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AN EMPIRICAL ANALYSIS OF JOB SEEKERS' PERCEPTION OF CORPORATE SOCIAL PERFORMANCE AS A MEASURE OF ORGANISATIONAL ATTRACTIVENESS

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A research dissertation submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, Johannesburg, in fulfilment of the requirements of the degree of Master of Commerce (Business Sciences/ Management).

Johannesburg
South Africa
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DECLARATION

I, the undersigned, Jane Chapola, hereby declare that this research is my own, unaided work. It is being submitted in partial fulfillment of the requirements for the degree of Masters of Commerce (Business Sciences/ Management) at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

I further declare that:

- I am aware that plagiarism (the use of someone else's work without their permission and/or without acknowledging the original source is wrong.
- I have followed the required conventions in referencing the thoughts and ideas of others.
- I understand that the University of the Witwatersrand may take disciplinary action against me if there is a belief that it is not my own unaided work or that I have failed to acknowledge the source of the ideas or words in my writing.

SIGNED AT_____ ON THIS 31st DAY OF MARCH 2016.

_____

(Signature)

ABSTRACT

Corporate Social Performance is both a prominent notion that the business world views as strategic and a well-known concept in academia that has been assessed in relation to different constructs. Several scholars have suggested the relationship between corporate social performance and its capability to attract numerous superior job applicants at the organisational level, yet, there is no corresponding evidence at the individual level of analysis. Thus, based on suggestions from the social identity theory and the signaling theory, this study hypothesized that job seekers' perception of Carroll's (1979) four dimensions of corporate social performance of an organisation are positively related to the organisation's attractiveness as an employer and aimed to assess these relationships. Carroll's (1979) four dimensions of corporate social performance consist of an organisation's economic, legal, ethical and philanthropic responsibility. This study was quantitative in nature; therefore, the data for this study was collected through the use of previously developed questionnaires that had obtained high Cronbach's alpha values thus confirming their reliability. Survey results were collected from a sample of 216 final year undergraduate and honours students who were selected via probability sampling technique. These results indicated that job seekers are more likely to pursue jobs from socially responsible organisations; with economic responsibility having the greatest impact on organisational attractiveness. Two Statistical packages, namely, the statistical package of the social sciences and Amos were used to test the conceptual model and to arrive at these findings. The implications of the empirical findings for researchers and South African organisations as well as the study's contributions to practice and theory are discussed. Just like most studies, this study had several limitations such as the size of the sample and time, just to mention a few, which led to recommendations that future research could take into consideration.

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

Over the past three decades, majority of employers have gained from the great amount of qualified people across numerous labour markets (Highhouse, Zickar, Thorsteinson, Steirwalt & Slaughter, 1999). One could therefore conclude that one of the most vital factors responsible for the success of an organisation is the ability to attract high quality job applicants since successful recruitment offers organisations superior human resources and accordingly builds up their sustained competitive advantage (Tsai, Joe, Lin & Wang, 2013). As a result, firms are presently dedicating significant amounts of resources to activities that are aimed at attracting appropriately qualified people. According to Barber & Roehling (2000: 845), "the ultimate cost of failure to attract quality job applicants may be organisational failure".

Therefore, the onus is on an organisation's management to ensure that effective recruitment takes place to keep the organisation's shareholders pleased. In addition, management is also responsible for organising their organisation's involvement in society as a whole (Hart, 1995). According to Tsai et al. (2013), big firms such as General Motors and Toyota promote their environmental and philanthropic activities in the course of their recruitment campaigns in order to attract superior job applicants. As such, a significant component of a management strategy is handling stakeholder's assessment of an organisation's impact on the natural environment (Chatterji, Levine & Toffle, 2007). This is due to the fact that stakeholders' views of a firm's activities have the potential of positively or negatively impacting the performance of a firm (Hart, 1995). A plethora of studies (e.g. Tsai et al., 2013; Lin, 2010; Albinger &

Freeman, 2000) have devoted attention to an organisations' corporate social performance (CSP), a concept that stresses a firm's accountabilities to various stakeholders, such as employees, their host communities and the customary duties to economic shareholders (Clarkson, 1995). Wood (1991: 693) defines CSP as "a business organisation's configuration of principles of social responsibility processes of social responsiveness, and policies, programs and observable outcomes as they relate to the firm's societal relationships." An organisation's CSP frequently displays ethical values and norms; it is thus likely that such social responsibility improves the job seekers' perceived image of the organisation, subsequently positively influencing their intention to take on a job that is made available by the organisation (Tsai et al., 2013). Previous research (e.g. Turban & Greening, 1997) suggests that firms with better CSP may be viewed as more attractive firms to work for. Scholars have also posited that early applicant attraction to an organisation is grounded on opinions of the organisation's image, which is influenced by the organisation's CSP (Rynes, 1991). As a result, a number of visionary firms such as General Motors and IBM still go as far as promoting their CSP with the aim of attracting a greater pool of quality job applicants (Turban & Greening, 1997). According to Rynes (1991), organisations that have the capability of attracting a greater number of qualified applicants have a bigger group of applicants to pick from, consequently leading to greater effectiveness for firm selection systems.

CSP is a construct that has previously been researched in relation to many other constructs such as corporate financial success (e.g. Johnson & Greening, 1994), however, the present study aims to explore the relationship between CSP and job seekers' perceptions of organisational attractiveness. Specifically, the proposed study

aims to extend prior research conducted in different cultural work environments (e.g. Turban & Greening, 1996; Cable & Turban, 2003; Breeaugh 1992; Rynes, 1991; Tsai et al., 2013) within the context of the South African labour market.

1.1 Research Problem

The acknowledgment of the significance of a company's human resources has increased in recent years such that the attraction of quality individuals is now seen as a key source of competitive advantage (Turban & Greening, 1997). According to Greening and Turban (2000), attracting quality employees in this century is more significant than it was in the past because other resources of competitive advantage have decreased overtime. As a result, most organisations now appear to be more concerned with selecting and attracting the right type of employees than ever before. Recent evidence (e.g. Tsai, 2013) indicates that an applicant's pre-interview attraction to a firm is a much stronger predictor of job choice decisions than attraction that takes place after the interview. However, nothing is known about how all the four components of CSP identified by Carroll (1979) in the social responsibility dimension are related to early impressions of a firm's attractiveness to job applicants as an employer of choice in the South African context. This study is therefore contextualised to test the validity of Carroll's (1979) components of the social responsibility dimension of CSP as a predictor of job seekers' consideration of an organisation as a prospective employer of choice in the South African labour market.

1.2 Background of the study

Even though some knowledge concerning the significance of CSP has been broadly developed, little is known about how CSP is essentially understood by job seekers.

Furthermore, while Turban and Greening (1997) acknowledged the lack of integrated theory and research on attraction of quality individuals into an organisation, other authors (e.g. Barber, 1998) have emphasised the need for further research in order to understand what leads to job seekers' attraction to organisations. Belt and Paolillo (1982) noted that empirical research on the attraction of individuals to organisations was 'virtually non-existent' (p.105). Almost a decade later, Rynes (1991) stated that a number of the most vital questions about applicant attraction remained 'almost completely unaddressed' (p.400) regardless of diverse conceptual advances on how recruitment may have an effect on the behaviour of applicants.

1.3 Purpose of the study

Preceding literature such as Cable and Turban (2001) indicated that an organisation's initial attraction to job seekers is grounded on their opinion of the organisation's reputation, which is essentially influenced by its CSP. As a result, the purpose of the present study is to conduct an exploratory research that could provide an answer to the question: "do individuals perceptions of the corporate social performance of an organisation attract job seekers to apply to firms in South Africa?"

1.4 Objectives of the study

The following are the objectives of the proposed study:

- Evaluate the relationship between the economic social responsibility category of CSP and job seekers' intention to apply for a job vacancy.

- Assess the relationship between the legal social responsibility category of CSP and job seekers' intention to apply for a job vacancy.

- Review the relationship between the ethical social responsibility category of CSP and job seekers' intention to apply for a job vacancy.

- Appraise the relationship between the philanthropic social responsibility category of CSP and job seekers' intention to apply for a job vacancy.

- To identify and evaluate the relationship between organisational attractiveness and job seekers' intention to apply for a job vacancy.

- To develop and fit a model depicting relationships between job seekers' perception of corporate social performance and organisational attractiveness.

1.5 Significance of the study

Scholars (e.g. Fombrun & Shanley, 1990) have suggested that CSP may provide a competitive advantage to firms by attracting a larger pool of candidates, whilst evidence suggests that firms with higher CSP are perceived as more attractive employers than firms with low CSP (Turban & Greening, 1997). However, the unit of analysis utilised in the study by Turban and Greening (1997) was at the organisational level without corresponding evidence at the individual level of analysis. The present study is thus designed to address and fill the research gap suggested by Turban and Greening (1997) on the one hand, and extend previous studies by Albinger and Freeman (2000) and Tsai et al. (2013) on the other hand. The proposed study therefore aims to contribute to the body of existing literature by expanding the knowledge base and understanding of the four components of CSP and their association with prospective applicants' view of an organisation's attractiveness as an

employer, and how these opinions of a firm's socially responsible image affects job seekers' intention to apply for a job vacancy.

1.6 Outline of the study

Chapter 1: Presents an introduction to and an overview of the study, the statement of the problem, the objectives and significance of the study.

Chapter 2: Provides a detailed outline of the literature review of organisational innovation and the emotional intelligence of the leader.

Chapter 3: Provides a detailed discussion of the research methodology and design.

Chapter 4: Presents the findings and results of the study and also provides an analysis and interpretation of the results.

Chapter 5: This chapter presents a discussion of the findings, recommendations and direction for future research.

Chapter 6: This chapter concludes the entire research project and provides recommendations for future research and South African organisations.

1.7 Summary of chapter

This chapter introduced the research problem and gave a brief outline of the topics that are reviewed in greater detail in the succeeding chapters. It comprised of the research problem, the background of the study, the purpose and objectives of the study, and also explained the significance of the study. Finally, this chapter provided an outline of the research paper and gave a brief description of what may be expected from each of the following chapters.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter describes how the current study is related to prior research and highlights the relevance of the research problem that was discussed in chapter 1. This study amalgamates two formerly unrelated bodies of literature. The first body of literature relates to corporate social performance, whilst the second body of literature relates to organisational attractiveness. It is appropriate to look over earlier literature and studies that have investigated the combination of these two disciplines applicable to the present study as it is important to review what was previously discovered, and thus define where or in what ways this research and its findings can contribute to current knowledge.

2.1 Literature overview

Being a sought after employer is currently a principle of human resource and a business imperative since organisations in most parts of the developed world are obliged to compete more vigorously in the "war for talent" (Martin, 2005). Even though it has been a key concern for the organisation to attract and select the suitable talent for their labour force (Rynes & Barber, 1990) there is serious struggle in the job market globally. This is because the shortage of fitting talent has led to lack of anticipated manpower in the organisations. Accordingly, it has turned out to be a reason for major concern for organisations to attract prospective talent by presenting themselves as attractive organisation in the eyes of their potential and current employees.

The demographics of current labour forces are evolving, highlighted by the exit of the baby boom generation and the entrance of Generation Y workers. Therefore, the

changing needs and values of today's workers has the potential of making employee recruitment more challenging. According to Robinson (2006: 76), "a new breed of job seekers is placing ethical issues above financial incentives when considering a job offer." As a result, upcoming job packages need to replicate this newly found social awareness or ethical consciousness among job seekers if organisations are to maintain their attractiveness (Robinson, 2006). Companies such as Unilever are already achieving this through their recently formulated sustainable living plan.

Preceding research (e.g Robinson, 2006) made use of decision theories and Vroom's expectancy theory to investigate organisational attractiveness. Contemporary research, however, has outlined the attractiveness of organisations for prospective applicants in the context of the fit between the person and the organisation (Lievens, Decaesteker & Coetsier, 2001) and the Attraction-Selection-Attention (ASA) model (Udofot, Inyang & Akpan, 2015). Numerous studies made use of the interactionist approach to person-organisation fit with the aim of testing these suppositions and investigating whether individuals are attracted to organisations that fit their personality (Edwards & Cooper, 1990; Sekiguchi, 2004; Lievens et al. 2001). However, the attraction-selection-attrition (ASA) model coined by Schneider's (1987) theoretically grounds this stream of research report

In the past years, a lot of attention has been given to the concept of corporate social performance that has also been linked to organisational attractiveness. CSP to a large extent, has been likened with 'doing good', leading a number of researchers and academics to conclude that a different model of business is developing; i.e. a model that accentuates organisations' responsibilities to numerous stakeholders other than the singularly emphasised shareholder (Rowley & Berman, 2000). The following

section discusses the concept of organisational attractiveness in depth.

2.1.1 Overview of Organisational Attractiveness

Organisational attractiveness is a multidimensional and a multifaceted topic that has been deliberated upon for the last couple of years. In starting a review of the organisational attractiveness literature it is initially essential to clarify what is meant by organisational attractiveness. According to Tsai and Yang (2010: 49) organisational attractiveness is the "willingness of candidates to accept the employment offer in a particular organisation and wish to continue the job in the same organisation". Highhouse et al. (1999: 989) on the other hand state that organisational attractiveness is replicated in peoples' affective and attitudinal opinions concerning specific organisations as probable places for employment".

Organisational attractiveness affects the individual identity of employees, which encourages employee attentiveness by constructing a distinctive attachment towards their firm (Sanskrity, Susmriti & Khan, 2014). Even though the study of organisational attraction has shown some insights, there is still a lot to be discovered (Barber, 1998). The trace of most primitive research articulates that Vroom (1966) was the first to draw the attention of professionals and scholars to the attractiveness of organisations as the best place to work and their ability to attract the appropriate talent. Vroom (1966) used a single item measure to review the awareness of probable candidates concerning the attractiveness of any organisation and finally settled by declaring that organisational attractiveness is specific in each organisation.

Years later Singh (1973) also used a single item measure to access the attractiveness of an organisation as an employer; the study was limited to measure the attractiveness of any organisation by probability of any person to agree to take an employment offer

of that specific organisation. Later, Fisher, Ilgen, and Hoyer (1979) used a multi-item scale as opposed to the previously used single item scale. Their study made available a base for gaining access to the notion of organisational choice and it recognised a link among accessing intention and attractiveness of any organisation. On top of these studies, a number of other studies are also in existence, which explains the perceptions that people have about the reputation of a company (Turban et al., 1998; Turban & Greening, 1996). Turban et al. (1998) formulated items that can be used to measure the extent to which a number of organisations are observed as the best place to work by appropriate probable employees, and the degree to which the employees feel delighted to be the part of any organisation.

Therefore, to date, academics have measured organisational attractiveness differently and have also addressed it from diverse viewpoints. For example, researchers such as Kristof (1996), Lievens et al. (2001), Sekiguchi (2004) and Morley (2007) looked at organisational attractiveness from the person-organisation fit perspective as mentioned earlier on. Person-organisation fit is defined by Kristof-Brown, Zimmerman and Johnson (2005; 226) as the "compatibility between people and organisations that takes place when at least one entity offers what the other needs or they share comparable essential characteristics or both". Chatman went on to state that individuals are attracted to organisations they perceive as having values and norms they consider to be important. Judge and Cable (1997) addressed organisational attractiveness from an organisational culture point of view which contributed to our understanding of the antecedents to job seekers' culture preferences. A contemporary academic research focus evaluated the relationship between recruitment advertisements and organisational attractiveness (Blackman, 2006; Thorsteinson & Highhouse, 2003) as recruitment advertisements may possibly

be an important medium for probable employees when determining whether or not to apply for a job. Further, Turban and Cable (2003) investigated the relationship between organisational attractiveness and organisational reputation. Results from this study supported the formerly untested conviction that organisations with better reputations attract more applicants. Thus, organisational reputation can be said to be a theory that regulates a firm's relative standing.

Another concept that has attracted significant amount of research interest is the relationship between corporate social performance and organisational attractiveness which is the topic of research in this study and is elaborated further later on in this chapter (Turban & Greening, 1997; Albinger & Freeman, 2000). According to Wood (2010), CSP has been defined as variegated organisational activity that illustrates implicit outcomes for employees working within an organisation, its stakeholders and society.

Berthon et al. (2005) propose a method to both operationalize and classify the five constituents of employer attractiveness from the perspective of potential employees. The five elements are: Interest Value, Social Value, Economic Value, Development Value, and Application Value.

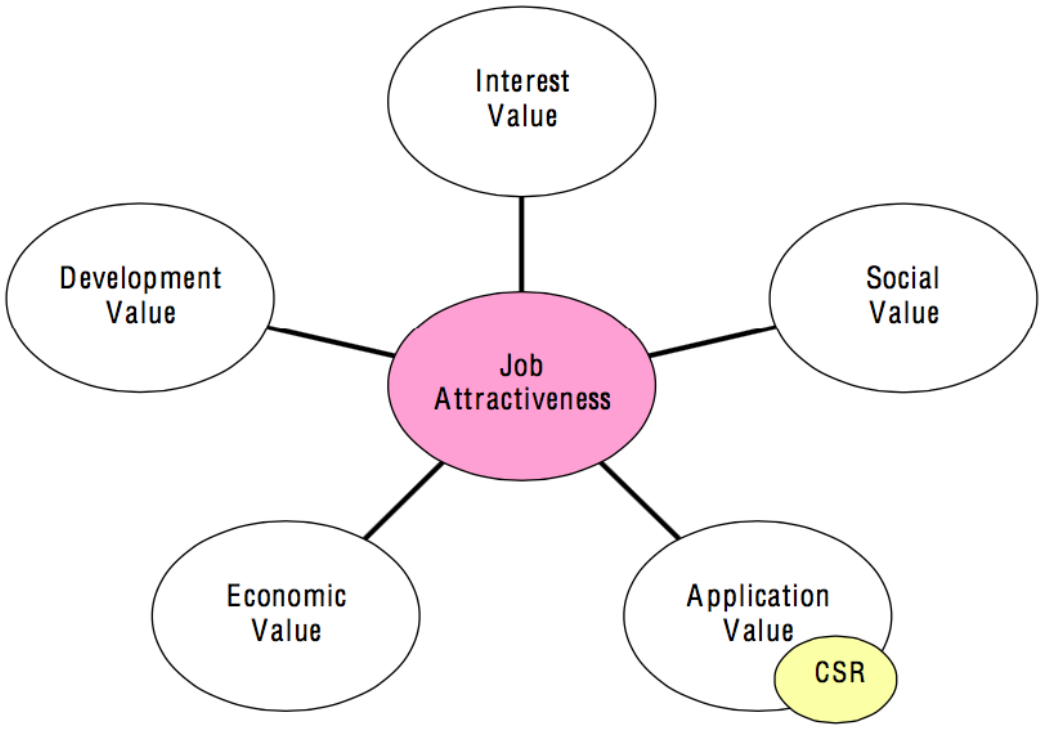
Interest value evaluates the degree to which a person is attracted to an employer that offers an exciting work environment, unique work practices and that utilises its work force's creativity to generate superior, advanced goods and services (Berthon et al., 2005). Social value involves the evaluation of the magnitude to which an individual is attracted to an employer that delivers a working environment that is exciting, cheerful, offers great friendly relationships and a team atmosphere (Berthon et al.,

2005). Therefore, this value characterizes an organisation's working environment.

