkage between climate for achievement and the two
identified facets of organisational attraction (each graph has functions that criss-
cross). From Figure 3, which focuses on Pragmatic attraction, we can see that the
Peer Support condition has generated the highest score of organisational attraction,
although this is not the case for the Aspirational Low Favour Reward group, whose
highest mean item score was received on the Peer & Supervisor condition (Figure 4).
We can also see from Figure 4 that for the high Favour Reward group the message
about achievement being encouraged by peers is particularly salient.

Using the newly-created median-split variable (Favour Reward High/Low), a 2-way
MANOCOVA was run to establish whether attitudes towards individual
achievement (as measured by the Favour Reward subscale of the Tall Poppy
measure) moderated the relationship between the stated climates for achievement

and both facets of organisational attractiveness (H_2). It was hypothesised that those participants who had higher Favour Reward scores (and therefore arguably positive attitudes towards individual achievement) would be more responsive to signals about climate for achievement than those people who had lower Favour Reward scores (and arguably less positive attitudes towards individual achievement). Hence a 2-way multivariate analysis of covariance, with condition and the median split on Favour Reward (High/Low) as the two independent variables (main effects), organisational attractiveness (2 factors, Pragmatic and Aspirational facets) as dependent variables, and covariates (Sector Interest and Sector Knowledge), was run.

Both Sector Interest (F (2, 115) = 10.36, $p < .00$) and Sector Knowledge (F (2, 115) = 3.35, $p = .03$) were significant positive predictors of attraction in general, and were therefore retained in the analysis as added statistical control measures on random allocation to experimental condition. Controlling for these, again there was a main (multivariate) effect of climate for achievement on organisational attractiveness factors (F (6, 232) = 3.39, $p = .00$). However, there was no additional main effect of the new median split variable, Favour Reward (High/Low) on organisational attraction (F (2, 115) = .261 $p = .77$).

Nonetheless, the multivariate test for moderation between climate for achievement and the Favour Reward (High/Low) variable showed a border-line statistically significant interaction result (F (6, 232) = 1.96 $p = .07$). Given that this multivariate interaction was border-line statistically significant (and significance may have been lost due to lowered power), it was decided to proceed to conducting univariate tests

(each dependent variable separately) to pinpoint where Favour Reward (High/Low) might have been exerting some marginal moderation influence, i.e. on which of the organisational attractiveness factors, Pragmatic and/or Aspirational Attraction, and across which pairs of conditions.

In order to test the significance of any patterns at the univariate level Table 10 shows the univariate tests of moderation by Favour Reward (High/Low) on each attraction factor (Pragmatic and Aspirational) separately. As shown in Table 10, on each facet of attraction, the covariates remain significant at a univariate level and these were therefore retained as statistical control variables.

Table 10 – Univariate tests of moderation by Favour Reward

		df	F	Sig
Sector Interest	Pragmatic	1	20.81	.00
	Aspirational	1	5.05	.02
Sector Knowledge	Pragmatic	1	5.82	.04
	Aspirational	1	3.63	.03
Main effects of climate for achievement	Pragmatic	3	1.03	.38
	Aspirational	3	7.39	.00
Main effects of Favour Reward (High/Low)	Pragmatic	1	.11	.73
	Aspirational	1	.19	.66
Moderation by Favour Reward (High /Low)	Pragmatic	3	0.50	.68
	Aspirational	3	2.52	.06

As Table 10 shows, when the 2-way ANOCOVA was run the main effect between climate for achievement and organisational attractiveness became non-significant vis-à-vis the Pragmatic factor, but remained for the Aspirational factor – this may

have occurred due to power considerations. As with the multivariate tests, the main effect between climate for achievement and Favour Reward (High/Low) for both attraction dependent variables (Pragmatic and Aspirational) was non-significant.

Moving to the tests of moderation by Favour Reward, Favour Reward (High/Low) did not moderate the link between condition (climate) and Pragmatic attraction. However, there was from Table 10, a border-line significant interaction effect for High/Low Favour Reward on the link between condition (climate) and the Aspirational attraction score (sig: .06). Hence Favour Reward may have mildly moderated the influence of climate for achievement, on Aspirational attraction, to the organisation. From Figure 4, compared to applicants/participants scoring lower on Favour Reward, Peer Support appeared to be possibly especially attractive to applicants scoring relatively high on Favour Reward, whilst Supervisory Support and a combination of Supervisory Support with Peer Support, was less salient.

(b) Favour Fall

Table 11 - Organisational Attraction as a function of condition and Favour Fall

Factor	Condition	Low Favour Fall Mean	Low Favour Fall SD	High Favour Fall Mean	High Favour Fall SD
Pragmatic attraction	Control	.53 (.55)	1.00	.25 (.28)	1.34
	Peer Support	1.31 (1.28)	1.14	.56 (.57)	1.25
	Supervisory Support	.71 (.73)	1.32	.72(.86)	1.06
	Peer & Supervisory Support	1.11 (.84)	.97	.49 (.63)	1.26
Aspirational attraction	Control	.46 (.47)	1.02	.51 (.49)	1.22
	Peer Support	1.61 (1.60)	.54	1.05(1.07)	1.29
	Supervisory Support	1.20 (1.29)	.46	1.19 (1.21)	.80
	Peer & Supervisory Support	1.29(1.20)	.81	1.30 (1.32)	.81

Covariates: Sector Interest and Sector Knowledge (corrected means in brackets)

Note: Scale ranges from -3 (strongly disagree) to +3 (strongly agree)

Table 11 presents the mean (and corrected mean, bracketed) item scores derived from the median split on the Favour Fall scale, by each climate for achievement condition. This partitioning resulted in four different groups (Pragmatic factor: Low Favour Fall versus High Favour Fall, Aspirational factor: Low Favour Fall versus High Favour Fall).

To begin, we will address the Pragmatic attraction criterion. From Table 11, the intersection of 'Pragmatic Attraction' and 'High Favour Fall Mean' shows no clear pattern in mean item scores across the climate for achievement conditions. The experimental manipulation appears to have had little, if any, clear systematic impact on mean item scores for those high Favour Fall participants. Those participants in the 'Pragmatic High Favour Fall' group had lower overall mean item scores

compared to the other three groups, indicating that climate for achievement had a relatively low impact on organisational attractiveness for this group of participants. 'Pragmatic Low Favour Fall' candidates responded most positively to the Peer Support factor, which is shown by the corrected mean item score of 1.28.

On the Aspirational factor, the affect of the treatment conditions appears to have increased attraction more uniformly across both high and lower Favour Fall groups (also seen in the Favour Reward condition).

