The fairer, the more attractive? Tradeoffs, and understanding the psychological contract for contingent employees

A Study of Online Recruitment Tactics by Prospective Employers

By

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ABSTRACT

This study examines how an employer's Facebook reputation could impact on a jobseekers' feeling of attraction, and thereby potential commitment to them. Employees may be more attracted to their work when they can rely on fair rewards and envision their goals with job stability. A total of N=114 final year students studying a psychology related degree participated in a simulated job seeking experience. In a 2 x 4 experimental design, (a) perceived justice and (b) permanency of job were manipulated in an online advertisement to assess their impact on (i) organisational attractiveness and (ii) potential commitment with equity sensitivity controlled. Affective commitment was found to be marginally significantly influenced by the interaction of (a) justice and (b) job security after controlling for significant benevolence and gender effect. Despite permanency of job not attaining statistical significance with any of the dependent variables, permanent positions seem to be more attractive and yield higher consistent mean scores across the commitment variables. An attractive job, or a fair organisation might only invoke feeling of strong emotional attachment when job security is promised. There appears to be an ambivalence cost for when there are fair processes and justice in employment but it is only a temporary placement. The value of this study is in the unique holistic view of understanding how job permanency and justice portrayed in the image of the organisation online together, prior to any interaction with job candidates can impact on the prospective commitment of job candidates in online recruitment. Practical implications for recruiting organisations might be to explicitly advertise the culture of fairness and specific fair rewards

from high performance when advertising for Permanent and Temporary roles respectively (i.e.

performance-based rewards and the opportunity to progress into permanent roles).

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Chapter 1

Introduction

Talent recruitment strategies have become essential for organisations in the quest to evolve and succeed in the current markets. Organisations need mobility and flexibility (Connell & Burgess, 2006; Edgell, 2012). Globalisation, advancement in technology and migration have altered the landscape of employment with changing the scope and market needs (Bolton, Houlihan & Laaser, 2012). The flexibility in both functions and numbers that non-standard employment (i.e. not full-time and, or not provide security of the same level as a permanent job) offers to organisations is necessary for organisations to compete not only with their local industrial market, but their counterparts all over the world (Felstead & Gallie, 2004). Temporary and other flexible employment arrangements are traditionally associated with younger or older, less experienced workers who are paid less and have less security in employment (Szabo & Negyesi, 2005, Preenen et al. 2015). However, more and more employers are looking for experienced individuals with higher expectations to perform in temporary roles. The change in mentality creates a chasm between the stereotypical view of temporary work and conditions, and that required to recruit and retain employable temporary workers who might be choosing to be in temporary employment for their own reasons (De Cuyper, Notelaers and Witte, 2009). High quality employees who are internally motivated to do their best would have the bargaining power to move between jobs. We identify job security and fairness to be factors that can be tradeoffs in the equation to finding talents.

The old paradox of temporary employment is in the incongruence of jobseekers' aspiration and the temporary nature of the employment relationship. The psychological contract of obligations and entitlement is different for the temporary worker compared to that of the traditional employment relationship (Parks, Kidder & Gallagher, 1998; Connelly & Gallagher, 2004). Rousseau (1989) describes an exchange, between employer and employees, that is not regulated or written, but formed from the outset of an employment relationship that involves trust, esteem, respect and values that are mutually expected (the psychological contract). Justice in the workplace is in the balance of both employee and organisational outcomes. Modern workplaces in order to keep their competitive edges with flexibility in talent employment have an imperative to look into providing emotional safety for both their permanent and temporary employers. Transparent processes and equal opportunities are important to promoting some key positive organisational outcomes (job satisfaction, shared learning, organisational performance, organisational attraction, organisational commitment etc.) (Colquitt, 2001; Dejong & Schalk, 2010).
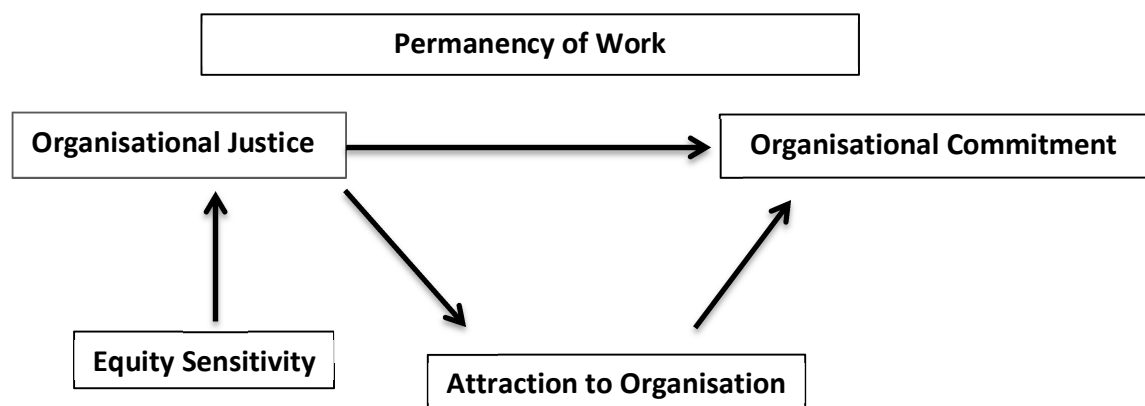

Figure 1.

The Model

A high functioning workplace requires a stable team with healthy esteem. We anticipate different emotional needs with standard and non-standard employees working side by side in the current employment market. We believe the fairer organisation to have more committed employees that nurture an environment they want to stay in, and attracts future employees. A model examining the relationship between organisational justice, organisational commitment and organisational attraction with equity sensitivity controlled was proposed (*Figure 1*). Organisational attractiveness was speculated to mediate the effect of organisational justice on one's organisational commitment. Permanency of job is an interactional factor that is predicted to affect the direction of the relationship between organisational attraction and organisational commitment. In particular, the interest of this research is in how these processes in an organisation affect its reputation with potential recruits.

Is really the fairer the more attractive an organisation?

Perceived fairness is a variable that may determine how likely a qualified or highly skilled individual may be recruited and retained in an organisation. Greenberg (1988) explained the importance to cultivate "a culture of fairness" to attract the best. Gelens et al. (2014) found in their research that employees considered high potentials in a large financial organisation perceived higher level of distributive justice than those who were not, and they were more satisfied with their job and in turn put more effort into it. The variables in their research are those identified as high potentials (dependent variable i.e. versus non-potentials from archival information), and independent self-reported measures of job satisfaction, perceived justice (both distributive and procedural) and work effort through an online questionnaire. It seems

those who were more satisfied with their job were those who perceived distributive justice

with their involvement in the talent management program. High potentials' effect on job

satisfaction was fully mediated by distributive justice meaning the moderating effect of

procedural justice could not be assessed. On the other hand, perceived distributive justice

mediated the relationship between high potentials and work efforts only when perceived

procedural justice is either low or very high. The interactive effect of the two types of justices

posits that work effort is more influenced by procedural justice (There were limitations with

chances of reverse causation in the results however high potentials were not identified only

through work effort.). This aligns with McFarlin and Sweeney (1992)'s model that explains job

satisfaction as a personal outcome to be a result of positive emotions from perceived

distributive justice, and work effort which benefits the organisation to be from fair procedures.

Practical implications from Gelens et al. (2014) might be that distributive justice in fair

allocation of resources with opportunities and career development combined with fair

procedures could foster the right environment for employment growth and engagement.

Identification as high or non-potentials did not affect job satisfaction once the marginal effect

was cut out by the mediating effect of perceived distributive justice. This is reflective of the link

between distributive justice and job satisfaction in the literature. High potentials perceived

higher levels of distributive justice in the analyses might be because more resources and

attention were allocated to them. Job satisfaction positively related to distributive justice in

treatment, pay and promotion regardless of job nature in Zainalipour, Fini and Mirkamali

(2010). Organisations can attract and retain employees of higher ability through encouraging

job satisfaction and work effort from offering them fair differential performance management (Blume et al. 2013; Gelen et al., 2014).

The employment relationship is an interactive engagement between the employer and the employee. Exchanges of esteem, values, emotional support, as well as job security and remuneration for work performance and commitment are involved.   Organisational Support Theory (OST) explains a few concepts (Social Exchange Theory, Self-Enhancement and Attribution) which link Perceived Organisational Support (POS) to both positive personal and organisational outcomes. The fulfillment of employees' socioeconomical needs (esteem, affiliation, emotional support, approval) builds on their identification with organisation and affective commitment for employer (Stinglhamber et al., 2015). A holistic approach to viewing the employment process would include the outset of employment and recruitment to understanding the psychological needs of employees in the current employment market trends. Justice holds in balance the underpinning of a healthy workforce with competition in the market for skills. Productivity, Organisational Citizenship Behaviour (OCB), work performance, retention amongst others are some positive outcomes for an organisation from being perceived as just and fair (Crawshaw, Dick & Brodbeck, 2012). These constructs would probably have arisen from personal employee outcomes such as job satisfaction, careerism, commitment to organisation and work life balance. Fairness in procedures is especially important to the temporary employee whose sensitivity towards justice is heighten due to their relative lack of security (Bolton, Houlihan & Laaser, 2012.). Tradeoffs of acceptance of employment status and

just treatment from organisation could complement each other in the equilibrium for enhancing both personal and organisational outcomes (Dejong & Schalk, 2010).

Organisational Justice

Organisational Justice is a currency to employers to finding and retaining the best in the current socio-economic climate of flexibility and change. Treating employees fairly is important in times of change (Marzucco et al., 2014). There is a demand to keeping up with performance as an organisation while change management takes place. The attitudinal and behavioural factors of employees are determined by their evaluation of fairness and attraction to the organisation. Overall justice displayed in an organisation through Corporate Social Responsibilities (CSR) with its effects on employees' job satisfaction and organisational commitment (De Roeck et al., 2014) could boost jobseekers' attraction and confidence in the organisation. Different types of justices contribute to different positive effects in the organisational ecology (Folger & Konovsky, 1989; Malhotra, Kim & Agarwal, 2004; McFarlin & Sweeney, 1992).

Organisational justice has been conceptualized in the two-factor model perspective for the purpose of this research. Although, organisational justice has been contested to be better represented by a three factor (Procedural, Distributive and Interactional Justice) or four (including Informational justice) factor model (Colquitt, 2001), it seems interactional and informational justice are not applicable to jobseekers looking into an organisation since these types of justices are on a more personal case by case basis. The interest to examine how an organisaton's reputation affects the job applicant's view of prospect at the organisation is more

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based on processes and procedures that apply across departments (i.e. Procedural justice), and affects different individual's relationship with their individual supervisors (i.e. Interactive justice) and work environment equally. Organisations could benefit from focusing their efforts on looking into controlling the hard components of their structures where rewards and paid work performance along with fair processes lead to employee confidence in the organisation.

Distributive and procedural justice together in this study refers to the board concepts that cover interactional and informational justice. Moorman (1991) had procedural justice as an interaction of two dimensions, formal procedure and interactional justice. The former referred to the processes and procedures in the organisation (i.e. fair, clear and reasonable procedures) which are applied by supervisors based on their decisions (i.e. the latter, interactional justice with the human factor in applying) – In the literature, this notion was challenged by many who identified distinctiveness of the two (Bies, 2001). Colquitt (2001) defined and assessed organisational justice derived from principles Tibaut and Walker (1975), Leventhal (1980) and Bies and Moag's (1986) have named, and summarised the concept into four justice types (Procedural, Distributive, Informational and Interactional). Interactional justice which comprises of respect, propriety, justification and truthfulness (Bies & Moag, 1986) was dissected into interactional justice (proper), and informational justice.

Overall culture. A "culture of fairness" has been identified to foster organisational behaviours that benefit the organisation. First, employment relationships are not only transactional exchanges that involve monetary rewards. There are also social exchanges with appraisal of

understanding and fairness.   Employee retention can be achieved through balancing both financial benefits and building on trust and transparency. Second, the culture of fairness of a company can influence the attitude of people over time (Tansky, 1993). From the perspective of an organisation, the cultivation of a culture is a means to becoming strategically aligned with what the organisation would like in their people. It is a shaping process of attracting and encouraging the right people to behave in desired ways.