Economic value measures the degree to which a person is attracted to an organisation that offers a salary that is above average, a compensation package, job security and promotional opportunities (Berthon et al., 2005). Development value involves the assessment of the level to which a person is attracted to a firm that provides acknowledgment, self-worth and confidence, combined with a career- augmenting experience and a foundation for future employment (Berthon et al., 2005).

Lastly, application value assesses the extent to which an individual is attracted to an employer that provides an opportunity for the employee to apply what they have learned and to teach others, in an environment that is both customer orientated and humanitarian (Berthon et al., 2005). Berthon et al. (2005) further explain humanitarian as "giving back to society". One could therefore conclude that an organisation's corporate social performance and thus the focus of this study falls within this component of employer attractiveness. The model presented in Figure 2.1 gives an overview of the factors leading to employer attractiveness.

Figure 2.1. The components of Employer Attractiveness



Source: Berthon et al. (2005).

Preceding research indicates that job attributes that have particularly explained the distinctive variance in an employer's job attractiveness are challenging work, location and a supportive work environment (Turban et al. 1998). Therefore, if one were to compare these attributes to the components of employer attractiveness proposed by Berthon et al. (2005), a supportive work environment would evidently fall under the social value component, while challenging work and location would almost certainly fall under the interest value component, based on its prevailing attributes as previously mentioned.

Celani and Singh (2011) associated organisational attractiveness with employer branding and asserted that organisational attractiveness increases because of employer

branding and that organisations with a strong positive employer brand are able to attract and retain its employees with less effort. Employer branding can be defined as a targeted, enduring approach to manage the perceptions and awareness of employees, potential employees, and associated stakeholders with regards to a specific organisation (Backhaus & Tikoo 2004). Consequently employer branding can be described as the "sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work" (Berthon et al. 2005: 35). According to Martin (2005), so as to attract probable employees, an organisation ought to cultivate a strong employer brand in the marketplace.

Backhaus and Tikoo (2004) portray employer branding as a stepwise process. The initial step of an organisation is to develop a value proposition, which is an illustration of what the organisation offers to its employees. Thereafter, the organisation markets this "value proposition" externally to its targeted potential employees in addition to other stakeholders who are a part of the recruitment process.

Documented evidence (Kristof, 1996; Lievens et al., 2001; Sekiguchi, 2004; Morley, 2007) provided a clear indication that organisational attractiveness can be discussed from different perspectives such as person-organisation fit, organisational culture, recruitment advertisements, organisational reputation image and corporate social performance. Research suggests that a firm's corporate social performance may influence perceptions of organisational attractiveness (Greening & Turban, 2000; Turban & Greening, 1997). This study aims to add to this literature by investigating job seekers' perceptions of the importance of CSP and exploring the differential effects of the CSP dimensions on organisational attractiveness. As a result, the next

section will explore CSP in depth before exploring the relationship between CSP and organisational attractiveness.

2.1.2 Overview of Corporate Social Performance

Corporate Social Performance (CSP) has become a significant matter to the public, to the point that it has an impact on financial investments. Majority of CSP research has been carried out to measure the relationship between corporate social performance and financial performance (Fischer & Sawczyn, 2013; Saona, 2011). However, the total outcome of this work that explored the relationship between corporate social performance and financial performance is contradictory and unclear (Griffin & Mahon, 1997). CSP was introduced as a method of evaluating how well organisations are meeting their corporate social responsibilities (Albinger & Freeman, 2000). Corporate social performance has been in existence in management scholarship for the past four and a half decades (Wood, 2010). Despite its prolonged existence, Wood (2010) indicated that the CSP concept has continued to be a controversial, vague and problematic topic to research.

Academics have disagreed about the meaning of CSP and about the types of activities that distinguish between stronger and weaker CSP. Some even question the significance of the concept, proposing that academic attention drawn towards it may be an undesirable disruption (Entine, 2003). The indefinability of the CSP concept has caused difficulty in establishing empirically binding measures of it (Carroll, 1991). Various measures and scales have been utilised to operationalize the CSP theory (Margolis & Walsh, 2001). One regularly utilised measure used to operationalize CSP was the Fortune reputation database until it was discovered that it was excessively affected by managerial perceptions of an organisation's financial success (Fryxell &

Wang, 1994; Brown & Perry, 1994). More recently, the Kinder Lydenburg Domini (KLD) Social Ratings Data have been used extensively in scholarly research to operationalize the CSP construct (Wood, 2010).

Additionally, the corporate social performance concept has been used as a substitute for corporate social responsibility, corporate social responsiveness, and some other relations between business and society. A closer examination, however, shows that each of these concepts have a distinctive denotation. Furthermore, according to Wood (2010), a more rapid investigation indicated that each of the concepts mentioned above have an individual meaning. Moreover, they all signify dissimilar points in the development of the understanding of the association between an organisation and its environment.

As previously mentioned, the CSP theory was initiated as a technique for assessing how well organisations were meeting their corporate social responsibilities. Meeting social responsibilities not only permits organisations to present high levels of moral conduct but it has also been shown to offer influential benefits and numerous kinds of competitive advantages (Wood, 2010). Wood further noted that one of these benefits comprises the capability to attract preferred employees. Early CSP work concentrated on organisations' supposed misconducts, how organisations influence particular social groups, and how organisations' actions may be controlled through judicial actions, regulation and public pressure (Sethi, 1995). However, attention has been directed toward detecting how socially responsible actions could be related to certain competitive advantages (Porter & van der Linde, 1999; Shrivastava, 2000). The evolution of corporate social performance (CSP) research is marked by several distinct generations of work as pointed out below.

Evolution of CSP

The scholarly origins of the CSP construct can be found in the general systems theory that turned out to be widely held in the 1950s. Specifically, CSP originates from Boulding's (1956) understanding of complex organisations as open systems, complexly related to their greater environments. Considerable amounts of the past thinking about business organisations were of the opinion that firms are closed systems responsive to a sensible method of managing and structuring. Major examples of this approach include Taylor's (1911) scientific management, Fayol's (1967) administrative management and Weber's (1948) theory of bureaucracy.

An open system is believed to take in resources from and release outputs into its bigger environment. Therefore, CSP consists of the problems and benefits that come about from a business organisation's relations with its bigger environment, comprising of the economic, legal, cultural, political, social and natural dimensions (Carroll, 1979). The understood moral foundation of early CSP was that firms ought to work to increase the benefits and lessen or get rid of the problems arising from their actions. If not, firms would be unable to become properly accustomed to their environments, or they would no longer have access to vital resources, or their right to manage processes that take place internally would be confronted and possibly inverted by external stakeholders, or they would even lose legitimacy and consequently the right to exist (Carroll, 1979).

The CSP concept has developed from Bowen's (1953) early work on the social responsibility of the businessman and Davis's (1973) paper on the pros and cons of corporate social responsibility (CSR), to Carroll's (1979) CSR model of economic,

legal, ethical, and discretionary domains, to Wartick and Cochran's (1985) addition of "issues management", to Wood's (1991) seminal, multilevel, theoretical framework of the principles, processes, and outcomes of CSP.

Bowen (1953)

As early as the 1950s and early-1960s, management and organisation theorists (e.g., Bowen, 1953; Davis, 1960; Friedman, 1962; and McGuire, 1963) started a discussion on the responsibilities of businessmen. Bowen's (1953) work carried on from the belief that some of the biggest organisations were important focal points of decision making and authority and that the activities of these organisations had an effect on the lives of inhabitants of their environment at countless points. Bowen (1953) proposed an early definition of the social responsibilities of businessmen: "Social responsibilities refer to the responsibilities of businessmen to follow those policies, to make those decisions, or to follow those lines of action which are appropriate in terms of the goals and values of our society" (p. 6).

Bowen's (1953) book argued that businesses were responsible for producing 'social goods' as well as goods and services for sale, and that every business had an obligation to give back to the communities that supported it. The early history of CSP shows clearly that the intent of the (primarily US-based) scholars who introduced the concept into management literature was to encourage corporations to help solve intransigent social problems.

Davis (1973)

Davis (1973) then made available and considered the arguments so far both for and against business being socially responsible. According to Davis (1973), CSP involves

the organisation's concern of, and reaction to, matters past the constricted economic, legal and technical requirements of the firm. The official principle of legitimacy in Wood's (1991) model, which is presented later on in this paper, originated from Davis's (1973) iron law of responsibility. The iron law proposes that an organisation is a social establishment that needs to use its power sensibly; otherwise, society may withdraw it (Davis, 1973). This iron law is mirrored in Sethi's (1979) paper that also held that if organisations pay no attention to social expectations; it is likely for them to lose control over their internal decision-making and external transactions.

Carrol (1979)

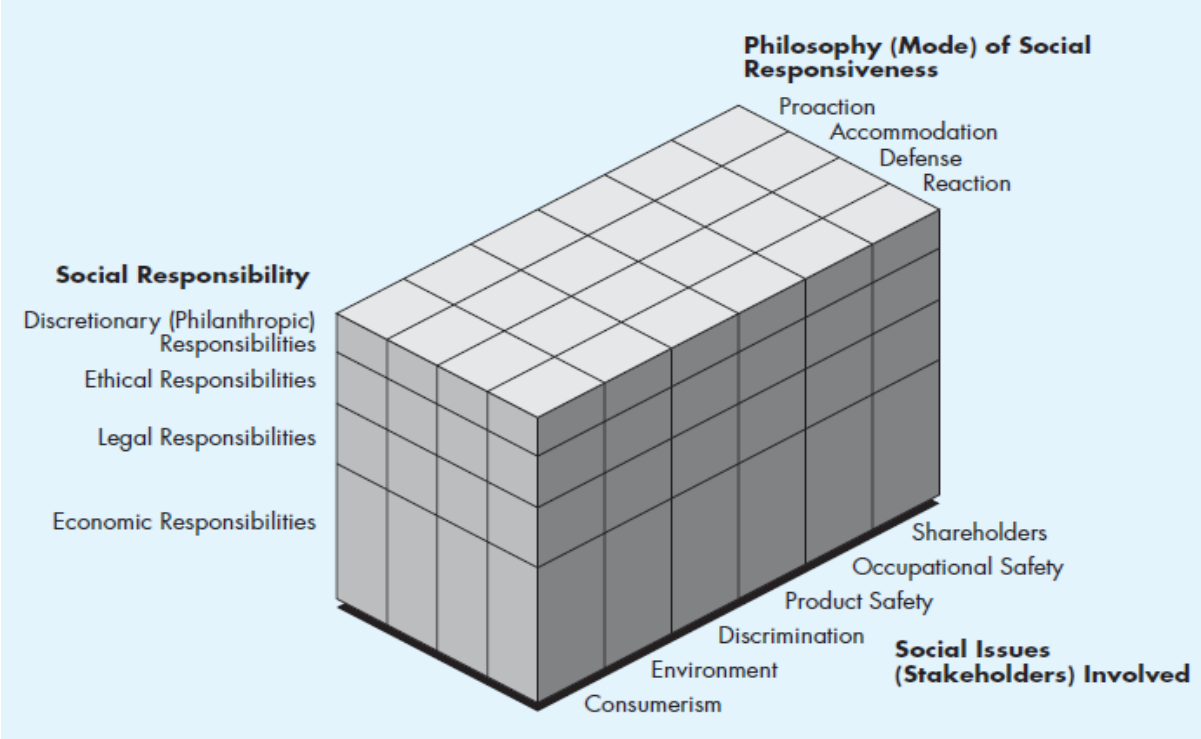
Carroll's (1979) research laid out the first conceptual model of CSP. Contending that 'responsibility' proposed motivation and was immeasurable, he opted instead for 'performance' as the effective term.

Carroll's (1979) corporate social performance model combines the following three key dimensions:

- Social responsibility categories - economic, legal, ethical, and philanthropic.
- Philosophy (or mode) of social responsiveness - reaction, defense, accommodation and proaction.
- Social (or stakeholder) issues involved - consumers, environment, and employees.

Thus, Carroll's (1979) model of CSP suggested that it is an umbrella concept that encompasses the responsibilities as well as the responsiveness of the firm. According Tsai et al., (2013), each dimension of CSP is considered a key job-seeking clue that positively increases individuals' job pursuit intention (Lin, 2012). The model is presented in Figure 2.2

Figure 2.2. Carroll's (1979) corporate social performance model



Source: Cited in Carroll & Buchholtz (2009).

The corporate social performance model is planned to be equally beneficial to academics and managers (Carroll & Buchholtz, 2009). In the case of academics, the model is predominantly an abstract aid to comprehending the differences between the theories of corporate social responsibility that are present in the literature, namely, responsiveness, responsibility and social issues/stakeholders (Carroll & Buchholtz, 2009). The theoretical model can help managers to recognise that social responsibility is not distinct and separate from economic performance and can additionally help academics by assisting them to systemise the significant theories that need to be taught and understood in an effort to make clear the corporate social responsibility notion (Carroll & Buchholtz, 2009).

This research paper focuses on the social responsibility dimension of Caroll's corporate social performance model. According to Caroll & Buchholtz (2009) the social performance of businesses encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organisations at a given point in time. Economic responsibility involves being profitable by maximising sales and minimising costs (Tsai et al., 2013). With regards to legal responsibility, every modern society sets ground rules, laws and regulations that it expects organisations to follow (Lin, 2012). Ethical responsibilities embody the full scope of norms, standards, values and expectations that suggest what and organisation's stakeholders regard as fair, just, and consistent with the respect for or protection of stakeholders' moral rights (Lin, 2012). Lastly, philanthropic responsibilities involve the society's expectation of an organisation to be a good corporate citizen by contributing resources to the community and improving the quality of life (Caroll & Buchholtz, 2009).

However, there have been several extensions of Carroll's CSP model. These include:

Wartick and Cochran's extensions (1985):

Wartick and Cochran (1985) extended Carroll's model and gathered some extra concepts that made the CSP model more robust and logical. This was done by recommending a number of modifications/additions to the CSP model; the authors suggested that the social issues dimension had developed into a new management field called social issues management (Carroll & Buchholtz, 2009). These researchsers additionally modified the CSP model by suggesting that the three dimensions be regarded as depicting principles (corporate social responsibilities, reflecting a philosophical orientation), processes (corporate social responsiveness,

reflecting an institutional orientation), and policies (social issues management, reflecting an organisational orientation) (Carroll & Buchholtz, 2009).

Wood's reformulated CSP model (1991):

Wood (1991), evaluating Carroll's (1979) model and succeeding extensions, recognised that, even though Carroll could be correctly defining how managers viewed their social responsibilities, they were not considering the sociological involvedness of their responsibilities in the society and the effects their actions had on others. In a nutshell, they were reacting as if they managed reasonably in a closed system. Furthermore, the literature on CSP seemed to be multiplying far beyond building. Thus, researchers cited each other but, with certain exceptions, did not intellectually integrate previous work into their own.

While Wood (1991) admitted that Wartick and Cochran's definition of CSP signified an abstract progression in scholars' idea of business and society, she similarly emphasized that certain problems still remained unaddressed. To start with, the word performance addresses action and outcomes as opposed to integration and interaction. Consequently, the description of the CSP model, which incorporates these numerous theories, was not able to define CSP itself except if an action factor was added (Wood, 1991). In addition to this, the addressing of social responsiveness as a single process as opposed to a set of processes is problematic. Lastly, Wood (1991) believed that the last component of the CSP model is too constricted.

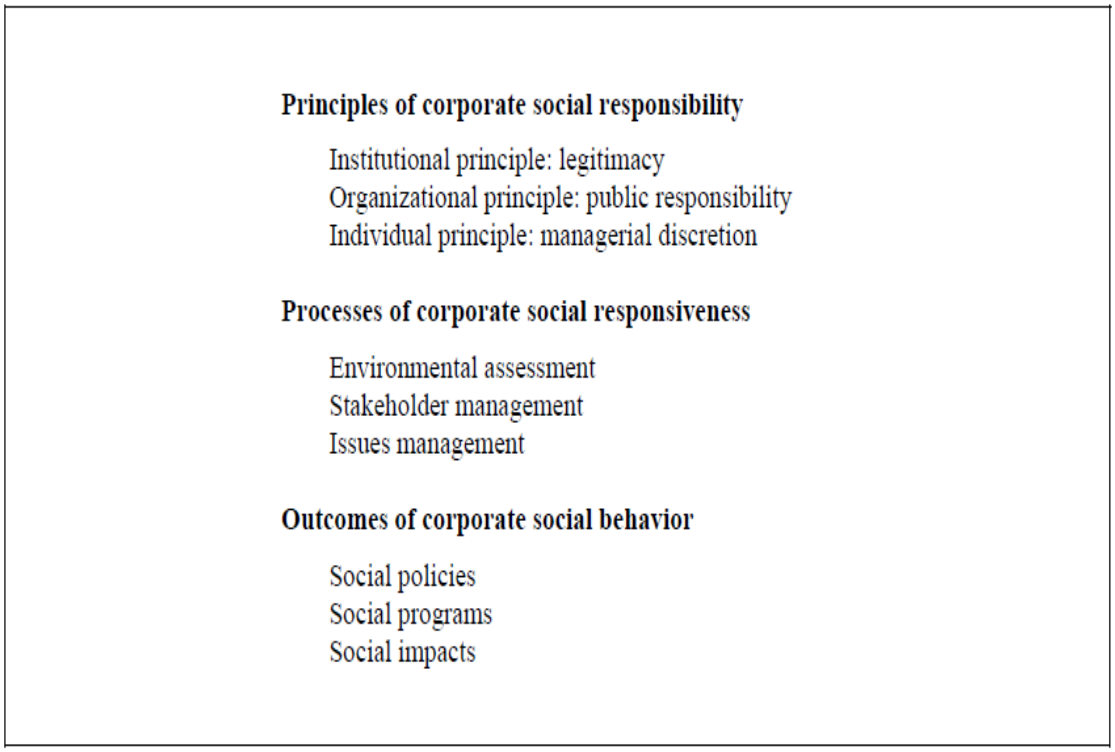
Due to the above mentioned problems, Wood (2010) reoriented and extended Carroll's model and Wartick and Cochran's extensions and presented a restructured model. The restructured model defined corporate social performance as "a business

organisation's arrangement of principles of social responsibility, processes of social responsiveness, and policies, programs, and additional noticeable outcomes as they relate to the firm's societal relationships" (Wood, 1991:54). Thereafter, it enhanced this definition by stating that every one of the three components- principles, processes, and outcomes comprises of specific components.