Figures 5 and 6 have been provided in order to portray any potential pattern visually. These figures are based on raw rather than corrected mean scores since, from Table 12, Sector Interest and Knowledge appear to have had relatively little direct impact on overall patterns (as might be expected from the randomisation of different recruitment notices across experimental and control conditions).
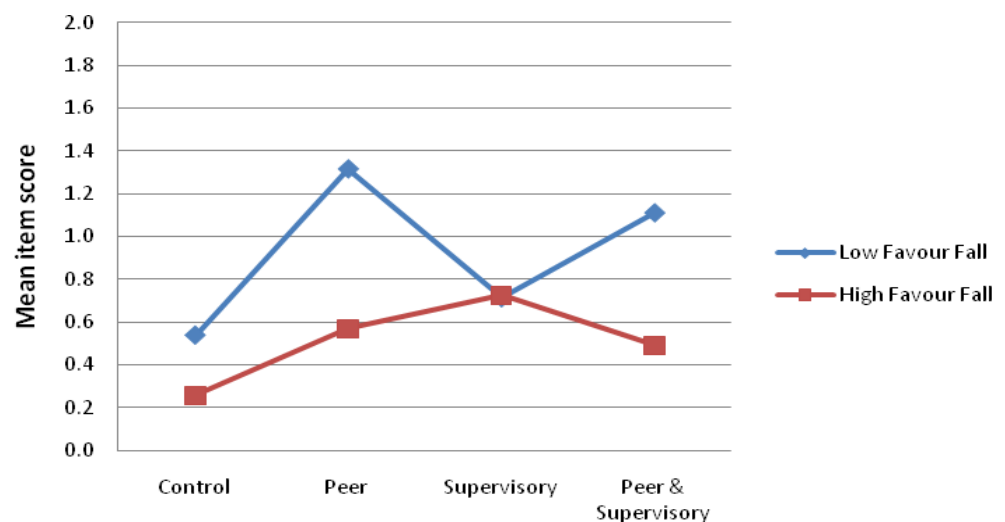
Figure 5 - Mean item scores on Pragmatic Attraction as a function of condition and Favour Fall (High/Low)
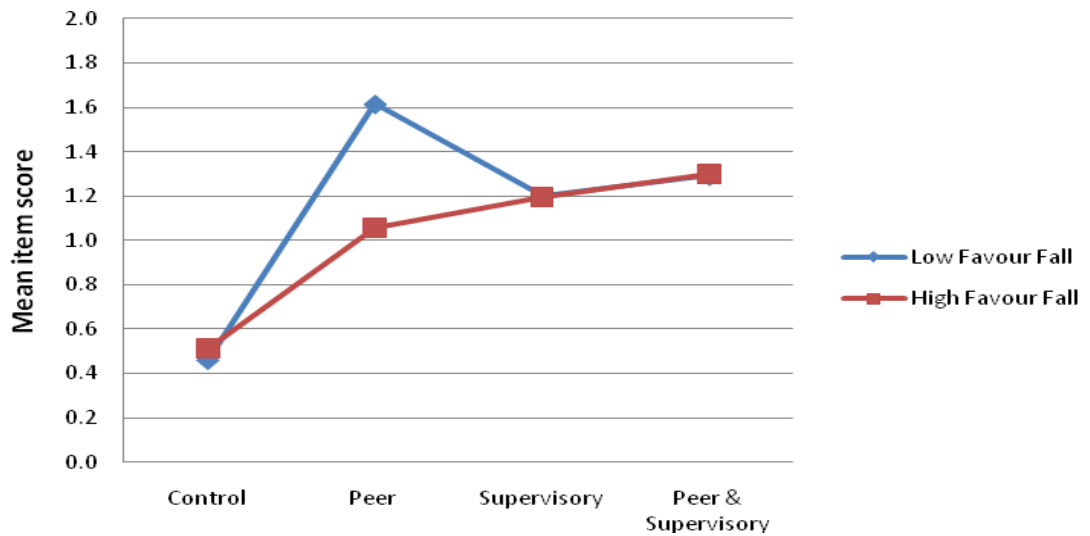
Figure 6 - Mean item scores on Aspirational Attraction as a function of condition and

Favour Fall (High/Low)

From Figures 5 and 6, there appears to be a potential moderation effect of Favour Fall High/Low on the linkage between climate for achievement and the two identified facets of organisational attractiveness (each graph have functions that criss-cross). From Figure 5 (Pragmatic) and 6 (Aspirational) we can see that the Peer Support condition has generated the highest scores of organisational attractiveness for the Low Favour Fall Pragmatic participants on both factors.

Using the newly created median-split variable (Favour Fall High/Low), a 2-way MANOCOVA was run to test whether attitudes towards individual achievement (as measured by the Favour Fall subscale of the Tall Poppy measure) moderated the relationship between the stated climates for achievement and both facets of organisational attractiveness (H_3). It was hypothesised that participants with high

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Favour Fall scores would not be as heavily affected by climate for achievement in recruitment advertisements as those people with low ratings of Favour Fall due to their achievement values not being as strong as those people will high Favour Fall scores. Hence, a 2-way multivariate analysis of covariance, with condition and the median split of Favour Fall (High/Low) as the two independent variables (main effects) and organisational attractiveness (Pragmatic and Aspirational facets) as the dependent variable, and covariates (Sector Interest and Sector Knowledge), was run.

Both Sector Interest (F (2, 115) = 10.48, $p < .00$) and Sector Knowledge (F (2, 115) = 2.98, $p = .05$) were significant positive predictors of attraction in general, and were therefore retained in the analysis as added statistical control measures on random allocation to experimental condition. Controlling for these, again there was a main (multivariate) effect of climate for achievement on organisational attractiveness (F (6, 232) = 2.97, $p = .00$). There was no main effect of Favour Fall (High/Low) on organisational attraction (F (2, 115) = .840, $p = .43$).

The multivariate test for moderation between climate for achievement and the Favour Fall (High/Low) variable showed a non-significant interaction result (F (6, 232) = .564 $p = .75$). Given that this multivariate interaction was not significant, further univariate analyses were not carried out.

(c) Tolerance threshold

Table 12 - Organisational Attraction as a function of condition and Tolerance

Factor	Condition	Low Tolerance Mean	Low Tolerance SD	High Tolerance Mean	High Tolerance SD
Pragmatic attraction	Control	.22 (.26)	1.23	.51 (.61)	1.02
	Peer Support	1.20 (1.27)	1.07	1.27 (1.20)	1.38
	Supervisory Support	.98 (.89)	1.35	.89 (.94)	.87
	Peer & Supervisory Support	.89 (.80)	1.16	.98 (1.02)	1.16
Aspirational attraction	Control	.50	.96	.43 (.45)	1.24
	Peer Support	1.34 (1.37)	.99	1.71 (1.67)	1.14
	Supervisory Support	1.31 (1.30)	.68	1.12 (1.13)	.72
	Peer & Supervisory Support	1.16 (1.10)	.90	1.10 (1.14)	.82

Covariates: Sector Interest

Note: Scale ranges from -3 (strongly disagree) to +3 (strongly agree)

Table 12 presents mean (and correct mean, bracketed) item scores derived from a median split on the Tolerance Measure, by each climate for achievement condition. This partitionong resulted in four different groups (Pragmatic Factor: Low Tolerance versus High Tolerance; and Aspirational factor: Low Tolerance versus High Tolerance).

To begin, we will address the Pragmatic attraction criterion. From Table 12, the intersection of "Pragmatic Attraction" with the column "Low Tolerance Mean" showed a large increase in mean item scores from the control condition to the Peer Support condition, indicating that the experimental manipulation appeared to have had an impact on mean items scores for those low threshold participants. Those participants in the 'Pragmatic High Tolerance' group also showed the same large

jump in mean scores from the control condition to the Peer Support condition, with means similar to the "Pragmatic Low Tolerance" participants across all conditions except for the Peer & Supervisory Support condition. For the Peer & Supervisory Support condition the 'Pragmatic High Tolerance' participants rated this condition higher than their 'Pragmatic Low Tolerance' counterparts, indicating that this level of climate for achievement had a more pronounced affect on these participants.