Interactional justice is often viewed as subsidiary to procedural justice, although they have been viewed as separate in many studies in the literature with Social Exchange Theory in support of it (Cropanzano, Prehar & Chen, 2002). Interactional justice is explained to be between individual employees and their immediate supervisor, whereas procedural justice is between individual employees and the organisation. Procedural justice is associated with fostering task performance, which was found to be partially mediated by intrinsic motivation by Zapata-Phelan, Colquitt, Scott and Livingston (2009). It was found in their research interpersonal justice did not predict intrinsic motivation or task performance. Fairness in processes and procedures that apply across person and time, in a nonbiased and consistent way, gives certainty to develop intrinsic motivation.

Procedural justice gives the individual reassurance in the processes of work and performance. Those who understand and adhere to the culture may have different understanding from those who do not with how processes are fair and similar to their aspirations. The alignment of individuals who believe in procedures with the company could potentially help foster and defined the culture. People support authorities more when fair decision making processes are

used regardless of whether the outcome is favourable to them (Tyler, Degoey and Peter, 1995). Positive relational bonds between members of community and authorities during the 1991 California water shortage encouraged trust and confidence in authorities.

Our study can lend the light of Tyler and Blader (2003)'s group engagement model where it was suggested a sense of identity is what keeps group members cooperative and engaged. Justice in interpersonal treatment within group positively reinforces attraction to belong to a group. This is from the respect that they get from each other for being a proactive member of their group. It follows that a culture of procedural justice would retain and attract employees who similarly identify with the organisation and its processes. When the employees of an organisation hold themselves with pride, they uphold values of that group. Interpersonal respect and pride in belongingness create a shared identity within the group. The theory behind is that when an individual feels affirmed they would be more willing to share and do extrarole behaviour (Blade & Tyler, 2009).

The group engagement model suggests a sense of identity in being able to relate to justice in interpersonal treatment within groups influences cooperation. Positive attitude and behaviour towards group decisions is postulated to be fostered through belongingness to a group. Individuals would internalize and follow group values and attitudes if they can identify with the group (Tyler and Blader, 2003). Those who focus on procedural justice in interpersonal relationships are more likely to engage in groups, and enlarge the benefits of group culture.

The underlying concept is that the effort an individual puts in the work they do for a group they belong to depends on their perception of their role in their group.

Social identity, procedural justice and economic outcomes (including pay, future outcomes, outcome fairness and incentives) were assessed to see if and how they contribute to extrarole behaviour in Blade and Tyler (2009). The sample was 540 employees from a single department of a large US financial services company who had a prominent economical concern. Social identity was measured through constructs of identification, pride and respect loaded onto a common latent factor. The constructs all had significant and considerable magnitude loadings supporting the group engagement model behind it. Economic outcomes were similarly assessed through the use of its significant indicators' factor loadings. There is construct validity in this research. Hypothesis one was if social identity predicted extra-role behaviour; hypothesis two and hypothesis three were, if so whether social identity mediates the relationship between procedural justice and economical outcomes with extrarole behaviour individually. It was found all three hypotheses were supported. Procedural was found to have a significant direct relationship with extrarole behaviour consistent with previous findings (Colquitt et al. 2001). This effect was fully mediated by social identity, which might give some insight into the rationale behind procedural justice being a good predictor of work effort and performance. Economical outcomes predicted extrarole outcomes with the more positive individuals rated the indicators the higher the levels of extrarole behaviour.

Procedural justice and distributive justice similarly have positive outcomes through providing a sense of social identity according to group engagement model. Fairness in processes promotes trust and satisfaction. Distributive Perceived justice can boost morality and Organisational Citizenship Behaviour (OCB).

Procedural and distributive differences and similarities

Distributive justice is related to pay satisfaction and job satisfaction, whereas procedural justice leads to a better evaluation of organisation and supervisors (i.e. trust in authorities). The need for distribution justice and procedural justice is different. Lopez-Cabarcos, Pinho and Vazquez-Rodriguez (2015) found procedural justice to be related to all types of commitment, and conversely distributive to be related to none. This might compliment the literature's understanding of how procedural and distribution justice interacts to predict job satisfaction (Harveys & Haines III, 2005). There might be no direct link between distributive justice and affective commitment, but it does through a circular relationship with job satisfaction (Lopez-Cabrcos, Pinho and Vazquez-Rodriguez, 2015). In their research, hotel staff was found to have higher job satisfaction and thereby job commitment when they were treated fairly. Distributive justice was a factor leading to job satisfaction which is related to affective comment, although there was no direct relationship.

The importance of Procedural Justice

Procedural justice presented at the outset of employment is attractive to the job applicant as they know they would be assessed accordingly. Fairness in processes and transparency provide them with confidence in how they would be moderated and appraised if they were employed. Transparent processes and understanding can lead employees to better envision and aim for their career goals.   Careerism is a motivator to building up skills and committing to an organisation. Crawshaw, Dick and Brodbeck (2012) collected a sample of 325 self-completed surveys from a large financial services organisation to understand the mechanisms of how justice plays a role in retaining employees. Fairness in procedures and processes in allocation of career development opportunities can keep productive, affectively committed employees even when career development opportunities are seen to be unfavorable. However, it was found unfavourable career development opportunities can only be buffered where the employee values their relationship with their employer.

De Roeck et al. (2014) found overall justice to contribute to organisational identification which leads to job satisfaction. Both external and internal Corporate Social Responsibility (CSR) perceived by employees contributed to how they understood of their role in creating the vision. CSR communication directly related to how employees perceived their organisation's prestige which influenced their identification with them, and the likelihood of them displaying positive organisational behaviours. Procedural justice in the use of fair transparent processes can alter individuals' view of their involvement and contribution to the success of the organisation.

An ethical culture within the organisation that has management support for ethical behavour, an ethical climate and understanding of ethical behaviour being linked to career success was found to have a strong significant association with organisational commitment in Koh and Boo (2004). Employees were less willing to leave and more likely to remain in a company the higher their job satisfaction levels. Understanding of ethical behaviour and career success in an ethical culture was found to have the most positive effect on job satisfaction. Furthermore, top management support on ethical behaviour as the second most significant variable tested to predict job satisfaction is a means to apply ethical practices for favourable organisational outcomes. Ethical climate was not significantly related to job satisfaction and was understood to be different to ethical culture due to it reliant on attitudes and perceptive values that may not be the same to those that is in the organisational structure. The results are in keeping with organisational justice theory and cognitive dissonance theory. Reassurance of perception of fairness in one area is often transferred to other areas, ie. Ethical culture projects fairness in employment relationship. Also, consistency between individual sense of ethics and support of ethical structures in the orgnaisation is fundamental to individual's job satisfaction.

Another supporting theory is the fairness heuristic theory (Caza, Caza & Lind, 2016) which describes fairness and trust to be equated at times of change. New leaders implementing fair procedural justice can decide how they may gain employees' trust and cooperation. The perception of fairness can become a basis for further trust. Procedural justice together with an individual's choice to control formal reward from work (i.e. reward choice) can increase employee performance if the choice is attractive (Caza, McCarter & Northcraft, 2015). This

might be in support of the job demand, control support model where stress from changes in an orgnaisation may be counter by job control, and procedural and distributive justice in the organisation (Noblet and Rodwell, 2008). Psychosocial work characteristics (demand, control and support) have positive impact on employee wellbeing. Balance in job demand, control in ability to do and make decisions in job and social support could increase employee performance through increasing their perceived level of ability to cope in the face of uncertainty.

Procedural justice and distributive justice have different roles in the workplace

Organisations should think about how their procedures may become either a hindrance or a bonus to employing and retaining the best. Procedural justice encourages organisational trust (DeConinck, 2010). Transparent processes and fair procedures provide a sense of safety to the individual that they would be judged fairly. The use of SNS without informed consent for monitoring and disciplinary actions is a breached of trust and privacy, although access to social networking profiles without privacy restriction set is often seen to be a forfeit of said privacy (Hazelton & Terhorst, 2015). Employers should exercise judgment on how they use social media to promote organisational factors such as job satisfaction, job performance, job engagement and work knowledge.

Online surveillance is viewed by some as integral to the capitalistic economy nowadays (Fuchs, 2012). In the current social climate, the use of the internet for employment purposes is largely on the conscience of the individual organisations. The internet is an abundance source of

information that can be invariably freely assessed and made use of for selection, disciplinary, promotion, socializing and communication in general. It may lead to a false sense of insecurity leading to a barrier that stops individuals from being affectively committed to their roles (Dubrofsky, 2011). Conversely, the positive use of social media could increase employee bonding, job satisfaction and job performance (Huang and Liu, 2017). There is a tradeoff with multiplex friendship in the workforce that is not encouraged or maintained in the fabric of the organisation. The perception of a positive climate for workplace friendship had been found to mediate the positive effects of workplace friendships leading to greater job performance through individual sense of control and connectedness to different task roles in their job (Methot, Lepine, Podsakoff & Christian, 2016).

Personal social media sites which include chat systems, newsfeeds, advertisements, shared information about those on your friends and family networks could encourage friendship and open communication. In the employment motivation literature, workplace friendship is heralded to intrinsically motivate employees through enhancing perceive job significance (Mao, Hsieh and Chen, 2012). Relatedness and competence needs are satisfied when workplace friendship lead to work engagement. Community relationships are important to workplace attachment (Gonzalez, Ragins, Ehrhardt & Sigh, 2016). Affective and continuance commitment would result from a good workplace culture where there is room for growth through sharing of knowledge.

Distributive Justice and Opportunities

Fairness in the distribution of opportunities and understanding of developmental needs for employees to grow is vital to keeping a healthy working environment. Individuals would require job security in order to commit fully to an organisation. They need to see a future in the job, or at least the increase in knowledge of relevant skills to feel safe and optimistic. Distributive justice in the way employers reward and train is a factor that influences potential employees' employment decisions. Advancement opportunities and the duration of the job (permanency of job) offer are both elements of a job that will influence how safe an individual would feel to commit.

Harr and Spell (2009) found that distributive justice relating to pay, benefits and rewards are significantly linked to job satisfaction and turnover intentions. The idea of what should be allocated to whom in a competitive environment is important to employees' work attitudes. The allocation of career opportunities (i.e. distributive justice) moderates the relationship between trust and careerism (Crawshaw & Brodbeck, 2011). Individuals have to feel they can trust the employer to fairly distribute opportunities in order to actively behave in a way that is in accordance to one aiming for their career goals.

Organisational Commitment

The high performance workplace is one where each individual work to the best of their abilities collaboratively to reach shared goals. It requires effort to understand how this, might be achieved. The ideal would be for high performance talents to be recruited, and to become committed to growing and contributing to the performance of the organisation. Organisational

commitment can be fostered by having employees that share the same goals as their

organisation (Dockel, Basson & Coetzee, 2006). It is a control strategy that is reliant on

selection, training and socialization (Eisenhardt, 1985). Recruiting people who seeks growth

and development through transparent processes, and positive identification with the workplace

foster a collaborative culture. Individuals are more committed to growth when they are

respected as a member for their unique contributions to the group they endorse. Whereas,

group values and cooperative behaviours are reinforce by sense of pride in belonging to the

group (Tyler & Blader, 2003).

The group engagement model posits that procedural justice provides identity security through

affirming the individual of desired favourable group status. Individuals feel more secure about

being in the organisation long term from fair transparent processes (i.e. procedural justice)

which can help them envision attaining their goals in the group. It justifies how organisational

justice is important to buffering low organisational commitment from common stressors in the

workplace such as high demand, staff shortage and organisational changes (Heponiemi et al.,

2011)

The subjects of this study are students with a Psychology, Counseling, Education, HR or Business

background who might choose to work for different psychological services (i.e. Clinical

Psychotherapy, Counseling, Organisational Psychology, or HR Solutions) when they graduate.