On top of dealing with the problems mentioned above, this definition has additional benefits (Wood, 1991). Firstly, it is not time-locked; it allows CSP to be regarded as a dynamic construct. Additionally, it can accommodate numerous behaviours, motives and outcomes that are essentially found in practice. Thirdly, it does not segregate CSP as something entirely different from business performance. Finally, it allows CSP to be viewed as a concept for assessing business outputs that must be in line with explicit values about appropriate business-society relationships (Wood, 1991).

Using her definition as a guide, Wood (1991) constructed the CSP model as shown in the Figure 2.3.

Figure 2.3. Wood's model of CSP



Source: Wood (1991: 694)

The structural principles of CSR comprises of the legitimacy principle, which talks about business altogether, the public responsibility principle, which pertains to specific firms, and, in a key re-explanation of Carroll's philanthropic responsibility component, the discretionary principle which particularly denotes the responsibilities of specific employees as moral representatives (Wood, 1991). The processes of social responsiveness does not suggest modes of response the way those of Carroll and of Wartick and Cochran's did, instead, they suggest certain classifications of processes for environmental assessment, stakeholder management and issues management. The outcomes component in Wood's model exemplifies an important absent variable in previous CSP models as Carroll's model lacked an outcomes variable and Wartick and Cochran's model made use of policies of social issues management as their

outcomes variable.

Therefore, Wood's (1991) model offers the business and society field a comprehensible framework by incorporating the abstract developments of CSP that have been made thus far. Subsequently, it contains every stage of the development of our understanding of the correlation between business and society. Even though differentiating three key elements may cause the unplanned view that these elements may be studied independently, the contrary is correct. This is clearly specified in Wartick and Cochran's definition of CSP and persuasively recommended by Wood as they both make it clear that these elements ought to be evaluated in conjunction with one other.

Swanson's reorientation of CSP (1995):

Swanson expanded on the vibrant nature of the principles, processes, and outcomes reformulated by Wood. Relying on research from corporate culture, Swanson's (1995) reoriented model links CSP to the individually held ethics and values of executive managers and other employees. Swanson (1995) suggested that the executive's sense of morality has a great impact on the programs and policies of stakeholder management, environmental assessment and issues management undertaken by employees. These in-house procedures are ways in which firms can have an effect on society through economising (efficiently transforming inputs into outputs) and ecologising (imitating community-minded associations).

It is therefore apparent that the theoretical works of CSP is trying to elucidate the construct (Carroll, 1979, 1994; Wartick & Cochran, 1985; Wood, 1991; Swanson, 1995) express and represent the key academic objectives underlying the research on business and society: to form an understanding that will normatively guide managers

and organisations with respect to social behaviors, relationships, and duties; and descriptively distinguish the relationships between factors influencing corporate social performance.

2.1.3 Overview of Job Pursuit Intention

A vital matter for effective recruitment is to increase the pursuit intention of job seekers. In the recruitment literature, the term job pursuit has been used to discuss the outcome variables that measure an individual's aspiration or choice to join or remain in the applicant pool without pledging to a job choice (Chapman et al., 2005). In the present study organisational attractiveness and job pursuit intentions are viewed as separate concepts that should be predicted by different things. According to Smith, Bauer and Cable (2001) job pursuit intention is the intent to take action to learn additional information about an organisation, to contact the organisation, and to try to secure an interview with the organisation. Individuals have different needs, and they will seek jobs in organisations that best fit those needs (Cable & Judge, 1996). Hence, when thinking about jobs and organisations, different individuals will look at different factors.

Besides generating applicants, it is important to maintain applicants' interest throughout the selection process (Barber, 1998). The unwarranted withdrawal of qualified applicants from the process may lead to a reduced utility of the hiring system. Previous research on recruiting and job choice identified important factors such as pay, promotional opportunity, location, benefits, autonomy, flexibility, and type of work (Chapman, Uggerslev & Carroll, 2005; Highouse & Hoffman, 2001; Boswell, Roehling & LePine, 2003).

Examples of antecedents of job pursuit behaviour, extensively investigated in the recruitment literature, are job and organisational characteristics (e.g., Cable & Judge, 1994), recruiter characteristics (e.g., Turban, Forret, & Hendrickson, 1998), perceived fit (e.g., Cable & Judge, 1996), perceived job alternatives (e.g., Bauer, Maertz, Dolen, & Campion, 1998), and hiring expectancies (e.g., Fugate, Kinicki & Ashforth, 2004). A firm's image may integrate various components, namely, good corporate citizenship, advanced labour practices, the highlighting of diversity, support of cultural actions, and pro-environmental activities (Wang, 2013). Organisations broadcast messages about their social practices in order to maintain a particular organisational image which will be attractive to people. This study examined organisations' attraction and job pursuit intentions by manipulating the corporate social performance aspect of an organisation's image.

2.2 The relationship between organisational attractiveness and Caroll's (1979) components of corporate social performance

Many scholars (e.g. Backhaus et al. 2002; Luce, Barber & Hillman, 2001; Turban & Greening, 1997) have suggested the relationship between CSP and its ability to attract an abundant quantity of high-quality job applicants. Since preceding literature suggests that employees with strong social awareness play a role in building a high-performance organisation (Tsai, Joe, Lin & Wang, 2013). For that reason, an essential matter for successful business recruitment is how to enhance the pursuit intention of job seekers (Tsai et al., 2013). This is because, if not done correctly, an organisation's recruitment efforts can produce job applicants who are unqualified, who are short of diversity or who might reject job offers (Williamson, 2003).

According to Turban and Greening (1997), an organisation's CSP offers prospective job applicants with indications about the firm's value system, which has an effect on applicants' opinion of the working conditions at the organisation and thus influences individual's future attraction to the organisation. Turban and Greening (1997) further demonstrated that organisations with higher CSP are viewed as being more attractive employers than organisations with low CSP and that probable applicants' job hunt, likelihood to attend an interview, and chances of accepting a job offer are positively related to an organisation's CSP. Greening and Turban (2000) expanded on their previous study, measuring the relationship between CSP and attractiveness more directly by supplying CSP data to participants and testing the effects of that information on their perceptions. Again, the authors found a positive relationship between CSP and attractiveness ratings. Albinger and Freeman (2000) also found that CSP influences attractiveness ratings but only for those job seekers with high levels of job choice.

However, Greening and Turban's (2000) finding was challenged by Luce et al. (2001) who argued in favour of an indirect relationship between CSP and organisational attractiveness which is mediated through its impact on familiarity with the organisation. Kim and Park (2011), in their study, found that probable job seekers are more captivated to work for organisations incorporated in CSP activities and searched out the effect of CSP performances on an organisation's profit.

Therefore, organisations with good social performance noticed by job seekers have a better chance of attracting superior job applicants, and will therefore have a greater number of superior applicants to choose from, leading to greater utilities for

organisation recruitment campaigns and stronger organisational competitive advantages in the long run (Tsai et al., 2013). Though some knowledge about the significance of CSP (for employees for example) has been widely advanced, not much is known about how such CSP is actually understood by job seekers (Albinger and Freeman, 2000).

This utilisation of organisational features as predictors of working conditions is recognised under the rubric of signaling theory. According to the signaling theory, a firm's social policies and programs may entice probable applicants by being a signal of working conditions and, in turn, affects the organisation's attractiveness as an employer (Rynes, 1991). According to the signaling theory, CSP is one of the most important features that attract prospective job applicants (Tsai et al., 2013). This is because information about certain CSP dimensions may provide the data a job seeker needs to evaluate the suitability of the employer. Thus, the signalling theory is suitable for recognising how an organisation's CSP can have an effect on applicant's attraction to the organisation.

Additionally, it seems to be likely that an organisation's corporate social performance offers a signal concerning the working conditions in the firm by representing some organisational values and norms. As stated by Chatman (1989), individuals are attracted to firms they see as having values and norms they believe to be significant. Since an organisation's CSP is seen as signalling some values and norms, it becomes apparent that it has an impact on applicants' opinions of working conditions in the firm and, thus, the attractiveness of the firm as an employer of choice.

Therefore, each of Caroll's (1979) components of corporate social performance can be viewed as an important job-seeking signal that positively betters a firm's organisational attractiveness (Backhaus et al. 2002), since probable applicants evaluate positive consequences concerning their imminent job from being employed by an organisation that participates in added socially responsible activities (Turban & Greening 1996). The primary and essential social responsibility of an organisation is its economic social responsibility, as long as the organisation is considered by its society as a basic economic unit (Carroll 1979), and it is expected to look after its employees or additional stakeholders (Lin et al. 2012; Turker 2009). According to Aiman-Smith et al. (2001) helpful workplace associations between employees and their organisation (e.g. training, compensation, job advancement and education) indicate that the organisation is one worth working for thus improving the organisation's attractiveness for prospective job seekers. Thus, the hypothesis established below was established:

- H_1: There is a significant positive relationship between job seekers' perceived economic responsibility of an organisation and their attraction to an organisation.

Members of any society expect an organisation to live up to its objectives in line with the legal requirements of the law (Lin et al. 2012). As soon as job seekers become aware of severe illegal behaviours by an organisation (for instance, pollution of emissions, discrimination in the workplace), they become hesitant about being a part of such organisational unethical wrongdoings, accordingly decreasing the organisation's attractiveness (Lin et al. 2012). Preceding evidence backs up the theoretical justifications previously mentioned on the basis of the signalling theory,

such that job seekers specify that they are more attracted to pursuing jobs at an organisation that has a superior reputation in complying with legal systems (Belt & Paolillo, 1992; Lefkowitz, 2006). As a result, the following hypothesis was formulated:

- H_2: There is a significant positive relationship between job seekers' perceived legal responsibility of an organisation and their attraction to an organisation.

A significant approach for connecting a firm's ethical responsibility and a firm's reputation is by drawing inferences from the manner in which the firm ethically handles people (Lin et al. 2012). Individuals' opinions about an organisation's reputation are profoundly influenced by how rational they consider the organisation's activities to be ethical (Cropanzano, 2001). Individuals in search of a job rely on ethical justice to validate whether an organisation is attractive, non-biased, and will treat them as sincere affiliates of the organisation (Rupp, Ganapathi, Aguilera & Williams, 2006). When an organisation treats a number of its stakeholders ethically, the job seekers are expected to be more attracted to pursue a durable employment relationship with the organisation (Schwepker, 2001). Subsequently, the hypothesis below was proposed:

- H_3: There is a significant positive relationship between job seekers' perceived ethical responsibility of an organisation and their attraction to an organisation.

Finally, an organisation's official social policies, which are also referred to as philanthropic programs, concerning stakeholders and its emphasis on social welfare

matters can serve as an important indication of good reputation that considerably attracts prospective job seekers (Greening and Turban 2000; Lin et al. 2012). According to Lin et al. (2012), individuals have a higher chance of applying for a job made available by an organisation when the organisation has a more constructive corporate standing of committing itself to public benefits and social welfare. Therefore, organisations with stronger corporate social performance in philanthropic scopes are viewed as being more attractive establishments than those with lower corporate social performance (Linet al. 2012; Bauer & Aiman-Smith 1996; Turban & Greening 1997). Therefore, another hypothesis was developed as below:

- H_4: There is a significant positive relationship between job seekers' perceived philanthropic responsibility of an organisation and their attraction to an organisation.

2.3 The relationship between organisational attractiveness and job pursuit intention

The rising concern for corporate citizenship, specifically, corporate social performance is present in both academics and practice, by pointing out how firms include social demands into their day-to-day business operations and what benefits the firm may expect by performing corporate citizenship (Maignan & Ferrell, 2001; Lin et al., 2012). Corporate citizenship has a number of considerable advantages such as the heightened capability to attain corporate financial success (Johnson & Greening 1994), to encourage customer purchase intention (Lin et al. 2012; Vandermerwe & Oliff, 1990), to intensify the labour forces' organisational commitment, to reinforce the labour forces' work engagement, to foster organisational citizenship conduct, to improve job productivity, or to expand business functioning (e.g. Lin 2010; Lin et al.

2012). However, preceding studies have infrequently explored how various aspects of corporate citizenship are advantageous to an organisation in its recruitment.

Subsequently, earlier literature requested for additional studies to look into the mediators and predictors that have an effect on job seekers' pursuit intention throughout the applicant generation stage of recruitment (Williamson et al. 2003; Rynes 1991). The requests made by earlier research highlighted the importance of investigating job seekers' perceptions regarding an organisation's attractiveness (Behrend, Baker & Thompson, 2009). Scholars have also highlighted that an organisation's preliminary attraction to job seekers is founded on their perception concerning the organisation's reputation (Cable and Turban 2001), which is greatly affected by its corporate citizenship (Rynes 1991). A lot of big South African business organisations, such as Unilever display optimistic communication to probable applicants by upholding their organisations' economic, environmental, and philanthropic activities, implying that numerous organisations make use of CSR as an important recruitment tool (Van den Ende, 2004). Job seekers' intention to pursue a job from a certain organisation greatly relies on their general perception of an organisation's reputation and as a result, its attractiveness. An organisation's attractiveness is important because it signifies a positive signal to vital stakeholder groups such as investors, job seekers and customers (Cable & Graham, 2000).

Business organisations that send off a suitable image for job seekers about anticipated job attributes, and strong future opportunities for job career growth and success within the firms (Ramasamy, Yuen & Yuang, 2008) can positively affect the organisation's

attraction and thus encourage their job pursuit intention. Based on the evidence provided in the above literature, this study hypothesises as follows:

- H_5: There is a significant positive relationship between organisational attractiveness, which is heavily dependent on the organisation's reputation, and job seekers' intention to apply for a job vacancy.

2.4 Theoretical Framework

The way in which CSP plays an important role in the job-seeking process can be examined and justified through the social identity theory and the signalling theory. These two theories were combined in this study to hypothesize that the perceived corporate social performance of organisations by job seekers plays a role in attracting them to pursue jobs in organisations. Further, through these two theories, this study suggests that a firm's socially responsible practices send a positive signal to prospective employees.

2.4.1 Social identity theory

Individuals enjoy the benefits of their employer's progressive reputation but also endure unfavorable effects of their firm's negative reputation (Dutton, Dukerich, & Harquail, 1994). Therefore, this offers another underpinning on which to maintain that an organisation's CSP will be essential to job seekers as a means of choosing a self-enhancing employment setting. This foundation is called the social identity theory.

Social identity theory postulates that individuals organise themselves into social classifications based on a number of factors, for example, the firm they are employed

in, and that connection in these social categories impacts a person's self-concept (Ashforth & Mael, 1989). Social identity theory supports the significance of treatment of the environment, the community, and product issues to the job seeker. According to Dutton and Dukerich (1991) organisational activities on social issues have the potential of being very influential in improving or hurting an organisation's image and employees' self- images.

Therefore, the social identity theory gives details about why current and prospective employees care about the CSP initiatives established by firms. To begin with, the CSP undertakings of an organisation reveal its character and are not only important and rather persistent but are also regularly more unique than other corporate activities (Sen & Bhattacharya, 2001). This study subsequently suggests that undergraduate final year and honours students are likely to identify with socially responsible firms, especially when the firm's values are consistent with their self-identity. Additionally, the social identity theory is also related to this study since it implies that probable employees wish to feel proud to be a part of, and work for, an organisation that is known for its positive contribution to society (Turban & Greening, 1997). This is because individuals prefer to be employed by a good citizen that makes contributions to the welfare of society than for a bad citizen that only cares about itself. Prior research has also provided proof that job seekers have a preference for firms with socially valued characteristics (Backhaus, Stone, & Heiner, 2002; Albinger & Freeman, 2000; Greening & Turban, 2000).

2.4.2 Signaling theory

The Signaling theory is also applicable for understanding how a firm's perceived CSP could influence the attractiveness of an organisation.

Job seekers regularly have limited information about organisations and are therefore left with no choice but to use the little information that they have to create a view of what it would be like to work for an organisation (Barber, 1998). Thus, in the organisational choice procedure, potential employees use any existing information to better their efforts to make a reasonable choice (Wanous, 1992). Researchers are in support of this since they have suggested that while job applicants have limited information about firms, they read between the lines of the information they are given as signals about the organisations' working conditions (Greening & Turban, 2000).

As a result, this study posits that job seekers interpret an organisation's CSP as a signal about organisational values and norms. Precisely, the study proposes that an organisation's social performance signals particular norms and values to job seekers and has an effect on their perceptions of the working conditions in the organisation and, subsequently, influences the organisation's attractiveness as an employer.

2.5 Conceptual model

The theoretical argument presented in the literature study resulted in the formulation of the research hypotheses that are diagrammatically presented conceptual structural model depicted in Figure 2.3.

Figure 2.3. Conceptual model of the study

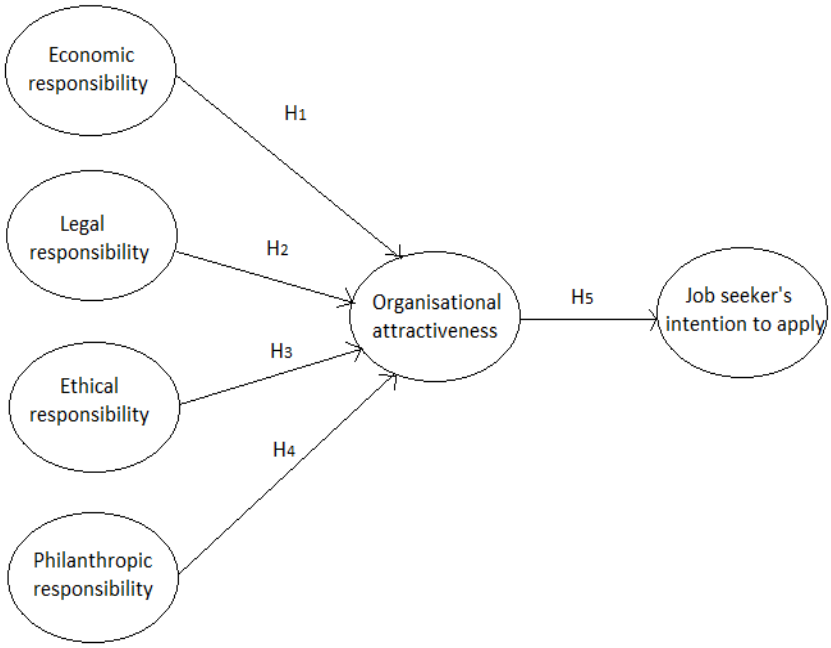


Figure 2.3 depicts this study's aim, which is to investigate whether CSP influences job seekers' perceptions of Caroll's components of corporate social performance and, in turn, their job pursuit intentions. Based on social identity and signaling theory, the research hypotheses anticipated that job applicants will be more attracted to organisations with more favorable CSP proceedings because such organisations have norms and values that are vital to a lot of job seekers and because organisations with high CSP signal more positive working conditions than those with low CSP.