On the Aspirational factor, from Table 12, the effect of the treatment conditions is similar to the effects for the Pragmatic factor with mean item scores showing a spike in attraction for the salience of Peer Support on both conditions (Low and High Tolerance). On the Aspirational factor the mean item scores were markedly higher for both conditions (Low and High Tolerance) when compared to the Aspirational factor. Figures 7 and 8 have been provided in order to draw out this pattern visually. These are based on raw rather than corrected means scores, since, from Table 12, Sector Interest and Sector Knowledge appear to have had relatively little direct impact on overall patterns (as might be expected from the randomisation of different recruitment notices across experimental and control conditions).
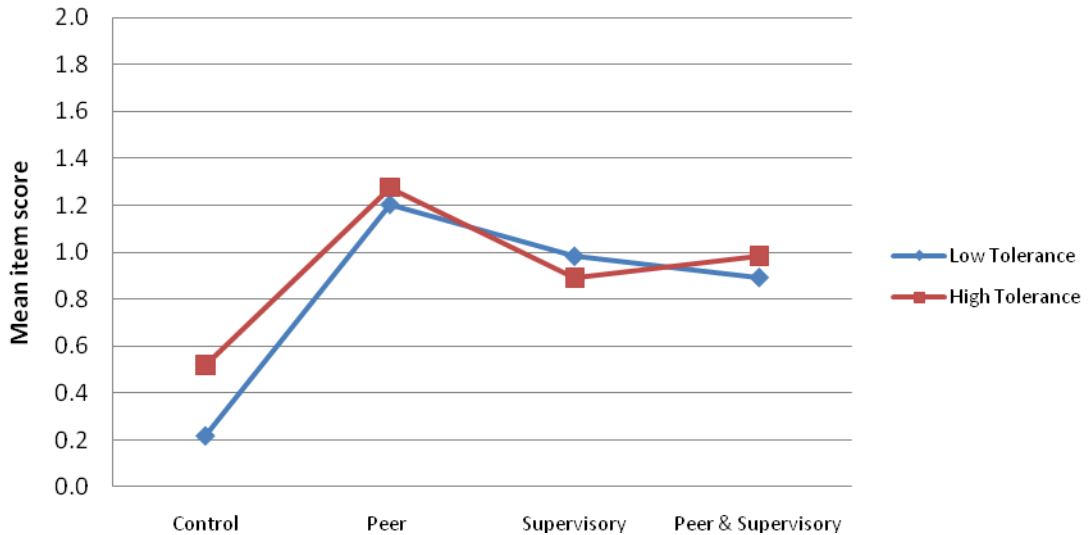
Figure 7 – Mean item scores on Pragmatic Attraction as a function of Condition and Tolerance (High/Low)
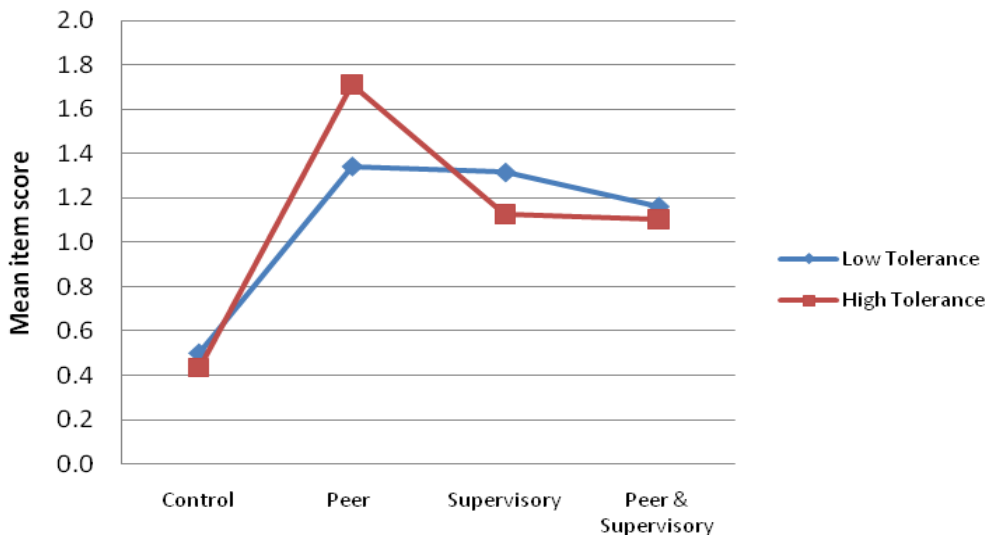
Figure 8 – Mean item scores on Aspiration Attraction as a function of Condition and Tolerance (High/Low)

From Figures 7 and 8, there appears to be a potential moderation effect of Tolerance High/Low on the linkage between climate for achievement and the two identified facets of organisational attraction (each graph have functions that criss-cross). From

Figure 7, which focuses on Pragmatic attraction, we can see that the Peer Support condition generated the highest score of organisational attraction, although this effect is much smaller than for that found of the Aspirational factor (Figure 8) where we can see that for the High Tolerance participants the message about achievement being   encouraged   by   peers   is   particularly   salient.

Using the newly-created median-split variable (Tolerance High/Low), a 2-way MANOCOVA was run to establish whether attitudes towards individual achievement (as measured by the Tolerance Threshold measure) moderated the relationship between the stated climates for achievement and both facets of organisational attractiveness (see Appendix 5 for a histogram of Tolerance Threshold mean item scores).   It was hypothesised that the lower the tolerance for discouragement the more participants would be affected by a positive climate for achievement (H_3).   Hence a 2-way multivariate analysis of covariance, with condition and the median split on Tolerance (High/Low) as the independent variables (main effects), organisational attractiveness (2 factors, Pragmatic and Aspirational facets) as dependent variables, and covariates (Sector Interest and Sector Knowledge) was run.

Sector Interest (F (2, 127) = 10.83, p = .00) was a significant predictor of attraction in general and that therefore retained in the analysis. Sector Knowledge (F (2, 127) = 2.37, p = .09) was not a significant predictor of attraction and was therefore excluded from further analysis. Controlling for Sector Interest, again there was a main (multivariate) effect of climate for achievement on organisational attractiveness (F (6, 258) = 3.48, p = .00).   However, there was no additional main effect of the

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new median split variable, Tolerance (High/Low) on organisational attraction (F (2, 128) = .242, p = .78).

The multivariate test for moderation between climate for achievement and the Tolerance (High/Low) variable showed a non-significant interaction result (F (6, 258) = .429 p = .859). Given that this multivariate interaction was not significant, further univariate analyses were not carried out.

Qualitative analysis

The questionnaire contained one qualitative question "Why did you react as you did to the job advert?" The qualitative answers were coded by two researchers (self and assistant) into a given category using content analysis. In order to select the categories, the primary researcher conducted a preliminary analysis of the answers to all 156 questionnaires and then formulated a list of possible categories to which the secondary researcher then reviewed. As a result of the secondary review and discussions between the two researchers, seven categories were finalised by consensus to act as the coding guide for all 156 questionnaires. For a full list of the researchers coding refer to Appendix 5.

With a 127 participants responding to the qualitative question, the coding exercise produced a $Kappa_n$ of .79, indicating substantial agreement between the two researchers. The findings from the analysis are shown in Table 13.

An analysis was then conducted to find out what percentage of candidates stated climate for achievement as their reason for why they reacted the way they did to the

job advertisement. Those participants who were in the control condition were left out of the analysis, as they did not have the exposure to the climate for achievement manipulation, and therefore their reasons for reacting did not have the opportunity to include climate for achievement. As Table 13 shows, the highest number of responses (n = 33, or 32.6%) came from the "job characteristics" theme. The "job characteristics" theme could have included any characteristic within the standard job advertisement (with the exception of climate for achievement), namely; organisational size, group versus individual work orientation, task diversity, hours of work, or salary description. Given that there were a number of characteristics (n = 5) within this one theme, it seems reasonable that this theme would receive the highest number of responses of all the themes.

As shown in Table 13, the second highest rated theme (n = 21, or 27.8%) was climate for achievement. The finding that almost 28% of participants consciously identified with the climate for achievement condition and pinpointed it to be the reason why the responded the way they did to the job advertisement, lends support to the theoretical model proposed in Figure 2 that this organisational characteristic is important to potential employees.

Table 13 - Content analysis of "Why did you react the way you did to the advert?