The nature of the field tends to require people with empathetic communication skills and

emotional resilience for relating to different people. They have good interpersonal skills, and

like helping people. Our hypotheses are measured based on attitudinal commitment through the shared goals of communication and helping people in their jobs. We examine the group engagement model where identity judgment (i.e. procedural justice) as opposed to resource judgment (i.e. distributive justice) is hypothesized to be more important in fostering commitment and collaboration (Tyler & Blader, 2003). Meyer and Allen (1990)'s Organisational Commitment Scale explains there are three types of commitment- Affective Commitment, Continuance commitment and Normative Commitment. These are our constructs for measuring attitudinal commitment in our sample.

Turnover is a problem that is faced by many employers. The loss of internal knowledge, extra stress on the team before replacement and costs of retraining are some serious organizational concerns related to turnover. Perceived Organisational Support (POS) related to both procedural and distributive justice was found to mediate the relationship between organizational commitment and intention to leave in Loi, Hang-yue and Foley (2006). 514 practising solicitors in Hong Kong were sampled to test their hypotheses on procedural and distributive justice being indicative of POS to employees which in turn was hypothesized to contribute to either organizational commitment when the relationship is positive, or intention to leave when the relationship is negative. Affective commitment was measured using Meyer and Allen (1990)'s Organisational Justice Scale.

Both distributive and procedural justice were positively correlated with POS and organizational commitment respectively, and negatively with intention to leave. POS was found to fully

mediate the relationship between procedural justice and intention to leave, and between distributive justice and intention to leave. Organisational commitment was significantly and strongly negatively correlated with intention to leave. It seems in Loi, Hung-yue and Foley (2006), the perception of POS was quintessential to whether an employee intended to leave, or was affectively committed. There lies a limitation in the possibility of organizational justice being affected by POS, as opposed to the opposite.

Attraction to the Organisation

The attractiveness of an organisation is processed in the mind of job candidates often time prior to being selected, or even their decision to apply. High quality candidates who are pro-social and conscientious are attracted by genuinely socially responsible organisations (Belinda, Westerman & Bergman, 2018). This can be explained by the instrumental-symbolic framework (Lievens & Highouse, 2003). Pay, career opportunities and physical aspects of the organisation are the instrumental attributes. We are more interested in the symbolic attributes that involves intangible, subjective characteristics of the organisation. While both dimensions of the framework contribute to the attractiveness of organisation for the potential employee, the symbolic dimension explains more of the incremental variance in attractiveness (Hoye & Saks, 2011). In this study, we are mainly capturing the difference in intangible, emotional affective effect of the symbolic attributes inherent in the image of the organisation through manipulating organizational justice. Permanency of job is a physical factor that we hypothesise to affect attraction, but in a systematic way according to the justice situation. Additionally, we are aware jobseekers have different view with other stakeholders (ie. employers, existing

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employees) who might impact on their view of the organisation (Hoye & Saks, 2011), therefore our study involves hypothetic Facebook pages presenting the organisation that involves the current or ex-employees' perspectives. The hypothetical company in our research has an image they project on their webpage, descriptions and posts too.

Belinda, Westerman and Bergman (2018) found organsations that advertise their Corporate Social Responsibilities (CSR) initiatives on Facebook have better organizational attraction to the potential employee. They used a between-subject design of 850 business professionals to examine the progression of role theory, social and organsational identity theory and signal theory on organizational attractiveness. Different types of CSR (i.e. philanthropic, environmental, economic, or legal) were used to assess CSR perception and organizational attraction. They also tested whether CSR contributes to attracting conscientious jobseekers who also tends to be high performers. Results confirmed media richness theory that communication CSR on Facebook was effective. Conscientious individuals are more attracted to CSR organisations. Philanthropic and environmental CSR are more attractive than economical and legal. This could be due to what one might deem to be part of the organisation's responsibilities. If the CSR initiatives are seen to be outside of the usual role of the organisation, it might be seen more attractive. Also, the uniqueness of their research is they cater the fact that individuals with certain CSR views may be recruited and reinforce those particular CSR through applying in the corporate's strategies.

The social identity of the company affects how much the job candidate is attracted to the organisation. In our study, we have comments from previous employers or current employers

from the general Facebook community to generate an image for prospective job candidates to gauge for the entrance job advertised. The comments are from previous or current employees who can be believed to be expressing their opinions freely.

Permanency of Job and Equity Sensitivity

Job satisfaction, job security and organisational justice are interconnected and fundamental to the long term productivity of employees, with the latter two contributing to the former (Imran, Majeed and Ayud, 2015). Permanent employees and contingent employees have different mindsets with different mechanicism behind their motivation and needs to be able to achieve their best (De Cuyper, Notelaers and Witte, 2009). We assume the perspective of the employer would be to maximize the potentials of their employees in a way that benefits the whole business in terms of performance and retention. Rousseau (1990) classically identified in the Psychological Contract two forms of distinct obligations, relational and transactional. Permanent employees would ideally have a relational contract that keeps them loyal and wanting to maintain a relationship in the long term with their employer- it would buffer the adverse effect of other stressors. Temporary employees would on the contrary have a more transactional contract that is maintained by economical and performance exchanges in the short term (Millward & Brewerton, 2000).

We posit permanency of job and equity sensitivity would offset attraction to organisation and organisational commitment from other factors. Temporary workers compared with their permanent counterparts have different attitudes towards their job, allocation of opportunity and obligation to commit to the company. The psychological contract for temporary employees is different to that of the permanent employees with job insecurity being a variable that affects

their loyalty. They are hypothesized to have a heighten sense for fairness (ie. higher equity sensitivity threshold) on order to balance the lack of job security.

An online survey with reference to a hypothetical job advertisement on Facebook (APPENDIX 1) was employed to test the impact of such an environment on the decisions of the individual on their employment. Image of an organization is important to how one might feel towards a company. Social Networking Sites are a relatively neutral retaliation-free breeding ground for comments on a business. Hence, we made use of this to set the scene before the survey. The design of the questionnaire is aimed at finding out if the perceptions of justice in a workplace could attract and entrance jobseekers to commit to a job there.

Hypotheses

From Figure 1, a number of hypotheses were established:

H_0: Organisational justice comments in advertisement (with equity sensitivity kept constant) will not affect organisational commitment, or be mediated by attraction to organisation. Permanency of the position in the advertisement will not affect the relationships of these variables either.

H1: From Figure 1, organisational justice will affect organisational attractiveness with an increase in both Aspirational Attraction and Pragmatic Attraction from the control to Distributive Justice and Procedural Justice factors, and a further increase expected from the Distributive Justice and Procedural Justice levels to the Distributive and Procedural Justice (combined) condition as illustrated below:

0) Control (lowest rating)

1) Distributive Justice

1) Procedural Justice

2) Distributive and Procedural Justice (highest rating)

H2: Organisational attraction will partially mediate the link between organisational justice and organisation commitment (as in Figure 1). Justice in the image of an organisation attracts individuals to want to be part of it.

H3: Organisational justice comments in advertisement (with equity sensitivity controlled) will increase prospective job candidates' sense of commitment (from figure 1), including (a) Affective Commitment, (b) Normative Commitment and (c) Continuance Commitment invariably from Control. In particular, Procedural Justice will increase all types of commitment and especially Affective Commitment, compared to Distributive Justice which would have less direct effect on Affective Commitment. We propose the overall effect of Procedural Justice on the commitment types to be bigger than that of Distributive Justice, and that their effect will be additive in the Procedural and Distributive (combined) Justice conditions. The Fairness in processes seems to provide mechanism to feel safe and secure in attaining one's goals.

H4: Permanency of job advertised will moderate the links between organisational justice, and organisational attractiveness and organisational commitment respectively. Temporary positions will be less attractive to candidates than Permanent positions, and thereby candidates will be less committed to Temporary positions compared with Permanent positions equally. This is because they would be more sensitive to justice.

Chapter 2

Method

Participants

A snowball sample of *N* = 114 university students from across New Zealand participated in this research. To be eligible, participants had to be university students studying a bachelor or above degree in New Zealand who might be entering the New Zealand workforce once their degree was completed. Age of the participants did not restrict participation (but was statistically controlled later in the analysis).

Students were studying various types of Psychology (*n*= 66, 62.86% of 105 responses), Education (n=2), Social Work (n=6), Human Resources(n= 5), Business including Management (*n=22*) or Health degrees (*n=4*); and intended to find work in the Psychology-related field in one to two years. . Informed consent was requested from all of the participants through the use of an information sheet and an online survey that provided confidentiality (APPENDIX 1). Individuals had the right to opt out at any stage, or not respond to any of the questions. There were 222 initial responses lodged on the survey system in total with *N*=114 completed surveys. The success rate thus was 51.35%.

Ages varied widely amongst the sample: Participants ranged from 16-19 years old to over 60 years old. %). The mean age was in the 20-25 age group with a standard deviation of 2.31, making up 38.1% of the participants. There was a gender bias in the sample. 90% of participants were female (*n= 102)*, against *n= 11* male. Ethnicity was mainly Caucasian (64.29%) with other ethnicities including Maori New Zealander (6.25%), Asian (11.61%), Polynesians

(1.79), Indian (2.68%) and Other (13.38%). This seems to be similar to the ethnic makeup of New Zealand, with 74.0% of the population identifying with being a NZ European (the primary group), 11.8% identifying with being Asian (the third largest group), and a good percentage (11.2%) of individuals identifying with multiple ethnicity (i.e. in the Other category) (Statistics New Zealand, 2013 Census).

Participants had an incentive of winning one of three $50 vouchers of their choice on completing survey. This was added in so recruitment of sample was possible in less than two months. Method of data collection was chosen to seek a diverse group who are technologically savvy for understanding the view of the future jobseekers.

Measures

Simulation with Survey Measures

All participants consented to viewing a hypothetical scenario involving a job advertisement with manipulations before filling in the survey to measure variables of interest. Facebook pages of a hypothetical company "Psychological Services" were used to post a job advertisement looking for potential talent at entry level in the psychology field. They all had the same company information and job description, the only difference was in the manipulation of the different justice types (distributive justice, procedural justice, no justice manipulation, distributive plus procedural justice) and permanency (permanent vs temporary).

A 3x2 factorial design with 8 conditions of 4 justice conditions and 2 permanency levels

(presented in Figure 2) was used.

	Control	*Distributive Justice*	*Procedural Justice*	*Distributive and Procedural Justice*
Permanent	Condition 1	Condition 2	Condition 3	Condition 4
Temporary	Condition 5	Condition 6	Condition 7	Condition 8

Figure 2. There are eight conditions in this research where the only difference is in the

manipulation of the justice situation. The eight conditions are comprised of the same

advertisement for a job in the psychological field except for the comments under the post.

There are three neutral comments that are in all of the conditions. The control condition has

just the neutral comments, and the other conditions have the neutral comments and the type of

justice comment they are the condition for (comments are as below).

Neutral Comments
David Jun Lee, "This is a nice place to work. It's a fast-paced and engaging environment with no two days being the same in their office. This is the perfect graduate job for those who are up to the challenge."   Sarah Gee, "Don't forget to buy yourself a coffee on the ground level after your interview!"   Chris Shaw, "They have a great location, the train station and ferry are just across from them."
Distributive Justice
Bren Rose, "You get what you deserve with Psychological Services. Work hard and you shall be rewarded for your effort and performance."
Procedural Justice
Laurie Stevenson, "Although many companies spy on employees these days, this one promised not to invade on privacy without permission and investigation, and seem to have kept to the bargain."

The manipulation of the different justice conditions is in these comments. The commentators'
names were carefully chosen for their gender neutrality in order to minimise biases.

- "Attraction to Organisation Scale" from K. Scott (2010) (APPENDIX 3) was used to
  measure participants' attraction to the organisation after reading a hypothetical
  advertisement (**above**). The measure was found to have two main dimensions in early
  exploratory thesis research by Scott (2010) (reviewed on APPENDIX 3). "Aspirational"
  items assessed the participant's feeling of compatibility with the organisation's goals
  and directions. They included items like, "The job is attractive to me in an ethical sense"
  and "This job appears to consider its social responsibilities". "Pragmatic items" referred
  directly to participants wanting to practically apply for the job, e.g., "This job would not
  be a job I would consider applying for" and, "In my opinion this job sounds unattractive"
  were two reversely coded pragmatic attraction items. Items were rated on a scale that
  ranged from -3 to +3, with 0 as the neutral midpoint.