2.6 Summary of chapter

There is no doubt that recruiting the right employees can be challenging, but the rewards of a well-constructed strategy are enormous, because effective recruiting is the foundation upon which any talent management program is built. Previous research suggests that organisational attractiveness and CSP are related and that the signaling and social identity theory suggest that CSP may inform the applicant's job choice process.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

All research is based on some underlying philosophical assumptions about what constitutes 'valid' research and which research method(s) is/are appropriate for the development of knowledge in a given study. The literature on corporate social performance, organisational attractiveness and the job pursuit intention of prospective employees was reviewed in detail in the previous chapter. The review of the literature led to the establishment of the research hypotheses that are going to be tested in the existing study.

This chapter discusses the methodology that was employed to conduct the empirical study. Methodology is as a way to systematically solve the research problem (Kumar, 2014). Therefore, this section will explore the various steps the researcher adopted in the study in order to examine the research problem and the logic behind it and to obtain the findings that are presented in the following chapter.

This chapter therefore comprises of a presentation of the research paradigm that was chosen to guide the research, the research hypotheses, research design, description of the population, sampling procedure and the chosen method of data collection. Thereafter, the chapter covers the data collection instruments and their reliability and validity, followed by a discussion of the compliance with ethical guidelines. The remainder of the chapter focuses on the statistical software that was utilised in conducting this investigation, analysing the strength of the proposed relationships between the variables and a model fit.

3.2 Research Paradigm

A research paradigm is an all-encompassing system of interrelated practice and thinking that defines the nature of enquiry along the three major dimensions of the research process (Rossman & Rallis, 2003). These three major dimensions include ontology, epistemology and methodology. Johnson, Onwuegbuzie and Turner (2007: 129) on the other hand, define a paradigm as a "worldview or a set of assumptions about how things work".

Researchers have classified research paradigms into numerous philosophically distinct categories including positivism, post-positivism, interpretivism, postmodernism and many more. Broad explanations of some of these paradigms are presented in Table 3.1.

Table 3.1: Broad explanation of research paradigms and methodology

	Positivism	**Post-positivism**	**Interpretivism**
Ontology (Nature of Reality)	External to human mind	External to human mind	Socially constructed
Epistemology (Knowledge and relation of knower to known)	Find universals- Investigator and investigated are independent of each other	Find universals - Independence is not possible but objectivity is the goal	Reflect understanding from interaction of investigator and subject
Acceptable Methods and data	-Scientific method. -Objective data. -Quantitative.	-Scientific method. -Objective data. -Quantitative and qualitative.	-Subjective and objective research methods. -Qualitative.

Source: Johnson et al. (2007)

This study adopted the positivism paradigm approach. The term positivism was coined by Auguste Compte and is built upon the belief that science is the sole foundation of true knowledge (Wagner et al., 2012). This approach typically applies the scientific method to the study of human action. Positivists look to uphold a well-defined distinction between facts and value judgements, look for objectivity and attempt to use a regularly rational, verbal and logical approach to their object of research. Mathematical and statistical techniques for quantitative analysing of data

were the basis of the research methods utilised by researchers from the positivist school of research.

Since this study adopted the quantitative survey research design, the positivist approach appeared to be the most appropriate as it is associated with quantitative research rather than other paradigms such as interpretivism which is associated with qualitative research. Further, positivists use hypothesis testing to obtain "objective" truth and it is additionally used to forecast what may possibly take place in the future (Wagner et al., 2012). Lastly, positivism give emphasis to the objectivist approach to studying social phenomena and gives importance to research methods that pay close attention to experiments, quantitative analysis and surveys.

3.3 Research design

The research design can be viewed as the architectural framework that demonstrates how, when and where information will be gathered and analysed (Wagner et al., 2012). According to Bryman and Bell (2011), a research design is the thorough blue print used to guide a research study in the direction of its intentions. It makes available a framework for the gathering and analysis of data. As a result, the research design enables the researcher to test the strength of the relationships presented in the conceptual structural model of the study.

The selection of a research design reveals decisions about the precedence being given to a variety of dimensions of the research process. The selection of a research design depends on the research problem and the sort of evidence that is required to tackle the problem. Research design is generally described in terms of quantitative or qualitative. Quantitative research aims to quantify data that is collected from an

unvarying questionnaire that is filled out by the research participants. It looks for convincing evidence that is supported on large, representative samples and applies statistical analysis (Malhotra & Peterson, 2006). According to Creswell (2009) it is a method for testing objective theories by exploring the relationship between variables and these variables are sequentially measured and analysed. Qualitative research involves comprehending the procedures and the social and cultural contexts, which form several behavioral patterns (Wagner et al., 2012). It makes every effort to produce an articulate story as it is viewed through the eyes of those who are part of that story, to comprehend and represent their actions and experiences as they take part, come across with and live through situations (Wagner et al., 2012). Qualitative research therefore does this by making use of a variety of data gathering techniques such as focus groups, observation and interviews. The differences between the quantitative and qualitative approaches are given in Table 3.2.

Table 3.2: Differences between quantitative and qualitative approaches

Orientation	Quantitative	Qualitative
Assumption about the world	A single reality, i.e., can be measured by an instrument.	Multiple realities
Research purpose	Establish relationships between measured variables	Understanding a social situation from participants' perspectives
Research methods and processes	- procedures are established before study begins; - a hypothesis is formulated before research can begin; - deductive in nature.	- flexible, changing strategies; - design emerges as data are collected; - a hypothesis is not needed to begin research; - inductive in nature.
Researcher's role	The researcher is ideally an objective observer who neither participates in nor influences what is being studied.	The researcher participates and becomes immersed in the research/social setting.
Generalisability	Universal context-free generalizations	Detailed context-based generalizations

Source: Wagner et al., (2012)

3.4 Justification for the choice of research design

The preferred research design to test the substantive research hypotheses for the study was the quantitative design. Quantitative research design was applied to the study because the approach tends to be more highly structured and makes it easier to measure and analyse the responses. The research questions for this study were answered through the use of a survey research design, which is a very valuable tool for assessing opinions and trends (Gonzalez, 2005). A questionnaire design is used to quantitatively describe detailed aspects of a given population (Gonzalez, 2005). These aspects regularly involve studying the relationships between variables (Gonzalez, 2005). Additionally, the data that is needed for survey research is gathered from people and is thus subjective. Hence, the objectives of this study led the research

design in the direction of a self-administered questionnaire, which requires the active involvement of respondents.

On the basis of an empirical investigation of a number of possible methods, the survey research method was discovered to be the more suitable choice given both the availability of resources and nature of the study's objectives. Additionally, trying to evaluate students' perceptions through observation would be particularly time consuming and limiting. The choice to make use of the survey method was also decided upon due to factors such as time, response rate and the amount of data required.

3.5 Research setting

The study was conducted at the University of the Witwatersrand (Wits) in Johannesburg, South Africa.

The University of the Witwatersrand has five faculties, namely, Commerce, Law and Management; Engineering and the Built Environment; Health Sciences; Humanities; and Science. Table 3.3 shows the University's 2014 statistics.

Table 3.3: University of the Witwatersrand 2014 statistics

STATISTICS 2014	
Total Student Enrolments	32703
Female students	54%
Postgraduate students	33%
International students	10%

Source: Facts and figures (2014)

3.6 Population of the study

The identification of the research population is necessary for the formulation and running of any trial (Klein & Meyskens, 2001). In research, a population can be defined as a comprehensive or well-defined group of objects or people that have a shared characteristic and are the central focus of the study (Klein & Meyskens, 2001). A target population refers to the entire group of objects or people which researchers are interested in generalising their conclusions (Klein & Meyskens, 2001). According to Turner (2003) a precise definition of the characteristics of the population is a prerequisite for the choices concerning sampling and survey design. Therefore, when defining a target population, a researcher should indicate clearly the characteristics of the target population that apply directly to the study.

In the present study, the target population comprised of final year undergraduate and Honours students in the Faculty of Commerce, Law and Management at University of the Witwatersrand. The estimated total number of final year undergraduate and Honours students in these three schools was 1500. These students are thus about to graduate into the labour market were suitable research subjects for the job pursuit intention topic since numerous South African organisations attempt to attract such highly educated students from national universities as significant human resources.

3.7 Sampling Design and Procedure

According to Wagner et al. (2012) in quantitative research it is vital to choose a sample that will best approximate the characteristics of the population for which conclusions will be made. So as to draw inferences about the students at Wits, the sample in the present study was composed of final year undergraduate students in the the schools that offer undergraduate programmes in the Commerce, Law and

Management faculty at the University of the Witwatersrand, namely, the School of Economic and Business Sciences, School of Accountancy and the School of Law.

Sampling involves selecting a predetermined number of objects or individuals from a larger population who will act as representatives of the population (Ghauri & Gronhaug, 2008). A sample is usually smaller than the population; however, in the case of a relatively small population, the sample may be nearly the same size. Sampling can take either of the two forms: probability or non-probability. Probability sampling is a random procedure in which everyone in the population has an identical and independent probability of being included in the sample (Wagner et al., 2012). This method of sampling is believed to be the frequently used and most accurate one, yet it is not always attainable or realistic. Non-probability sampling, on the other hand, is non-random as its name suggests; thus, individuals are included in a sample for the reason that they are accessible and willing to take part in the study (Wagner et al., 2012).

3.7.1 Sampling technique

For the purpose of this study, the probability sampling technique was utilised. This implies that the researcher had access to the whole population and then randomly selected the number needed to make up the sample. Due to their non-systematic and random procedure of choosing participants, probability strategies are usually preferred over non-probability strategies. According to Wagner et al. (2012) there are four types of probability sampling, namely, simple random sampling, systematic sampling, stratified random sampling and cluster sampling. For the purpose of this study, simple random sampling was utilised. This method of sampling is believed to be the simplest and most common method of sampling (Kushwaha, 2009). Simple random sampling is a sampling procedure which gives each member of a sample an

equal chance of being chosen (Kushwaha, 2009). Simple random sampling was used to decrease the chances of human bias in the selection of the students that were included in the study. Accordingly, simple random sampling provided a sample that was highly representative of the population.

3.7.2 Sampling Frame

According to Kushwaha (2009) every probability sample starts off with a sampling frame, which can be thought of as a list of all components of the population that is being studied. In this study, the sampling frame was made up of the names of final year undergraduate and Honours students who were registered in the Faculty of Commerce, Law and Management at University of the Witwatersrand. This sample frame was obtained from the faculty registrar. Therefore, the sampling frame generally described the study's target population from which the sample was drawn and to which the sample information was generalized.

3.7.3 Sample size

A sample size is the total number of observations in a sample (Evans, Hastings & Peacock, 2000). Defining the sample size to be selected is an essential step in any research study, as a result, Yamane's (1967) formula to calculate sample sizes was utilised in this study. Yamane (1967) came up with a simplified formula to calculate sample sizes:

$$n = \frac{N}{1 + N\,(e)^2}$$

Where n is the sample size, N is the population size, and e is the level of precision (the range in which the true value of the population is estimated to be) (Yamane,

1967). The expected sample size of the study was therefore 316, with population size of 1500 and a level of precision of 0.05.

3.7.4 Demographic sample profile

Due to time constraints and the willingness of individuals to participate in the study, only 216 questionnaires were completed and collected. Table 3.4 gives an account of the descriptive statistics.

Table 3.4: Frequencies and Percentages for Nominal Variables

Variable		N	%
Gender	Male	86	39.8
	Female	130	60.2
	Total	216	
Age Category	18-21 Years	30	13.9
	21-30 Years	160	74.1
	30 Years plus	26	12.0
		216	
Level of Study	Undergraduate	137	63.4
	Honours	79	36.6
	Total	216	
School	School of Economics and Business	95	44.0
	Sciences	62	28.7
	School of Accountancy	59	27.3
	School of Law	216	
	Total		

The participating students were categorised into four groups, namely, gender, age category, level of study and school. As can be seen in Table 3.4, the questionnaire that was distributed for this study was completed by a total of 216 students (86 male, 130 female). The range of the students' age was from 18 to 30, with majority (74.1 %) of the respondents falling in the 21-30 years age category. For level of study, there were

137 students that fell into the Undergraduate category (63.4%) and 79 (36.6%) students that fell into the Honours category. Lastly, most of the participants (44.0%) came from the school of economics and business sciences followed by the school of accountancy and then the school of law.

3.8 Data Collection

The collecting of research data is useful because it enables the researcher to make appropriate conclusions about the problem that is being researched (Wagner et al., 2012). In order to collect the relevant data that would enable the researcher to examine how the different components of CSP affect job pursuit intention, students were analysed through the means of a suitable questionnaire. According to Mc Daniel and Gates (2001) a questionnaire is a set questions created to generate the information crucial to go along with the aims of the research project. The questionnaire was made up of 5-point Likert scales directly taken from previous literature and carefully modified to reflect the features of this study. In the present study the researcher made use of a standard self-administered questionnaire which was completed voluntarily by the research participants and collected from them by the researcher.

The questionnaire contained a covering letter that explains the reasons for the study and an assurance of students' right to withdraw at any time, and a letter from Witwatersrand University indicating the permission that was granted to the researcher to carry out the research. In order to lessen the risk of common method variances, confidentiality and anonymity of the participants was ensured and guaranteed as they were not asked to fill in their names on the questionnaire with the aim of significantly preventing respondent's doubt or reluctance to complete the questionnaires.

3.8.1 Measuring instruments for selected constructs

Every survey relies on the use of an instrument in order to generate raw data that can be analysed thereafter. Three measuring instruments from prior literature (Lin, 2010; Chu and Lu, 2007) were selected to measure the constructs of perceived corporate social performance, organisational attractiveness and job seekers' intention to apply for a job.

3.8.1.1 Perceived corporate social performance

Four items from Lin's (2010) study were used to measure perceived corporate social performance. In order to measure perceived economic responsibility, from the aspect of employees' benefits, Lin (2010) modified four items from Zahra and La Tour's (1987) study. Lin (2010) then modified items from Maignan and Ferrell (2000) in order to measure legal responsibility, ethical responsibility and philanthropic responsibility.

Three criteria recommended by Fornell and Larcker (1981) were examined to confirm the convergent validity of the empirical data in Lin's (2010) study. Firstly, all the factor loadings were statistically significant at $p<0.001$, which is the first condition to confirm convergent validity of the construct (Anderson & Gerbing, 2000). Additionally, Lin's (2010) study obtained Cronbach's alpha values ranging from 0.86 to 0.9 indicating that the four scales are highly consistent as these values are greater than 0.7 (Schaufeli & Bakker, 2003). Lastly, the average variance extracted for all four constructs was either equal to or greater than 0.05 showing that they capture sufficient variance in the underlying construct.

3.8.1.2 Organisational attractiveness

Four items from the Organisational Attractiveness Scale were used to measure organisational attractiveness (Highhouse et al., 2003). This scale consists of 15 items; however only four items were used in this study, as they appeared to be more relevant to the research sample. This scale reported a Cronbach's alpha value of 0.82 which is an indication of the scale's high internal consistency (Schaufeli & Bakker, 2003). This scale additionally fits well in the data of various samples, thus confirming its factor validity.

3.8.1.3 Job seekers' intention to apply

Job seekers' intention to apply for a job was assessed by four items that were adapted from Chu and Lu's (2007) study. The Chu and Lu (2007) scale showed an internal consistency reliability α value of 0.87. Considering the general rule of for having coefficient alpha not lower than 0.7 to prove the internal consistency of the scale (e.g. Berthon 2005), the Cronbach's alpha value appeared to be adequate.

3.8.2 The design of the instrument

All scale items were measured by the use of a five-point Likert scale, ranging from strongly disagree (point 1) to strongly agree (point 5). Thus, the respondents were asked to respond to each statement in the questionnaire in accordance with the amount to which they agree or disagree with it. The questionnaire was made up of two sections that the participants had to provide responses for. These two sections are as follows:

3.8.2.1 Section A: Biographic information

Section A was the first section of the questionnaire and it comprised of various structured questions that were related to the biographic information of the research participants. These questions included the participants' gender, age category, level of study and the school which they are in at the University of the Witwatersrand which is the university that is under study. The purpose of this section was to collect the essential biographical data that was needed to carry out the statistical analysis of the descriptive section.

The following nominal variables were used in the present study:

- Gender (Male =1; Female =2).
- Age Category (18- 20 years= 1; 21- 30 years= 2; Above 30 =3)
- Level of Study (Final year undergraduate =1; Honours= 2).
- School (School of Economics and Business Sciences =1; School of Accountancy =2; School of Law= 3).

3.8.2.2 Section B

This section was divided into three subsections:

- Section B1- Job seekers' intention to apply for a job.
- Section B2- Organisational Attractiveness
- Section B3- Perceptions of dimensions of Corporate Social Performance

Each subsection was made up of different statements related to job seekers' intention to apply for a job, the organisational attractiveness and perceptions of dimensions of Corporate Social Performance. The research participants were required to mark the appropriate statement/box with an X. These appropriate statements indicated the

extent to which they agreed or disagreed with the statements pertaining to job seekers' intention to apply for a job, the organisational attractiveness and perceptions of dimensions of Corporate Social Performance of the different companies they chose to base their replies on.

Below is a sample of some of the questions in this section and how they were presented in the questionnaire:

		Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
1	The likelihood that I would apply for the firm's job is high.					
2	My willingness to apply for the firm's job is very high.					
3	In the near future, I would consider applying for the firm's job.					
4	I consider this firm as one of my best choices to apply for a job.					

3.9 Reliability and Validity

Reliability and validity are two important features in research of this nature. According to Kimberlin and Winterstein (2008), the main indicators that are utilised to measure the quality of research instruments are reliability and validity. Reliability and validity are thus used to reduce error in the measurement processes (Kimberlin & Winterstein, 2008). Whilst reliability is an essential condition of the usefulness of the research results and their interpretation, validity, on the other hand, has got to do with consistent or systematic error (Booth, 1995).

3.9.1 Reliability

The utilisation of prior studies' research instruments in a study is considered a

satisfactory means for the establishment of reliability and validity (Brown & Gaulden, 1984). Therefore, it is vital to find scales that are reliable when choosing the scales to incorporate in a study (Pallant, 2005). Accordingly, as previously mentioned, the instruments used to measure the scale items of this study were adapted from previous studies. The Cronbach's alpha coefficients of these adapted instruments were observed in order to determine their reliability and thus how free the scales were from random error. This is due to the fact that Cronbach's alpha is the most common measure of internal consistency which is also known as reliability. The Cronbach's alpha for all the constructs under investigation in the present study ranged between 0.84 – 0.89 indicating their reliability since Pallant (2005) stated that the Cronbach's alpha coefficient of a scale should ideally be greater than 0.7.

3.9.2 Validity

Validity signifies the accuracy of an assessment, that is, it informs us whether or not an assessment measures what it is supposed to measure (Bryman & Bell, 2011). In research methodology literature, the measure of validity is often considered under either internal or external validity (Gill & Thompson, 2010). Further, validity measurements also consist of construct validity, criterion-related validity and content validity.