Theme	No of responses	Percentage	Example
Job characteristics (excluding climate for achievement)	33	32.6%	"I like to work with team but be responsible for day to day activities – wage good to start"
Climate for achievement	21	27.8%	"High on support for personal achievement, independence in working but sounds supportive when needed"
Lack of detail	22	21.6%	"There was no information in the job advert about the actual work that needs to be done and the type of goals the organization seeks to achieve"
Sector	14	13.7%	"The advert describes not-for-profit sector which tends to expect a lot and provide little support"
None of the above	6	5.8%	"Not interested in helping the fat cats get fatter!"
Current degree / study	3	2.9%	"Am already set in my studies, this sector is irrelevant to them"
Value congruence	3	2.9%	"Because it is consistent with my work values e.g. things I value in a job"
Total	102	100.0%	

Chapter 4

Discussion

This research examined the concept of climate for achievement and its effect on organisational attractiveness by exploring whether advertisements that stress opportunities for achievement affected applicants, especially those who held stronger attitudes in favour of tall poppies being supported at work, and lower thresholds for negative motivational gravity (push down from supervisors and pull down from peers). The research was therefore an attempt to further the literature on recruitment and climate for achievement by integrating it with the theory of motivational gravity.

Summary of findings

Climate for achievement and organisational attractiveness

It was expected that climate for achievement would affect perceptions of organisational attractiveness with support for achievement within a job advertisement resulting in increased levels of organisational attractiveness. An increase in organisational attractiveness scores was therefore expected from the control to the first two experimental conditions (Peer Support and Supervisory Support) and a further increase expected for the third experimental condition (Peer & Supervisory Support combined). The data supported a main effect between climate for achievement and ratings of organisational attractiveness, with the data increasing significantly from the control to experimental conditions.

On the Pragmatic factor, Peer Support was the only condition to illicit a significant increase in mean item scores from the condition to experimental condition. Peer Support producing the only significant effect (with Peer & Supervisory failing to illicit a significant increase in mean item scores on the Pragmatic factor) was unexpected. Research has established that support in the workplace is important to individuals. It therefore seems reasonable to expect that participants would find organisations with support from two directions (peers and supervisors) more attractive than an organisation that only promotes support from one direction.

Candidate's attitude towards achievement

A positive moderating relationship between attitudes towards tall poppies, climate for achievement and ratings of organisational attractiveness was hypothesised. It was expected that candidates who had high Favour Reward scores and low Favour Fall scores would be more heavily influenced by the mention of a supportive achievement culture. This moderating relationship was hypothesised because those people who held high Favour Reward scores were thought to have had positive attitudes towards achievement, and should therefore be attracted to organisations that held the same values.

Although the data produced non-significant multivariate main and moderating effects on the Favour Fall criterion, a border-line positively significant result on the Favour Reward Aspirational scale was present. The faint presence of a moderating relationship on Favour Reward Aspirational indicates that with a larger sample (and therefore increased power) a significant effect may be detected. A relationship between supportive work environments, candidates' attitudes towards achievement

(as measured by the Tall Poppy Scale) and their effect on perceived organisational attractiveness has not been tested before in the literature; however this relationship seems plausible given the body of literature (and supporting research) on supply-values fit. Motivational gravity theory also predicts that Pull Up climates will be especially resonant with Pull Up attitudes (i.e. Favour Reward) (Carr, 1997), providing further support that a significant effect may have been established with increased power.

Tolerance Levels for discouragement

It was expected that tolerance levels for achievement discouragement would moderate the link between climate for achievement and organisational attractiveness, with lower threshold for tolerance resulting in higher levels of organisational attractiveness on both factors. The expectation that tolerance levels would moderate the link between motivational gravity and organisational attractiveness was based on the hypothesis that those people who have lower levels of tolerance for discouragement value support to a higher degree than those people with higher levels of tolerance. The data however produced a non-significant multivariate main and moderating effect between tolerance levels for discouragement, climate for achievement and organisational attractiveness.

Links to theory

The current study found that promoting supportive climates for achievement within job advertisements resulted in higher ratings of organisational attractiveness compared to those organisations that did not mention climate for achievement. This

finding lends support to achievement motivation theory, and motivational gravity theory by supporting the notion that achievement is important is people.

The current study found that Peer Support generated the highest mean score of all four conditions (control, Peer Support, Supervisory Support and Peer & Supervisory Support) on both factors of organisational attractiveness (Pragmatic and Aspirational), with Supervisory Support receiving the lowest mean item score on the Pragmatic factor of attraction and the second lowest mean item score on the Aspirational factor. The increase in mean item scores from control to Peer Support was the only significant mean score difference for the Pragmatic factor, and on the Aspirational factor was also significant (as were the other three conditions). Peer Support being rated over and above Supervisory Support goes against such concepts as organisational power and leader-member exchange theories, which would expect supervisory support to be dominant over peer support (de Reuvner, 2006).

Peer Support producing the highest ratings of organisational attractiveness on both factors of organisational attractiveness (Pragmatic and Aspirational) may be a reflection of the sample used within the research. With over 41% of participants falling within the 18 – 22 year old age bracket and 75.8% of participants being female, it is likely that peer support would be important for this group of participants. For example, a study conducted by Feather (1998) sought to examine the gender differences between male and female participants in regards to their attitudes towards achievement. It was expected that female participants would assign more importance to pro-social and relational values (compared to males) and therefore be less inclined to favour the fall of a tall poppy. Using a sample of 186

students (with an average age of 22.56 years), a questionnaire was completed which measured the participants tall poppy attitudes. There was a statistically significant gender difference between female and male participants in regards to the level of support for high achievers, with females being less inclined to favour the fall of the tall poppy and more inclined to favour their reward when compared to male participants. As the above research shows, females have a tendency to hold higher levels of pro-social values which translates into a need for peer support and "mateship" while at work (Kashima, Yamaguchi, Kim, Choi, Gelfand & Yuki, 1995). Although gender was not a variable in the current study (and was therefore not analysed), with the current study having a predominantly female population (75.8%), it seems likely that gender may partially explain the finding that Peer Support produced the highest levels of organisational attractiveness.

The current study found that tolerance levels for discouragement failed to moderate the relationship between climate for achievement and organisational attractiveness. Herzberg's two-factor theory may help to explain this lack of a significant relationship. Herzberg's two-factor theory proposes a two-factor model of motivation, where the presence of one set of job characteristics leads to worker satisfaction, while another distinct and independent set of job characteristics leads to dissatisfaction at work. Two-factor theory distinguishes between motivators (e.g. challenging work, recognition, responsibility) and hygiene factors (e.g. relationship with boss, relationship with peers, salary) that also de-motivate by their absence. Herzberg's theory supports the notion that relationships with bosses and peers (and subsequent attitudes toward achievement shown by these groups) would fail to increase ratings of organisational attractiveness because they are a hygiene factor

and not a motivator. Relationships with bosses and peers would be a reason for leaving an organisation (also found by Rundle - Gardiner, 2003) as these relationships (if unpleasant) would lead to dissatisfaction, i.e. tolerance thresholds for discouragement would be a relevant factor to turnover, but not attraction. According to the two-factory theory the current study failed to increase ratings of organisational attractiveness because the study used a moderator that was a "hygiene" factor and not a "motivator."

Limitations and future research

The design of this research has certain limitations. The use of a hypothetical job advertisement (with three organisational sectors), resulted in vague descriptions of both the organisation and the job. Although such descriptions are not dissimilar from some job advertisements currently within the recruitment market, a lot of detail (e.g. job specific content) had to be omitted because the twelve variations of the questionnaire had to be identical (except for the sector and level of climate for achievement). Given the varied job content found within each of the three organisational sectors it was not possible to create job specific content that would accurately reflect a non-profit, human resources and civil service organisation and so was left out completely. The lack of job specific content caused participants to experience frustration and confusion with the questionnaire. These emotions were evident in the qualitative analysis of the questionnaire, and could have potentially influenced the results of the study e.g. "The job sounds boring because the ad is non-specific. I need details to make me interested." Research has shown that the specificity of communicated information as well the amount of information provided in job advertisements has been found to influence applicant decisions

(Feldman, Bearden & Hardesty, 2006; Mason & Belt, 1986; Yuce & Highhouse, 1998). For example the results of Yuce & Highhouse's (1998) study suggest that unreported information (such as job content) was interpreted by job seekers as disinterest or carelessness on the part of the recruiting organisation, which would clearly impact negatively on ratings of organisational attractiveness.