- This study adapted both the original Meyer and Allen (1990) Model of Organisational
  Commitment Scale (APPENDIX 2) and the revised version from Meyer, Allen and Smith
  (1993) to examine Affective Commitment (AC), Normative Commitment (NC) and
  Continuance Commitment (CC). AC and CC items of the original model were reworded
  (to fit the use with perspective recruits and not employees), while NC items were
  reworded likewise from the revised model (Meyer, Allen & Smith, 1993) to understand
  how the different elements of commitment individually might be a result of
  organisational justice and attraction to the organisation. It was adapted in the sense of

being used to assess how prospective employees would potentially commit to their jobs once employed, rather than the usual present focus of being in a job and recording actual levels of commitment to the employing organization. This is to assess how much the different configuration of justice and job permanency affect potential employees' attraction to the organisation at the outset of employment. An exemplar adapted item, with prospective focus, item was: "I would feel a strong sense of belongingness to this organisation." instead of "I do not feel a 'strong' sense of belonging to my organization."

The item stems were reworded from "I do not feel like "to "I would not feel like", "I feel that I have" to "I feel that I might have" to capture the prospective focus of the items. Also, wording such as "I am" was reworded to "I will". Each item in the scale was rated using a Likert scale from 1 strongly disagreed to 5 strongly agree.

In keeping with the previous models, the current research has equal number of questions for each type of commitment (i.e. 5 questions for each commitment type). The measure was reduced to 15 items instead of the original 24 item model (Meyer & Allen, 1990) and the 18 item revised model (Meyer, Allen & Smith, 1993). This was done by taking out items that did not fit the pre-employment context of this research. Items were either removed because they were not suitable to understand potential commitment, or they were rephrased to make better sense in the context of potential commitment projected from reading advertisement exhibiting justice which is supposed to be attractive to potential employees. For example, AC items, "I would be very happy

to spend the rest of my career with this organisation", "I (would) enjoy discussing about my organisation with people outside of it." and "I think that I could easily become as attached to another organisation ."; and CC items, "Right now, staying with my organisation is a matter of necessity as much as desire.", "It would be very hard for me to leave my organisation right now, even if I wanted to.", and "I am not afraid of what might happen if I quit my job without having another one lined up (reversed question)." were removed.

Equity sensitivity

The covariate of equity sensitivity was measured using Huseman, Hatfield and Miles (1985)'s Equity Sensitivity Instrument. It is an ipsative forced choice scale with 10 points to allocate between each of the two choices made across five statements scored by adding up all benevolent option scores. The following instruction was given for responding to the measure- "On each question, divide 10 points between the two choices (choice A and choice B) by giving the most points to the choice that is most like you and the fewest points to the choice that is least like you. You can, if you'd like, give the same number of points to both choices (for example, 5 points to choice A and 5 points to choice B). And you can use zeros if you'd like. Just be sure to allocate all 10 points per question between each pair of possible responses." Scores thereby range from 0 to 50. Equity Sensitivity is an individual's appraisal of a situation in terms of the outcomes in relation to their inputs compare to reference standards they have for what

is just and fair (Davison and Bing, 2008). It is considered a quality that is subject to different individual tolerance and benevolence (Huseman Hatfield and Miles, 1985). Benevolence is a measure of an individual's altruistic tendency to give more than they receive (Adler, 1935; Rychlak, 1973).

- *Manipulation Check on Experimental Manipulations of Justice*

  The time participants expected to stay was another factor to understanding how much they were committed to their perspective job that was asked to check on their sense of commitment. The two items were "How long would you stay, if offered a permanent position in the organisation?"; and How long would you stay, if offered a temporary position in the organisation?". We would like to see if there is a consistent pattern in how individuals may decide to stay a certain amount of time depending on their view on the organisation (ie. justice situation) and type of job on offer (i.e. permanent or temporary).

Justice Manipulations

The two questions below were rated on a scale of 0 (Never) to 4 (Always).

"How often would you trust the company not to interfere in your privacy", was used to assess how much participants expected privacy to be respected by the prospective employer in the scenario (Procedural Justice Manipulation check).

"In the organization you've just read about (page 62, Psychological Services), how frequently would hard work be rewarded?", was used to assess whether and how much return participants would expect from working hard in the hypothetical company (Manipulation check on Distributive Justice).

- Demographic measures. Questions on demographics, employability or confidence in employability, time they expect to stay in a job similar to one presented to them in the survey, employment background and personal situations.

- We gathered information on level of study, work experience, confidence in finding a job of their choice, expectations of work type. "What is the highest qualification you have achieved?", "How long have you been looking for work?", "Are you in full-time or part-time (30 hrs per week) employment?", "Do you have family or relationship you have to support?" are some questions to understanding where a participant stand in their employment opportunities.

Design

A 2 (Permanency of Job- Permanent and Temporary) x 4 (Justice Situations- Distributive, Procedural, Distributive and Procedural, Control with no justice comments) experimental between-subjects design was employed (Figure 2).

Procedure

The design, aim, participant sample, cultural considerations and use of resources plan and consents from relevant parties (Massey counseling, Maori cultural advise parties) were all looked into and requested with proposal sent to the Massey Northern Ethics Committee. Ethics approval was gained after some clarifications and edits. The study was conducted in Auckland Massey University in Albany.

The survey involved reading a hypothetical advertisement for an entrance job on a hypothetical recruitment agency's Facebook page before filling in the survey. Each participant was allocated a vignette of the same job openings at the same hypothetical company offered in either a permanent or part-time capacity with different comments (representing different conditions in figure 2).

Data collection began after survey was ready for measuring and testing our theory. Snowball sampling was done through campus walks, posters on noticeboards, recruiting through researcher's social network on social media, and posting on psychology groups and forums through course co-ordinators and on Facebook.

Chapter 3

Data Analysis Strategy

There were originally three main stages to the data analysis: Data reduction; Analysis of

Variance to test for any systematic effects of the independent variables (permanency of job and

justice) on organizational attraction and prospective commitment; and mediation testing (of

the linkages between justice, attraction and commitment, respectively, as indicated in Figure 1

[Chapter 1]). However, mediation testing was eventually dropped due to NS relationships

between justice and attraction.

Data Reduction

Exploratory factor analysis was chosen over Confirmatory factor analysis. The research's

measure of organisational attractiveness (Scott, 2010) was relatively untested, and Meyer and

Allen's Scale of Commitment Scale had been adapted to a prospective measure of potential

commitment of potential jobseekers, rather than more conventional job- incumbent

organizational commitment). The Kaiser-Meyer Olkin (KMO) index and Barlett's Sphericity Test

were used to assess suitability of data for Principal Component Analyses (PCA). Correlation of

variables needs to be contrastive enough compare to an orthogonal assumption after shared

variance are taken out to reject the null hypothesis ($H_{o,} r\approx1$) for summarising them into factors

by PCA. PCA with Varimax rotation were performed using SPSS Version 24. Varimax rotation

was used to maximize the variance of the squared loadings of the factors. Due to

considerations of statistical power, PCA was performed separately for each dependent variable

measure (organisational commitment and organisational attraction). Items that cross loaded

above the cut-off threshold ≥ .30 were taken out, and another PCA was rerun. Internal

consistency for each component was then estimated using Coefficient Alpha, and the PCA re-

run without any item whose deletion would bring Alpha down. Once this protocol was carried

out and a clear factor solution obtained, with satisfactory internal reliability for each factor,

Unit weighted composite scores (mean score per item) were calculated for each separate

underlying factor.

Organisational Attractiveness

After following the protocol above, an 8 item PCA solution (as presented in Table 1) loaded

cleanly into two reliable factors of four items each (loading of each item w

as at least 0.6 which is suggested to be reliable regardless of sample size, Field (2005);

Guadagnoli & Velicer (1988)). Aspirational attraction was responsible for 30.70% of the

variance. Pragmatic attraction was responsible for 29.81% of the variance. Four items loaded

cleanly onto each component after highly cross-loaded items were taken out and the cut off

loading has been increased to. 45 which is more stringent and considered fair on a scale of poor

to excellent according to Comrey and Lee (1992)

Table 1 – Factor Solution on Scott's Organisational Attractiveness measure (cutoff <.45)

Item	Aspirational Attraction	Pragmatic Attraction
In my opinion, a job should place great importance on being socially responsible	.791	
I would be willing to attend an evening information session about this job	.706	
This job sounds attractive because it appears to have a lot of career potential	.669	
This job is attractive to me in an ethical sense	.667	
In my opinion this job sounds unattractive		.848
This job would not be a job I would consider applying for		.718
This job is emotionally unattractive to me		.615
I would not be interested in gathering more information about this job opening		.608
Eigenvalues	3.56	3.40
Percentage Variance	30.7%	29.81%
Coefficient Alpha	.77	.76

Organisational Commitment (OC)

PCA performed on the remaining 12 items for organisational commitment had three components making up 23.27 per cent, 21.04 per cent and 17.14 per cent of the variance respectively (Table 2). Each variable loaded on one component. The results of this analysis supported the use of three separate measures of prospective commitment (Table 2)- Affective Commitment, Continuance Commitment and Normative Commitment (loadings matched those in Allen and Meyer, 1997). AC, CC and NC in order of the amount of explained variance have loaded into three distinct latent variables. Eigenvalues were all greater than 1.

Based on the factor solutions contained in Tables 1 and 2, composite scores were created for each Principle Component Factor, based on mean scores per item per factor.

Table 2 – Factor Solution on Meyer and Allen's Scale of Commitment

Item	Affective Commitment	Continuance Commitment	Normative Commitment
I would feel a strong sense of belongingness to this organisation.	.763		
I would feel emotionally attached to this organisation.	.752		
I would not feel like part of the family at my organisation.	.741		
This organisation might become to have a great deal of personal meaning for me.	.738		
I would feel as if this organisation's problems are my own.	.499		
I feel that I might have too few options to consider leaving the opportunity that this organisation offers.		.833	
One of the few consequences of leaving this job opportunity would be the scarcity of available alternatives.		.776	
For me personally the costs of leaving this job opportunity would be far greater than the benefit		.710	
I would not leave this job opportunity because of what I would stand to lose.		.691	
If I got another offer for a better job elsewhere, I would not feel it was right to leave this hypothetical company.			.854
Even if it were to my advantage, I would not feel it would be right to leave my organisation soon.			.827
I would violate a trust if I quit my job with this organisation soon after employment.			.658
Eigenvalues	2.80	2.53	2.06
Percentage Variance	23.27%	21.04%	17.14%
Coefficient Alpha	.79	.77	.75

Equity Sensitivity

Scores of items on the Equity Sensitivity Instrument (Huseman, Hatfield and Miles, 1985) which measured "Benevolence" (the inverse of sensitivity) were factor analysed. Following McLoughlin and Carr (1997) the benevolence scores on this instrument were subjected to our EFA protocol above. This PCA revealed one factor with a Coefficient Alpha of .81. A mean score per item was therefore calculated, and became a covariate in the below.

Table 3 – Factor Solution on Benevolence

Item	Benevolence
It would be more important for me to (B) Give to the Organisation	.673
It would be more important for me to (A) Help Others.	.660
I would be more concerned about (B) What I contribute to the organisation.	.830
The hard work I would do should (A) Benefit the organisation	.549
My personal philosophy in dealing with the organisation would be (B) It's better for me to give than to receive	.720
Percentage Variance	57.82%
Coefficient Alpha	.81

Analyses of Variance

The overall process was to compare means across different conditions and to use analysis of variance to test for any statistical significant effects. The general protocol was to use a 2 (Temporary or Permanent job) X 4 (Control, Distributive, Procedural and both forms of justice mentioned in the comments on Facebook) Analysis of Covariance (ANOCOVA). Equity Sensitivity, Gender and Age were the covariates. Permanency of Job and Justice Type displayed in comments were the independent variables, and the dependent variables were Organisational Attraction - Aspirational and - Pragmatic, plus Prospective Affective Commitment, Prospective Normative Commitment and Prospective Continuance Commitment. Separate 2x4 one-way ANACOVAs were performed for each dependent variable (i.e., Attraction two separate facets on the one hand, and Commitment three facets on the other) separately in order to preserve statistical power.