In this study, existing literature was extensively reviewed in order to establish both the content and construct validities of the questionnaire items in order to enhance the integrity of the research findings (Bryman & Bell, 2011). External validity, on the other hand, was achieved by trying to ensure that the sample is a true representation of the population.

3.10 Research hypotheses

The objective of this study is to investigate the role of perceived corporate social performance and organisational attractiveness in influencing job seeker's intention to apply for a vacant position in an organisation. As previously mentioned, the theoretical argument presented in the literature study resulted in the formulation of the research hypotheses that are diagrammatically presented in the conceptual model depicted in Figure 2.3.

The overarching substantive research hypothesis states that the model depicted in Figure 2.3 provides a valid account of the manner in which corporate social performance influences organisational attractiveness and how organisational attractiveness subsequently affects job seeker's intention to apply for a vacant position in a South African organisation.

The overarching hypothesis was therefore divided into the following five hypotheses:

Hypothesis 1	**The null hypothesis (H0):** There is a significant positive relationship between job seekers' perceived economic responsibility of an organisation and organisational attractiveness. **The alternative hypothesis (H1):** There is no significant positive relationship between job seekers' perceived economic responsibility of an organisation and organisational attractiveness.
Hypothesis 2	**The null hypothesis (H0):** There is a significant positive relationship between job seekers' perceived legal responsibility of an organisation and organisational attractiveness. **The alternative hypothesis (H1):** There is no significant positive relationship between job seekers' perceived legal responsibility of an organisation and organisational attractiveness.
Hypothesis 3	**The null hypothesis (H0):** There is a significant positive relationship between job seekers' perceived ethical responsibility of an organisation and organisational attractiveness. **The alternative hypothesis (H1):** There is no significant positive relationship between job seekers' perceived ethical responsibility of an organisation and organisational attractiveness.
Hypothesis 4	**The null hypothesis (H0):** There is a significant positive relationship between job seekers' perceived philanthropic responsibility of an organisation and organisational attractiveness. **The alternative hypothesis (H1):** There is no significant positive relationship between job seekers' perceived philanthropic responsibility of an organisation and organisational attractiveness.
Hypothesis 5	**The null hypothesis (H0):** There is a significant positive relationship between organisational attractiveness and job seekers' intention to apply for a job vacancy. **The alternative hypothesis (H1):** There is no significant positive relationship between organisational attractiveness and job seekers' intention to apply for a job vacancy.

3.11 Statistical Data Analysis

The statistical analysis of the data took place after all the data had been collected. According to Zikmund (2003) data analysis is the application of reasoning to understand and interpret the data that have been collected Statistical analysis is significant as it enables the researcher to utilise the data to answer their research question (Wagner et al., 2012). For the process of analysing and interpreting the data collected, the data was entered and statistically analysed using the Statistical Package for the Social Sciences (SPSS). SPSS is one of the utmost common statistical packages, which can carry out complex data manipulations and analyses with easy guidelines (Last, 2001). The SPSS package was chosen for this study because it is renowned for having a wide range of options, effective data management, and better output organisation. Additionally SPSS has all of the most commonly utilised statistical tests incorporated in the software. When it came to testing the hypotheses, a significance level of 5% ($\alpha = 0.05$) that is related to a confidence level of 0.95 was chosen for testing the significance of the null hypotheses of the study.

To gain comprehension of the attributes of each variable, descriptive statistics analysis were used and are shown by the mean and standard deviation of each factor. Thereafter, the following tests will be conducted.

3.11.1 Descriptive statistics

Descriptive statistics are used to explain and summarise the data set from a sample (Wagner et al., 2012). This information can be summarised both numerically and graphically in the form of frequency distributions, measures of dispersion and measures of central tendency. In this research report, this information was presented in the form of a table in section 3.6.1.

3.11.2 Inferential statistics

Inferential statistics make it possible for researchers to make inferences about big populations from a fairly small sample. In this study the constructs that were tested are the economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibilities of companies, organisational attractiveness and job seekers intention to apply for a job in an organisation.

- **Control variables:** The control variables of this study were gender, age category, level of study and school. These variables correctly reflect the variance added by the predictor variable(s) and test the comparative influence of the independent variables.

- **Regression analysis**: This is a statistical tool that is used to study the relationships between variables (Pallant, 2010). Therefore, this measure will be used to determine the causal effect of one variable upon the other. Additionally, the statistical significance of the estimated relationships will also be assessd, that is, the degree of confidence that the true relationship is close to the estimated relationship. Thus, hypothesis 1-5 were tested via multiple regression analysis. Regression analysis is built on a number of assumptions. These include Normality, Homoscedasticity, and Non-autocorrelation (Ghauri & Gronhaug, 2010).

- **Correlation Matrix**: After performing a regression analysis, it is wise to review the correlation matrix. This is the statistical measure of the relationships between variables and is thus used to investigate the dependence between multiple variables at the same time (Pallant, 2010). The closer the value of a coefficient is

to 1, the stronger the relationship is between the two data variables that are being studied.

3.11.3 Reliability analysis

3.11.3.1 Item analysis

Item analysis is carried out with the aim of determining whether or not a measurement is reliable and identifying items in the specific scale that fail to represent the particular latent variable. When items fail to distinguish between the numerous states of the latent variable that they are supposed to reflect and fail to detect the states that do not reflect the latent variable, they are considered to be poor. Items that are poor will be considered for exclusion.

The reliability test measures the general consistency of the items that were utilised to define the scale (Nunnally and Bernstein, 1994). Reliability means consistency; it is the degree to which an instrument will give similar results for the same individuals at different times (Nunnally, 1978). Internal consistency (the average correlation among items) was achieved through the use of Cronbach's alpha. According to Field (2009), Cronbach's alpha is a test reliability method that needs only a single test administration to deliver an exclusive approximation of the reliability for a given test. In the present study, the SPSS reliability procedure was used to obtain the Cronbach's alpha values of all the scales and to detect potential items that may have needed elimination. In this procedure, reliability can range from 0 to 1.0; where Cronbach's alpha values that are closer to 1 are considered to be an indication of a greater internal consistency. Nunnally's (1967) general guidelines for interpreting reliability coefficients were used to evaluate the scales of this study and are given in Table 3.9.

Table 3.9: Nunnally's general guidelines for interpreting the Reliability Coefficient Alpha (Nunnally, 1967)

Reliability Coefficient Value	Interpretation
0.9 and above	Excellent
0.80- 0.89	Good
0.70- 0.79	Adequate
Below 0.7	May have limited acceptability

However, even though a higher Cronbach's alpha is believed to signify high scale reliability, its uni-dimensionality is not guaranteed.

3.11.4 Structural equation modeling (SEM)

Structural Equation Modelling (SEM) was another statistical technique that was used in this study through the use of a statistical package called Amos. SEM is a powerful technique that can combine complex path models with factors (latent variables) (Hox & Bechger, 2010). According to Western and Gore (2006) the aim of SEM is to encapsulate the interrelationships amongst variables. Kelloway (1998) on the other hand, pointed out the three well-known uses of SEM. Firstly, SEM is concerned with observing how the measure replicates the intentional constructs through the use of confirmatory factor analysis and enables researchers to assess the measurement properties of specific scales. Moreover, SEM procedures make allowances for the specification and testing of paths models that integrate the sophisticated comprehension of multifaceted circumstances. Lastly, SEM is utilised to concurrently evaluate the superiority of measurement and observe the prognostic relationships between constructs by carrying out path analysis and confirmatory factor analysis

(Kelloway, 1998). Therefore, in this study, SEM was used to specify a path model and to test the fit of the conceptual model given in Figure 3.1. In instances where weaknesses were observed and time is not a limitation, the researcher has the option of further exploring an amended model and a different sample (Western & Gore, 2006).

In order to test the fit of the structural model, the following common relative and common absolute fit indices were assessed.

- Chi-square.
- The root mean square error of approximation (RMSEA).
- The Goodness-of-fit index (GFI).
- The Normed Fit Index (NFI).
- The Comparative Fit Index (CFI).
- The Incremental Fit Index (IFI).
- The Relative Fit Index (RFI).

3.12 Ethical Considerations

When conducting research, getting into ethical business practices is not a matter of choice as it is required. Ethics has become the foundation for carrying out meaningful and effective research. Hence, the ethical conduct of individual researchers is under extraordinary analysis. Unethical behaviour could bring the research into question and as a result affect the credibility of the research (Wiid & Diggines, 2009).

When carrying out research on human participants, every researcher has a responsibility to protect the participants of their study's dignity, privacy and sensitivities. Therefore, the ethical considerations of research were adhered to in this study by protecting the research participants and the integrity of the institution (Wits)

where the research was conducted. Additionally, the questionnaire was devised in such a manner that ensured that the obtaining of information was as accurate as possible; the questions asked in the questionnaire were distinctly arranged, in an effort to prevent vagueness.

The first step that was taken towards the adherence of ethical considerations was the gaining of ethical clearance from University of the Witwatersrand's Ethic Clearance Committee. Thereafter, the researcher used the three straightforward ethical principles that are considered to be relevant to research comprising of human subjects in The Belmont Report (1974) as a guideline. These principles are respect for persons, beneficence and justice.

3.12.1 Respect for persons

With regards to respect for persons, the research participants were treated as autonomous agents. The researcher ensured that every participant fully understood the nature of the study, with an additional opportunity to ask questions. Further, no one was forced to partake in the study as it was made clear by the researcher that participation in the study was voluntary.

3.12.2 Beneficence

The researcher gave a lot of consideration to the maximisation of benefits and the reduction of the risks that may occur during research processes. Additionally, the research participants were also assured that the study foresaw no potential risks and that their responses would not be shown to anyone else, but would instead be safely stored in a password protected computer and the final product of the research would be kept in the University of the Witwatersrand's database. As a result, there were no risks involved with participating in the present study.

3.12.3 Justice

This study involved the equitable selection of participants and consent was gained through a bold highlighted statement that was presented at the top of every questionnaire. Further, the dignity of the research participants was respected, and their privacy, anonymity and confidentiality were guaranteed.

3.13 Summary of chapter

This chapter described the research methodology. This included the description of the population of the study, its sample, the collection instrument that was used to collect data, and the strategies that were utilised to ensure the ethical standards, reliability and validity of the research.

CHAPTER 4: RESULTS AND DATA ANALYSIS

4.0 Introduction

The basis of the data gathering process was outlined in the previous chapter. The results of the tests carried out to test the hypotheses outlined in the preceding chapter are presented in this chapter. Firstly, the item analysis used to determine the reliability of the corporate social performance, organisational attractiveness and job pursuit intention scales were tested. Thereafter, the correlation and regression analyses aimed at testing the relationships between the variables are given. Lasty, the factor analysis and path analysis results are presented.

4.1 Reliability Item Analysis of corporate social performance

According to Pallant (2005), during the selection of scales process, it is essential to find scales that are reliable. The reliability of a scale indicates how free it is from random error. As mentioned in chapter 3, the Cronbach's alpha coefficient was used to specify the internal consistency and reliability of the scales. Henessey and Amabile (1999) suggest a Cronbach's alpha threshold of 0.7 for confidence in reliability.

4.1.1 Economic responsibility

As shown in Table 4.1, the Economic Responsibility subscale of corporate social performance had a very high internal consistency coefficient of $\alpha = .934$ which is suitable and therefore, demonstrating that the scale is reliable (Nunnally, 1967).

Table 4.1 Reliability analysis output for the Economic responsibility subscale of CSP

Case Processing Summary

		N	%
Cases	Valid	216	100.0
	Excluded[a]	0	.0
	Total	216	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.936	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.02	21.892	4.679	5

4.1.2 Legal responsibility

A Cronbach's alpha value of .923 was obtained for the Legal Responsibility subscale of corporate social performance which is greater than the critical cut-off value of .70 which is viewed as being reasonable in the present study (Nunnally & Bernstein, 1994). Therefore, the scale is reliable.

Table 4.2 Reliability analysis output for the Legal responsibility subscale of CSP

Case Processing Summary

		N	%
Cases	Valid	216	100.0
	Excluded[a]	0	.0
	Total	216	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.923	.923	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.95	12.318	3.510	4

4.1.3 Ethical responsibility

The Ethical Responsibility subscale of corporate social performance had an internal consistency coefficient of $\alpha = .913$ that is evidently above the critical cut-off value of .70 that is considered to be reasonable in the pressent study (Nunnally & Bernstein, 1994). As a result, this confirms the scale's reliability.

Table 4.3 Reliability analysis output for the Ethical responsibility subscale of CSP

Case Processing Summary

		N	%
Cases	Valid	216	100.0
	Excluded[a]	0	.0
	Total	216	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.913	.913	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.07	12.279	3.504	4

4.1.4 Philanthropic responsibility

The Philanthropic responsibility subscale obtained an internal consistency coefficient of $\alpha = .941$ which is greater than 0.7 and very close to 1. According to Pallant (2010) this indicates that this scale is reliable.

Table 4.4 Reliability analysis output for the Philanthropic responsibility subscale of CSP

Case Processing Summary

		N	%
Cases	Valid	216	100.0
	Excluded[a]	0	.0
	Total	216	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.943	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.43	16.600	4.074	4

4.2 Reliability Item Analysis of organisational attractiveness

A Cronbach's alpha value of .954 was obtained for Organisational Attractiveness which is significantly above the critical cut-off value of .70 which is considered to be reasonable in the present study and close to 1 (Nunnally & Bernstein, 1994). Therefore, the scale is reliable.

Table 4.5 Reliability analysis output for Organisational Attractiveness

Case Processing Summary

		N	%
Cases	Valid	216	100.0
	Excluded[a]	0	.0
	Total	216	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.954	.954	3

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
10.88	11.303	3.362	3

4.3 Reliability Item Analysis of Job seekers' intention to apply

Job seekers' intention to apply obtained a Cronbach's alpha value of 0.932. Since this value is above the ideal amount of 0.7 as pointed out by Pallant (2005) this scale is considered to be ideal.

Table 4.5 Reliability analysis output for Job seekers intention to apply

Case Processing Summary

		N	%
Cases	Valid	216	100.0
	Excluded[a]	0	.0
	Total	216	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.932	.937	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.01	16.698	4.086	4

4.4 Reliability Item Analysis for all scales

Lastly, all of the scales had a very high internal consistency coefficient of α = .982 which is acceptable and therefore suggesting that the scale is reliable (Nunnally, 1967). This result makes it possible for a researcher to define the general mean scores for the essential dimensions and constructs, making it possible for one to compare the means of dissimilar groups and variables when the hypotheses are tested.

Table 4.5 Reliability analysis output for all scales

Case Processing Summary

		N	%
Cases	Valid	216	100.0
	Excluded[a]	0	.0
	Total	216	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.982	.982	24

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
90.37	462.428	21.504	24

Statistics

		Gender	AgeCategory	LevelOfStudy	School
N	Valid	216	216	216	216
	Missing	0	0	0	0
Mean		1.60	1.98	1.37	1.83
Std. Deviation		.491	.510	.483	.830

4.5 Correlation analysis

Two hundred and sixteen students from the University of the Witwatersrand were surveyed about their perceptions of the four dimensions of corporate social performance, organisational attractiveness and their intention to apply for a job. Correlation coefficients provide a numerical summary of the direction and the strength of the linear relationship between two variables (Pallant, 2010). In order to analyse the linear relationship between the mentioned variables, the Pearson's product moment correlation coefficient, *r*, and scatterplots were obtained. The Pearson correlation coefficient measures the degree of the linear relationship between two variables and ranges from -1 to +1. (Pallant, 2010). Whilst there are other correlation coefficients such as the Spearman's rank correlation coefficient and the Kendall rank correlation coefficient, this is the most commonly used.

4.5.1 Organisational Attractiveness and Economic Responsibility (H_1)

For Economic responsibility and Organisational Attractiveness, the correlation coefficient obtained was 0.812 which indicates a strong positive correlation between the two variables as $r > 0.7$. Hence the higher the economic responsibility of an organisation, the more attractive it is. The coefficient of determination was then calculated to determine how much variance these two variables share. This was calculated by squaring *r* (0.812) and multiplying it by 100 to get 65.93. This indicates 65.93% shared variance, thus perceived economic responsibility helps to explain almost 66% of the variance in participants' scores on the perceived organisational attractiveness scale. Further, the Sig. (2-Tailed) value is 0.000, which is less than .05. This indicates that there is a statistically significant correlation between the perceived economic responsibility of an organisation and its attractiveness as employers.

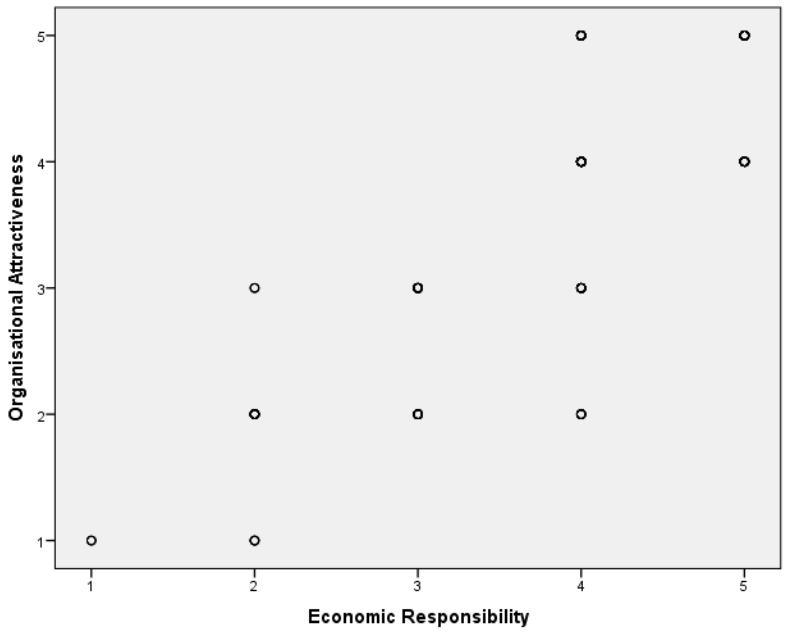
Table 4.6 Correlation output for the relationship between Organisational Attractiveness and Economic Responsibility (H_1)

Correlations

		Organisational Attractiveness	Economic Responsibility
Organisational Attractiveness	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
	N	216	216
Economic Responsibility	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
	N	216	216

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.1: Scatterplot for the relationship between Organisational Attractiveness and Economic Responsibility (H_1)



With respects to the scatterplot presented in Figure 4.1, there are no outliers and it is evident that the data points are almost neatly arranged thus enabling one to draw a straight line as illustrated and confirming a positive linear relationship between economic responsibility and organisational attractiveness. Additionally, the shape of

the cluster confirms the assumption of homoscedasticity as the data points are clustered from one end to another.