Future research could therefore extend the current study by using one organisational sector only (e.g. only a civil service organisation). Having one organisational sector as opposed to three would mean that relevant job specific content could be included thus ruling out the potential effects of lack of job specific information.

Another limitation of the current research is that a median split technique was used to test the three hypothesised moderator relationships. A median split technique was used because the most common (and most widely accepted) method for testing moderation (Baron and Kenny's technique) was not available due to the nature of the dependent and independent variables. One limitation of the median split technique is that you lose power during the analysis. Cohen (1983) claims that splitting participants into two groups can lead to the loss of 1/5 to 2/3 of the variance accounted for the original variables. This means that the current research may have missed/reduced the true effect of the three moderator relationships tested in the current model and that the borderline statistically significant result of moderation of the Favour Reward Aspirational factor may have been a conservative estimate of the true effect size.

Further research could extend the current study by replicating the design, but avoiding the use of a median split technique. In order to avoid using a median split, the nature of either the independent or dependent variables would have to be changed to so Baron and Kenny' (1986) method for testing for moderation could be utilised. For example, it would be necessary to conceptualise climate for achievement as falling on an interval scale as opposed to a nominal scale.

At the time of the research, an existing measure of organisational attractiveness could not be found. The researcher therefore created a new measure of organisational attractiveness which was aimed at capturing levels of general attraction as well as corporate social responsibility specifically. The fact that the current research independently created a new measure of organisational attractiveness can be viewed as a strength of the research, as the establishment of new measures within psychology literature is important. There are however risks associated with using any new measure, which includes such concerns as unknown psychometric properties. Using a tool that is valid and reliable is crucial in any research, and using an invalidated instrument introduces risk into the research. Further research could extend the current research by using an established measure of organisational attractiveness to test whether climate for achievement affects organisational attractiveness, or alternatively by validating the measure used in the current research.

One example of an established measure (found after the current research had concluded it's research process) which could be used in future research is that used in Turban & Keon's 1993 study. This measure of organisation attraction used five

items ($a = .95$) to assess (1) the extent to which participants would exert a lot of effort to work for a company, (2) the extent to which participants were interested in pursing an application for a company, (3) the extent to which participants would like to work for the company, (4) whether participants would accept a job offer from the company, and (5) whether participants were only interested in the company as a last resort.

Further research could also extend the current study by taking measures of individual differences such as need for achievement, self-efficacy, self-esteem or emotional resilience. The current research did not take direct measures of individual differences, while preferring to focus on candidate's attitudes toward achievement. However a questionnaire format would allow for such individual differences measures to be taken which in turn would allow for a new line of testing and exploration around the relationship between climate for achievement and organisational attractiveness.

Conclusion

From an organisational perspective, securing key talent is paramount to ensuring superior organisational performance (Ployhart, Schneider & Schmitt, 2006). Attracting key talent is therefore the vital first step in the process of facilitating a successful organisation. The ability of organisations to attract sought after candidates is now more important than ever, as organisations are increasingly realising that human resources are key to success which has resulted in the increasing introduction of retention policies and plans (e.g. additional annual leave after a certain number of years service) in a bid to retain key talent within their

organisation. As a result, organisations can no longer have a 'take it or leave it' attitude towards either their current staff, or potential recruits and need to ensure that they have the ability to attract the right people with the right skills.

The current research sought to explore whether climate for achievement would be a factor that organisations could use in an attempt to increase ratings of organisational attractiveness and therefore increase the number of right people with the right skills applying for a given vacancy. The research suggests that perceptions of climate for achievement are in fact important in influencing perceptions of organisational attractiveness within job advertisements, with peer support being the most salient of all three climate for achievement conditions.

The research also looked to see if candidate's attitudes towards achievement might change the strength of the relationship between climate for achievement and organisational attractiveness by pinpointing which dimensions of achievement attitudes were (versus not) important to appreciate. If Favour Reward is a moderator of the relationship between climate for achievement and perceptions of organisational attractiveness, then promoting Favour Reward attitudes within job advertisements (supported in turn by actual Favour Reward behaviours), would attract high Favour Reward applications and possibly help reinforce Pull Up Push Up work climates.

Additional research testing what factors may influence the relationship between perceived climate for achievement and organisational attractiveness could make an important contribution to knowledge about what individual differences are important

when looking at the relationship between climate for achievement and organisational

attractiveness.

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Appendices

Appendix 1: Information Sheet.

How are recruitment advertisements perceived and interpreted by potential job recruits?

INFORMATION SHEET

My name is Kristen Scott and I am carrying out this research to complete my Master of Arts degree. I can be contacted at any time on **027 6319818** or via email on kristens_queen@hotmail.com. My supervisor for this research is Stuart Carr. He can be contacted on **09 414 0800 ext 41228** or via email on S.C.Carr@massey.ac.nz.

This research aims to learn about how recruitment advertisements are perceived and interpreted by potential job recruits. Participants were sought from both Palmerston North and Auckland from both psychology and business disciplines. Students were sought because the research is taking a recruitment focus and university students are likely to be seeking employment in the near future, particularly in the sectors that the questionnaire deals with.

As a participant you will be asked to read the questionnaire, which consists of one job advert followed by a number of statements that you are to answer as well as some questions regarding opinions and attitudes about appropriate workplace-related relations and opportunities. The questionnaire should not take longer than 7-10 minutes to complete. You are then to place the completed questionnaire in the prepaid envelope that has been provided and either return this to your lecturer, or place it in a post box. Although adverse psychological risks are unlikely, support processes are available if necessary (Massey University Counseling Service). You are under no obligation to accept this invitation. **If you decide to participate completion and return of the questionnaire implies consent**. You have the right to decline to answer any particular question. Neither grades nor academic relationships with the Department/School/Institute or members of staff will be affected by either refusal or agreement to participate.

The data that is produced as a result of the research will only be viewed and analysed by myself and will be used only for the purposes of this research project. Feedback will be given via email to those students who wish to receive it. Confidentiality of identity will be maintained, as the questionnaire is anonymous. To ensure the questionnaire remains anonymous do not write your name on the questionnaire.

This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern, Application 07/040. If you have any concerns about the conduct of this research, please contact Associate Professor Ann Dupuis, Chair, Massey University Human Ethics Committee: Northern, telephone 09 414 0800 x9054, email umanethicsnorth@massey.ac.nz

Please feel free to contact me, or my supervisor, if you have any questions regarding this research.

Thank you.

Kristen Scott.

Appendix 2: Questionnaire.

Instructions for completing the questionnaire:

Please read the job advertisement for a middle management position below and then answer the statements that follow.

HR CONSULTANCY ORGANISATION

As the successful applicant you will be coming into an organisation that has branches in all the major centers in New Zealand. You will be expected to work both individually and as a team member within the office and between branches. The job is diverse in the tasks that you will undertake, while letting you organise and control your own day to day activity. Climate surveys within the organisation have consistently shown that we score very highly on the dimension of peer support for individual achievement. You would be required to work 40 hours a week while offering a starting salary of $50,000 with the opportunity for a dedicated employee to gain rewards.

1. I would definitely apply for this job

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

2. In my opinion this job sounds unattractive

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

3. This job interests me

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

4. This job is attractive to me in an ethical sense

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

5. This job is emotionally unattractive to me

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

6. This job is unappealing because it is not in line with my current values

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

7. This job would not be a job I would consider applying for

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

8. This job sounds attractive because it appears to have a lot of career potential

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

9. This job appears to consider its social responsibilities

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

10. In my opinion, a job should place great importance on being socially responsible

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

11. I would not be interested in gathering more information about this job opening

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

12. I would be willing to attend an evening information session about this job

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

- Before you read this advert how interested were you in working in this kind of sector?