Organisational Attraction

Table 4. Mean Score per item on Organisational Attraction for the different groups

	Permanency of Job	**Justice Type**				
		Control	*Distributive*	*Procedural*	*Both*	*Total*
Aspirational Attraction	*Temporary*	1.37	.57	1.11	1.24	1.05
	Permanent	1.29	1.43	1.00	1.30	1.26
	Total	1.32	1.01	1.05	1.27	1.16
Pragmatic Attraction	Temporary	1.35	1.26	.57	1.15	1.09
	Permanent	1.32	1.64	.94	1.38	1.32
	Total	1.33	1.46	.77	1.25	1.21

<u>Note</u>. The Scale of Organisational Attractiveness was measured on a scale of -3 (disagree a while lot) to +3 (I agree very much) with no 0 for a neutral answer.

From Table 4, the overall tendency for both justice types were to be attracted to the

organisation since all the means are positive in valence. Permanent positions tended to have

higher mean Aspirational Attraction scores than Temporary positions, except in the Procedural

Justice conditions (Aspirational).

For Permanent employment, Distributive Justice tended to increase both Aspirational and

Pragmatic Attraction, Procedural Justice tended to decrease both types of justice. For

Temporary employment, the trend was more varied amongst the conditions. There appeared

to be a negative effect on overall justice where the position was Temporary (i.e. with means

lower than control conditions where justice comment(s) was inserted).   Distributive Justice

appeared to lower Aspirational Attraction compared to control and the effect of Procedural

Justice on Aspirational Attraction. On the other hand, Procedural Justice appeared to lower

Pragmatic Attraction compared to control and the effect of Distributive Justice on Pragmatic

Attraction.

Turning to ANOCOVA however, none of the covariates attained significance, either with

Aspirational or Pragmatic Attraction as the criterion in Table 4. With these NS covariates

removed, for Aspirational, there were no statistically significant effects from justice comments

(p=.694) or permanency of position (p =.423), with no interaction between the two (p=.383).

Similarly for Pragmatic Attraction, there were no significant effects from justice comments

(respectively, p=.211, p=.344, and p=.932).

Hence there was no evidence to support Figure 1 linkages on Attraction.

Organisational Commitment

From Table 5, the overall tendencies of all three types of justice were to be committed to the

organisation since all the means are positive in valence.   Affective Commitment had the

highest mean scores for both Permanent and Temporary positions.

Table 5. Central Tendency of Affective Commitment across the different groups

	Permanency of Job	Justice Type Control	Distributive	Procedural	Both	Total
Affective Commitment	*Temporary*	3.35	3.29	2.76	3.32	3.19
	Permanent	3.12	3.39	3.27	3.23	3.25
	Total	3.21	3.34	3.01	3.28	3.22
Normative Commitment	*Temporary*	2.79	3.02	2.62	2.90	2.85
	Permanent	2.68	2.92	3.08	2.87	2.87
	Total	2.73	2.97	2.85	2.89	2.86
Continuance Commitment	*Temporary*	3.27	3.06	2.88	3.28	3.13
	Permanent	2.89	3.38	3.30	3.25	3.19
	Total	3.05	3.23	3.09	3.27	3.16

Note: Allen and Meyer (1990)'s Commitment Scale Items were measured on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree) with Neutral at 3

Turning to ANOCOVA, for Continuance Commitment, none of the covariates was significant (respectively for Benevolence, Gender and Age, $p=.451, .524, .099$). There were no main effects for either Justice ($p=.690$), or Permanency ($p=.792$); or any interaction between them ($p=.114$).

For Normative Commitment, Benevolence and Gender were both marginally significant (respectively, $p=.061$ and $p=.078$). Removing the covariate Age and re-running the ANOCOVA with these two covariates retained, the covariates remain marginally significant ($p=.056$ and .076), but there are no main effects for either Justice ($p=.809$) or Permanency ($p=.675$); or for any interaction ($p=.128$). Further re-runs of the ANOCOVA with only Benevolence ($p= .025$), or

only Gender (p=.039) as the covariate revealed significant main effects of the two respectively, but no other significant results in Justice (respectively *p*= .859 and *p*=.777), Permanency (respectively *p*=.683 and *p*=.915) or Interaction (respectively *p*=.176 and *p*=.169).

For Affective Commitment, Benevolence was marginally significant (*p*=.085), Gender was clearly statistically significant (*p*=.016) and Age was an NS covariate (*p*=.737). Re-computing the ANOCOVA with Age removed, Benevolence was again only marginally significant (p=.089), whilst Gender was statistically significant at *p*<.05 (*p*=.016). Females (*n*= 102, *M*=3.28, *SD*=.58) had higher mean AC scores than Males (*n*= 11, *M*= 2.80, *SD*=.95). Given the total mean score (*M*=3.23, *SD*=.64) was above the midpoint (Neutral= 3), it would appear the result does reflect AC better than chance. Neither Justice (p=.377) nor Permanency (p=.643) were significant in the ANOCOVA. However there was a marginally significant interaction between Justice and Permanency (*F*=2.445, df= 3, *p*=.068). Estimated mean scores per item on Affective Commitment are presented (in parenthesis and bold) in Table 6.
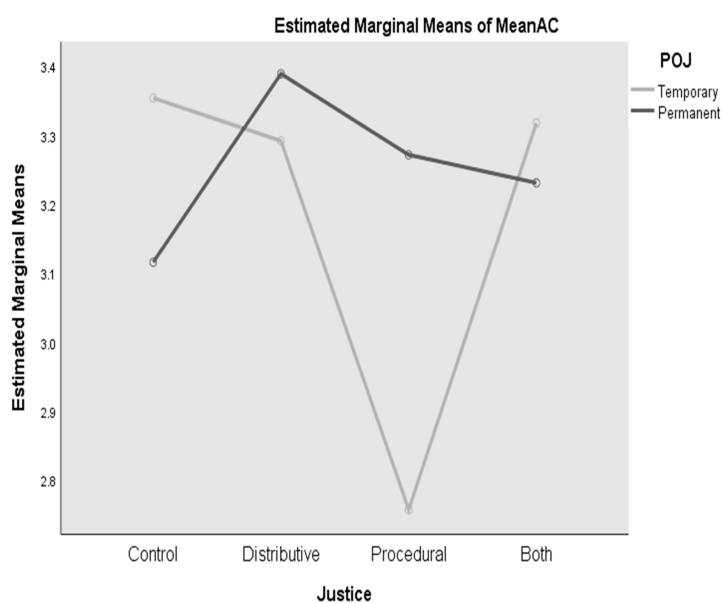
Table 6. Central Tendency of Affective Commitment with Benevolence and Gender controlled across the different groups

	Permanency of Job	Justice Type Control	Distributive	Procedural	Both	Total
Affective	*Temporary*	3.38 (**3.39**)	3.37 (**3.42**)	2.82 (**2.79**)	3.34 (**3.25**)	3.23
Commitment	*Permanent*	3.12 (**3.14**)	3.35 (**3.34**)	3.32 (**3.39**)	3.20 (**3.20**)	3.24
	Total	3.22	3.36	3.06	3.28	3.23

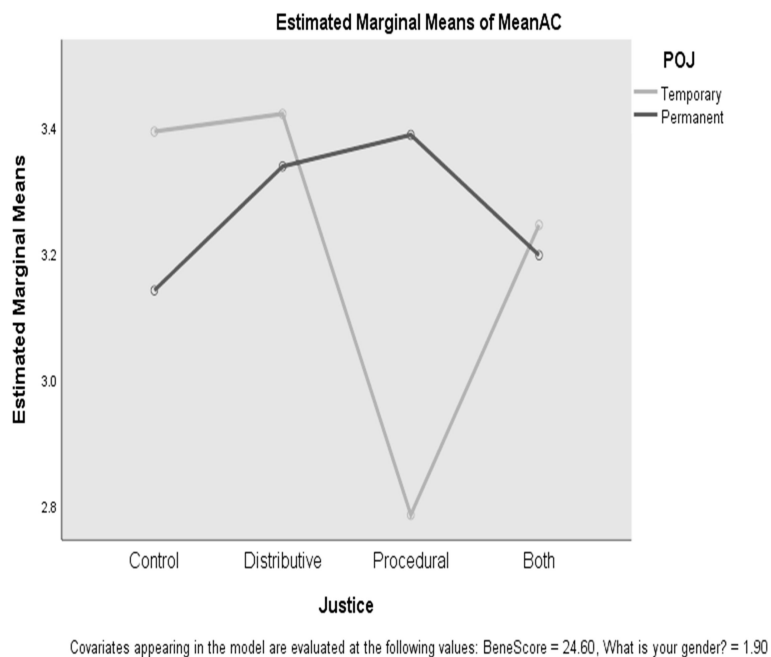Note: Estimated means with covariates included are in parentheses

From Table 6, means and estimated means in brackets of Affective Commitment in all eight conditions were similar. Although, the differences in means across the condition groups were small, there was a marked drop in Affective Commitment mean scores for the Temporary condition with Procedure Justice comment inserted, compared to Control (i.e. no justice comments) , the Distributive conditions and where there were both types of justices (Graph 2).
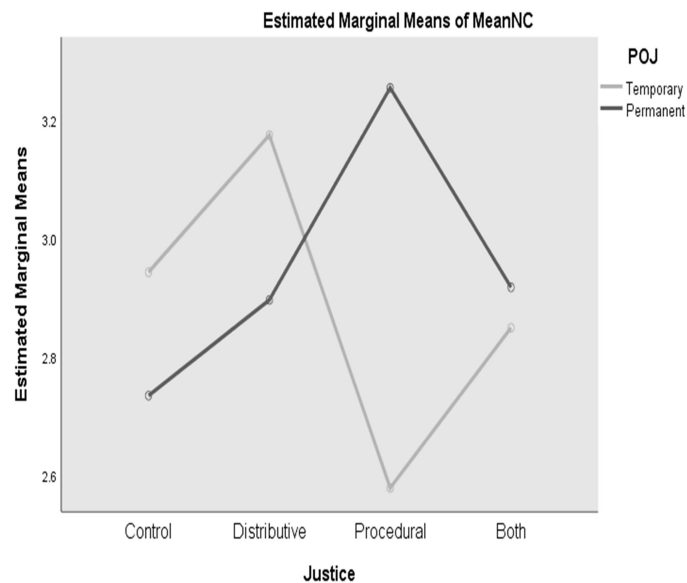
Graph 1

Estimated Marginal Means of MeanAC

Thus in the graph of factorial analysis of the independent variables of Permanency of Job and Justice Types on AC, the biggest difference in marginal mean AC between permanent and temporary employees was in the group where procedural justice comments were shown. There may have been a penalty attaching to prospective affective commitment when procedures were described as fair, yet the job was only temporary.
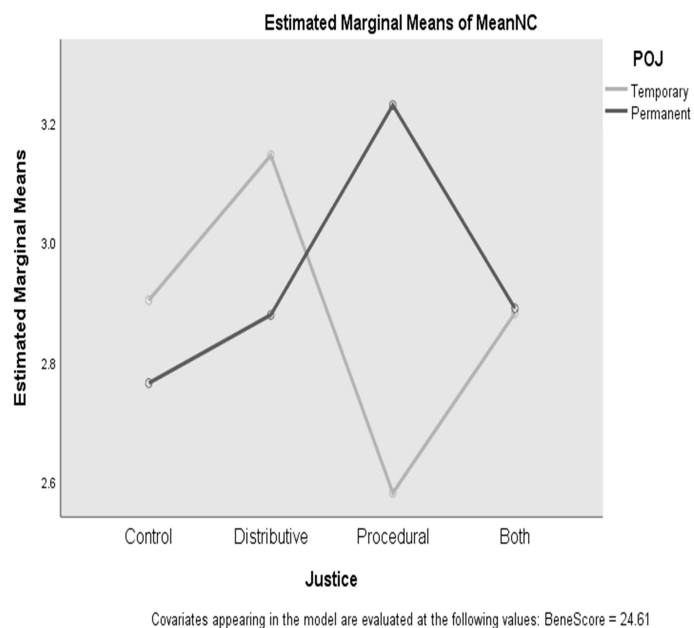
Graph 2