4.5.2 Organisational Attractiveness and Legal Responsibility (H_2)

For the correlation between Legal responsibility and Organisational Attractiveness, a Pearson's *r* data analysis revealed a strong positive correlation of $r = 0.721$. Hence the higher the legal responsibility of an organisation, the more attractive it is. The coefficient of determination was then calculated to determine how much variance these two variables share. This was calculated by squaring *r* (0.721) and multiplying it by 100 to get 51.98. This indicates 51.98% shared variance, thus perceived legal responsibility helps to explain almost 52% of the variance in participants' scores on the perceived organisational attractiveness scale. The Sig. (2-Tailed) value is 0.000, which is less than .05. This suggests that there is a statistically significant correlation between the perceived legal responsibility of an organisation and its attractiveness as employers.

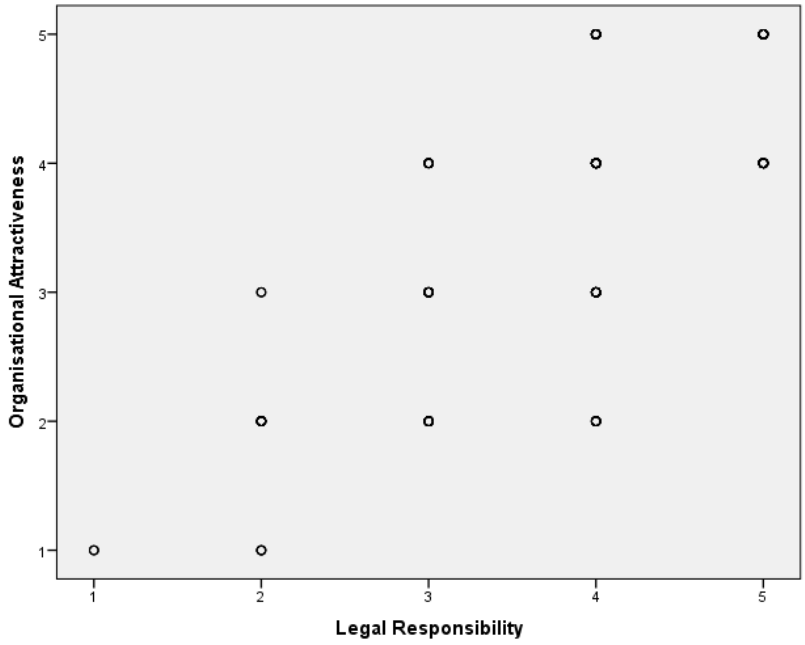
Table 4.7 Correlation output for the relationship between Organisational Attractiveness and Legal Responsibility (H_2)

Correlations

		Organisational Attractiveness	Legal Responsibility
Organisational Attractiveness	Pearson Correlation	1	.721**
	Sig. (2-tailed)		.000
	N	216	216
Legal Responsibility	Pearson Correlation	.721**	1
	Sig. (2-tailed)	.000	
	N	216	216

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.2: Scatterplot for the relationship between Organisational Attractiveness and Legal Responsibility (H_2)



As shown in Figure 4.2 above, it is possible to draw a a straight line through the data points. This confirms the positive linear relationship between legal responsibility and organisational attractiveness.

4.5.3 Organisational Attractiveness and Ethical Responsibility (H_3)

As shown in the table below, the correlation between Ethical responsibility and Organisational Attractiveness obtained a Pearson's *r* data analysis value of $r = 0.775$. This indicates a positive correlation. Therefore, the higher the ethical responsibility of an organisation, the more attractive it is. Thereafter, the coefficient of determination was calculated to determine how much variance these two variables share. This was calculated by squaring *r* (0.775) and multiplying it by 100 to get 60.06. This indicates 60.06 per cent shared variance, thus perceived ethical responsibility helps to explain 60 per cent of the variance in participants' scores on the perceived organisational attractiveness scale. Additionally, the Sig. (2-Tailed) value is 0.000, which is less than

0.05. This suggests that there is a statistically significant correlation between the perceived ethical responsibility of an organisation and its attractiveness as employers.

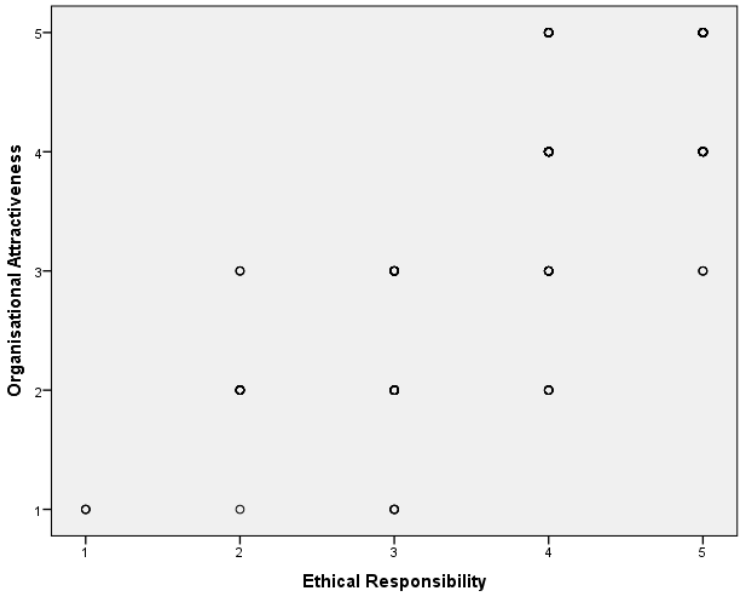
Table 4.8 Correlation output for the relationship between Organisational Attractiveness and Ethical Responsibility (H_3)

Correlations

		Organisational Attractiveness	Ethical Responsibility
Organisational Attractiveness	Pearson Correlation	1	.775**
	Sig. (2-tailed)		.000
	N	216	216
Ethical Responsibility	Pearson Correlation	.775**	1
	Sig. (2-tailed)	.000	
	N	216	216

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.3: Scatterplot for the relationship between Organisational Attractiveness and Ethical Responsibility (H_3)



The scatterplot presented in Figure 4.3 confirms the previously identified positive linear relationship between ethical responsibility and organisational attractiveness as the plot on the graph approximates a line rising from left to right.

4.5.4 Organisational Attractiveness and Philanthropic Responsibility (H_4)

According to the output presented in Table 4.9, the Pearson's r for the correlation between the organisational attractiveness and philanthropic responsibility variables is 0.748. Since this figure is close to 1, this means that there is a strong relationship between the two variables. Therefore, changes in one variable are strongly correlated with changes in the second variable. Further, the Pearson's r value is positive symbolizing a positive relationship between the two variables. Hence, as one variable increases in value, the other variable also increases in value. Similarly, as one variable decreases in value, the other variable also does the same. Lastly, the Sig. (2-Tailed) value is 0.000, which is less than .05. This signifies that there is a statistically significant correlation between the perceived philanthropic responsibility of an organisation and its attractiveness as employers.

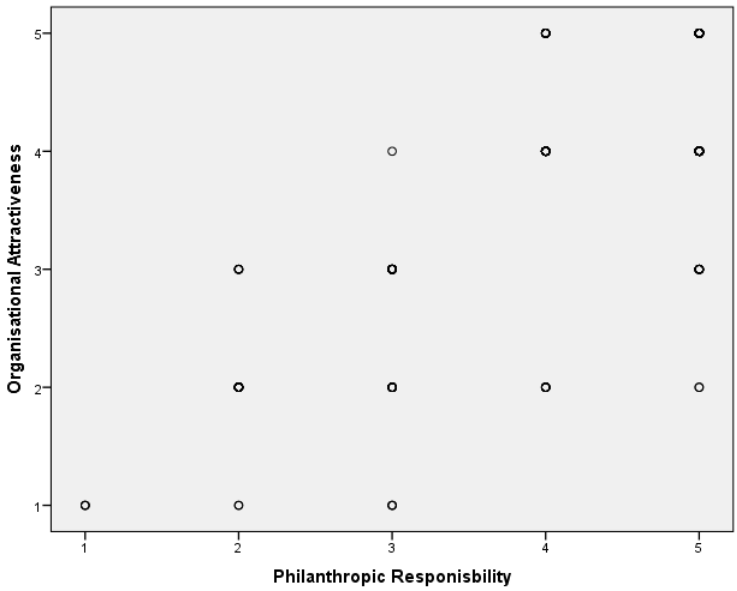
Table 4.9 Correlation output for the relationship between Organisational Attractiveness and Philanthropic Responsibility (H_4)

Correlations

		Organisational Attractiveness	Philanthropic Responisbility
Organisational Attractiveness	Pearson Correlation	1	.748**
	Sig. (2-tailed)		.000
	N	216	216
Philanthropic Responisbility	Pearson Correlation	.748**	1
	Sig. (2-tailed)	.000	
	N	216	216

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.4: Scatterplot for the relationship between Organisational Attractiveness and Philanthropic responsibility (H_4)



While the data points of the variables shown in Figure 4.4 tend to be rising in the same direction, it is not a strong positive relationship since the points are not clustered as to show a clear straight line.

4.5.5 Organisational Attractiveness and Job Seekers' Intention to Apply (H_5)

With reference to the output presented in table 4.10, the Pearson's r for the correlation between the organisational attractiveness and job seekers' intention to apply variables is 0.814. This figure is close to 1; therefore there is a strong relationship between the two variables. Hence, variations in one variable are strongly correlated with variations in the other variable. Additionally, the Pearson's r-value is positive indicating a positive relationship amongst the two variables. Hence, as one variable increases in value, the other variable also increases in value. Similarly, as one variable decreases in value, the other variable also does the same. Lastly, the Sig. (2-Tailed) value for

this relationship is also 0.000, which is less than .05. This suggests a statistically significant correlation amongst job seekers intention to apply for a job in a specific organisation and that organisation's attractiveness as an employer.

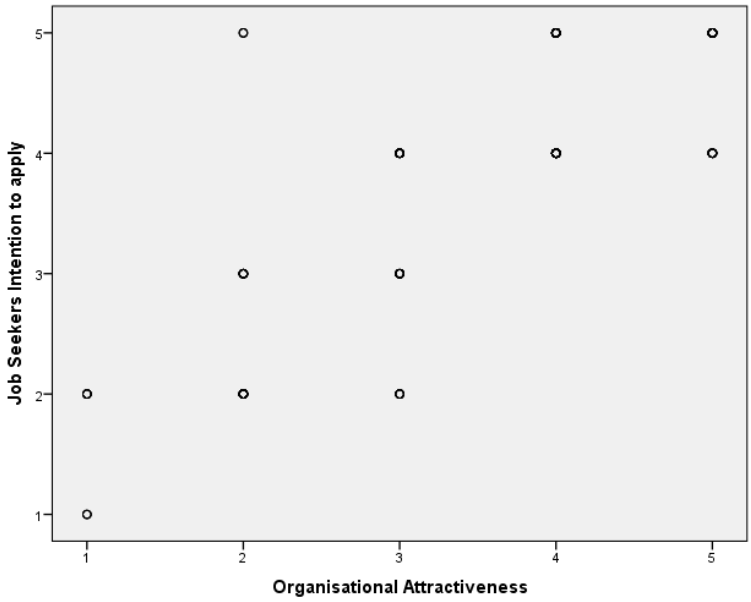
Table 4.10 Correlation output for the relationship between Organisational Attractiveness and Legal Responsibility (H_5)

Correlations

		Organisational Attractiveness	Job Seekers Intention to apply
Organisational Attractiveness	Pearson Correlation	1	.814**
	Sig. (2-tailed)		.000
	N	216	216
Job Seekers Intention to apply	Pearson Correlation	.814**	1
	Sig. (2-tailed)	.000	
	N	216	216

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.5: Scatterplot for the relationship between Organisational Attractiveness and Job seekers intention to apply (H_5)



The previously determined positive correlation between organisational attractiveness and job seekers intention to apply is confirmed in Figure 4.5 as it is possible to draw a straight line through the data points.

4.6 Regression analysis

The correlations between the variables are given in Table 4.11. It is clear to see that the four independent variables have a relationship with the dependent variable. This is because all the dimensions of corporate social performance correlate sustainably with organisational attractiveness with values above 0.3 (they range from 0.72 to 0.81). However, the correlations between the independent variables are high as majority of them are above 0.7. Pallant (2010) recommends the omission of one of the variables or the formation of a composite variable from the scores of the two highly correlated variables.

Table 4.11 Standard multiple regression output: Correlations

		Organisational Attractiveness	Economic Responsibility	Legal Responsibility	Ethical Responsibility	Philanthropic Responsibility
Pearson Correlation	Organisational Attractiveness	1.000	.812	.721	.775	.748
	Economic Responsibility	.812	1.000	.769	.785	.721
	Legal Responsibility	.721	.769	1.000	.730	.697
	Ethical Responsibility	.775	.785	.730	1.000	.767
	Philanthropic Responsibility	.748	.721	.697	.767	1.000
Sig. (1-tailed)	Organisational Attractiveness	.	.000	.000	.000	.000
	Economic Responsibility	.000	.	.000	.000	.000
	Legal Responsibility	.000	.000	.	.000	.000
	Ethical Responsibility	.000	.000	.000	.	.000
	Philanthropic responsibility	.000	.000	.000	.000	.
N	Organisational Attractiveness	216	216	216	216	216
	Economic Responsibility	216	216	216	216	216
	Legal Responsibility	216	216	216	216	216
	Ethical Responsibility	216	216	216	216	216
	Philanthropic responsibility	216	216	216	216	216

Table 4.12: Standard multiple regression output: Coeffcients

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857[a]	.734	.729	.597

a. Predictors: (Constant), Philanthropic Responisbility, Legal Responsibility, Economic Responsibility, Ethical Responsibility

b. Dependent Variable: Organisational Attractiveness

The column labeled R in Table 4.12 represents the multiple correlation coefficients. This coefficient is taken as one of the measures of the quality of the prediction of the dependent variable (Pallant, 2010). In this study an R-value of 0.857 was obtained which suggests an acceptable level of prediction. The column labeled R Square in Table 4.12 represents the coefficient of determination. This is the proportion of variation accounted for by the regression model. From the results, an R Square value of 0.734 was obtained which means that the independent variables explain 73.4% of the variability of the dependent variable.

Table 4.13 Standard multiple regression output: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	207.564	4	51.891	145.393	.000[b]
	Residual	75.306	211	.357		
	Total	282.870	215			

a. Dependent Variable: Organisational Attractiveness

b. Predictors: (Constant), Philanthropic responsibility, Legal Responsibility, Economic Responsibility, Ethical Responsibility

The F-ratio in the Table 4.13 tests whether the overall regression model is a good fit for the data. Table 4.13 shows that the independent variables statistically significantly predict the dependent variable, $F(4.211) = 145.393$, $p<0.05$ (i.e., the regression model is a good fit of the data).

Table 4.14 Standard multiple regression output: Correlations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	-.564	.183		-3.079	.002	-.926	-.203					
Economic Responsibility	.479	.076	.414	6.284	.000	.329	.629	.812	.397	.223	.291	3.438
Legal Responsibility	.113	.072	.094	1.568	.118	-.029	.255	.721	.107	.056	.351	2.848
Ethical Responsibility	.254	.079	.212	3.192	.002	.097	.410	.775	.215	.113	.287	3.481
Philanthropic responsibility	.230	.061	.222	3.744	.000	.109	.351	.748	.250	.133	.360	2.780

a. Dependent Variable: Organisational Attractiveness

Table 4.14 presents the tolerance and VIF collinearity statistics. Tolerance gives an indication of the amount of the variability of the specified independent that is not explained by the other independent variables in the model (Pallant, 2010). All the tolerance values for this study were greater than 0.1 showing that the multiple correlations with the other is not high, meaning that there is no multicollinearity. This is because 0.1 is a commonly used cut-off point for determining multicollinearity (Pallant, 2010). Multicollinearity refers to the effect, on the precision of regression parameter estimates, of two or more of the independent variables being highly correlated (Hair, Black, Babin & Anderson, 2010). The Variance Inflation Factor (VIF), on the other hand, is the inverse of the Tolerance value. VIF values above 10 would be a cause for concern as such would suggest multicollinearity (Hair et al., 2010). As shown in Table 4.14, no VIF value exceeds 10, therefore supporting the previous finding that the multicollinearity assumption was not violated.

Thereafter, the Beta values under the standardized coefficients were considered in order to determine which of the variables included in the model contributed to the prediction of the dependent variable (Pallant, 2010). In reference to the Table 4.14 Beta column, the largest beta coefficient is 0.414 which is for economic responsibility, followed by beta coefficients of 0.222 for philanthropic responsibility, 0.212 for ethical responsibility, and 0,094 for legal responsibility. This means that the economic responsibility variable makes the strongest unique contribution to explaining the dependent variable, when the variance explained by all the other variables in the model is controlled for. The legal responsibility variable, on the other hand, makes the weakest unique contribution to explaining the dependent variable, when the variance explained by all the other variables in the model is controlled for.

Lastly, the values in the column labeled Sig. are observed with the aim of figuring out which variables make a statistically significant unique contribution to the equation (Pallant, 2010). If the Sig. value of a variable is less than 0.05, this means that the variable is making a significant unique contribution to the prediction of the dependent variable (Pallant, 2010). If the Sig. value of a variable is greater than 0.05, one can conclude that the variable is not making a significant unique contribution to the prediction of the dependent variable. This may be due to overlap with other independent variables in the model. In the case of this study, economic, ethical and philanthropic responsibility made a unique and statistically significant contribution to the prediction of organisational attractiveness.