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I was not interested					

- Before reading the advert, had you seriously considered working in this sector?

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I had not considered					I had considered

- Was this sector appealing to you previous to reading the advert?

-3	**-2**	**-1**	**+1**	**+2**	**+3**
Sector not at all appealing					Sector was extremely appealing

- Why did you react as you did to the job advert?

_____

_____

_____

_____

- What level of knowledge of this sector would you describe yourself as currently holding?

-3	**-2**	**-1**	**+1**	**+2**	**+3**
None	a little	Some	quite a lot	a lot	expert

Participant Information:

1. Age: _____ years

2. Gender (please circle):

   Male   Female

3. Which ethnicities do you self-identify with?

   _____

4. Course of study: _____

5. Number of years you have been studying for:_____ years

6. What is your major: _____

7. Is your study full time or part time (please circle):
   Full time   Part time

8. Do you currently work? (please circle)
   Yes   No

9. If you answered yes to the above question, do you work full or part time?
   Full time   Part time

10. How many years work experience do you currently hold: _____ years

11. Are you a New Zealand citizen? (please circle)
    Yes   No

12. If you answered no to the above question, or if you hold more than one citizenship, please detail below:

_____

Here are a few questions about staff retention following recruitment. Please imagine that you are the successful applicant, and have been working in the job for a while. In some workplaces, individual achievements are not always immediately recognised. What percentage of bosses, peers and subordinates would you tolerate being discouraging before seriously planning to leave the job?

I would tolerate _____% of **supervisors** being discouraging towards my achievements before seriously considering leaving.

I would tolerate _____% of **peers** being discouraging towards my achievements before seriously considering leaving.

I would tolerate _____% of **subordinates** being discouraging towards my achievements before seriously considering leaving.

The following items are asking for your opinions about tall poppies. Please remember there are no right or wrong answers, we simply would like your own personal opinion, given anonymously and confidentially.

1. People who are very successful deserve all the rewards they get for their achievements

-3	-2	-1	+1	+2	+3
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

2. It's good to see very successful people fail occasionally

-3   **-2**   **-1**   **+1**   **+2**   **+3**

3. Very successful people often get too big for their boots

-3   **-2**   **-1**   **+1**   **+2**   **+3**

4. People who are very successful in what they do are usually friendly and helpful to others

-3   **-2**   **-1**   **+1**   **+2**   **+3**

5. At school it's probably better for students to be near the middle of the class than the very top student

-3   **-2**   **-1**   **+1**   **+2**   **+3**

6. People shouldn't criticize or knock the very successful

-3   **-2**   **-1**   **+1**   **+2**   **+3**

7. Very successful people who fall from the top usually deserve their fall from grace

-3   **-2**   **-1**   **+1**   **+2**   **+3**

8. Those that are very successful ought to come down off their pedestals and be like other people

-3   **-2**   **-1**   **+1**   **+2**   **+3**

9. The very successful person should receive public recognition for his/her accomplishments

-3   **-2**   **-1**   **+1**   **+2**   **+3**

10. People who are "tall poppies" should be cut down to size

-3   **-2**   **-1**   **+1**   **+2**   **+3**

11. One should always respect the person at the top

-3   **-2**   **-1**   **+1**   **+2**   **+3**

12. One ought to be sympathetic to very successful people when they experience failure and fall from their very high positions

-3   **-2**   **-1**   **+1**   **+2**   **+3**

13. Very successful people sometimes need to be brought back a peg or two, even if they have done nothing wrong

-3	**-2**	**-1**	**+1**	**+2**	**+3**
I disagree very much	I disagree on the whole	I disagree a little	I agree a little	I agree on the whole	I agree very much

14. Society needs a lot of very high achievers

-3	**-2**	**-1**	**+1**	**+2**	**+3**

15. People who always do a lot better than others need to learn about what its like to fail

-3	**-2**	**-1**	**+1**	**+2**	**+3**

16. People who are right at the top usually deserve their high positions

-3	**-2**	**-1**	**+1**	**+2**	**+3**

17. It's very important for society to support and encourage people who are very successful

-3	**-2**	**-1**	**+1**	**+2**	**+3**

18. People who are very successful get too full of their own importance

-3	**-2**	**-1**	**+1**	**+2**	**+3**

19. Very successful people usually succeed at the expense of other people

-3	**-2**	**-1**	**+1**	**+2**	**+3**

20. Very successful people who are at the top of their field are usually fun to be with.

-3	**-2**	**-1**	**+1**	**+2**	**+3**

– – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – – –

Feedback:

If you wish to receive feedback on the results of this study via email please fill in the below feedback form, tear off this section and place it in the provided envelope:

Yes, I do wish to receive feedback via email. My email address is

_____

Appendix 3: Histogram of Favour Reward Scores.

Mean =1.12
Std. Dev. =0.801
N =127
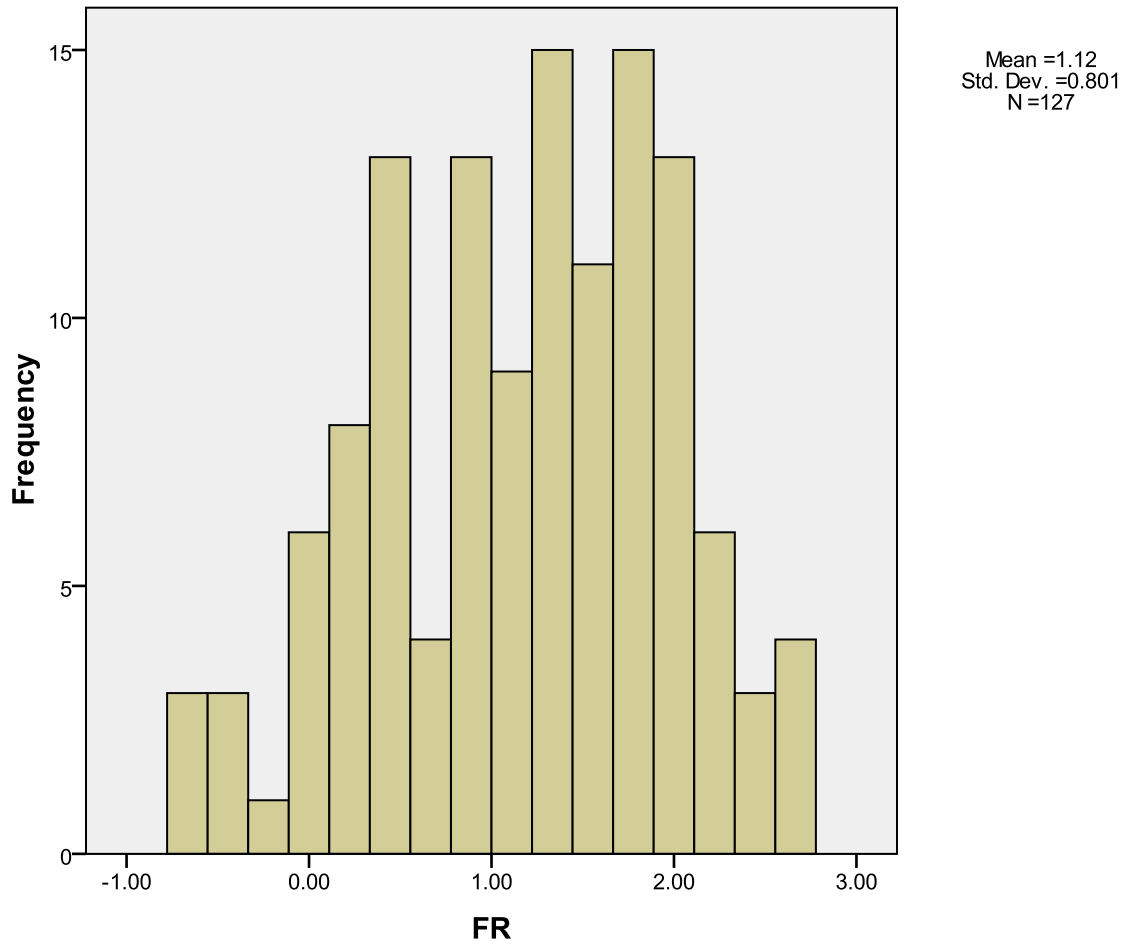
Appendix 4: Histogram of Favour Fall Scores.