Estimated Marginal Means of MeanAC

Covariates appearing in the model are evaluated at the following values: BeneScore = 24.60, What is your gender? = 1.90
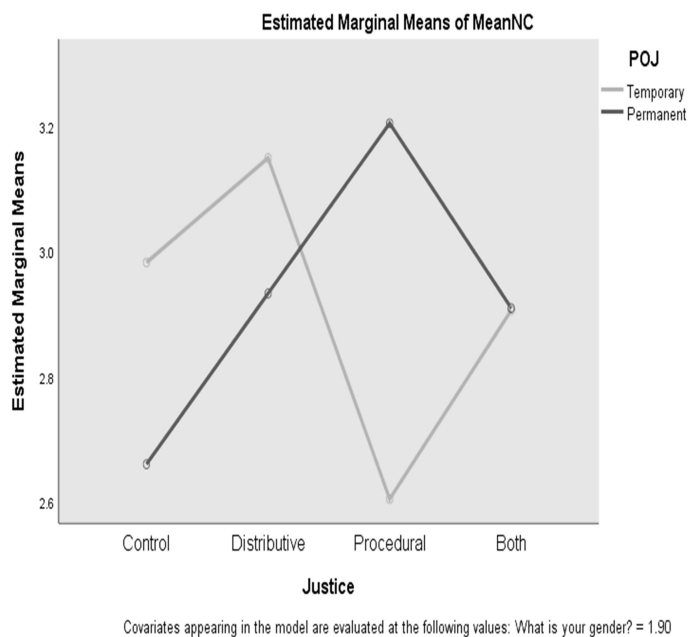
The effect of Permanency of Job on AC was different for all eight justice conditions. The difference in effect of procedural justice comments between permanent roles (M= 3.32) and temporary roles (M= 2.82) was the most pronounced when looking at AC with Benevolence and Gender controlled. Distributive Justice only increased from Control, and Procedural Justice only seemed to have increased slightly again from Distributive Justice alone on AC in the Permanent conditions, whereas Procedural Justice seemed to decrease AC the most in the Temporary conditions. There was no additive effect of the two types of justices. The means found for when both types of justice were present were lower than Control (i.e. no justice manipulation) for the Temporary condition, whereas this was slightly higher than Control but less than when it was only either types of justice for the Permanent condition.

Graph 3- Estimated mean scores on NC as a function of Justice and Permanency with

Benevolence and Gender controlled

Graph 4- Estimated mean scores on NC as a function of Justice and Permanency with

Benevolence controlled

Graph 5- Estimated mean scores on NC as a function of Justice and Permanency with Gender controlled

Overall, from Graph 3-5, justice increased the mean scores of NC in the Permanent conditions when participants had similar level of Benevolence (Equity Sensitivity), and especially with only just Procedural Justice. Conversely, justice in the Temporary conditions seemed to affect NC invariably with Distributive Justice tended to increase NC while Procedural Justice tended to decrease NC. There was no additive effect of the two types of justices in any of the ANOCOVAs. The means found were either similar (Graph 4) or lower (Graph 3 and 5) compared to Control (i.e. no justice manipulation) for both Permanent and Temporary conditions with both types of justice manipulation present. Separate ANOCOVA with either Benevolence or Gender

controlled showed significant main effect for either of them. Gender and Benevolence may

share some variance in our analyses.

Chapter 4

Discussion

This research examined the concept of organisational justice in the image of a workplace being an antecedent to prospective commitment to organisation when equity sensitivity has been controlled, and whether it might be mediated by organisational attraction. Furthermore, permanency of a position was an important factor that moderates these psychological constructs in the literature. The current research was an attempt to understand how the psychological contract may apply to both permanent and temporary potential candidates in online recruitment, where they often see and appraise an organisation before deciding on their interest to apply for the position.

Summary of findings

Organisational Attractiveness

No statistical significance was found for either aspirational attraction or pragmatic attraction in any of the analysis of variance tests with or without covariates (Benevolence, Gender and Age) controlled. The means for all conditions were positive in valence so respondents were attracted to the organisation on the whole.

There was no evidence for the hypotheses related to organisational attraction to be present in this study.

Organisational Justice and Organisational Commitment

Procedural justice did not improve mean scores of all types of commitment from control or Distributive conditions as hypothesised. The overall mean scores of the Affective Commitment conditions were bigger, but Procedural Justice did not particularly increase the means in the different conditions. There was no coherent pattern where there was no additive effect of the two types of justice in the both condition. The means were mostly small and non-significant in the interactions.

Justice and permanency of job had a marginally significant interaction on affective commitment when benevolence and gender was kept constant. Benevolence had a marginal significant main effect, while gender had a statistically significant effect. Females tended to have higher affective commitment scores. Surprisingly, different age groups have responded similarly on average. Across the justice conditions, procedural justice looked to affect affective commitment ratings between permanent and temporary position offering differently the most. Procedural justice increased affective commitment the most in the permanent condition, but decreased affective commitment the most in the temporary condition. This was expected from our prediction with the linkages found between procedural justice and variables such as trust, mutual respect and common values, which requires a relationship built over a period of time.

Justice and permanency of job did not have any main effects or interactional effect on Normative Commitment. Both Gender and Benevolence had marginally significant main effect

when put in the same ANOCOVA. However, they each attained statistical significance when the other was not controlled in the analysis. Females on the whole rated their level of Normative Commitment for the advertisement in their respective condition higher, like it was for Affective Commitment. Females were likely to be on average more or less sensitive to the justice comments, hence Gender and Benevolence together cancelled out some of their combined effect on Normative Commitment.

Links to Theory

The current study found marginal evidence that online job advertisements for a permanent role with comments that project a procedurally just organisational image invoke affective commitment when the effects of their gender and equity sensitivity level were controlled. The permanency of role on offer seems to impact on how much individuals feel they can potentially feel emotionally attached to the organisation. Procedural justice increased affective commitment towards a permanent offer, but decreased affective commitment markedly for the same offer in a temporary capacity.

Permanent roles have a relational contract from both economical and socio-emotional exchanges according to Rousseau's interpretation of the psychological contract involved (De Jong, Schalk & De Cuyper, 2009; Rousseau, 1995). The higher Affective Commitment mean scores (compared to all other conditions) for potential candidates who were offered a permanent role with Procedural Justice reflects the coherence of how the individual need job security to feel emotionally safe and attached. Comment on employer being trustworthy and

transparent in not spying on their employees could have given individuals the initial good feeling about processes in the organisation. Fair processes and procedures give the candidate reassurance in attaining their goals in the organisation. The Group Engagement Model said that procedural justice increases commitment through reinforcing one's social identity in pride and respect (Blade & Tyler, 2009). Those who value procedural justice are more likely to want to engage to gain respect, and behave in ways that benefit the organisation to feel pride and belongingness.

Procedural Justice invoked higher Affective Commitment than Distributive Justice as predicted, but in the Permanent condition only. The Temporary condition with Procedural Justice was hypothesised to follow the same pattern as Permanent but less (i.e. Temporary employees are more sensitive to equity)- This was not the case, Procedural Justice plummeted Affective Commitment when the role was temporary.

The current study found no significant effect of Justice or Permanency of Job on Normative Commitment or Continuance Commitment. There were only main effects from Benevolence and Gender on Normative Commitment when they were each individually controlled in separate analyses. The patterns of the analyses for both types of commitment were not as hypothesised either. Although, Distributive Justice increased the respective type of commitment from Control, Procedural again, like for Affective Commitment, did not increase the dependent variable from the Distributive Justice condition.

Overall, commitment level did increase from Control to Distributive Justice and from Distributive to Procedural Justice for the Permanent conditions. Although, there was no additive effect of the two Justice types as proposed.

The difference in pattern between commitment means for the Temporary and Permanent conditions was not expected. The drop in commitment level (both Affective and Normative) from Distributive to Procedural justice might be interpreted as a dissonance with their understanding of their role in the organisation. The Temporary job candidate may feel committed when promised personal rewards such as remuneration or benefits based on performance (i.e. distributive justice). However, when they are told the organisation has fair procedures that respect privacy with transparent processes (i.e. procedural justice), they would feel detached due to not being considered being part of the team long term. There might be an ambivalence cost associated with not being offered a permanent role when the organisation has fair processes. The individuals might feel they deserve to hold a permanent role under the fair transparent processes.

The exchange theory may explain the lack of commitment towards a temporary role with procedural justice. The fulfilment of perceived entitlements and perceived obligations were understood to be different in the psychological contract of the permanent employee and the temporary employee (Isaksson, De Cuyper, Oettel & De Witte, 2010). It operates on the principle of reciprocity that the perceived obligations and perceived entitlements have to be

balanced for the employee. Temporary employees tend to have a transactional sense of entitlements and obligations, whereas Permanent employees have those as well as relational entitlements and obligations. In our research, the procedural justice comment seemed like a relational entitlement that is not part of the temporary employees' psychological contract. The promise of using fair procedures and respecting privacy might sound irrelevant to them given the short duration of their employment. In fulfilment-based exchange, the employer in our temporary procedural condition might sound over-obligating (i.e. employer promising and fulfilling too much compared to the few promises and fulfilment employee made) (De Jong, Schalk & De Cuyper, 2009). There is an unbalanced psychological exchange for the participants in the Temporary condition with procedural justice comment where they might feel they cannot match the fulfilment of the employer in their relational obligations due to their temporary employment status; or that the procedurally just environment was not targeted for them (i.e. feeling of personal injustice, and lack of affective commitment). Therefore, there is a dissonance in how Temporary employees feel about their roles at Psychological Services with the procedural justice comments. They probably wanted to become permanent employees, and were focusing more on their contribution or fulfilment of obligations. De Jong, Schalk and De Cuyper (2009) suggested that expectations in the psychological contract are best clearly communicated by both employees and employer, since they propose employee attitudes to relate to fulfilment-based exchanges rather than promise-based exchanges.

Limitations and future research

This research has limitations in its design with a hypothetical job advertisement to understand prospective constructs. The job description was not specific enough to capture specific interest to one field of psychology since it was designed to recruit different talents across the psychological fields. This is a drawback as participants were not able to fully be appealed to consider the job out of interest, hence probably leading to the lack of evidence for attraction to the organisation. Attrition might be high due to the lack of job content, where individuals had not been able to answer experimentally designed questions, or felt there was not enough information for an informed decision. Also, the lack of content in the job including the salary, or the exact opportunities including the tasks and skills involved may make the decisions made on it dependent on the participants' interpretation. There is no understanding of what the work was in the job, it would have been hard for participants to tell whether they would potentially commit to it. Specificity in description has an impact on responses from participants (Mason & Belt, 1986). Individuals may respond differently depending on specific content details of the job description (i.e. like pay, opportunities to become permanent) which we did not cater for at all. These may be confounds that interact with each other and obscure our results.

Our sample reflect the response of a large percentage of females (n= 102, 90.27% of participants). Gender had been found to be implicated in justice perception and commitment both in this research and previously. Ramamoorthy and Flood (2004) pointed out the issue of gender discrimination with pay in the Irish context which affects perceived distributive justice,

and resulting affective commitment level. They affirmed the mediating role of procedural justice perception in the relationship between gender and distributive justice. Also, females were more likely to report a higher level of affective commitment towards the organisation than men regardless of distributive justice perception even though the higher the perception of distributive justice the more extreme it was. Pay is an important detail in understanding how individuals might perceive the justice types. Ramamorthy and Flood (2004) found higher pay to have significance on distributive justice perception and not on procedural justice- showing difference in effect on the two types of justice.