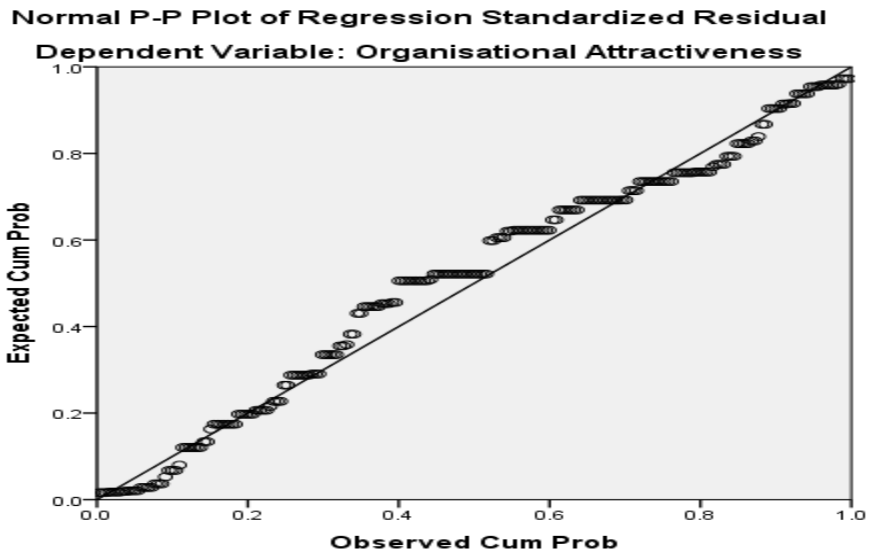
Table 4.15 Standard multiple regression output: Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.51	4.81	3.62	.983	216
Std. Predicted Value	-3.164	1.214	.000	1.000	216
Standard Error of Predicted Value	.043	.151	.089	.019	216
Adjusted Predicted Value	.48	4.81	3.62	.984	216
Residual	-1.278	1.149	.000	.592	216
Std. Residual	-2.139	1.923	.000	.991	216
Stud. Residual	-2.199	1.945	-.001	1.004	216
Deleted Residual	-1.350	1.175	-.001	.607	216
Stud. Deleted Residual	-2.219	1.958	-.002	1.008	216
Mahal. Distance	.102	12.749	3.981	2.136	216
Cook's Distance	.000	.055	.005	.009	216
Centered Leverage Value	.000	.059	.019	.010	216

a. Dependent Variable: Organisational Attractiveness

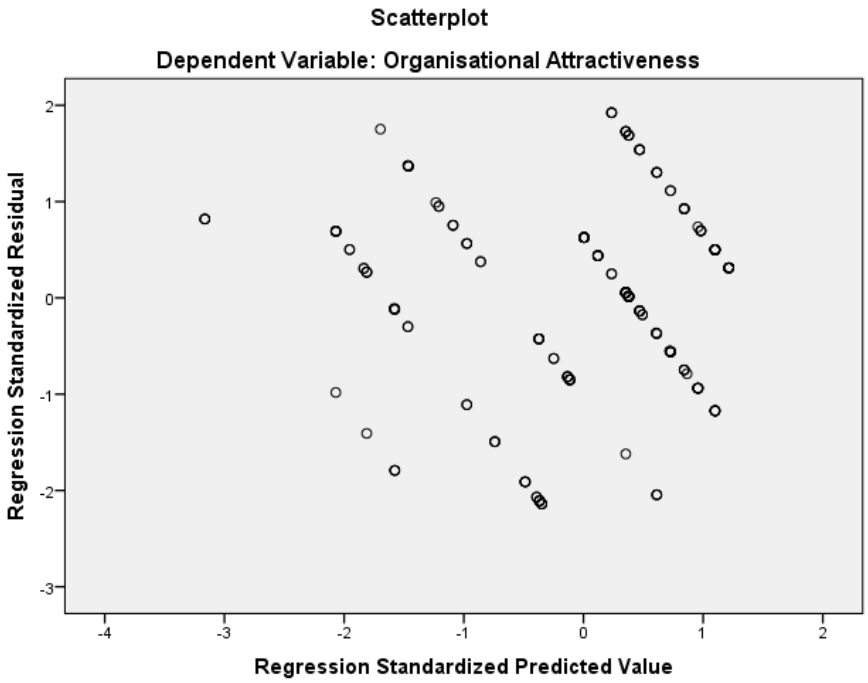
At the end of the standardised multiple regression output for this study, the Normal Probability Plot (P-P) of the Regression Standardised Residual and the Scatterplot were presented. These are shown in Figure 4.6.

Figure 4.6: Normal Probability Plot (P-P) of the Regression Standardised Residual



In the Normal P-P Plot, the points follow a reasonably straight diagonal line that starts from the bottom left corner to the top right corner. This suggests that there were no major deviations from normality (Pallant, 2010). Therefore, the data set of this study was well modeled by a normal distribution.

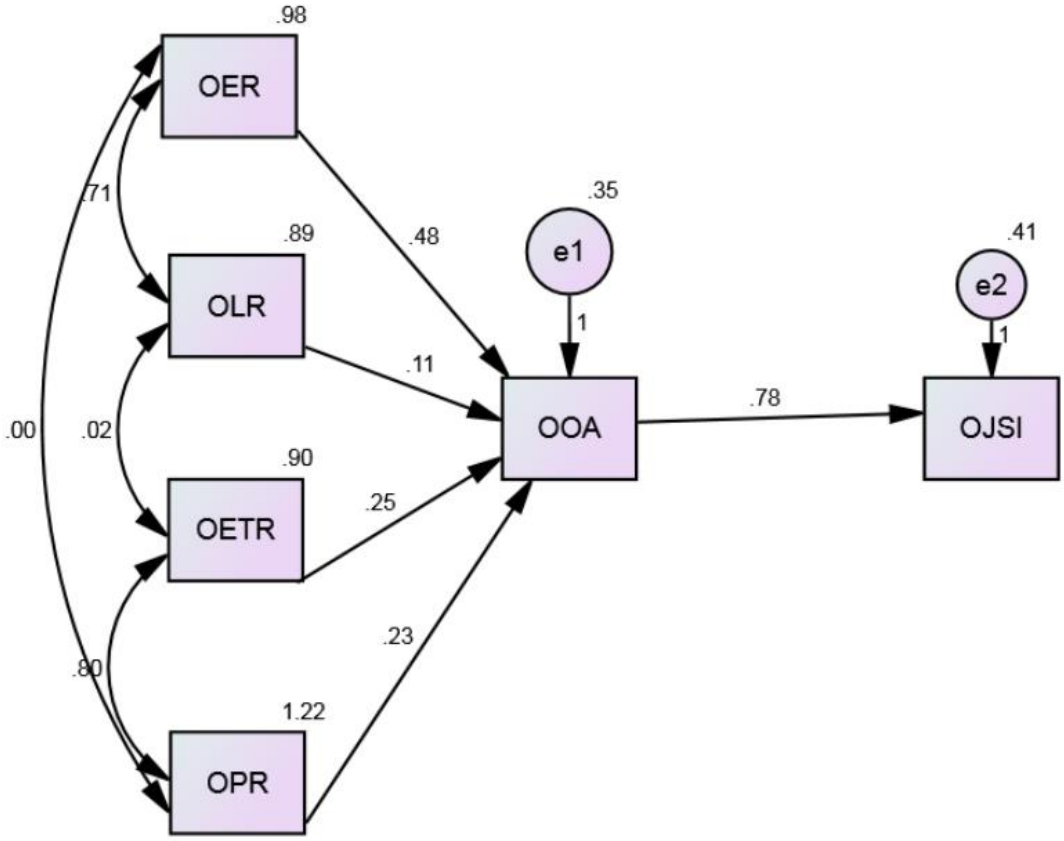
Figure 4.7: Regression Scatterplot



4.7 Path Analysis

Path Analysis (PA) is easy to understand and it also forms the underpinnings of Structural Equation Modeling; it is therefore looked at first. The path diagram for the model, which is a multiple regression model drawn as a path analysis, is depicted in Figure 4.8.

Figure 4.8: Path diagram of the relationships between the variables



(OER = Organisational Economic Responsibility, OLR= Organisational Legal Responsibility, Organisational Ethical Responsibility, Organisational Philanthropic Responsibility, OOA= Organisational Attractiveness, OJSI= Job Seekers Intention to apply)

In figure 4.8, the numbers that are close to the round arrows depict the correlations between the exogenous variables: Economic responsibility is correlated 0.71 with Legal responsibility and 0.00 with Philanthropic responsibility; Ethical responsibility is correlated 0.02 with Legal responsibility and 0.80 with Philanthropic responsibility. The numbers given above the paths are the standardized path coefficients. These are

similar to the beta weights in a multiple regression. Lastly, the numbers given above the endogenous variables are the squared multiple correlations (these are the same as R^2's in regression).

Table 4.12 Regression weights

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
ORGATTRACTIVENESS	<---	ECONOMICRESPONSIBILITY	.479	.063	7.576	***	par_1
ORGATTRACTIVENESS	<---	LEGALRESPONSIBILITY	.113	.066	1.704	.088	par_3
ORGATTRACTIVENESS	<---	ETHICALRESPONSIBILITY	.254	.066	3.857	***	par_4
ORGATTRACTIVENESS	<---	PHILATHROPICRESPONSIBILITY	.230	.057	4.067	***	par_5
JOBSEEKERSINTENSIONTOAPPLY	<---	ORGATTRACTIVENESS	.785	.047	16.831	***	par_2

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
ORGATTRACTIVENESS	<---	ECONOMICRESPONSIBILITY	.505
ORGATTRACTIVENESS	<---	LEGALRESPONSIBILITY	.114
ORGATTRACTIVENESS	<---	ETHICALRESPONSIBILITY	.257
ORGATTRACTIVENESS	<---	PHILATHROPICRESPONSIBILITY	.271
JOBSEEKERSINTENSIONTOAPPLY	<---	ORGATTRACTIVENESS	.754

According to the p-values presented in the regression weights table 4.12, majority of the estimates given are significant (since $p<0.05$), this is denoted by the three stars (***) given under the p value column for economic responsibility, ethical responsibility, philanthropic responsibility and job seekers intention to apply. However, this is not the case for the regression weights between organisational attractiveness and legal responsibility as $p=0.88$ which is greater than 0.05. Therefore, it is not significant at a 95% confidence interval.

4.8 Structural Equation Modelling

In the present study, structural equation modeling (SEM) analysis was used to test the model fit, that is, how well the data fit the proposed model. There are two main ways to measure this, namely, χ^2 and fit indices.

Model fit summary

Table 4.13 Fit indices for the measurement model

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	295.969	6	.000	49.328
Saturated model	21	.000	0		
Independence model	6	1197.861	15	.000	79.857

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.431	.769	.192	.220
Saturated model	.000	1.000		
Independence model	.691	.262	-.033	.187

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.753	.382	.757	.387	.755
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.474	.429	.521	.000
Independence model	.606	.577	.635	.000

CMIN= Chi Square statistic, RMR=, GFI= Goodness of Fit Index, NFI= Normed Fit Index, IFI=,Incremental Fit Index CFI= Comparative Fit Index, RMSEA= Roor Mean Square Error of Approximation

In the model fit summary, the CMIN value which is chi square statistic. As shown in Table 4.13, p=0.000 which is below 0.05; since the p-value associated with the $\chi 2$ statistic is less than 0.05, the model is rejected in absolute fit sense. Additionally, the $\chi 2$ goodness-of-fit criterion is very sensitive to sample size and non-normality of the data, thus, extra descriptive measures of fit are used in addition to the absolute $\chi 2$ test (Pallant, 2010). Firstly, the common absolute fit indices, which include the RMSEA and the GFI are looked at. The obtained RMSEA was 0.474 which is less than 0.05

and thus indicates a good fit in relation to the degrees of freedom (Pallant, 2010). The GFI for the model was 0.755 which does not represent a good fit as it does not exceed 0.9, but rather an average fit. Thereafter, the common relative fit indices were looked at, namely the NFI, IFI and CFI. These all range between 0 and 1 and generally a common fit indices that are >0.09 are considered good (Pallant, 2010). However, for this study the NFI, IFI and CFI values ranged between 0.753 and 0.757, also marginally missing the 0.9 cut off value, and subsequently suggesting an average fit once again.

Figure 4.9: Summary of the paths as depicted in Figure 4.8

Construct	**Result**
Organisational Economic Responsibility to Organisational Attractiveness	Significant
Organisational Legal Responsibility to Organisational Attractiveness	Significant
Organisational Ethical Responsibility to Organisational Attractiveness	Significant
Organisational Philanthropic Responsibility to Organisational Attractiveness	Significant
Organisational Attractiveness to Job Seekers Intention to apply	Significant

4.9 Summary of chapter

This chapter presented the results that were obtained from the statistical analyses that were carried out through the use of the Statistical Package of the Social Sciences and Amos and their interpretations. These include reliability analysis, correlation analysis,

regression analysis and path analysis. The results that were obtained and presented in this chapter will be discussed further in the next chapter. Thereafter, general conclusions will be made.

CHAPTER 5: DISCUSSION OF RESULTS, CONCLUSION

5.1 Introduction

The preceding chapters paid close attention to the presentation of the research problem, the literature on the role of the factors of corporate social performance in influencing organisational attractiveness and subsequently job seekers' intention to apply for jobs. The research hypotheses that were outlined in Chapter three were tested using correlation analysis; reliability coefficients of the measurement instrument were determined using Cronbach's alpha. The results were then given in Chapter four and are going to be the topic of discussion in this chapter whilst paying close attention to the research objectives.

Thereafter, the main findings with regard to the research questions are summarised and general conclusions based on the findings of the studies presented in this thesis are described. Furthermore, the limitations of this thesis are considered and suggestions for further research into higher education are presented.

5.2 Summary of the Research Report

The objective of this study was to answer the question "Do job seekers' perceptions of the corporate social performance of an organisation have an effect on the organisation's attractiveness as an employer?" The specific objectives of the study consequently were to:

- Evaluate the relationship between the economic social responsibility category of CSP and organisational attractiveness.
- Assess the relationship between the legal social responsibility category of CSP and organisational attractiveness.

- Review the relationship between the ethical social responsibility category of CSP and organisational attractiveness.

- Appraise the relationship between the philanthropic social responsibility category of CSP and organisational attractiveness.

- To identify and evaluate the relationship between organisational attractiveness and job seekers' intention to apply for a job vacancy.

- To develop and fit a model depicting relationships between job seekers' perceptions of corporate social performance and organisational attractiveness.

As a result, the gathered data was analysed to identify, describe and explore the relationships between the four categories of corporate social performance and organisational attractiveness as well as job seekers intention to apply for a job.

The research approach used in this study was a quantitative research approach. The research population consisted of Faculty of Commerce, Law and Management students from the University of the Witwatersrand, South Africa. The sampling method that was used in this study was the probability sampling method, as everyone in the population had an equal chance of partaking in the study. The number of respondents who took part in this research was 216. Questionnaires were administered and collected by the researcher and were then coded in Microsoft excel for easy analysis and analysed using the SPSS and Amos computer programs. The findings

were then presented through the use of frequency tables, scatterplots and a path diagram.

The findings showed that majority of the research participants fell within the 21-30 years age category and that the gender of the research participants was not equally represented in the sample as 60.2% were female and 39.8% were male. Most of respondents namely 44% (N=95) were students from the School of Economics and Business Sciences. These students could therefore be considered to be more socially aware than the students from the other schools as they were more willing to take part in the study. Majority of respondents were final year undergraduate students, this could be due to the fact that that the researcher had more access to them as they have more classes than honours students and are thus on campus more.

The findings of this research study give the impression that South African final year undergraduate and honours students do consider CSP to be significant to the general valuation of an orgamisation's attractiveness. As such, the importance of enlightening stakeholders such as probable job applicants about an organisation's social performance may continue to endure. However, this does not mean that organisations should solely concentrate on their CSP as the main attribute for attracting potential applicants.

Every single chapter in this research report served a particular purpose; Chapter one introduced the study by presenting the research problem and was mostly dealt with the purpose of the research. Chapter two paid close attention to the literature review of corporate social performance, organisational attractiveness and job seekers

intention to apply. Chapter three described the research methodology. The researcher made use of exploratory research methodology and survey techniques to gather data from randomly selected students. The data gathered from the survey represented the research participants' perceptions of organisation's CSP and how this affects the organisation's attractiveness and thus their intention to apply for jobs within such organisations. Chapter four was dealt with the statistical analysis of the collected data. The interpretation and analysis of the results obtained then lead to the findings and recommendations that were found in Chapter five and six. Chapter five was therefore thoroughly associated with chapter four as it discussed the findings that were obtained in this chapter. Lastly, chapter six serves as the concluding chapter of this research report. It specifies the limitations of this study and direction for future research and provides recommendations for organisations.

5.2 Summary of Findings

The researcher gathered data through the use of self-administered questionnaires. Using a non-probability sampling strategy, 316 individuals were approached and asked to partake in the study and 216 completed and returned the questionnaires to the researcher. As a result, a good response rate of 68.35% was achieved.

5.2.1. Conclusions regarding Reliability Analysis

The Software Package for the Social Sciences (SPSS) was used to carry out the reliability analysis of each item. From the output that was produced by SPSS, the Cronbach's alpha value was observed to determine the reliability of an item. According to Chin (1998) the Cronbach's alpha coefficient measures internal consistency. Therefore, it measures how closely associated a set of items are as a group. Additionally, the Cronbach's alpha value also measures scale reliability.

All the items in the study, namely, economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility, organisational attractiveness and job seekers' intention to apply achieved Cronbach's alpha values above 0.9. This suggests very good internal consistency reliability. According to Pallant (2010) a Cronbach's alpha value above 0.7 is considered acceptable, however, values above 0.8 are preferable. As a result, according to the mentioned guidelines, the measurement instruments that were used in this study were all reliable measures of corporate social performance, organisational attractiveness and job seekers' intention to apply for a job within an organisation. Only instruments with modest reliability can be used to collect information to test hypotheses (Nunnally, 1978). A summary of the final reliability results is given in Table 5.1.

Table 5.1 Reliability results

Scale	**Number of items**	**Cronbach's alpha**
Economic responsibility	5	0.934
Legal responsibility	4	0.923
Ethical Responsibility	4	0.913
Philanthropic responsibility	4	0.941
Organisational Attractiveness	3	0.954
Job seekers intention to apply	4	0.932

5.2.2 Conclusions regarding Correlation Analysis

This section will explain the links and correlations that were apparent in the present study's data and subsequently provides the results obtained from the testing of the hypotheses. The correlation analysis of this study was also carried out using SPSS. From the output that was produced by SPSS, the Pearson's correlation coefficient value was used to determine the strength and direction of the linear relationships between the variables on a scatterplot.

5.2.3 Conclusions regarding Regression Analysis

The regression results indicated how well the set of independent variables of this study is able to predict organisational attractiveness and how much unique variance each of the independent variables explains in the dependent variable over and above the other independent variables included in the set.

An acceptable prediction of the dependent variable (orgainsational attractiveness) was obtained for this study as an R-value of 0.857 was achieved (see Table 4.12) and the independent variables explained 73.4% of the variability of the dependent variable. Additionally, variance inflation factors (VIFs) were examined to detect multicollinearity. It was found that there was no multicollinearity, as there was no VIF value that exceeded 10 (values ranged from 2.780 to 3.481). This indicates that the study did not violate the multicollinearity assumption.

Further, after having evaluated each of the independent variables, it was found that economic responsibility contributed the most to the prediction of organisational attractiveness. This is because economic responsibility had the highest Beta coefficient of 0.414 as compared to the other Beta coefficients of 0.094, 0.212 and

0.222 respectively (see Table 4.14). Therefore, one could conclude that the research participants believed that out of the four dimensions of corporate social performance, economic responsibility is the one that contributes the most to an organisation's attractiveness as an employer. Nevertheless, all the dimensions of corporate social performance did make a unique and statistically significant contribution to the prediction of organisational attractiveness as they all achieved significance values below 0.05 as shown in Table 4.14.

5.2.4 Conclusions regarding Model Fit Results

Structural Equation Modeling was used to determine the measurement model fit of all the three measurement instruments. According to Kelloway (1998) it is important to consider other indices and not only rely on the $\chi 2/df$ ratio. Table 5.2 provides a summary of the indices of the absolute fit measures, incremental fit measures and the parsimonious fit measures that were obtained.