Mean =-0.63
Std. Dev. =0.984
N =127
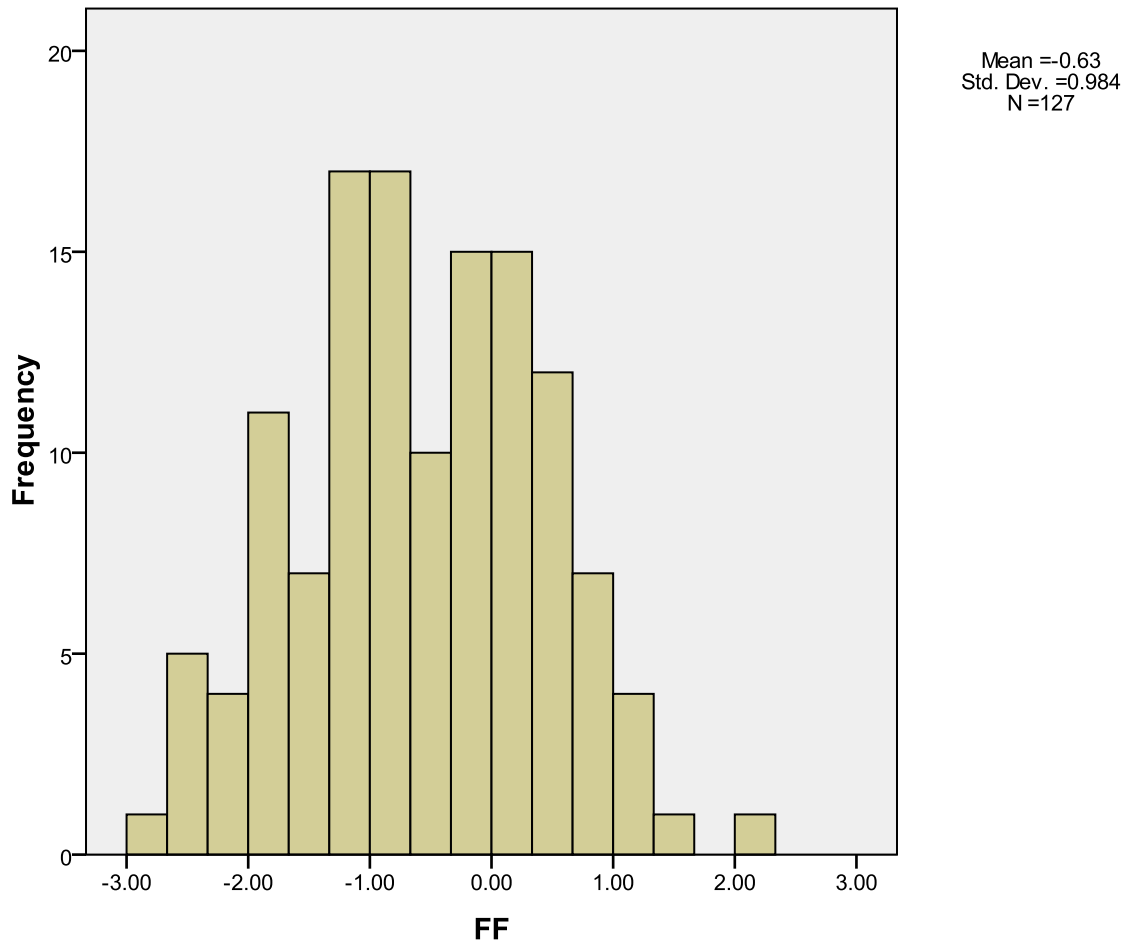
Appendix 5: Histogram of Tolerance Levels scores

Mean =44.58
Std. Dev. =22.11
N =139
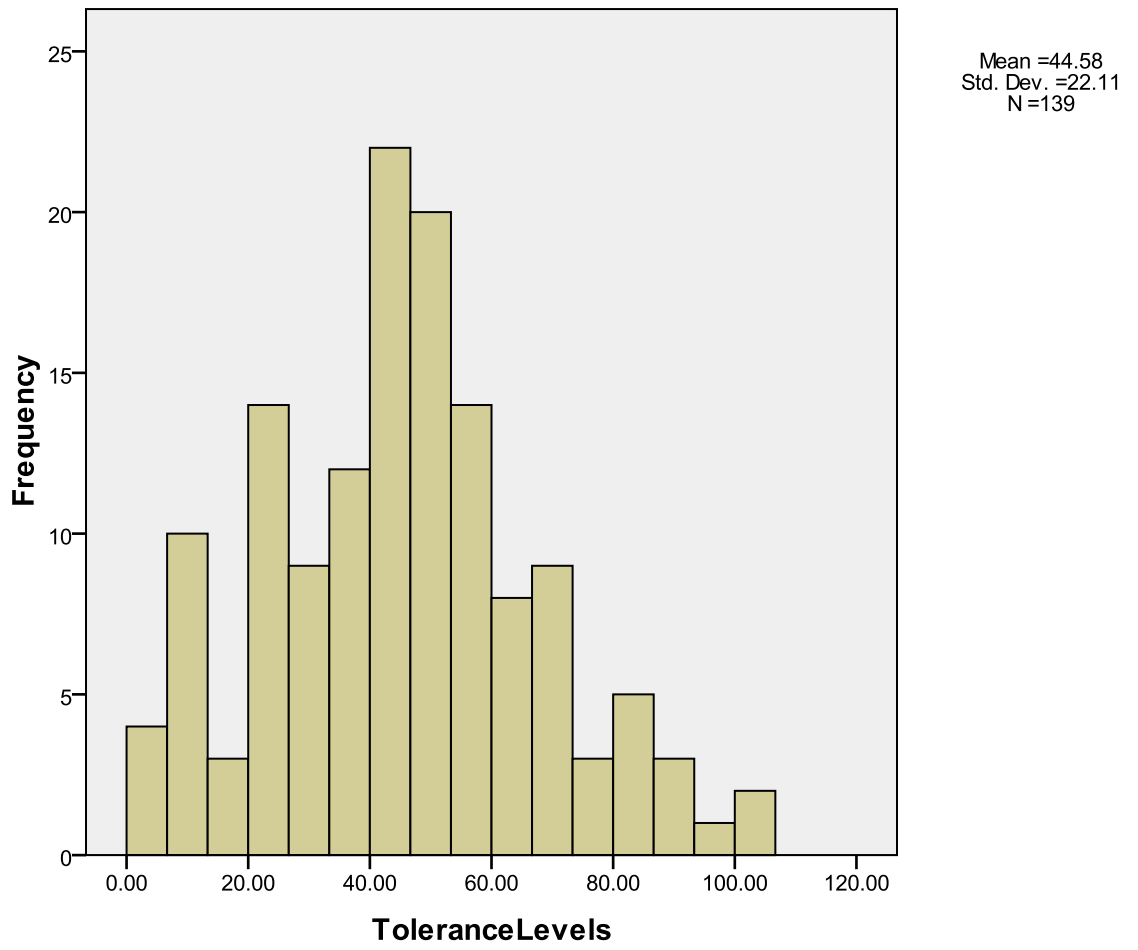
Appendix 6: Qualitative Codings

THEMES:

1. Interest/lack thereof resulting from job characteristics (salary, hours etc), but EXCLUDING climate for achievement

2. Interest/lack thereof resulting from the job not being in line with the participants current degree/study

3. Interest/lack thereof resulting from the sector listed in the job advert

4. Interest/lack thereof resulting from lack of detail within the job advert

5. Interest/lack thereof resulting from climate for achievement

6. Interest/lack thereof resulting from value congruence

7. Can not classify into any of the above

8. Participant did not answer this question

KEY:

1. Job characteristics   6. Value congruence

2. Current degree/salary   7. ?

3. Sector   8. -

4. Lack of detail

5. Climate for achievement

#	Rater 1	Rater 2	Agreement	Control or MG
1	Sector	Sector	Yes	MG
2	Sector	?	No	MG
3	Job characteristics	Job characteristics	Yes	Control
4	Job characteristics	Job characteristics	Yes	Control
5	Job characteristics	Job characteristics	Yes	Control
7	Job characteristics	Job characteristics	Yes	MG
8	Job characteristics	Job characteristics	Yes	MG
9	Job characteristics	Job characteristics	Yes	MG
10	Sector	Job characteristics	No	Control
11	Lack of detail	Lack of detail	Yes	MG
12	Lack of detail	Lack of detail	Yes	Control
13	Climate for achievement	Climate for achievement	Yes	MG
14	Job characteristics	Climate for achievement	No	MG
15	Lack of detail	Lack of detail	Yes	MG
16	Sector	Sector	Yes	MG
17	Lack of detail	Sector	No	MG
18	Job characteristics	Job characteristics	Yes	Control
19	Sector	Sector	Yes	MG
20	Lack of detail	Lack of detail	Yes	MG
21	Climate for achievement	Climate for achievement	Yes	MG
25	-	-	-	Control
26	Climate for achievement	Climate for achievement	Yes	MG
27	Climate for achievement	Climate for achievement	Yes	MG
28	Lack of detail	Lack of detail	Yes	MG
29	Job characteristics	Job characteristics	Yes	Control
30	Job characteristics	Job characteristics	Yes	MG
31	Climate for achievement	Climate for achievement	Yes	MG
32	Lack of detail	Lack of detail	Yes	MG
33	Job characteristics	Job characteristics	Yes	Control
34	Lack of detail	Lack of detail	Yes	MG
35	Lack of detail	Lack of detail	Yes	Control
36	Job characteristics	Job characteristics	Yes	MG
37	Job characteristics	Job characteristics	Yes	MG
38	?	?	Yes	Control
39	?	?	Yes	MG
40	-	-	-	MG
41	Climate for achievement	Climate for achievement	Yes	MG
42	?	?	Yes	Control
43	Sector	Job characteristics	No	Control
44	Sector	Sector	Yes	Control
45	?	?	Yes	Control
46	Job characteristics	Job characteristics	Yes	MG
47	-	-	-	-

48	Lack of detail	Lack of detail	Yes	MG
49	Lack of detail	Lack of detail	Yes	Control
50	Job characteristics	Job characteristics	Yes	MG
51	Climate for achievement	Climate for achievement	Yes	MG
52	Current degree/study	Current degree/study	Yes	MG
53	Lack of detail	?	No	MG
54	Job characteristics	Job characteristics	Yes	Control
55	-	-	-	-
56	Sector	Sector	Yes	Control
57	Job characteristics	Job characteristics	Yes	MG
58	Lack of detail	Lack of detail	Yes	MG
59	Job characteristics	Job characteristics	Yes	MG
60	Job characteristics	Job characteristics	Yes	MG
61	Climate for achievement	Climate for achievement	Yes	MG
62	Current degree/study	Sector	No	MG
63	-	-	-	MG
64	-	-	-	MG
65	?	Lack of detail	No	Control
66	Climate for achievement	Climate for achievement	Yes	MG
67	Job characteristics	Job characteristics	Yes	Control
68	Lack of detail	Lack of detail	Yes	MG
69	Sector	Job characteristics	No	Control
70	Job characteristics	Job characteristics	Yes	Control
71	Job characteristics	Job characteristics	Yes	Control
72	Sector	Sector	Yes	MG
73	Job characteristics	Job characteristics	Yes	MG
74	?	Sector	No	MG
75	-	-	-	Control
76	?	?	Yes	MG
77	Lack of detail	Lack of detail	Yes	MG
78	-	-	-	MG
79	Job characteristics	?	No	MG
80	Value congruence	Value congruence	Yes	MG
81	?	Job characteristics	No	Control
82	Climate for achievement	Climate for achievement	Yes	MG
83	?	?	Yes	Control
84	Climate for achievement	Climate for achievement	Yes	MG
85	Climate for achievement	Climate for achievement	Yes	MG
86	Lack of detail	Lack of detail	Yes	Control
87	Sector	Sector	Yes	MG
88	Job characteristics	Climate for achievement	No	MG
89	Sector	Sector	Yes	MG
90	Climate for achievement	Climate for achievement	Yes	MG

91	Climate for achievement	Climate for achievement	Yes	MG
92	Job characteristics	Job characteristics	Yes	MG
93	Climate for achievement	Job characteristics	No	MG
94	Job characteristics	Job characteristics	Yes	MG
95	Lack of detail	Lack of detail	Yes	MG
96	-	-	-	MG
97	-	-	-	MG
98	?	Job characteristics	No	Control
99	-	-	-	MG
100	Sector	Sector	Yes	MG
101	-	-	-	Control
102	-	-	-	MG
103	-	-	-	Control
104	Sector	Sector	Yes	Control
105	-	-	-	MG
106	Job characteristics	Job characteristics	Yes	MG
107	Job characteristics	Job characteristics	Yes	MG
108	-	-	-	MG
109	-	-	-	MG
110	Sector	Sector	Yes	Control
111	Job characteristics	Job characteristics	Yes	MG
112	-	-	-	Control
113	-	-	-	MG
114	-	-	-	MG
115	Lack of detail	Lack of detail	Yes	MG
116	Lack of detail	?	No	MG
117	Job characteristics	Job characteristics	Yes	MG
118	Current degree/study	Current degree/study	Yes	Control
119	Sector	Sector	Yes	MG
120	Sector	Sector	Yes	MG
121	-	-	-	-
122	Lack of detail	Lack of detail	Yes	MG
122	-	-	-	-
123	Current degree/study	Job characteristics	No	Control
123	Job characteristics	?	No	MG
124	Job characteristics	Job characteristics	Yes	MG
124	Lack of detail	Lack of detail	Yes	MG
125	Job characteristics	Job characteristics	Yes	Control
127	Lack of detail	Lack of detail	Yes	MG
128	Job characteristics	Job characteristics	Yes	Control
129	Climate for achievement	Climate for achievement	Yes	MG
130	Job characteristics	?	No	MG
131	Sector	?	No	MG
132	-	-	-	Control
133	Climate for achievement	Climate for achievement	Yes	MG
134	Climate for	Climate for achievement	Yes	MG

	achievement			
135	Job characteristics	Job characteristics	Yes	MG
136	-	-	-	MG
137	Value congruence	Value congruence	Yes	MG
138	Value congruence	Job characteristics	No	MG
139	-	-	-	MG
140	-	-	-	MG
141	Climate for achievement	Job characteristics	No	MG
142	Current degree/study	Current degree/study	Yes	MG
143	-	-	-	MG
144	Job characteristics	Job characteristics	Yes	MG
145	Climate for achievement	Climate for achievement	Yes	MG
146	Lack of detail	Lack of detail	Yes	MG
147	Lack of detail	Job characteristics	No	MG
148	Climate for achievement	Climate for achievement	Yes	MG
149	-	-	-	MG
150	-	-	-	MG
151	Climate for achievement	Climate for achievement	Yes	MG
152	Sector	Sector	Yes	MG
153	?	Job characteristics	No	MG
154	Climate for achievement	Climate for achievement	Yes	MG
155	Job characteristics	Job characteristics	Yes	MG
156	Value congruence	Value congruence	Yes	MG
157	Lack of detail	Lack of detail	Yes	MG