Future research could try to replicate this research using a more specific hypothetical job description through careful manipulation of one board popular psychological field to maintain sample size, and increase understanding of the participants in that field. For example, an entrance role for the organisational psychology or human resources management or business graduate could be an HR administrator. This could give the participants more information to spark their interest so they could make more informed choices, and feel more engaged to answer the research questions. The participants would hopefully be more interested, and able to feel excited about the job as if they were actually applying for it after graduation. It would potentially correct the inability to detect significant attraction to the organisation in our research.

Moreover, the inconsistency of our finding with our understanding of the psychological contract can be from the limitation of this study in not assessing the voluntariness, or lack of

voluntariness of individuals in the temporary condition. The motive of the individual in applying and accepting the temporary work in the first place is important in interpreting their psychological contract (De Jong & Schalk, 2010). They may be voluntarily choosing temporary employment (because of autonomous extrinsic motives, ie. need for work life balance), using temporary employment as a stepping stone (expectant of it leading to permanent work), or be involuntarily accepting temporary employment (no choice, but not necessarily expecting it to lead to a permanent role). For the goals of our research, it would be wise in future research to assess the motive behind why a participant might accept the temporary job on offer, what is their goal and whether the temporary role is pertinent to their attaining it. De Jong and Schalk (2010) found that low fairness for the voluntary temporary worker resulted in lower reported performance, fairness did not implicate on any work attitudes or behaviour for those seeking permanent employment from being in temporary employment, and fairness was strongly reacted towards by the involuntary temporary worker. Future research could better understand the variance in the response to temporary offers better by considering the motives behind attraction and commitment, and putting them in different groups for assessment.

Conclusion

Survival is of the fittest is true in the context of organisations. The literature suggests that organisations need to develop and retain talents in high performance workplaces in order to compete and thrive (Crawshaw, Dick & Brodbeck, 2012). Yet, competition in a global market encourages flexibility with the need for contingent employees (Bolton, Houlihan & Laaser, 2012; Felstead & Gallie, 2004). The employment market going towards a gig economy is a mix

of old and new mindsets of employability, work-life balance, loyalty and commitment. If organisations aim to thrive on a high performance, growing team in the current markets, they need to understand the needs of their employees for affective commitment (which entails trust, extra-role behaviour and retention rate). Performance-based instead of mobility based rewarding of permanent employees (procedural justice), and acknowledging careerism for the employee who knows the value of transferrable skills and knowledge are important (Rousseau, 2001). Procedural justice can only keep employees whose commitment is high when career development opportunities are not favourable (Crawshaw, Dick & Brodbeck, 2012). Temporary employees, whose commitment is more reliant on distributive justice with pay and personal outcomes governed by a transactional contract might need extra reassurance on a continuance of job security based on their performance. Otherwise, there could be an ambivalence cost from the discrepancy of being shown a culture with procedural justice in fair processes, when they themselves are not in permanent employment to be part of that culture.

The investigation in this study is from the perspective of the employer looking to attract and retain high performing talents, Temporary and Permanent. Fairness has been identified to be a psychological factor that would help attract, retain and maintain organisational citizenship behaviours that would benefit the organisation. Our results on organisational attraction are inconclusive due to our study's limitations, however an understanding has been gained on the interaction between organisational justice and the permanency of the position. In our study, distributive justice tended to increase affective commitment mean scores for the Temporary conditions despite not gaining significance, so Distributive Justice does seem to be the link

between potential temporary employment and prospective emotional attachment in our sample. In order to breach the potential psychological gap of the temporary employer with different motives, it would seem organisations might want to assess candidates and communicate their expectations of a willingness to perform in promise of future permanent opportunities. Or, seek those who would like to be in Temporary employment voluntarily since their goal would already be fulfilled from having the autonomy to work temporarily due to their personal needs.

Consistency in the view of fairness, and the resulting sense of eagerness and feeling of emotional bond (Affective Commitment) needs to be maintained by rewarding through appraising performance fairly (Rousseau, 2001), i.e. the opportunity to being in the fair work environment permanently based on performance for temporary employees, and fair rewarding that encourages performance and feeling of trust from permanent employees. High performing individuals who might view their lack of mobility (from being loyal to organisation, or other external factors) as a vulnerability, fear rational selective exploitation and loss of value in the market. The question of whether fairness attracts and retains employees is dependent on the ability for the employee to consistently keep their promise to be fair, and value loyalty in their long-term permanent employers. It is important to recognize the need to upkeep a fair cultural image in order to attract the right employees who would potentially want to stay, and give them hope that they may stay for good depending on their performance. For those who are active staple members of the organisation, they need to feel appreciated and respected for their seniority.

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Info-sht   Employment Choices among Students in New Zealand, Aotearoa   INFORMATION
SHEET   Invitation My name is Ellie Siu. I am a Masters Industrial Organisational Psychology
student currently undergoing research supervised by Professor Stuart C. Carr at Massey
University. I would like to invite you to participate in a research study on how job applicants'
view job advertisements and react to information contained in them, in today's jobs market.
The project has the potential to facilitate the establishment of suitability and attitudinal job
match between individuals like yourself, and recruiters. Participant Identification and
Recruitment We are seeking students who would be able to provide views on how entry-level
jobseekers would make employment choices in the New Zealand jobs market. Individuals are
welcomed as long as they are currently living in New Zealand and are possible entry-level job
seekers. Participation will not have any implications on your academic or work life, and
completed survey data would not have an email or name attached to it. Confidentiality will be
kept, and informed consent would be implied from providing information on research prior to
research and access to researcher. So permission to use data would be assumed on the
submission of survey. Project Procedures Participants would be invited to sign up for
information, and subsequently the link for survey upon the approval of the Massey ethics
committee. The survey would be self-administered and of a completely automated process, so
consent is implied with completion. As part of this study, you will be asked to pose as a
jobseeker to rate how you would make some employment decisions. There are twelve
different possible scenarios, which would be randomly assigned to the participants on the
computer. Each survey should only take approximately 15 to 20 minutes to complete. At the
end of our research, we will have two special draws for the participants who answer the entire
survey. We will make a random selection using the email addresses of willing participants, and
two winners will receive a $50.00 Gift Card from either Farmers, Countdown or Z petrol station
each. If you want to go in the draw, remember to give us your email address in the final page of
the survey. Participant's Rights You are under no obligation to accept this invitation. If you
decide to participate, you have the right to: decline to answer any particular question;
withdraw from the study (at any point during the survey before submission upon which consent
to use data would be implied); ask any questions about the study at any time during
participation; provide information on the understanding that your name will not be used
unless you give permission to the researcher; be given access to a summary of the project
findings when it is concluded.   Should you feel burdened or uncomfortable during and after
completion of this survey, please contact Massey's counselling team (at
studenthealth@massey.ac.nz), or career hub (through the career and employment services
website- http://www.massey.ac.nz/massey/student-life/services-students/career-and-
employment/), or the international student support office (isspn@massey.ac.nz) as per
appropriate. You are under no obligation to accept this invitation. Many thanks, Ellie
Siu   Contact information Please feel free to contact the researcher or her supervisor for more
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Hinengaro Tangata   Albany, Auckland, New Zealand   T +64 9 414-0800 ext 41244 : W psychology.massey.ac.nz   This project has been reviewed and approved by the Massey University Human Ethics Committee: Northern, Application 14/050. If you have any concerns about the conduct of this research, please contact Dr Andrew Chrystall, Acting Chair, Massey University Human Ethics Committee: Northern, telephone 09 414 0800 x 43317, email humanethicsnorth@massey.ac.nz.

Appr_hdr Respondent Consent

Appr_inf Thank you for participating in this questionnaire.   Your participation implies consent.   You have the right to decline to answer any particular question.

Consent I have read and understood the information sheet for this study and consent to collection of my responses. (Please click on the 'Yes' choice if you wish to proceed.)
❍ Yes (1)
❍ No (2)

Sc1_PB Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

[Condition 1/ New Age Recruitment 1- https://www.facebook.com/New-Age-Recruitment-1-811099178966470/]

[All conditions have a job advertisement for positions at the same company (link in the advertisement on Facebook page-https://www.facebook.com/psychological.services.health.wellbeing.work/]

Sc1_PBb Just checking. Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

Sc2_TB Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

[Condition 2/ New Age Recruitment- https://www.facebook.com/New-Age-Recruitment-969441103086597/]

Sc2_TBb Just checking.   Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

SC3_PD Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

{Condition 3/ New Age Recruitment 3- https://www.facebook.com/New-Age-Recruitment-3-389738404543116/}

SC3_PDb Just checking.   Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

Sc4_TD Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

[Condition 4/ New Age Recruitment 4- https://www.facebook.com/hypotheticalrecruit/]

Sc4_TDb Just checking.   Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

Sc5_PP Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

[Condition 5/ New Age Recruitment 5- https://www.facebook.com/New-Age-Recruitment-5-253820724788398/]

Sc5_PPb Just checking.   Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

Sc6_TP Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

[Condition 6/ New Age Recruitment 6- https://www.facebook.com/New-Age-Recruitment-6-1615319242049767/]

Sc6_TPb Just checking. Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

Sc7_PC Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

[Condition 7/ New Age Recruitment 7- https://www.facebook.com/New-Age-Recruitment-7-660911857347569/]

Sc7_PCb Just checking. Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

Sc8_TC Please imagine yourself to be looking for a job in your field after your studies where you were given the following hypothetical job advertisement. You can draw from past experiences to relate to how you might relate the proposal offered in the following hypothetical job

advertisement of the organisation. The following link will take you to a recruitment webpage on Facebook that will have a job advertisement at "Psychological Services" for you to evaluate. Please make sure to read as much information as you can to gather as much information before starting on the survey, including the recruitment website's "About" page, all the comments on the advertisement, the Psychological website and its "About" page. Please read this hypothetical job advertisement, which will open in a new window, and then return to this page to complete the survey.

[Condition 8/ New Age Recruitment 8- https://www.facebook.com/New-Age-Recruitment-8-1768918800001308/]

Sc8_TCb Just checking.   Have you opened the hypothetical job advertisement and evaluated the job before clicking on the >> Next button? If not, then please backup to the previous page and read the instructions or click on the link for the advertisement for this page. When you have checked out the job advert please return to this survey page and progress to the questions.

Pt1_inf What are your thoughts and intentions for this job?

Pt1 Please rate the following statements on a scale of -3 to +3 how much you disagree or agree (from -3= I disagree very much, -2 = I disagree on the whole, -1 = I disagree a little, +1 = I agree a little, +2 = I agree on the whole, +3 = I agree very much).

	-3 (-3)	-2 (-2)	-1 (-1)	+1 (1)	+2 (2)	+3 (3)
I would definitely apply for this job (Pt1_1)	○	○	○	○	○	○
In my opinion this job sounds unattractive (Pt1_2)	○	○	○	○	○	○
This job interests me (Pt1_3)	○	○	○	○	○	○
This job is attractive to me in an ethical sense (Pt1_4)	○	○	○	○	○	○
This job is emotionally unattractive to me (Pt1_5)	○	○	○	○	○	○
This job is unappealing because it is not in line with my current values (Pt1_6)	○	○	○	○	○	○
This job would not be a job I would consider applying for (Pt1_7)	○	○	○	○	○	○
This job sounds attractive because it	○	○	○	○	○	○

appears to have a lot of career potential (Pt1_8)						
This job appears to consider its social responsibilities (Pt1_9)	○	○	○	○	○	○
In my opinion, a job should place great importance on being socially responsible (Pt1_10)	○	○	○	○	○	○
I would not be interested in gathering more information about this job opening (Pt1_11)	○	○	○	○	○	○
I would be willing to attend an evening information session about this job (Pt1_12)	○	○	○	○	○	○

Pt2_1 How would you answer the following questions if you got a job working for this employer?

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
I would feel as if this organisation's problems are my own. (Pt2_1_1)	○ A	○	○	○	○
One of the few consequences of leaving this job opportunity would be the scarcity of available alternatives. (Pt2_1_2)	○ C	○	○	○	○
I would not feel guilty if I were to leave the job soon. (Pt2_1_3)	○ N	○	○	○	○
I would not leave this job opportunity because of what I would stand to lose. (Pt2_1_4)	○ C	○	○	○	○
I would not feel any obligation to remain with the employer of this organisation. (Pt2_1_5)	○ N	○	○	○	○

Pt2_2 How would you answer the following questions if you got a job working for this employer?

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
I feel that I might have too few options to consider leaving the opportunity that this organisation offers. (Pt2_2_1)	❍ C	❍	❍	❍	❍
I would feel a strong sense of belongingness to this organisation. (Pt2_2_2)	❍ A	❍	❍	❍	❍
For me personally, the costs of leaving this job opportunity would be far greater than the benefit. (Pt2_2_3)	❍ C	❍	❍	❍	❍
I would not feel like part of the family at my organisation. (Pt2_2_4)	❍ A	❍	❍	❍	❍
If I got another offer for a better job	❍ N	❍	❍	❍	❍

elsewhere, I would not feel it was right to leave this hypothetical organisation. (Pt2_2_5)					

Pt2_3 How would you answer the following questions if you got a job working for this

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
This organisation might become to have a great deal of personal meaning for me. (Pt2_3_1)	○ A	○	○	○	○
I would feel emotionally attached to this organisation. (Pt2_3_2)	○ A	○	○	○	○
Even if it were to my advantage, I would not feel it would be right to leave my organisation soon. (Pt2_3_3)	○ N	○	○	○	○
If I decided to leave this job opportunity, too much of my life would be disrupted. (Pt2_3_4)	○ C	○	○	○	○
I would violate a trust	○ N	○	○	○	○

if I quit my job with this organisation soon after employment. (Pt2_3_5)					

employer?

Pt3_inf Please continue to keep in mind the hypothetical job advertisement and provide us some details on your perceived job opportunities in the labour market once you have finished your studies.

Pt3_1 If you were to apply for this job, you would be confident about being selected for this job?
○ Strongly disagree (1)
○ Disagree (2)
○ Neutral (3)
○ Agree (4)
○ Strongly agree (5)

Pt3_2 Do you agree you feel like you are in a position to be employed at a workplace of choice while you are still studying towards a degree for your career?
○ Strongly disagree (1)
○ Disagree (2)
○ Neutral (3)
○ Agree (4)
○ Strongly agree (5)

Pt3_3 From the perspective of a tertiary student still finishing your studies, in terms of work experience, education and age, what sort of work would you prefer? (Please select your primary preferences.)
❑ Permanent (1)
❑ Temporary (2)
❑ Part-time (3)
❑ Contract (4)
❑ Fixed term (5)
❑ Casual (6)

Pt3_3b Please explain how this may be the same or different to what you would expect to find if you have attained the degree you are studying towards you future career.

Pt3_4 What level of study are you undertaking?
- ○ Undergraduate - Bachelor degree (1)
- ○ Postgraduate Diploma (2)
- ○ Masters (3)
- ○ Doctorate (4)

Pt3_5 How much paid work experience have you had?
- ○ None (1)
- ○ Less than 1 year (2)
- ○ 1-2 years (3)
- ○ 3 years or more (4)

Pt3_6 What field/ or fields is it in? Please specify if it is related to your future career?

Pt3_7 How much voluntary work experience have you had?
- ○ None (1)
- ○ Less than 1 year (2)
- ○ 1-2 years (3)
- ○ 3 years or more (4)

Pt3_8 What field/ or fields is it in? Please specify if it is related to your future career?

Pt4_inf1 Before we finish, we would just like to ask a few questions about your priorities on how to operate in workplace systems.We are interested in learning how much you are aware of your relational needs with an organisation during employment.   Please answer the following questions. (You have the right to withhold your answer for any of the following questions.)

Pt4_inf2 The questions below ask what you'd like for your relationship to be with any organisation for which you might work. On each question, divide 10 points between the two choices (choice A and choice B) by giving the most points to the choice that is most like you and the fewest points to the choice that is least like you. You can, if you'd like, give the same number of points to both choices (for example, 5 points to choice A and 5 points to choice B). And you can use zeros if you'd like.

Pt4_1 It would be more important for me to:
_____ A. Get from the organisation (1)
_____ B. Give to the organisation (2)

Pt4_2 It would be more important for me to:
_____ A. Help others (1)
_____ B. Watch out for my own good (2)

Pt4_3 I would be more concerned about:

_____ A. What I received from the organisation (1)

_____ B. What I contributed to the organisation (2)

Pt4_4 The hard work I would do should:

_____ A. Benefit the organisation (1)

_____ B. Benefit me (2)

Pt4_5 My personal philosophy in dealing with the organisation would be:

_____ A. If I don't look out for myself, nobody else will (1)

_____ B. It's better for me to give than to receive (2)

Pt4_6 If you do enter into employment with this company based on everything you've read, potentially how committed would you be towards this company in terms of your time in the company?

Pt4_7 How long would you stay, if offered a permanent position in the organisation?

Pt4_8 How long would you stay, if offered a temporary position in the organisation?

In the organisation you've just read about, how frequently would hard work be rewarded?
- ◯ Never (0)
- ◯ Rarely (1)
- ◯ Sometimes (2)
- ◯ Often (3)
- ◯ Always (4)

Pt4_10 How often would you trust the company not to interfere in your privacy?
- ◯ Never (0)
- ◯ Rarely (1)
- ◯ Sometimes (2)
- ◯ Often (3)
- ◯ Always (4)

SM1 How would you feel about being requested for access to your personal social media sites, such as Facebook and Twitter? Please explain what you think the company might have use of such access, how that would affect your behaviour on these sites in the future, and any thoughts you might have on being connected to your workplace this way.

SM2 What about more work related media sites, such as LinkedIn, or other such association networking sites? Please explain what you think the company may make use of the access, what does that mean to you, how will that benefit or identify you on the whole.

SM3 Lastly, would you feel you are obliged to allow access when you see such a question on the form?

Dem_hdr Demographics

D1 How old are you?
- ◯ 16-19 years (1)
- ◯ 20-25 years (2)
- ◯ 26-30 years (3)
- ◯ 31-35 years (4)
- ◯ 36-40 years (5)
- ◯ 41-45 years (6)
- ◯ 46-50 years (7)
- ◯ 51-55 years (8)
- ◯ 56-60 years (9)
- ◯ Greater than 60 years (10)

D2 What is your gender?

○ Male (1)

○ Female (2)

○ Other (Please specify) (3) _____

D3 Which ethnic group do you belong to? (If your answer includes more than one ethnic group, please indicate which one you consider to be your primary ethnicity).
○ Caucasian (1)
○ New Zealand Maori (2)
○ Asian (3)
○ Polynesian (4)
○ Indian (5)
○ African (6)
○ Other (Please specify) (7) _____

D4 What is the highest qualification you have achieved?
○ School certificate or NCEA Level 1 (1)
○ University Entrance, Bursary or NCEA level 3 (2)
○ Tertiary certificate or diploma (not a degree)   (3)
○ Bachelor's degree (For example: BA, BSc)   (4)
○ Postgraduate (For example: Masters, PhD or postgraduate diploma) (5)

D5 Please list your course of study.

D6 What is your major?

D7 Are you studying full-time or part-time?
- ○ Full-time study (1)
- ○ Part-time study (2)
- ○ Not studying (3)

D8 Are you in full-time or part-time (<30 hrs per week) employment?
- ◯ Full-time (1)
- ◯ Part-time (2)
- ◯ Unemployed (3)
- ◯ Retired / mostly retired (4)
- ◯ Home maker (5)

D9 Have you been looking for work?
- ◯ Yes (1)
- ◯ No (2)

D10 How long have you been looking for work?
- ◯ Less than 1 month (1)
- ◯ 1 - 3 months (2)
- ◯ 3 - 6 months (3)
- ◯ 6 - 12 months (4)
- ◯ 1 - 2 years (5)
- ◯ More than 2 years (6)

D12 Are you a New Zealand citizen?
○ Yes (1)
○ No (2)

D13 If you answered no to the above question, or if you hold more than one citizenship, please specify below.

D14 Which sector are you looking for part-time work right now?
○ retail (1)
○ administration (2)
○ online advertising (3)
○ tutoring (4)
○ hospitality, accommodation and food services (5)
○ customer service (6)
○ health care (7)
○ banking (8)
○ other (9) _____

D15 Do you have family or relationships you have to support?
○ Yes (1)
○ No (2)

End THIS IS THE END OF THE SURVEY Thank you for your participation! Please submit the survey to return survey to researcher for analysis. On completing and submitting this survey you consent to your unidentifiable data to be used for this research. If you do not feel comfortable or have any issues after participating in this research, please do not hesitate to contact the researcher at e.s.esiuis@gmail.com. Or if you have any need, you could also contact the Massey counselling team at studenthealth@massey.ac.nz, or the youthline counselling hotline on 0800 37 66 33. Debriefing report of the survey and study design can be offered on request by emailing the researcher who would not be able to identify individuals from data collected.

APPENDIX 2

Original Commitment Scale Items (Allen and Meyer, 1990)

Affective Commitment Scale Items
1. I would be very happy to spend the rest of my career with this organization.* #

2. I enjoy discussing about my organization with people outside it.#

3. I really feel as if this organization's problems are my own.#

4. I think that I could easily become as attached to another organization as I am to this one.(R) #

5. I do not feel like 'part of the family' at my organization.(R) #

6. I do not feel 'emotionally attached' to this organization.(R) #

7. This organization has a great deal of personal meaning for me.#

8. I do not feel a 'strong' sense of belonging to my organization.(R) #

Continuance Commitment Scale Items

1. I am not afraid of what might happen if I quit my job without having another one lined up.(R) * #

2. It would be very hard for me to leave my organization right now, even if I wanted to.*

3. Too much in my life would be disrupted if I decided to leave my organization now.*

4. It wouldn't be too costly for me to leave my organization now.(R) *

5. Right now, staying with my organization is a matter of necessity as much as desire.*

6. I feel that I have very few options to consider leaving this organization.

7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.*

8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.*

Normative Commitment Scale Items

1. I think that people these days move from company to company too often.*

2. I do not believe that a person must always be loyal to his or her organization.(R) ** #

3. Jumping from organization to organization does not seem at all unethical to me.(R) * #

4. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.* #

5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.* #

6. I was taught to believe in the value of remaining loyal to one organization.** #

7. Things were better in the days when people stayed in one organization for most of their careers.*

8. I do not think that to be a 'company man' or 'company woman' is sensible anymore.(R) **

Table 1 – Factor Solution on Scott's Scale of Organisational Attractiveness with non-significant loading cutoff at <.3

Item	Aspirational Attraction	Pragmatic Attraction
In my opinion, a job should place great importance on being socially responsible	.774	
This job is attractive to me in an ethical sense	.686	.396
I would be willing to attend an evening information session about this job	.676	
This job sounds attractive because it appears to have a lot of career potential	.660	.405
This job appears to consider its social responsibilities	.511	.427
This job is unappealing because it is not in line with my current values	.392	.326
In my opinion this job sounds unattractive		.821
This job would not be a job I would consider applying for	.308	.718
I would definitely apply for this job	.608	.648
This job interests me	.617	.621
This job is emotionally unattractive to me	.454	.607
I would not be interested in gathering more information about this job opening	.364	.598
Eigenvalues	3.56	3.40
Percentage Variance	29.7%	28.32%

PCA with all 12 items in Scott (2010)'s Scale of Organisational Attraction had many shared variances between the two components extracted. Pragmatic attraction was almost subsumed by aspirational attraction from the loadings presented

Two Normative Commitment (NC) items and one Continuance Commitment (CC) items were removed: "I would not feel guilty if I were to leave the job soon" (NC) and "I would not feel any obligation to remain with the employer of this organisation" (NC); and, "If I decided to leave this job opportunity, too much of my life would be disrupted." (CC).