Table 5.2 Summary of goodness-of-fit indices

Indices	**Measurement model**
Absolute Fit Measures	
Chi-Square	49.328 ($p < 0.05$)
Root Mean Square Error of Approximation (RMSEA)	0.474
P-value for the Test of Close Fit	0.000
Goodness of Fit Index (GFI)	0.769
Incremental Fit Measures	
Normal Fit Index (NFI)	0.753
Comparative Fit Index (CFI)	0.755
Incremental Fit Index (IFI)	0.757
Relative Fit Index	0.382
Parsimonious Fit Measures	
Parsimony Goodness of Fit Index (PGFI)	0.220

A perusal of Table 5.2 indicates that the model achieved an average model fit. The p-value associated with the $\chi 2$ statistic is less than 0.05, thus, the model is rejected in absolute fit sense. The null hypothesis of close fit was tested (H_0: RMSEA ≤ .05, H_A: RMSEA > .05). For this study, the p-value for the test of close fit was 0.000, which is indicative of a good fit. However, a GFI value of 0.769 was achieved, which is marginally below the good fit level since it did not manage to exceed the 0.9 level required for a good fit by Diamantopoulos & Siguaw (2000).

Additionally, the NFI, CFI and IFI incremental fit measure values ranged between 0.753 and 0.757 which also marginally missed the 0.9 level required for a good fit

(Diamantopoulos & Siguaw, 2000). The RFI and PGFI, on the other hand, were missed the 0.9 level by a large margin suggesting a poor model fit.

5.3 Assessment of model hypotheses

5.3.1 Relationship between organisational attractiveness and economic responsibility (H_1)

The relationship between organisational attractiveness and economic responsibility was hypothesized as being positively correlated. The Pearson's correlation coefficient value of the relationship between Organisational Attractiveness and Economic Responsibility is 0.812 (see Table 4.6). This indicates that there is a significant relationship between Organisational Attractiveness and Economic Responsibility since $r > 0.7$. Therefore H_1 is not rejected. Correspondingly, the results obtained from the regression analysis also confirmed hypothesis 1 ($p<0.05$) as seen in Table 4.14. According to Carroll and Buchholtz, 2008) economic responsibility includes factors such as financial benefits; therefore the supporting of hypothesis 1 is not in line with the finding of Montgomery and Ramus (2003) who suggested that job seeking students were willing to forgo factors such as financial benefits when job hunting. Additonally, Backhause et al. (2002) found that environment, community relations and diversity have the largest influence on organisational attractiveness than the other facets of CSP. Thus, their study is also not in correspondence with the present study as this study found that economic responsibility contributed the most to the prediction of organisational attractiveness. This reveals the phenomenon that most individuals want to work for organisations that are able to meet their economic responsibilities such as being profitable, maximizing sales, minimizing costs and making sound strategic decisions (Carroll & Buchholtz, 2008). Further, more authors such as Maxfield (2008) and Turker (2009) state that the necessary and main social

responsibility of a firm is economic in nature. This is because a firm is the basic economic unit in a society that takes care of its employees or other stakeholders. On the other hand, Tsai et al. (2013) found that there was a positive relationship between economic responsibility and job pursuit intention, however this relationship was not moderated by socio-environmental consciousness. This study, though, suggests that this positive relationship between the perceived economic responsibility of an organisation and job pursuit intention is moderated by organisational attractiveness.

5.3.2 Relationship between organisational attractiveness and legal responsibility (H_2)

In the present study, the correlation between organisational attractiveness and legal responsibility was hypothesised as being positive. The Pearson's correlation coefficient value of the relationship between Organisational Attractiveness and Economic Responsibility is 0.721 (see Table 4.7). According to Pallant (2010) a Pearson's correlation coefficient value above 0.7 is considered to be an indication of a positive correlation. As a result, H_2 was supported and not rejected. Further, the p-value obtained from the regression results (Table 4.14) confirmed the acceptance of hypothesis 2, thus job seekers' perceptions of legal responsibility are positively driven under circumstances of fulfilled legal citizenship by an organisation. Just as society has permitted the economic system by letting organisations undertake the productive function as a partial fulfillment of the social contract it has also put into place the basic rules, regulations, and law under which firms are expected to operate (Lin, 2010). These basic rules, regulations, and law under which firms are expected to operate fall under the rubric of legal responsibility and are clearly an important factor for determining perceived organisational attractiveness.

5.3.3 Relationship between organisational attractiveness and ethical responsibility (H_3)

In terms of the relationship between organisational attractiveness and ethical responsibility, it was hypothesized that these two are positively correlated. The Pearson's correlation coefficient value of the relationship between Organisational Attractiveness and Ethical Responsibility is 0.775 (see Table 4.8). This indicates a positive correlation as hypothesized; thus providing support for H_3. Therefore, job seekers' perceptions about a firm's ethics responsiveness plays a significant role in motivating them to become attracted to the organisation and subsequently foster their intention to apply for a job within that organisation.

According to Peterson (2004) job seekers who perceive a firm's operations to be ethical expect the firm to treat them in a fair and ethical manner. Thus, when they join the firm their work attitudes are more positive than employees who perceive their organisation as unethical and do not necessary expect to be treated in an ethical manner by their employer. On the contrary, Lin (2010) found that ethical matters have little to do with individuals' pleasure and immersion about an organisation.

5.3.4 Relationship between organisational attractiveness and philanthropic responsibility (H_4)

The relationship between organisational attractiveness and philanthropic responsibility was also hypothesised as being positively correlated. The Pearson correlation coefficient for this relationship was 0.748 (see Table 4.9), which is close to 1, signifying a positive relationship between the two variables. Thus, H_4 was also supported. Turban and Greening (2000) found that community relations, which would fall under philanthropic responsibility, were substantially less important than the other CSP dimensions when it comes to influencing organisational attractiveness and thus

dropped this CSP dimension in their main study. This is therefore not in line with this study's findings as philanthropic responsibility proved to play a significant role in influencing organisational attractiveness.

The conclusion made from the examination of the relationships between the dimensions of CSP and organisational attractiveness and the examination of the correlations presented in section 5.2.3.1 to 5.2.3.4 are consistent with the theorisations numerous researchers (e.g. Turban & Greening, 1997; Albbinger & Freeman, 2000). Firstly, Turban and Greening (1997, 2000) found that CSP is positively related to attractiveness as an employer, thus prospective job applicants are more likely to pursue jobs from socially responsible firms than from firms with poor social performance reputation. Albinger and Freeman (2000) on the other hand found that CSP is positively related to organisational attractiveness only for job seekers with high levels of job choice and for those who have prior knowledge of CSP and/or are directly concerned with the issues addressed by CSP (Blackhaus et al., 2002).

5.3.5 Relationship between organisational attractiveness and job seekers' intention to apply (H_5)

As presented in Table 4.10, the Pearson correlation coefficient for the relationship between organisational attractiveness and Job Seekers' Intention to Apply was 0.814, proving to be the strongest correlation out of all of the pther correlations tested in the study. Therefore, there is a strong positive correlation between these two variables and thus supporting H_5. This is similar to the findings of Ehrhart and Ziegert (2005). However, the study carried out by Gond, Akremi, Igalens and Swaen (2010) supports the idea that CSP positively affects corporate attractiveness but suggest that little is known about how CSP essentially influences job seekers or employees actions.

Further, several psychological factors are believed to influence job seekers' socially responsible attitudes and behaviors (Schneider et al., 2004). According to Schneider et al. (2004) three antecedents are likely to shape how strongly the CSP actions of an organisation influence job seekers' CSP perceptions and the actions they take because of these perceptions. These include awareness of CSP, people's beliefs in CSP or the CSP orientation of employees, and the fit between an organisation and an individual's values.

5.4 Theoretical and practical contribution of the study

Numerous practical implications are evident from the findings of this study. From the evaluation of the relationships between the variables presented in the research hypotheses, this research confirms some positive influences of the four dimensions of corporate social performance on organisational attractiveness, further complementing the theorisations made by preceding research (e.g. Turban & Greening, 2000) that argued that CSP plays a role in determining the attractiveness of an organisation and job seekers' intentions to pursue employment within that organisation.

Some researchers studying corporate social performance have failed to take its multi-dimensional nature into account (De los Salmones et al., 2005). As a result, this study will advance the conceptualisation of CSP and will draw on and contribute to scholarly literature that examines and conceptualises the relationship between corporate social performance and organisational attractiveness. An important contribution of this study is that it presents a model that systematically explains how job seekers' perceptions of the economic, legal, ethical and philanthropic responsibilities of an organisation affect this relationship. From the results of the present study, it can also be seen that job seekers focus more on the economic

responsibility of an organisation when determining its attractiveness. Although a number of criticisms of Carroll's original pyramid framework have been noted and several researchers have offered alternative models of social performance (Swanson, 1999; Ullmann, 1985; Wartick & Cochran, 1985; Wood, 1991), considerable research continues to be conducted based on Carroll's four categories of CSP (Schwartz & Carroll, 2003). An additional contribution stemming from this research will be how to conceptualize the relationship between organisational attractiveness and job pursuit intention.

Further, as previously stated, prior research has suggested that an organisation's corporate social performance may influence perceptions of organisational attractiveness (Turban & Greening, 1997; Greening & Turban, 2000). This study therefore aimed to make theoretical contributions to CSP literature by examining job seekers' perceptions of the Carroll's four dimensions of CSP and investigating the effects of these CSP dimensions on organisational attractiveness. This study makes theoretical additions to preceding research in a number of ways. Firstly, this study assessed both the perceptions of job seekers regarding CSP and how CSP information has an effect on job seekers as they assess the attractiveness of organisations. Second, out of the eleven dimensions of CSP usually considered under the rubric of CSP, majority of research focuses on only five of them, namely, employee relations, the natural environment, product quality, treatment of women and minorities, and community relations (Backhaus et al., 2002). While these five dimensions are the ones most regularly used in CSP research, no empirical evidence has been given to support the presentation of these 5 dimensions over any others (Backhaus et al., 2002). Thus, given the developing list of CSP areas of concern in our society today, it

is becoming more and more important to take into consideration the other dimensions of CSP in CSP research just as this study did. Lastly, prior research results (Greening & Turban, 2000; Turban & Greening, 1997) support the idea that there is a relationship between CSP and organisational attractiveness, but they did not distinguish which dimension of CSP contributes the most to the organisational attractiveness of an organisation. This study addressed that.

5.5 Limitations of the study

The limitations presented in this section may caution against the instant acceptance of the findings as a director of action and impart openings for duplication and justification in future research.

The major limitation that had an effect on this study was time. Due to this restriction, the study was limited to a sample associated with students from the University of the Witwatersrand. Strictly speaking, this suggests the presence of generalizability in this study as the research sample only consisted of students from one university. Therefore, the conclusions made from this sample may not be entirely applied to students from other South African universities. However, at the time when the questionnaire was handed out, all the participants were all close to graduating and looking for jobs and their job pursuit intention was influenced by the image they had of the organisations they were applying to just like research participants that were present in Cable and Turban's (2001) study. According to Wehner, Giardini and Kabst (2012) preceding literature has proposed that the topic of job pursuit is specifically essential for university students who are about to graduate, because the sample of university students has a higher contribution than other distinctive samples. As a result, this reduced the need for control (Tsai et al., 2013).

Another limitation that was faced when carrying out this research was the obtaining feedback from some respondents as some of them were not willing to entirely complete the entire research questionnaire and others were not willing partake in the study at all. Therefore, this restricted the size of the research sample and could prove to be problematic as a larger sample has the benefit of improving the statistical power of the study and consequently allowing for more powerful hypothesis tests.

5.6 Recommendations

5.6.1 Recommendations for future research

Future studies can improve these limitations by putting in more time and surveying more students from a greater amount of universities in order to have a larger sample size.

Additionally, further studies could consider looking into the economic responsibility of organisations in depth and determining what exactly it is within this responsibility that makes organsations attractive. Further studies could also consider studying the effect that all the eleven dimensions of corporate social performance has on organisational attractiveness as most studies have chosen to only take into consideration a certain number of these dimensions.

5.6.2 Recommendations for South African organisations

The current study reported positive relationships between Carroll's four dimensions of corporate social performance and organisational attractiveness, as well as a positive relationship between organisational attractiveness and job seekers intention to apply. Thus, on the basis of this report, management of South African organisations should

consider increasing their corporate social performance from various aspects, as individuals are currently becoming more socially aware when job hunting. For example, the management of organisations could obey the law, build good quality working environments and practice lawful discipline (Tsai, et al. 2013).

Further, South African organisations could aim to gain an understanding of how South African university soon-to-be graduates evaluate organisational characteristics during job pursuit intention in order embed these charactersitics into their business strategies that could contribute to the continuous improvement of their overall corporate social performance (Lin, 2010). According to Tsai et al. (2013) management must also encourage business codes that are based on law or beyond it to clear up any confusion that may arise during recruitment activities with the intention of avoiding job seekers' misunderstandings of the actual corporate social performance of the firm.

Additionally, even though CSP is a multidimensional construct and all its dimensions have proved to have a significant positive relationship with organisational attractiveness, this study suggests that the economic responsibility dimension has a greater positive effect on job seekers' perceptions of organisational attractiveness. Therefore, this suggests that job seekers respond to corporate social performance in areas such as benefits or employee participation which are areas that will affect them directly. South African organisations could therefore pay close attention to such areas by highlighting them in their job advertisements without leaving out other areas. This is very important as today's labour market is made up of a lot of socially aware graduates.

5.7 Summary of Chapter

The study results and findings of the collected data were discussed in this chapter. From the discussion, it is apparent that all the objectives of the study were met. Significant relationships between corporate social performance and organisational attractiveness and organisational attractiveness and job pursuit intention were reported in this study. Therefore, the findings of this research reinforce the importance of being able to attract quality applicants that take into consideration the corporate social performance of organisations during job pursuit intention. This chapter suggests that the findings of this study have been found to be consistent with the proposed relationships between the variables that were presented in chapter 3 and that the model fit could have been better. These findings also provide a number of vital insights for different South African organisations. The limitations of this study were also presented in this chapter to point out possible directions for future research.

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APPENDIX A: PARTICIPANT LETTER



Date: 19 October 2015

Good Day,

My name is Jane Chapola and I am a Master's student in the Management division at the University of the Witwatersrand, Johannesburg. Building on existing studies suggesting that corporate social performance (CSP) is important in the job choice process, I am carrying out a study that aims to investigate job seekers' perceptions of the importance of CSP and explore the effects of CSP dimensions on organisational attractiveness. Corporate social performance involves considering the impact of an organisation's actions on the society.

As an undergraduate student that is about to graduate and start job hunting (if you haven't already started), you are **invited** to take part in this survey. The purpose of this survey is to find out the extent to which the CSP of an organisation attracts job seekers to apply to firms in South Africa.

Your response is important and there are no right or wrong answers. This survey will take approximately 10-15 minutes to complete and is both confidential and anonymous. Anonymity and confidentiality are guaranteed by not needing to enter your name on the questionnaire. Your participation is completely voluntary and involves no risk, penalty, or loss of benefits whether or not you participate. You may withdraw from the survey at any stage.

Thank you for considering participating. Should you have any questions, or should you wish to obtain a copy of the results of the survey, please contact me on (071) 547-

5024 or email me or my supervisor Professor Michael Samuel on 888846@students.wits.ac.za or Olorunjuwon.Samuel@wits.ac.za respectively.

Kind regards,

Jane Chapola
Master's Student: Division of Management
School of Economic and Business Sciences
University of the Witwatersrand, Johannesburg

APPENDIX B: QUESTIONNAIRE

(**Please note that by filling in and handing in this questionnaire, you are agreeing to participate in the survey**).

SECTION A: BIOGRAPHIC INFORMATION

Please provide, for statistical purposes, the following information about yourself by marking the appropriate answer with an X.

A1 Gender

Male	
Female	

A2 Age Category

18- 21 years	
21-30 years	
Above 30 years	

A3 Level of Study

Final year undergraduate	
Honours	

A4 School

School of Economics and Business Sciences	
School of Accountancy	
School of Law	

In order to complete the following sections of this questionnaire, you will need to link your answers to any South African company of your choice, which you are not to disclose in the questionnaire.

Please answer the following questions by marking the appropriate statement/box with an X. These appropriate statements will indicate the extent to which you agree or disagree with statements pertaining to job seekers' intention to apply for a job, the organisational attractiveness and perceptions of dimensions of Corporate Social Performance of the company you chose. The scale that will be used is provided below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Points	1	2	3	4	5

It is important to note that this questionnaire is strictly for research purposes only.

SECTION B

B1: Job seekers' intention to apply for a job

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The likelihood that I would apply for the firm's job is high.					
2	My willingness to apply for the firm's job is very high.					
3	In the near future, I would consider applying for the firm's job.					
4	I consider this firm as one of my best choices to apply for a job.					

B2: Organisational Attractiveness

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I find this a very attractive company.					
2	For me, this company would be a great place to work.					

n 3	This company is attractive to me as a place for employment.					

B3: Perceptions of dimensions of Corporate Social Performance

	Dimension		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	**Economic responsibility**	This firm encourages the employees to develop their skills continually.					
2		This firm provides a good work environment and life quality for employees.					
3		This firm provides important job training for employees.					
4		This firm provides a quality and safe working environment for employees.					
5		This firm provides liberal wages and benefits for employees.					
6	**Legal responsibility**	The managers of this firm comply with the law.					
7		This firm follows the law to prevent discrimination in workplaces.					
8		This firm always fulfils its obligations of contracts.					
9		The firm always seeks to respect all laws regulating its activities.					
10	**Ethical responsibility**	This firm has a comprehensive code of conduct in ethics.					
11		Fairness toward co-workers and business partners is an integral part of the employee evaluation process in this firm.					
12		This firm is recognised as a company with good business ethics.					
13		A confidential procedure is in place in the firm for employees to report any misconduct at work.					
14	**Philanthropic responsibility**	This firm gives adequate contributions to charities.					
15		This firm is concerned about respecting and protecting the natural environment.					

16		This firm is concerned about the improvement of the public well being of society.					
17		This firm encourages its employees to participate in volunteer activities.					

Thank you for your participation in this survey. Your time and input are highly valued and appreciated.

APPENDIX C: ETHICS CLEARANCE CERTIFICATE

Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Chapola

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER: H15/09/03**
PROJECT TITLE	Empirical analysis of job seekers' perception of corporate social performance as a measure of organisational attractiveness
INVESTIGATOR(S)	Ms J Chapola
SCHOOL/DEPARTMENT	Economics and Business Science/
DATE CONSIDERED	18 September 2015
DECISION OF THE COMMITTEE	Approved unconditionally
EXPIRY DATE	01 November 2018

DATE 02 November 2015 **CHAIRPERSON** _____
(Professor J Knight)

cc: Supervisor : Professor O Samuel

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10005, 10th Floor, Senate House, University.

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to completion of a yearly progress report.**

_____ _____/_____/_____
Signature **Date**

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES