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## Abstract

Corporate social responsibility (CSR) and its effects on (prospective) job seekers have been widely investigated in the recruitment domain. This experimental study seeks to extend existing knowledge on the influence of pro-environmental CSR information in a recruitment advertisement on Dutch and German prospective job seekers' perceived person-organisation (P-O) fit, organisational attractiveness, and intention to pursue employment. Personal environmental stance and cultural background were tested as moderator on these effects. A total of 267 participants of which 138 were Dutch and 129 were German were randomly assigned to one of two online recruitment advertisements either with a pro-environmental message (CSR condition) or without a pro-environmental message (non-CSR condition). Consistent with previous studies, CSR information that is pro-environmentally oriented in a recruitment advertisement positively affected the P-O fit, organisational attractiveness, and intention to pursue employment. However, contrary to findings of earlier studies, personal environmental stance was found to moderate the effect of CSR on P-O fit, organisational attractiveness, and intention to pursue employment. Participants who had high environmental stance were positively affected by the pro-environmental CSR recruitment advertisement with respect to P-O fit, organisational attractiveness and intention to pursue employment. Finally, there was a moderation effect of nationality. A recruitment advertisement with pro-environmental CSR information was found to positively affect the German but not the Dutch participants' perceptions of P-O fit, organisational attractiveness, and their job pursuit intentions. This study is the first study to test whether the effects of a pro-environmental CSR recruiting message on the P-O fit, organisational attractiveness, and intention to pursue employment depend upon a job seekers' personal environmental stance and nationality. In addition, the cross-cultural perspective of this study is relatively rare and therefore this study's findings expand previous research of CSR in recruitment advertisements in a cross-cultural context.

**Keywords:** corporate social responsibility, person-organisation fit, organisational attractiveness, employer branding, recruitment advertising, corporate communications

## Introduction

Corporate social responsibility (CSR) has become a crucial part of any large organisation's strategy, not just in marketing, but in recruiting too. Recruitment, besides being one of the most important techniques to attract future employees (Rynes, 1991), serves as a strategic process to create organisational value (Aggerholm, Andersen, & Thomsen, 2011). Lately, it has become increasingly common for organisations to communicate values such as diversity and the environment in their recruitment messages.

The relationship between CSR and organisational attractiveness has been widely investigated. Previous research has indicated that an organisation's CSR values can have a positive impact on organisational attractiveness as an employer (e.g. Albinger & Freeman, 2000; Bauer & Aiman-Smith, 1996; Bhattacharya, Sen & Korschun, 2008). While such research has shown that job seekers' general responses to CSR tend to be positive, one may wonder about the conditions under which an organisation's CSR values influence recruitment outcomes. For instance, will a recruitment message be more effective in enhancing organisational attractiveness and intentions to pursue employment by job seekers' when it contains CSR information? Or does this only apply for job seekers' whose own values match the organisation's?

Some researchers argue that job seekers tend to be attracted to organisations that they perceive to have norms and values equal to their own personal values (Cable & Judge, 1996; Chatman, 1989). Research on person-organisation (P-O) fit suggests that organisations can benefit from employees that fit the organisation (e.g. improved retention) (Kristof, 1996), as previous studies found P-O fit affects organisational attractiveness (Chapman et al., 2005; Uggerslev, Fassina, & Kraichy, 2012), and intentions to pursue employment (Roberson et al., 2005). So far, however, little attention has been paid to the role of CSR as organisational attraction value in P-O fit, despite earlier calls for such work (e.g. Kim & Park, 2011). Accordingly, the goal of this study is to examine whether CSR information in a recruitment advertisement can enhance P-O fit. Furthermore, it investigates whether CSR information in a recruitment advertisement can enhance organisational attractiveness and intention to pursue employment. In addition, this study examines whether a job seekers' personal attitude towards the environment moderates the effect of CSR information in a recruitment advertisement on P-O fit, organisational attractiveness, and intention to pursue employment.

While CSR appears to be a universal concept, few studies have investigated cross-cultural effects of CSR (Gjølborg, 2009; Matten & Moon, 2008). Based on the assumption of

previous research that implementations and policies of CSR might differ within and across countries (e.g. Matten & Moon, 2008), the present study aims to extend existing knowledge on the effects of CSR information in a recruitment advertisement on potential and actual job seekers, as a stakeholder group, from two different countries: the Netherlands and Germany. Although CSR has been seen as a broad and universal concept (Elkington, 1997), nationality might play an important role in moderating the effects of CSR information in recruitment advertising on job seeker's perceived P-O fit, organisational attractiveness, and intention to pursue employment. Therefore, nationality is introduced as a second potential moderator on the effects of CSR information in recruitment advertising.

## **Literature review**

### **The Role of Corporate Social Responsibility in Recruitment: Organisational Attractiveness and Intention to Pursue Employment**

CSR is a broad and evolving construct. The growing body of literature makes a clear definition of CSR rather difficult. Despite being referred to with different competing, complementary and overlapping concepts such as corporate citizenship, business ethics, stakeholder management and sustainability, the term 'corporate social responsibility' seem to remain the dominant term in literature and business practice (Carroll & Shabana, 2010). Most definitions of CSR constitute an 'umbrella term' which has overlap in economic, social, and environmental issues (Elkington, 1997). Economic issues address the fundamental need for financial success. Social issues relate to issues of poverty, income inequality, and health care, for example. The third type, environmental issues, considers the impact of doing business on the environment and natural resources. In most of the literature reviewed in the present study, CSR has been determined as a multidimensional construct unless otherwise mentioned.

In the new global economy, CSR is among the most important factors for organisational attractiveness. Organisational attractiveness relates to the degree to which job seekers perceive the organisation as a good place to work and the degree to which they desire to develop a work relationship with it (Aiman-Smith, Bauer, & Cable, 2001; Rynes, 1991). Furthermore, based on empirical evidence, a growing body of literature recognizes the importance of CSR and its effects on organisational attractiveness (Albinger & Freeman, 2000; Bauer & Aiman-Smith, 1996; Gomes & Neves, 2010; Greening & Turban, 2000; Lievens & Highhouse, 2003), but also on intention to pursue employment (Aimen-Smith et

al., 2001; Behrend et al., 2009). Aimen-Smith et al. (2001) evaluated two types of CSR, ecological practices and lay off policy, and determined which one had the strongest influence on organisational attractiveness and intention to pursue employment. It was found that an organisation's ecological practice was the strongest predictor of organisational attractiveness and intentions to pursue employment. Behrend et al. (2009) also found positive effects of ecological practice, in this case of a pro-environmental message on an organisation's recruitment website. The pro-environmental recruitment message enhanced undergraduate students' perceptions of the organisation's reputation and job pursuit intentions. In another study, the effects of CSR as a multidimensional approach was examined by Turban and Greening (1997), who demonstrated that an organisation's rating on employee relations, product quality, and the environment were the strongest predictors of organisational attractiveness among undergraduate senior business students seeking a job. In a later study, Greening and Turban (2000) conducted an experiment where CSR was manipulated in terms of poor and strong union relations. The authors found that job seekers were most attracted to organisations with positive (e.g. strong union relations) CSR reputations. Furthermore, their results indicated that those job seekers will be more positive towards pursuing employment and accepting job offers from these organisations.

In line with the above, it appears that when an organisation communicates a recruitment message that includes CSR efforts in its broadest definition, it is likely to invoke positive attitudes and intentions from future employees as well. Wang (2013), in a study of the effects of different corporate citizenship dimensions, for example, found that both economic and legal citizenship positively affected job pursuit intentions in, and recommendations by, Taiwanese graduate students seeking a job. Finally, in a very recent study by Duarte et al. (2015), a sample of actual and potential Portuguese job seekers (students) was presented with a description of a company with either high or low CSR engagement. CSR was operationalised as a multidimensional construct (i.e.: investment in training and human resources (HR), diversity, cultural activities, and the environment). They found that high engagement in CSR enhanced the evaluation of the organisation, as it was seen as a more attractive place to work. However, the study did not reveal which specific CSR issue yielded the most favourable attitudes.

While findings of previous research do not imply that other factors such as organisational and job-related characteristics are less relevant (Aimen-Smith et al., 2001; Duarte et al., 2015), they suggest that CSR, and in some of the previous literature, pro-

environmental information, may be crucial to organisational attractiveness and the recruitment of employees. Therefore, the following hypothesis was proposed:

*Hypothesis 1:* Recruitment advertising containing pro-environmental CSR information will lead to greater organisational attractiveness and higher intention to pursue employment than recruitment advertising without pro-environmental CSR information.

### **Person-Organization Fit Theory**

In light of further understanding the influence of CSR in recruitment messages on job seekers, both signalling and social identity theories may be helpful (Albinger & Freeman, 2000; Cable & Turban, 2003; Roberson et al., 2005; Gully et al., 2013). Firstly, signalling theory suggests that job seekers form perceptions of an organisation based on information provided during the job search process (e.g. vacancies, recruitment messages), and use this information as signals of what the organisation would be like to work for. As a result, an image of the organisation is built upon the bases of this limited information (Uggerslev, Fassina, & Kraichy, 2012). For example, in the context of CSR, an organisation's care for the community might suggest it would care for its employees as well. As such, potential employees interpret the given information as an indicator of how they would be treated as actual employees. Secondly, the social identity theory indicates that people tend to classify themselves into social categories, for example, the organisation they are employed with. Membership of such social categories can influence their self-concept (Albinger & Freeman, 2000). Although organisational characteristics may not always be valued in the same way by job seekers (Gully et al., 2013), it might be assumed that employment at an organisation that is known to pro-actively engage in CSR would positively influence employees' and potential employees' self-concept as they are associated with that organisation doing something positive for society, namely engaging in CSR (Greening & Turban, 2000).

In earlier studies, stakeholders, and more specifically, job seekers, were found to be attracted to organisations that they perceived to have norms and values equal to their own personal values (Cable & Judge, 1996; Chatman, 1989). Person-organisation (P-O) fit theory suggests that when the characteristics of the organisation interact with an employees' personal needs and values, i.e.: when they 'fit', individual and organisational outcomes will be optimal (Kristof, 1996). Cable and Judge (1996) studied active U.S. based job seekers across three

periods, from the initial job seeking activity to their actual job acceptance. In their study, on the extent to which the organisational values fit job seekers' personal values (e.g. demographic similarity to other organisational members), it was found that perceived fit was positively related to organisational attractiveness. Similarly, Chapman et al. (2005) and Uggerslev, Fassina and Kraichy (2012) found that P-O fit was positively related to organisational attractiveness. These findings can be explained by Schneider's (1987) attraction-selection-attrition (ASA) model that supports the idea that the attractiveness of an organisation is influenced by potential employees' perception of that organisation and its value alignment with those potential employees. Most studies so far would seem to support the notion that job seekers show a preference for organisations that fit their personal values, and that CSR contributes to an increased organisational attractiveness. However, few studies to date have looked into the role of CSR in the relationship between P-O fit, organisational attractiveness, and intention to pursue employment in the domain of recruitment.

Although research on the role of CSR in P-O fit is limited, there is at least some evidence to suggest that CSR contributes to higher P-O fit, organisational attractiveness, and job pursuit intentions (e.g. Gully et al., 2013; Kim & Park, 2011). Gully et al.'s (2013) study showed a significant positive relationship between job seekers' values (e.g. their motivation to make a difference in other people's lives) and the organisation's CSR values and found that when this P-O fit was greater, organisational attractiveness and job pursuit intentions increased. Another perspective was adopted by Kim and Park (2011), who determined how CSR performance affected P-O fit, organisational attractiveness and intention to pursue employment among undergraduate students as potential job seekers. The study used charitable giving and community involvement as operationalisations of CSR. As predicted, they found that, regardless of the job seekers' ethical perceptions, P-O fit was higher with an organisation that was high in CSR performance. Kim and Park (2011) recruited their sample from undergraduate students in PR programs. It might be that such students, being higher educated, are more sensitive to the organisation's stance toward CSR related issues when evaluating jobs and their potential workplace (Albinger & Freeman, 2000). Additionally, Kim and Park (2011) found a positive relation between an organisation's CSR performance, such as corporate giving and community involvement, and organisational attractiveness and intention to pursue employment. From the above findings, it appears that CSR information, determined as a multidimensional construct, significantly leads to higher P-O fit, organisational attractiveness, and intention to pursue employment. In extension of previous findings, it is expected that CSR information operationalised as pro-environmental will lead to higher P-O



fit, and enhance the organisational attractiveness and intentions to pursue employment. Therefore, the following hypothesis was formulated:

*Hypothesis 2:* Recruitment advertising containing pro-environmental CSR information will lead to higher P-O fit, organisational attractiveness, and intention to pursue employment than recruitment advertising without pro-environmental CSR information.

### **The Moderating Effect of Personal Environmental Stance**

Although some authors found empirical evidence that CSR plays a role in P-O fit, organisational attractiveness and intention to pursue employment (e.g. Kim & Park, 2011), most studies do not address the probable role of other factors in how P-O fit might affect recruitment outcomes. Another mechanism that may play a role in the effect of a firm's CSR message on future employees might be the potential employees' personal environmental stance (Coldwell et al., 2008). Coldwell et al. (2008) suggests that an organisation's CSR performance significantly affects its reputation, which in turn leads to people that are ethically oriented being more attracted to the organization. Yet, outcomes of previous research on the role of personal environmental stance were mixed (e.g. Bauer & Aiman-Smith, 1996; Behrend et al., 2009; Kim & Park, 2011).

Bauer and Aiman-Smith (1996), for example, examined the influence of personal environmental stance on organisational attractiveness of a fictitious organisation among a sample of 161 undergraduate business students from the U.S. They found that, regardless of the participants' personal environmental stance, organisations that communicate pro-environmental information in recruitment messages were rated more attractive as employers than organisations that did not communicate this information. Furthermore, they found that participants with a positive stance toward the environment were more likely to pursue employment with the organisation that communicated a pro-environmental statement in their recruitment message than with the organisation that did not communicate the pro-environmental statement. As such, it appears that an organisation's pro-environmental stance may make individuals believe that they will be treated well by the employer. However, their findings did not provide support for the assumption that personal environmental stance could predict organisational attractiveness. In contrast, Behrend et al. (2009) found that applicants' personal environmental stance did not affect their job pursuit intentions after seeing a pro-

environmental message on a recruitment web site. This might be explained by a consumer preferences study of Follows and Jobber (2000) who found that sharing pro-environmental messages may not always outweigh other factors for an individual with a strong personal environmental stance (Follows & Jobber, 2000). In other words, the success of environmental advertising may not be dependent upon an individual's personal environmental stance, but also on other factors such as the quality of the product. Therefore, from a recruitment perspective, it is of interest to investigate whether the effect of a recruitment advertisement with pro-environmental CSR is moderated by the job seeker's personal environmental stance.

While previous studies have determined potential effects of personal environmental stance on organisational attractiveness and intention to pursue employment from pro-environmental organisations, no prior research has investigated whether a job seeker's pro-environmental stance moderates the effect of a pro-environmental recruitment advertisement on P-O fit, organisational attractiveness, and intention to pursue employment. Therefore the following research question was formulated for the present study:

*Research question 1:* To what extent does personal environmental stance moderate the effect of a recruitment advertisement containing pro-environmental CSR information on P-O fit, organisational attractiveness, and job seekers' intention to pursue employment?

### **The Moderating Effect of Nationality**

In previous literature, CSR has often been treated as a universal concept (e.g. Elkington, 1997). Yet, various cross-cultural studies have shown that CSR is differently implemented in organisations across countries (e.g.: Matten & Moon, 2008; Visser & Tolhurst, 2010). According to Matten and Moon (2008), CSR takes different forms in different countries and is therefore nationally contingent. Gjølborg (2009) found that CSR is not only practiced, but also perceived differently across countries based upon the set of norms and values found in local culture and traditions. Thus, as societies may differ in their local culture, context and traditions, so do their perceptions of CSR.

Based on two indexes measuring CSR practices and performance in 17 nations, including Germany and the Netherlands, Gjølborg (2009) found that Dutch companies are more actively engaged in CSR than German companies. It should be noted, however, that Gjølborg (2009) did not measure or assess any cultural dimensions and based her findings

solely on indexes representing memberships of companies in CSR organisations and networks, certification practices, rankings of CSR performances, and sustainable reporting (i.e.: socially responsible investment criteria). As such, it seems unclear whether societies of the two countries actually differ with respect to attitudes towards CSR practices.

According to Katz, Swanson, and Nelson (2001), cultural differences in CSR perceptions might be based on Hofstede's (2007) cultural dimensions. Hofstede (2007) differentiates national cultures by means of six value-oriented cultural dimensions: 1) power distance, 2) uncertainty avoidance, 3) individualism, 4) masculinity, 5) long-term orientation, and 6) indulgence and restraint. Of these dimensions, masculinity can plausibly be linked to issues related to environmental and social values. According to Hofstede (2007), masculine cultures are typically competitive, and more ambitious and they favour economic growth over environmental protection. On the other hand, feminine cultures value the environmental next to social values, e.g.: equality of the sexes, solidarity and caring for others (Hofstede, 2007). Katz et al. (2001) looked into the extent to which a given country scores on masculinity and to what extent this was related to that country's concern for environmental issues. Katz et al. (2001) found that feminine countries had a greater tendency to support the environment than masculine countries. By contrast, however, a more recent cross-cultural study by Planken and Verheijen (2014) on consumer responses to corporate giving (a specific type of CSR) among Dutch and German participants did not find any cross-cultural differences that could be explained by Hofstede's (2007) masculinity dimension. From these studies, it appears that findings are controversial, and there seems no general agreement about a relationship between CSR perceptions and the cultural dimension masculinity.

Mueller et al. (2012) investigated cross-cultural differences in employees' perceptions of CSR according to House's et al. (2004) GLOBE cultural value dimensions across 17 countries. They found a significant moderating effect of the cultural value dimension humane orientation on CSR. Humane orientation has been compared to Hofstede's (2007) masculinity dimension (House et al., 2004): employees in cultures higher in humane orientation were found to be more positive towards socially responsible organisations than employees from cultures lower in humane orientation. Based on House et al.'s (2004) study, it could be hypothesized that cultural differences might account for stakeholder's diverse perceptions across cultures of organisations' CSR efforts. While it seems that CSR is perceived differently among cross-culturally diverse stakeholders, little research to date has been done with respect to perceptions of CSR initiatives among potential employees (Mueller et al., 2012).

The present study adopted a cross-cultural perspective to investigate job seeker perceptions of CSR in two neighbouring European countries, the Netherlands and Germany. As noted earlier, it might plausibly be assumed on the basis of earlier studies into the relationship between cultural orientation and CSR attitudes that stakeholders from a relatively more masculine culture, that is, Germany in the present study (66/100), would be less supportive towards CSR than stakeholders from a relatively more feminine culture, that is, the Netherlands in the present study (14/100) (Hofstede, 2007). However, very little is known about this. More specifically, as far as the researcher knows, no study has empirically investigated the potential moderating role of nationality (Germany vs. The Netherlands) in the effect of pro-environmental CSR information in recruitment advertisements on P-O fit, organisational attractiveness, and job pursuit intentions aimed at job seekers as a stakeholder group. Therefore the following research question was formulated:

*Research question 2:* To what extent does nationality (Dutch/German) moderate the effect of pro-environmental CSR information in recruitment advertising on P-O fit, organisational attractiveness, and intention to pursue employment of job seekers?

## **Method**

### **Research design**

An experiment, with a 2 x 2 between subject design was used to investigate to what extent pro-environmental CSR information in recruitment advertising (in this study, a recruiting advertisement) influences Dutch and German potential employee outcomes. That is, participants were randomly assigned to one of two recruitment-advertising conditions. Nationality of the participants (Dutch or German) and CSR information (CSR or non-CSR) served as independent variables. Additionally, personal environmental stance was an independent variable. The dependent variables were perceived P-O fit, organisational attractiveness, and intention to pursue employment.

### **Materials**

One corporate recruitment web page was created of which two versions of a recruitment advertisement were manipulated. One version contained pro-environmental CSR information and the other version did not contain pro-environmental CSR information. The content and

format of this single-page web page was adapted from existing recruitment pages of well-known MNCs and created for the purpose of this study. For both versions of the recruitment advertisement, an existing Latin-American company was used named KIO Networks. This company operates in Latin America only. In the experiment it was explained that the company had plans to expand their business to Europe, after the experiment the participants were informed that the recruitment ad was not real and were asked not to take any further actions such as contacting the company. Both versions of the recruitment ads alluded to a variety of different types of job openings to prevent existing attitudes towards one specific job playing a role. The CSR version of the recruitment advertisement included a recycling symbol based on the environmental practices of the organisation (e.g.; investing in environmental protection programs). The non-CSR version of the recruitment advertisement included a symbol indicating information on hiring policy. The CSR version of the recruitment ad also featured a symbol in the form of a green leaf next to the logo of KIO Networks whereas in the non-CSR version of the ad a regular black KIO Networks logo was presented. The introducing text and the company information paragraph of the CSR version of the recruitment ad consisted of the following text:

An excellent opportunity has become available to join our international organisation based in Dusseldorf /Amsterdam. We are hiring in various departments for our new European offices. KIO Networks is a leader in the care, service and retail industries with special focus on environmental responsibility. Each day we implement actions that contribute to a sustainable environment and we ensure that our operations affect the environment as little as possible.

[...]

With offices internationally, this is a great opportunity for a starter to take a step into a truly innovative, environmentally responsible and exciting company to work for. We offer competitive salary and benefits.

The non-CSR version of the recruitment ad read as follows:

An excellent opportunity has become available to join our international organisation based in Dusseldorf / Amsterdam. We are hiring in various departments for our new European offices. KIO Networks is a leader in the care, service and retail industries.

[...]

With offices internationally, this is a great opportunity for a starter to take a step into a truly innovative and exciting company to work for. We offer competitive salary and benefits.

With the exception of the experimental manipulations described above, the two recruitment ads used identical layouts and additional text. The researcher, who is a native speaker of Dutch, wrote the Dutch versions of the recruitment advertisement. These versions were then translated into German by a high functioning bilingual (Dutch and German). A professor of German of the Radboud University evaluated the German material as a final check, correcting a number of grammatical changes. See *appendix A* for the four versions of the recruitment ads (in German and Dutch).

### *Pre-test*

Both versions of the Dutch recruitment advertisement were pre-tested beforehand to test their naturalness and the CSR manipulation. Additionally, familiarity with KIO Networks was tested. 20 Dutch students of Communication and Information studies of the Radboud University independently evaluated the CSR and non-CSR recruitment ads in the pre-test. Participants were equally and randomly distributed: that is, 10 evaluated the CSR version and 10 the non-CSR version. The scales and measures for the pre-test were derived from prior studies (Gully et al., 2013; van Meurs, Korzillius, & den Hollander, 2006).

Participants were asked to indicate their agreement to six Likert-scale statements with seven-point scales to check the success of the CSR manipulation and the naturalness of the job advertisement (1 = strongly disagree, 7 = strongly agree). 60.0% were female and their mean age was 26.00 ( $SD = 2.99$ ).

For the manipulation of CSR, four items adapted from Gully et al. (2013) were assessed. A sample statement was, “This company is environmentally responsible”. (1 = strongly disagree; 7 = strongly agree). The reliability of the scale for the CSR condition was good  $\alpha = .93$ . The reliability of the non-CSR condition was adequate  $\alpha = .77$ . Further analyses were conducted using composite scale means for manipulation.

For naturalness of both versions of the recruitment advertisement, two statements adapted from van Meurs et al. (2006) were used. The first statement was: “I think this online job advertisement is natural/unnatural”, and the second statement, “I think this job advertisement is a good example of a job advertisement”. (1 = completely disagree, 7 = completely agree). Both statements were separately analysed.

Results of the pre-test indicated that none of the participants were familiar with KIO Networks. Furthermore, with regard to manipulation of the material, an independent-samples t-test for type of version showed a significant difference between the CSR and non-CSR

versions ( $t = (18) 3.46, p = .003$ ). The degree of CSR for the CSR version of the ad was perceived higher ( $M = 4.93, SD = 1.63$ ) than for the non-CSR version ( $M = 2.93, SD = 0.83$ ).

For the first statement, “I think this online job advertisement is natural/unnatural”, an independent-samples t-test for type of version showed no significant difference between the CSR and non-CSR version ( $t (18) = 0.51, p = .618$ ). Both versions were perceived quite natural (ad with CSR:  $M = 5.80, SD = 2.25$ ; ad without CSR:  $M = 5.40, SD = 1.08$ ). However, for the second statement, “I think this job advertisement is a good example of a job advertisement”, a significant difference was found between the CSR and non-CSR version ( $t (18) = 3.53, p = .002$ ). The CSR version was perceived to be a better example of a job recruitment ad ( $M = 4.90, SD = 1.73$ ) than the non-CSR version ( $M = 2.70, SD = 0.95$ ).

Based on the pre-test, the manipulations of CSR for the CSR and non-CSR versions were effective. However, although both versions were perceived to be quite natural, the non-CSR version used in the pre-test appeared to be a weak example of a recruitment advertisement. On the basis of qualitative information collected from the participants of the pre-test, it appeared that the black non-CSR version company logo that was used instead of the green CSR version company logo accounted for a weaker example of the recruitment advertisement. Therefore, small adaptations and improvements in overall layout and position of the logo were made with special attention to the non-CSR version. Recommendations by the participants were also made with regard to first line of both versions of the recruitment ad, therefore for both versions the first line was rewritten. See *appendix A* for the final versions of the material.

## **Subjects**

In total, 267 participants took part in the experiment: 138 were Dutch and 129 were German. Mixed samples of actual and potential job seekers were selected. Students, as the potential job seeker group, were approached for the following reasons: they are an accessible group (Duarte et al., 2015; Smith et al., 2004) and they are likely to enter the job market in the near future (Alniacik et al., 2011; Backhaus et al., 2002; Duarte et al., 2015). The majority was highly educated with Bachelor’s or Master’s degree.

Of the 138 Dutch participants, 70 evaluated the CSR version: 38.6% was male, 61.4% was female. Their educational level was equally distributed, 50.0% had a Master’s University degree and the other 50.0% had a Bachelor’s University of Applied Sciences degree. Their mean age was 27.64 ( $SD = 9.46$ , range: 21-63). A total of 68 Dutch participants evaluated the non-CSR version, 30.9% was male, and 69.1% was female. The majority had Bachelor’s

University degree (64.7%), followed by Bachelor of Applied Sciences (25.0%), the remaining 10.3% had a Master's degree on University level. Their mean age was 25.59 ( $SD = 6.38$ , range: 18-59).

Of the 129 German participants, 65 evaluated the CSR version: 35.4% was male, 64.6% was female, majority had a Bachelor's University degree (60.0%), followed by 23.1% who had Bachelor's of Applied Sciences, 10.8% had their Master's degree at University and the remaining 6.2% were Master's of Applied Sciences level. The mean age was 27.58 ( $SD = 9.58$ , range: 18-66). A total of 64 German participants evaluated the non-CSR version, 32.8% was male and 67.2% was female. The majority of these participants had a Bachelor's at University level (59.4%), followed by 21.9% who had a Bachelor degree of Applied Sciences. The remaining 14.1% had a Master's University degree, followed by 4.7% who were Master's of Applied Sciences. Their mean age was 25.20 ( $SD = 6.78$ , range: 20-59).

The German and Dutch participant groups were similar with regards to age ( $t(265) = 0.23$ ,  $p = .821$ ) and gender distribution ( $\chi^2(1) = 0.13$ ,  $p = .908$ ). However, educational levels varied across the nationalities. A Chi-square test revealed a significant relation between nationality and educational level ( $\chi^2(3) = 16.80$ ,  $p = .001$ ). 37.7% of the Dutch participants were Bachelor of applied sciences degree, whereas only 22.5% of the German participants had the same degree. The participants were enrolled in various faculties, but a Chi-square test revealed that these study programs were not related to nationality ( $\chi^2(5) = 8.50$ ,  $p = .131$ ). This means that the distribution of the study programs was equal amongst the German and Dutch participants. Finally, a t-test for independent samples showed that the difference in personal environmental stance scores between the two nationalities was significant ( $t(265) = 10.60$ ,  $p < .001$ ). German participants appeared to have a significantly higher personal environmental stance ( $M = 5.10$ ,  $SD = 0.54$ ) than Dutch participants ( $M = 4.45$ ,  $SD = 0.45$ ).

### **Instrument**

An online questionnaire was used to collect data of the majority of the Dutch participants (100%) and the German participants (83%) in this study: 17% of the German participants filled in a paper version of the questionnaire. The questionnaire was presented in two languages: Dutch and German (see *appendix B* and *C*). The items used to measure the central variables in the questionnaire will be discussed in the order in which they were presented to the participants.

*Personal environmental stance.* Before the participants were presented with one of the versions of the recruitment ad they were asked to self-assess their personal stance towards the



environment. To measure personal environmental stance, the New Environmental Paradigm (NEP) scale was used (Dunlap et al., 2000). This scale has been widely used as a social psychological measurement of ecological worldviews (e.g. Behrend et al., 2009). NEP measures individual awareness of general consequences regarding environmental conditions. The scale consists of 15 items to measure participants' views on items such as, "Humans are severely abusing the environment" (1 = strongly disagree; 7 = strongly agree). Half of the items were negatively worded and reverse scored after data entry. Higher scores represent more favourable attitudes towards the environment. The reliability of 'personal attitude towards the environment' was adequate:  $\alpha = .78$ . Therefore, subsequent statistical analyses were conducted using composite scale means.

As personal attitude towards the environment was used as a factor for analysis, composite scales were made based on high/low environmental stance. The mean scores for the 267 participants' personal environmental stance ranged between 2.93 and 6.40 on a 7-point Likert scale. A division of groups into 'low/high environmental stance' was made, based on the method by Kim and Park (2011). The 41.2% of individuals that scored highest on the scale were defined as 'high environmental stance' and the 39.3% of individuals that scored lowest on the scale were defined as 'low environmental stance'. The middle 19.5% were deleted from the analysis. This resulted in a group of 110 participants with scores above 4.93 (the high environmental stance group), and a group of 92 participants with scores lower than 4.53 (the low environmental stance group).

*Masculinity.* Based on Hofstede (2007), it was assumed that German participants were expected to be relatively more masculine than Dutch participants. To check this assumption, the cultural dimension masculinity was measured on the basis of Hofstede's VSM 2013 (Value Survey Module, 2013) with eight seven-point Likert scale statements. An example statement was: "It would be of utmost importance to me to have a job respected by family and friends" (1 = completely disagree, 7 = completely agree). The reliability of 'masculinity' was insufficient:  $\alpha = .31$ . A principal component analysis with oblimin rotation revealed a three-factor solution, explaining 56.34% of the variance. Item factor loadings of three out of eight items (factor loadings were between .71 and .74) indicated the following three items measure a single construct: 'get recognition for good performance', 'have a job respected by family and friends', and 'have chances for promotion'. Although reliability of the three items that formed a single factor was still found to be low ( $\alpha = .59$ ), further analysis were conducted using composite scale means for masculinity, calculated on the basis of these three items.

*Person-organisation fit.* P-O fit was assessed with three seven-point Likert scale questions taken from Cable and Judge (1996). An example question was “To what degree do you feel your values ‘match’ or fit this employer?” (1 = not at all; 7 = completely). The reliability of ‘P-O fit’ comprising three items was good:  $\alpha = .85$ ; therefore subsequent statistical analyses were conducted using composite scale means.

*Organisational attractiveness.* Organisational attractiveness was assessed on two aspects: organisational attractiveness and company prestige. For both aspects, five seven-point Likert scale statements were taken from Highhouse et al. (2003). An example statement of organisational attractiveness was, “For me, this company would be a good place to work”. The reliability of ‘organisational attractiveness’ comprising five items was insufficient:  $\alpha = .53$ , therefore the item “I would not be interested in this company except as a last resort” was deleted which resulted in a sufficiently reliable multi-item scale:  $\alpha = .78$ . An example statement of company prestige was, “This is a reputable company to work for” (1 = strongly disagree; 7 = strongly agree). The reliability of the five items comprising ‘company prestige’ was good:  $\alpha = .82$ . Finally, the reliability of ‘organisational attractiveness’ comprising nine items altogether was also good:  $\alpha = .85$ , therefore subsequent statistical analyses were conducted using composite scale means.

*Job pursuit intentions.* The intention to pursue employment was measured on the bases two statements derived from van Meurs, Korzillius, and den Hollander (2006). A sample statement is, “I would like to work for KIO Networks” (1 = strongly disagree; 7 = strongly agree). The internal consistency of the two items was good:  $\alpha = .80$ , therefore subsequent statistical analyses were conducted using composite scale means.

*Manipulation check.* Perceived organisation’s environmental responsibility was measured on the bases of four items adapted from Gully et al. (2013). A sample statement was, “This company is environmentally responsible”. (1 = strongly disagree; 7 = strongly agree). The reliability of ‘manipulation check’ was good:  $\alpha = .91$ , therefore subsequent statistical analyses were conducted using composite scale means.

*Material check.* The naturalness of the job advertisement was determined with one statement: “I think this online advertisement is a good example of a job advertisement.” followed by a seven-point Likert scale (1 = strongly disagree; 7 = strongly agree). An ANOVA for naturalness of the job ad with as factor CSR condition showed that both versions of the recruitment ad were perceived to be quite natural (ad with CSR:  $M = 4.67$ ,  $SD = 1.06$ ; ad

without CSR:  $M = 4.70$ ,  $SD = 1.09$ ) and that there was no difference between the two versions ( $F(1, 265) < 1$ ).

*Control question.* A control question was added to check whether participants were familiar with KIO Networks. The question ‘Do you know KIO Networks’ was asked as one of the last questions in the questionnaire. None of the participants were familiar with KIO Networks ( $n = 267$ ). Therefore it was assumed that none of the participants had existing attitudes towards the organisation.

*Background variables.* Multiple choice and open-ended questions were used to collect data on nationality, age, gender, educational level, and study program.

### **Procedure**

The experiment was conducted on an individual basis. An online questionnaire via Qualtrics.com was distributed to the majority of the research audience (92%). Those participants were approached through direct mail, Twitter, Facebook and LinkedIn. Participants who agreed to take part in the study received two digital links and were asked to follow one of them. Both gave access to the online questionnaire in their own language (Dutch or German). A number of German participants received a paper version of the experiment (8%,  $n = 22$ ). All Dutch responses were collected online. The experiment started with an introduction to the purpose of the study (attitude towards digital recruitment advertisements), followed by one of the two versions of the recruitment advertisement (CSR or non-CSR condition), and the questionnaire. Before the experiment started, participants were informed that they would be asked to give their opinion about a recruitment advertisement from an existing multinational company called KIO Networks that operates in Latin America and has plans to open their European headquarters in the Netherlands/Germany. Participants were asked to read the recruitment advertisement as if it was real and answer a number of questions and statements about its content. They were informed that the researcher is interested in their personal opinion and that there are no right or wrong answers. Also they were informed that all responses would be processed anonymously and confidentially.

The procedure was the same for all participants and filling in the questionnaire took approximately six minutes. Afterwards, participants were debriefed in more detail about the purpose of the study. Table 1 provides an overview of the number of participants across nationalities and experimental condition.

Table 1. Number of participants across experimental conditions (CSR, non-CSR) and nationality (Dutch, German)

<i>Condition</i>	<i>Dutch (n = 138)</i>	<i>Germans (n = 129)</i>	<i>Total (n = 267)</i>
CSR	70	65	135
Non-CSR	68	64	132

### **Statistical treatment**

Multivariate analyses of variances were conducted to examine the potential effect of CSR information in a recruitment advertisement on organisational attractiveness, P-O fit and intention to pursue employment among Dutch and German job seekers. Additional tests were done to identify which variables affect the outcomes (e.g. personal environmental stance and nationality). No violations were noted in preliminary assumption tests.

### **Results**

This study determined what the effects of pro-environmental CSR information in recruitment advertising on (potential) job seekers were in terms of P-O fit, organisational attractiveness and intention to pursue employment, across two nationalities (Dutch and German). Furthermore, it was investigated whether the effects were moderated by personal environmental stance and nationality.

#### *Manipulation check*

An ANOVA with as factor CSR condition showed that the manipulation of the two versions was successful ( $F(1, 265) = 179.93, p < .001$ ). The participants who had been presented with the recruitment advertisement with CSR information evaluated the degree of CSR significantly higher ( $M = 5.34, SD = 0.90$ ) than those who had been exposed to the recruitment advertisement without CSR information ( $M = 3.70, SD = 0.90$ ).

#### *The moderating effect of personal environmental stance*

A two-way multivariate analysis was conducted to investigate the influence of personal environmental stance and CSR condition on organisational attractiveness, intention to pursue employment, and P-O fit. Table 2 shows the mean P-O fit, organisational attractiveness, and intention for each condition (CSR/non-CSR) and stance (high/low).

The multivariate analysis for organisational attractiveness, intention to pursue employment, and P-O fit with personal environmental stance and CSR condition as factors showed that personal environmental stance had a significant main effect on organisational

attractiveness ( $F(1, 198) = 8.38, p = .004, \eta = .04$ ) and intention to pursue employment ( $F(1, 198) = 4.02, p = .046$ ), but not on P-O fit ( $F(1, 198) < 1, \eta = .00$ ). Regardless of CSR condition, organisational attractiveness was higher for participants with a high personal environmental stance ( $M = 4.50, SD = 0.84$ ) than for participants with a low personal environmental stance ( $M = 3.17, SD = 0.81$ ). Similarly, regardless of CSR condition, intention to pursue employment was higher for participants with a high personal environmental stance ( $M = 4.20, SD = 1.36$ ) than for participants with a low personal environmental stance ( $M = 3.85, SD = 1.30$ ).

Furthermore, the multivariate analysis showed a significant main effect of CSR condition on P-O fit ( $F(1, 198) = 5.42, p = .021, \eta = .03$ ). Participants who saw the recruitment ad with CSR information judged P-O fit to be higher ( $M = 4.32, SD = 1.13$ ) than participants who saw the ad without CSR information ( $M = 3.94, SD = 0.98$ ). There were no significant main effects of CSR condition on organisational attractiveness ( $F(1, 198) = 1.78, p = .184, \eta = .01$ ), and on intention to pursue employment ( $F(1, 198) < 1, \eta = .00$ ).

Finally, a significant interaction effect of CSR condition and personal environmental stance was found on P-O fit ( $F(1, 198) = 6.73, p = .010, \eta = .03$ ), organisational attractiveness ( $F(1, 198) = 9.01, p = .003, \eta = .04$ ), and intention to pursue employment ( $F(1, 198) = 2.23, p = .001, \eta = .06$ ). In other words, a moderation effect was found for personal environmental stance. Further analysis of the interaction for personal environmental stance and CSR condition showed that participants with a low environmental stance who saw the recruitment advertisement containing CSR information significantly differed from the participants with a low environmental stance who saw the recruitment advertisement without CSR information on intention to pursue employment ( $F(1, 90) = 5.86, p = .017, \eta = .06$ ). Participants with low environmental stance who saw the recruitment ad without CSR information had higher intentions to pursue employment ( $M = 4.14, SD = 1.65$ ) than the participants with low environmental stance who saw the recruitment ad with CSR information ( $M = 3.50, SD = 1.37$ ). This difference was not significant for participants with a low environmental stance on organisational attractiveness ( $F(1, 90) = 1.27, p = .263, \eta = .01$ ), and P-O fit ( $F(1, 90) < 1, \eta = .00$ ). As for the participants with a high environmental stance significant differences were found between the participants who saw the recruitment ad containing CSR information and the participants who saw the recruitment ad without CSR information on P-O fit ( $F(1, 108) = 12.05, p = .001, \eta = .10$ ), organisational attractiveness ( $F(1, 108) = 10.40, p = .002, \eta = .09$ ), and intention to pursue employment ( $F(1, 108) = 6.42, p = .013, \eta = .06$ ). Participants with high environmental stance who saw the recruitment ad with

CSR information judged P-O fit to be higher ( $M = 4.50$ ,  $SD = 1.19$ ) than participants with high environmental stance who saw the recruitment ad without CSR information ( $M = 3.77$ ,  $SD = 1.00$ ). Also the participants with high environmental stance who saw the recruitment ad with CSR information rated the organisational attractiveness higher ( $M = 4.73$ ,  $SD = 0.84$ ) than the participants with high stance who saw the ad without CSR information ( $M = 4.24$ ,  $SD = 0.77$ ). Also intention to pursue employment was higher for the participants with high environmental stance who saw the recruitment ad with CSR information ( $M = 4.51$ ,  $SD = 1.48$ ) than for the high environmental stance participants who saw the recruitment ad without CSR information ( $M = 3.87$ ,  $SD = 1.14$ ).

Table 2. Means and standard deviations for P-O fit, organisational attractiveness, and intention to pursue employment across two experimental conditions and high and low environmental stance (1 = negative; 7 = positive) ( $n = 202$ )

Condition	Personal environmental stance	<i>P-O fit</i>		<i>Organisational attractiveness</i>		<i>Intention to pursue employment</i>		<i>n</i>
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
CSR	Low	4.09	1.02	4.06	0.88	3.50	1.37	42
	High	4.50	1.19	4.73	0.84	4.51	1.48	57
	Total	4.32	1.13	4.45	0.91	4.08	1.51	99
Non-CSR	Low	4.13	0.94	4.25	0.74	4.14	1.17	50
	High	3.77	1.00	4.24	0.77	3.87	1.14	53
	Total	3.94	0.98	4.25	0.75	4.00	1.15	103
Total	Low	4.11	0.97	4.17	0.81	3.85	1.30	92
	High	4.15	1.16	4.50	0.84	4.20	1.36	110
	Total	4.13	1.07	4.35	0.84	4.04	1.34	202

#### *The influence of CSR and the role of nationality*

A two-way multivariate analysis for organisational attractiveness, intention to pursue employment, and P-O fit with CSR condition and nationality as factors was conducted. Table 3 shows the mean P-O fit, organisational attractiveness, and intention for each condition (CSR/non-CSR) and nationality (Dutch/German).

The multivariate analysis showed a significant main effect of CSR condition on organisational attractiveness ( $F(1, 263) = 9.31, p = .003, \eta = .03$ ), intention to pursue employment ( $F(1, 263) = 4.21, p = .041, \eta = .02$ ), and P-O fit ( $F(1, 263) = 21.67, p < .001, \eta = .08$ ). The CSR recruitment advertisement revealed a higher score on organisational attractiveness ( $M = 4.57, SD = 0.90$ ) than the recruitment advertisement without CSR information ( $M = 4.27, SD = 0.77$ ). Also the intention to pursue employment was higher for the recruitment advertisement with CSR information ( $M = 4.31, SD = 1.32$ ) than for the recruitment ad without CSR information ( $M = 4.00, SD = 1.13$ ). Finally, the P-O fit for a recruitment advertisement containing CSR information was higher ( $M = 4.49, SD = 1.04$ ) than of a recruitment advertisement without CSR information ( $M = 3.91, SD = 1.05$ ).

The multivariate analysis showed that nationality did not have a significant main effect on P-O fit ( $F(1, 263) < 1, \eta = 0$ ), organisational attractiveness ( $F(1, 263) < 1, \eta = 0$ ), and intention to pursue employment ( $F(1, 263) < 1, \eta = 0$ ).

However, the multivariate analysis showed a significant interaction effect of nationality and CSR condition on the three dependent variables, that is P-O fit ( $F(1, 263) = 16.57, p < .001, \eta = .06$ ), organisational attractiveness ( $F(1, 263) = 4.43, p = .036, \eta = .02$ ), and intention to pursue employment ( $F(1, 263) = 5.48, p = .020, \eta = .02$ ).

Further analysis of the interaction for nationality and CSR condition showed that German participants who saw the recruitment advertisement containing CSR information significantly differed from the German participants who saw the recruitment advertisement without CSR information on P-O fit ( $F(1, 127) = 47.85, p < .001, \eta = .27$ ), organisational attractiveness ( $F(1, 127) = 16.50, p < .001, \eta = .12$ ), and intention to pursue employment ( $F(1, 127) = 10.35, p = .002, \eta = .08$ ). German participants who saw the recruitment ad with CSR information judged P-O fit to be higher ( $M = 4.71, SD = 0.86$ ) than the German participants who saw the non-CSR version of the recruitment ad ( $M = 3.59, SD = 0.97$ ). Also, the Germans who saw the CSR recruitment ad judged organisational attractiveness to be higher ( $M = 4.70, SD = 0.77$ ) than the Germans who saw the recruitment ad without CSR information ( $M = 4.18, SD = .69$ ). As for intention to pursue employment, the German participants who saw the recruitment ad with CSR information were more willing to pursue employment ( $M = 4.57, SD = 1.46$ ) than the German participants who saw the advertisement without CSR information ( $M = 3.87, SD = 0.97$ ). There was no difference between the Dutch participants who saw the CSR recruitment ad and the Dutch participants who saw the non-CSR recruitment ad with regard to P-O fit ( $p = .704$ ), organisational attractiveness ( $p = .536$ ), and intention to pursue employment ( $p = .842$ ).

Table 3. Means and standard deviations for P-O fit, organisational attractiveness, and intention to pursue employment across two experimental conditions and two nationalities (1 = negative; 7 = positive) ( $n = 267$ )

<i>Condition</i>	<i>Nationality</i>	<i>P-O fit</i>		<i>Organisational attractiveness</i>		<i>Intention to pursue employment</i>		<i>n</i>
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
CSR	Dutch	4.29	1.26	4.45	0.99	4.07	1.47	70
	German	4.71	0.86	4.70	0.77	4.57	1.46	65
	Total	4.49	1.10	4.57	0.89	4.31	1.48	135
Non-CSR	Dutch	4.21	1.04	4.36	0.83	4.12	1.25	68
	German	3.59	0.97	4.18	0.69	3.87	0.97	64
	Total	3.91	1.05	4.27	0.77	4.00	1.23	132
Total	Dutch	4.25	1.15	4.41	0.91	4.09	1.36	138
	German	4.16	1.07	4.44	0.76	4.22	1.28	129
	Total	4.20	1.11	4.42	0.85	4.16	1.32	267

#### *Degree of masculinity*

A t-test for independent samples showed that the difference in masculinity scores between the two nationalities was not significant. As Levene's test for equality of variances was significant, the values of 'Equal variances not assumed' are reported ( $t(248,80) = 0.41, p = .682$ ). Although the two groups did not differ significantly, based on the descriptive means, both the Dutch and German participants appeared to be relatively masculine in orientation ( $M = 5.32, SD = 0.76$  for the Dutch and  $M = 5.27, SD = 0.92$  for the Germans). In other words, however, evidence for the assumption that the two cultures would differ with respect to masculinity (Hofstede, 2007) was not found.



## **Discussion and conclusion**

The aim of this study was to explore to what extent pro-environmental CSR information in a recruitment advertisement affects P-O fit, organisational attractiveness, and intention to pursue employment among (prospective) job seekers. Specifically, the study aimed to answer two research questions: 1) to what extent does personal environmental stance moderate the effects of pro-environmental CSR information in a recruitment advertisement on P-O fit, organisational attractiveness, and intention to pursue employment? 2) to what extent does nationality (Dutch/German) moderate the effects of pro-environmental CSR information in a recruitment advertisement?

Hypothesis 1 predicted that recruitment advertising containing pro-environmental CSR information would lead to greater organisational attractiveness and higher intention to pursue employment than recruitment advertising without pro-environmental CSR information. It was found that the sample of job seekers in the present study perceived the organisation significantly as more attractive and had a significantly stronger intention to pursue employment when the company was engaged in CSR practices, that is, had a pro-environmental policy. Therefore, hypothesis 1 was accepted. The outcome of this study is in line with previous studies that have shown positive effects of pro-environmental CSR information in recruitment advertising on organisational attractiveness and intention to pursue employment (e.g. Bauer & Aimen-Smith, 1996; Behrend et al., 2009). This finding seems to suggest that CSR information, and more specifically, a pro-environmental message in a recruitment advertisement, can positively influence the opinion of higher educated job seekers' about the attractiveness of the company as a good place to work for in the future and increases the intention to pursue employment.

Hypothesis 2 predicted that recruitment advertising containing pro-environmental CSR information would lead to higher P-O fit, organisational attractiveness, and intention to pursue employment than recruitment advertising without pro-environmental CSR information. It was found that, besides the greater organisational attractiveness and higher intention to pursue employment, also job seekers' P-O fit was higher when they saw the recruitment message containing CSR information than when they saw the message without CSR information. Therefore, hypothesis 2 was accepted. The present study has shown that indeed characteristics of the organisation, such as engaging in pro-environmental CSR, aligned with the job seekers' personal values (Kristof, 1996). In fact, this study extends knowledge gained in previous research (e.g. Gully et al., 2013; Greening & Turban, 2000; Kim & Park, 2011), in that it

provides evidence that job seekers' P-O fit, organisational attractiveness, and intention to pursue employment with the organisation is influenced by a pro-environmental CSR recruitment advertisement. This finding may be explained by Schneider's (1987) ASA model. It may be that as an aspect of P-O fit, job seekers will be more attracted to organisations whose values match their own (Schneider, 1987). This means that pro-environmental CSR information in a recruitment advertisement might be one of the unique criteria for job seekers whose own values match the organisations' when choosing a workplace.

The first research question concerned to what extent personal environmental stance moderates the effect of a recruitment advertisement containing pro-environmental CSR information on P-O fit, organisational attractiveness, and job seekers' intention to pursue employment. It was found that personal environmental stance was a significant moderator in the effects of a pro-environmental CSR recruitment advertisement on P-O fit, organisational attractiveness, and intention to pursue employment. Based on the results of the present study, job seekers with high personal environmental stance perceived the organisation as significantly more attractive, had significantly higher intentions to pursue employment, and had a significantly higher perceived P-O fit when they saw the recruitment message with pro-environmental CSR information. Therefore, the results of the present study indicate that communicating pro-environmental CSR information in a recruitment advertisement leads to attraction of people that have high personal environmental stance. This finding, regarding intention to pursue employment, contrasts with that of Behrend et al. (2009), who did not find that personal environmental stance could moderate the effect of an environmental message on the intention to pursue employment. The results of the present study also differ from those of Kim and Park (2011), who did not find evidence that ethical perception moderated the effect of CSR performance on P-O fit. It has to be noted, however, that type of CSR information was manipulated in a different manner in the present study than in Kim and Park (2011). Therefore, a possible explanation for personal environmental stance as a moderator on the effect of CSR information in a recruitment ad on P-O fit could be the result of the manipulation of 'type of CSR' in the present study. While Kim and Park (2011) manipulated CSR as corporate giving and community involvement, the present study used pro-environmental CSR.

The second research question concerned the potential moderating effects of job seeker's nationality (Dutch/German) and the recruitment advertisement condition (CSR/non-CSR) on P-O fit, organisational attractiveness, and intention to pursue employment. It was found that nationality moderated the effects of a recruitment advertisement with pro-

environmental CSR information on P-O fit, organisational attractiveness, and intention to pursue employment. However, this effect was only found for the German participants. The German participants who saw the recruitment ad with pro-environmental CSR information scored higher on organisational attractiveness, intention to pursue employment and revealed a higher P-O fit than the Germans who saw the recruitment advertisement without the CSR information. Contrary to expectations based on Gjølborg (2009), who found that Dutch companies are more actively engaged in CSR than German companies, the present study did not find evidence that the Dutch participants had relatively more positive attitudes towards CSR practices than German participants. Instead, and contrary to expectations, the German participants were found to be more susceptible to CSR information than the Dutch participants, as reflected in their significantly more positive attitudes and intention. An explanation for this finding could be that cross-national differences in personal environmental stance were found: the Germans were more environmentally oriented than the Dutch. Therefore, it might be the case that pro-environmental information in a recruitment advertisement had significantly stronger effects on the German participants' perceived P-O fit, organisational attractiveness, and intention to pursue employment.

Finally, contrary to expectations, the nationalities in the sample did not differ with respect to the cultural value masculinity. This means that any differences found between nationalities in the present study cannot be explained by masculinity differences. This, somewhat surprising, finding may be explained by the fact that the scale of Hofstede's (2007) masculinity cultural dimension does not necessarily measure one single construct. Although it was not the purpose of this study to find a moderating effect for cultural background on personal environmental stance, future research might expand upon the present findings by investigating what other (cultural) dimensions or values might play a role in the degree of a person's pro-environmental stance.

To conclude, the most important finding of this study is that pro-environmental CSR information in a recruitment advertisement indeed has significant positive effects on prospective job seekers. Particularly, this study suggest that perceptions of environmental issues can impact both Dutch and German's job seeker's perceptions of the organisational attractiveness, their willingness to take on actions, and their perceived P-O fit with the organisation based on a recruitment advertisement with such information. Furthermore, it is important to highlight that a pro-environmental CSR recruitment advertisement enhanced the attractiveness of the organisation, the intentions to pursue employment and P-O fit among the job seekers in the sample with high environmental stance. Finally, in assuming the moderating

role of cultural background, this study shed more light on how pro-environmental CSR information in a recruitment advertisement specifically affected German job seekers' perceptions. While the Dutch job seekers' had similar, quite positive, attitudes towards the organisational attractiveness, intention and P-O fit for both pro-environmental CSR information and non-CSR information in a recruitment advertisement, the German job seekers' were significantly more sensitive for the pro-environmental CSR information in the recruitment advertisement.

### *Practical implications*

The results of this study suggest that pro-environmental CSR information might be used effectively in recruitment advertising to attract (prospective) job seekers (Bhattacharya et al., 2008). In fact, the findings point to the importance of a recruitment message with such CSR information being more effective in enhancing the P-O fit, organisational attractiveness and intentions to pursue employment for higher educated job seekers. In addition, it appears that job seekers with high environmental stance in particular respond favourably towards recruitment advertisements with pro-environmental CSR information, which suggests that pro-environmental CSR information in a recruitment message may be most effective when aimed to attract job seekers that are as environmentally oriented as the organisation, and that are thus a good 'match' with the organisation in terms of shared values.

Furthermore, the results of this study may be of particular interest for multinational organisations that seek culturally diverse employees in their workplace. From a cross-country perspective, the sample of German job seekers responded more favourably to pro-environmental CSR information in a recruitment ad than to the recruitment ad without such information. This effect did not hold for the Dutch job seekers in the present study. Given that environmental issues seem so important for German job seekers in particular, to attract such potential highly educated employees with high personal environmental stance, HR management should focus on integrating more information related to environmental issues in recruitment advertisements to persuade these German job seekers more easily.

In the global economy, obtaining highly skilled and highly educated employees in order to 'win the war for talent' is critical for an organisations' competitive advantage (Bhattacharya et al., 2008). If the organisation's strategy is as such that they indeed seek for pro-environmentally oriented employees the implication of the findings of the present study to include pro-environmental CSR information in recruitment advertisements is considerable for HR professionals to attract highly educated job seekers. However, HR professionals should be

aware of the cultural differences with regard to pro-environmental stance. From the results of the present study it appears that the sample of German job seekers are, generally speaking, more sensitive to pro-environmental messages than the Dutch. Human resources and corporate communication professionals should therefore be aware to what specific nationality and type of person (e.g. pro-environmental oriented or not) they target their recruitment advertisement.

#### *Limitations and future research*

A first limitation of this study is that only one type of CSR was investigated. Because CSR relates not only to environmental but also to economic and societal issues (Elkington, 1997), future research could explore the impact of other CSR related issues (e.g. as a multi-dimensional construct) in combination with extended levels of CSR engagement (e.g. none, low, middle, high). Furthermore, while solely the influence of the pro-environmental CSR information was investigated, this study did not raise any questions on why and to what extent individuals would have a higher perceived P-O fit, organisational attractiveness, and are willing to pursue employment with an organisation that is proactive towards the environment. What other factors would be valuable to individuals when an organisation is committed to having a pro-environmental policy? Future research should address such issues further as to the causal relationships a pro-environmental message would lead. Although, the present study was one of the first studies to find effects of environmental stance on both passive as well as action-oriented variables, future research could extend this study by also investigating individual societal and economic stances. This would contribute to clarify the CSR dimensions valued by a job seeking population.

A second limitation of this study might have been the experimental stimulus. This was not an actual website but a manipulated print screen of one. Although pre-tests were quite positive on the naturalness of the advertisement, it is recommended for future research to use a real website with opportunities for interaction (Behrend et al., 2009). Although the stimuli used in the present study allowed to standardize the information the participants saw, it may have had an effect on the external validity of the findings.

Finally, in finding a possible explanation on potential effects of nationality on the investigated variables, the present study only took one cultural dimension into consideration, which was Hofstede's (2007) masculinity. The present study did not find evidence that could be based on the degree of masculinity for the effect of one culture having a higher personal environmental stance than the other. In fact, the tests of the measurement equivalence of the

masculinity instrument by Hofstede (2007) revealed five out of eight problematic items in the measurement of masculinity. Nevertheless, the analysis was done with three items that had demonstrated to measure an equivalent construct. It is, however, suggested that future research might expand upon the present findings by investigating other cultural dimensions. For instance, Mueller et al. (2012) suggest that cultures high in future orientations (e.g. the Netherlands and Germany) show a tendency to work toward long-term success, rather than to exploit resources for short-term gain which is linked with sustainability (e.g. environmental maintenance). Furthermore, as in some countries CSR is a relative underdeveloped concept, future research could attempt to explore effects of other cultural, political, or even personal background (e.g. gender, age) dimensions that were not investigated in this study.

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## Appendix A

Figure A1: Recruitment ad, Dutch CSR condition



← terug naar startpagina

vacature 1/16 volgende →

✉ ↗ ☆

### KIO Networks zoekt collega's voor nieuw Europees hoofdkantoor.

#### VERKOOP, MARKETING, HR, ACCOUNTANT & IT FUNCTIES

Dit is een uitstekende kans om deel uit te maken van een sterk groeiende internationale speler. KIO Networks is internationaal marktleider in de zorg, service en retail industrie met bijzondere focus op het milieu. Iedere dag treffen we maatregelen voor het behoud van een duurzaam milieu en zorgen we ervoor dat de effecten van onze activiteiten op het milieu minimaal zijn. Voor meerdere afdelingen van ons nieuwe Europese hoofdkantoor zoeken wij enthousiaste en ambitieuze kandidaten.

De ideale kandidaat heeft kennis van de Nederlandse consumentenmarkt en 0-2 jaar ervaring in een van bovenstaande sectoren. Daarnaast heeft de kandidaat een sterke consumentenfocus en ervaring met het werken in de zorg, service of retail industrie.

Als toonaangevende, internationale speler bieden wij een fantastische plek voor enthousiaste starters in een innovatief, milieubewust en dynamisch bedrijf om voor te werken. Daarnaast bieden wij een aantrekkelijk salaris met uitstekende arbeidsvoorwaarden.

**LEES MEER**

Locatie	Amsterdam
Plaatsingsdatum	21 April 2015
Sluitingsdatum	21 May 2015
Uren	Full Time
Dienstverband	Vast



**LEES MEER  
OVER ONS  
MILIEUBELEID**

---

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Figure A2: Recruitment ad, Dutch non-CSR condition



Zoeken naar vacatures.. 

← terug naar startpagina

vacatures 1/16 volgende →



## KIO Networks zoekt collega's voor nieuw Europees hoofdkantoor.

### VERKOOP, MARKETING, HR, ACCOUNTANT & IT FUNCTIES

Dit is een uitstekende kans om deel uit te maken van een sterk groeiende internationale speler. KIO Networks is internationaal marktleider in de zorg, service en retail industrie. Voor meerdere afdelingen van ons nieuwe Europese hoofdkantoor zoeken wij enthousiaste en ambitieuze kandidaten.

Locatie	Amsterdam
Plaatsingsdatum	21 April 2015
Sluitingsdatum	21 May 2015
Uren	Full Time
Dienstverband	Vast

De ideale kandidaat heeft kennis van de Nederlandse consumentenmarkt en 0-2 jaar ervaring in een van bovenstaande sectoren. Daarnaast heeft de kandidaat een sterke consumentenfocus en ervaring met het werken in de zorg, service of retail industrie.

Als toonaangevende, internationale speler bieden wij een fantastische plek voor enthousiaste starters in een innovatief en dynamisch bedrijf om voor te werken. Daarnaast bieden wij een aantrekkelijk salaris met uitstekende arbeidsvoorwaarden.



**LEES MEER  
OVER BANEN EN  
CARRIÈRES**

**LEES MEER**

Figure A3: Recruitment ad, German CSR condition

[zurück zur Startseite](#)
Stellenangebot 1/18 [nächste](#)

### Wir suchen Mitarbeiter (m/f) für unsere neue Europa-Geschäftsstelle

## VERKAUF, MARKETING, PERSONALWESEN, FINANZEN UND IT JOBS

Jetzt werden Ihnen Einstiegschancen geboten um unserem Internationalen Unternehmen mit Standort Düsseldorf beizutreten. Für mehrere Abteilungen sind wir auf der Suche nach neuen Mitarbeitern. KIO Networks ist führend in den Bereichen Pflege, Service und Einzelhandel mit besonderem Fokus auf die Umwelt. Jeden Tag ergreifen wir Maßnahmen, die zum Erhalt der Umwelt beitragen und sorgen dafür, dass unsere Aktivitäten sich so wenig wie möglich auf die Umwelt auswirken.

Die idealen Bewerbungskandidaten kennen den lokalen Markt, haben 0-2 Jahre Berufserfahrung in einem der oben genannten Bereiche und können den Fokus auf den Konsumenten richten. Vorzugsweise haben die Kandidaten bereits in Projekten im Bereich Pflege, Service oder Einzelhandel gearbeitet

Mit Firmenniederlassungen weltweit, ist dieses Stellenangebot eine große Chance für einen Berufseinsteiger in einem innovativen, umweltfreundlichen und spannenden Unternehmen zu arbeiten. Wir bieten Ihnen ein wettbewerbsfähiges Gehalt und günstige Arbeitsbedingungen.

**LESEN SIE MEHR**

Lokation	Düsseldorf
Datum	21 April 2015
Datum der Bewerbungfrist	21 May 2015
Stunden	Vollzeit
Arbeitsvertrag	Permanent

**LESEN SIE MEHR  
ÜBER UNSERE  
UMWELTPOLITIK**

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Figure A4: Recruitment ad, German non-CSR condition



Job suchen...

← zurück zur Startseite Stellenangebot 1/15 → nächste

### Wir suchen Mitarbeiter (m/f) für unsere neue Europa-Geschäftsstelle

**VERKAUF, MARKETING, PERSONALWESEN, FINANZEN UND IT JOBS** ✉ ↗ ☆

Jetzt werden Ihnen Einstiegschancen geboten um unserem Internationalen Unternehmen mit Standort Düsseldorf beizutreten. Für mehrere Abteilungen sind wir auf der Suche nach neuen Mitarbeitern. KIO Networks ist führend in den Bereichen Pflege, Service und Einzelhandel

Lokation	Düsseldorf
Datum	21 April 2015
Datum der Bewerbungsfreiheit	21 May 2015
Stunden	Vollzeit
Arbeitsvertrag	Permanent

Die idealen Bewerbungskandidaten kennen den lokalen Markt, haben 0-2 Jahre Berufserfahrung in einem der oben genannten Bereiche und können den Fokus auf den Konsumenten richten. Vorzugsweise haben die Kandidaten bereits in Projekten im Bereich Pflege, Service oder Einzelhandel gearbeitet.

Mit Firmenniederlassungen weltweit, ist dieses Stellenangebot eine große Chance für einen Berufseinsteiger in einem innovativen, spannenden Unternehmen zu arbeiten. Wir bieten Ihnen ein wettbewerbsfähiges Gehalt und günstige Arbeitsbedingungen.



**LESEN SIE MEHR ÜBER STELLENANGEBOTE UND KARRIERECHANCEN**

**LESEN SIE MEHR**

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## Appendix B

### Dutch questionnaire

Beste deelnemer,

Hartelijk dank voor je deelname in dit onderzoek als onderdeel van mijn master scriptie. In deze vragenlijst wordt om jouw mening gevraagd over een online vacature van een internationaal bedrijf genaamd KIO Networks. Dit is een bestaand bedrijf en is actief in Latijns Amerika. Het bedrijf heeft plannen om een Europees hoofdkantoor te openen in Nederland (Germany).

Lees eerst onderstaande instructies voordat je verdergaat met de vragenlijst.

#### *Instructies*

Voordat het experiment van start gaat, zal om je persoonlijke mening worden gevraagd op een aantal vragen en stellingen. Daarna vragen wij je om de vacature te lezen. Gelieve deze vacature niet nog eens terug te lezen nadat je deze hebt gelezen. Vervolgens vragen wij je om antwoord te geven op stellingen over de onderneming en de vacaturetekst. Een voorbeeld van een stelling is:

Ik vind deze vacature:

onaantrekkelijk                           aantrekkelijk

Wanneer je de tweede cirkel van links aanvinkt, geef je aan dat je de vacature enigszins onaantrekkelijk vindt. De middelste cirkel geeft aan dat je mening neutraal is.

Wij zijn geïnteresseerd in jouw eigen mening, daarom zijn er geen juiste of onjuiste antwoorden op de vragen. Alle antwoorden zullen anoniem en vertrouwelijk worden behandeld. Het invullen van deze vragenlijst duurt ongeveer 10 minuten.

Hartelijk dank voor je medewerking!

Vriendelijke groeten,

Amanda Zweers  
Radboud Universiteit Nijmegen



**De volgende stellingen hebben als doel jouw houding ten opzichte van de natuur te meten. Gelieve hieronder aan te geven in hoeverre je het eens of oneens bent. Het gaat hierbij om jouw persoonlijke mening.**

	<i>Helemaal mee oneens</i>	<i>Mee oneens</i>	<i>Enigszins mee oneens</i>	<i>Neutraal</i>	<i>Enigszins mee eens</i>	<i>Mee eens</i>	<i>Helemaal mee eens</i>
1. We komen steeds dichterbij het maximum aantal mensen dat de aarde kan verdragen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Mensen hebben het recht om de natuur aan te passen aan hun behoeftes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Als mensen zich met de natuur bemoeien heeft dat vaak ernstige gevolgen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. De mens is vindingrijk genoeg om ervoor te zorgen dat de aarde niet onleefbaar wordt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. De mensheid is de natuur ernstig aan het misbruiken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. De wereld heeft nog voldoende natuurlijke grondstoffen zolang we maar leren hoe we ze optimaal kunnen benutten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Planten en dieren hebben net zo veel recht als mensen om te bestaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. De natuur is sterk genoeg in balans om de impact van moderne industriële landen te weerstaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Ondanks onze unieke vaardigheden, is de mensheid nog altijd afhankelijk van de natuur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. De zogenaamde 'ecologische crisis' die de mensheid zou bedriegen wordt over het algemeen erg overdreven.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. De aarde is als een ruimteschip en biedt slechts zeer beperkte ruimte en voorraden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. De mens is gemaakt om te regeren over de rest van de natuur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- |   |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 13. Het natuurlijk evenwicht is heel kwetsbaar en makkelijk uit balans gebracht.                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. De mensheid zal uiteindelijk genoeg leren over hoe de natuur werkt om deze te kunnen controleren        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Als er binnenkort niets verandert, zullen we in de nabije toekomst een ecologische catastrofe meemaken. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Stel je een ideale baan voor – los van je huidige bezigheden. Bij de keuze van een ideale baan, hoe belangrijk voor je is..**

- |   | <i>Van heel weinig of geen belang</i> | <i>Van weinig belang</i> | <i>Van enigszins weinig belang</i> | <i>Neutraal</i>          | <i>Van enigszins belang</i> | <i>Van belang</i>        | <i>Van het allergrootste belang</i> |
|---|---------------------------------------|--------------------------|------------------------------------|--------------------------|-----------------------------|--------------------------|-------------------------------------|
| 16. ..Voldoende tijd voor je privé- en/of gezinsleven.                    | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |
| 17. ..Zekerheid van een baan.   | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |
| 18. ..Erkenning voor goede prestaties.                                    | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |
| 19. ..Een baan waarmee je respect verdient bij je familie en je vrienden. | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |
| 20. ..Promotiemogelijkheden.  | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |

**Hoe belangrijk zijn de volgende dingen in jouw persoonlijk leven?**

- |  | <i>Van heel weinig of geen belang</i> | <i>Van weinig belang</i> | <i>Van enigszins weinig belang</i> | <i>Neutraal</i>          | <i>Van enigszins belang</i> | <i>Van belang</i>        | <i>Van het allergrootste belang</i> |
|--|---------------------------------------|--------------------------|------------------------------------|--------------------------|-----------------------------|--------------------------|-------------------------------------|
| 21. Een vriend een dienst bewijzen.                  | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |
| 22. Tijd vrijhouden om plezier te maken.             | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |
| 23. Spaarzaamheid (niet meer uitgeven dan nodig is). | <input type="checkbox"/>              | <input type="checkbox"/> | <input type="checkbox"/>           | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/>            |

**Je krijgt zometeen een printscreen van een online vacature te zien. Daarna volgen een aantal vragen over deze vacature.**

[Dutch CSR or non-CSR version]

**De volgende vragen hebben betrekking op de vacature die je zojuist gelezen hebt. Geef hieronder aan in hoeverre je het eens of oneens bent met de volgende stellingen. Het gaat hierbij om jouw persoonlijke mening.**

	<i>Helemaal mee oneens</i>	<i>Mee oneens</i>	<i>Enigszins mee oneens</i>	<i>Neutraal</i>	<i>Enigszins mee eens</i>	<i>Mee eens</i>	<i>Helemaal mee eens</i>
24. In hoeverre heb je het idee dat jouw persoonlijke waarden ‘matchen’ met het bedrijf en de huidige werknemers in dit bedrijf?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Denk je dat de waarden en ‘persoonlijkheid’ van dit bedrijf jouw persoonlijke waarden en persoonlijkheid weerspiegelen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Mijn waarden passen bij de waarden van de huidige werknemers in dit bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Helemaal mee oneens</i>	<i>Mee oneens</i>	<i>Enigszins mee oneens</i>	<i>Neutraal</i>	<i>Enigszins mee eens</i>	<i>Mee eens</i>	<i>Helemaal mee eens</i>
27. Voor mij zou dit bedrijf een goede plek zijn om te werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Ik zou niet geïnteresseerd zijn in dit bedrijf, behalve als laatste mogelijkheid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Als werkplek is dit bedrijf aantrekkelijk voor mij.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Ik ben geïnteresseerd om meer te weten te komen over dit bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Een baan bij dit bedrijf spreekt me erg aan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Helemaal mee oneens</i>	<i>Mee oneens</i>	<i>Enigszins mee oneens</i>	<i>Neutraal</i>	<i>Enigszins mee eens</i>	<i>Mee eens</i>	<i>Helemaal mee eens</i>
32. Werknemers zijn waarschijnlijk trots dat zij voor dit bedrijf werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Dit is een respectabel bedrijf om voor te werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Dit bedrijf heeft waarschijnlijk een uitstekende reputatie als werkgever.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Ik zou dit bedrijf een prestigieuze plek vinden om te werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Er zijn waarschijnlijk velen die voor dit bedrijf zouden willen werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Helemaal mee oneens</i>	<i>Mee oneens</i>	<i>Enigszins mee oneens</i>	<i>Neutraal</i>	<i>Enigszins mee eens</i>	<i>Mee eens</i>	<i>Helemaal mee eens</i>
37. Ik zou graag meer willen weten over de mogelijkheden om voor KIO Networks te werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Ik zou voor KIO Networks willen werken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Helemaal mee oneens</i>	<i>Mee oneens</i>	<i>Enigszins mee oneens</i>	<i>Neutraal</i>	<i>Enigszins mee eens</i>	<i>Mee eens</i>	<i>Helemaal mee eens</i>
39. Dit is een milieubewust bedrijf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Werknemers van dit bedrijf worden verwacht milieubewust te zijn.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Dit bedrijf steunt goede doelen met betrekking tot milieubescherming.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Dit bedrijf heeft een milieubewust beleid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Deze online vacature is een goed voorbeeld van een vacaturetekst.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Tenslotte vragen wij je nog enkele persoonlijke gegevens in te vullen.**

44. Wat is je nationaliteit?

.....

45. Wat is je leeftijd?

.....

46. Wat is je geslacht?

- Man
- Vrouw

47. Wat is je hoogst genoten opleiding?

- HBO
- WO
- Anders, namelijk:

.....

48. Wat is/was je studierichting?

.....

49. Ben je bekend met KIO Networks?

- Ja
- Nee

Het doel van dit onderzoek was om jouw persoonlijke mening over maatschappelijk verantwoord ondernemen te toetsen. De vacature die je hebt gezien bestaat niet. KIO Networks is wel een bestaand bedrijf, maar heeft geen plannen om uit te breiden naar de Europese markt. Wij willen je vriendelijk vragen om de informatie als fictief te beschouwen en geen verdere acties hierop te ondernemen.

Heel erg bedankt voor je medewerking aan dit onderzoek!

## German questionnaire

Liebe Untersuchungsteilnehmerin, lieber Untersuchungsteilnehmer!

Vielen Dank, dass Sie sich die Zeit nehmen unseren Fragebogen auszufüllen. Wir interessieren uns für Ihre Meinung zu einem Online-Stellenangebot des internationalen Unternehmens KIO Networks. KIO Networks ist ein real bestehendes Unternehmen, das hauptsächlich in Lateinamerika aktiv ist. Das Unternehmen plant einen europäischen Hauptsitz in Deutschland zu eröffnen.

Lesen Sie bitte erst die folgende Anleitung, bevor Sie mit dem Fragebogen weitermachen.

### *Anleitung*

Bevor das Experiment beginnt, werden wir Sie nach Ihren persönlichen Angaben fragen. Dies wird mit Hilfe einiger Fragen und Aussagen geschehen. Anschließend werden wir Sie bitten, das Stellenangebot (Version 1 **oder** Version 2) zu lesen. Lesen Sie das Stellenangebot nur einmal. Danach werden wir Sie bitten Fragen zu beantworten und Aussagen zu bewerten, die sich auf die Beschreibung des Unternehmens und der Stelle beziehen werden. Ein Beispiel für eine Aussage ist:

Ich finde das Stellenangebot  
unattraktiv           attraktiv

Wenn Sie das zweiten Kästchen von rechts ankreuzen, finden Sie das Stellenangebot einigermaßen attraktiv. Wenn Sie das mittlere Kästchen ankreuzen, empfinden Sie das Stellenangebot weder als attraktiv, noch als unattraktiv, sondern als neutral.

Bitte beantworten Sie alle Fragen aufrichtig.

Es gibt keine richtigen oder falschen Antworten! Ihre Daten werden anonym behandelt und ausschließlich für diese Studie genutzt.

Das Ausfüllen des Fragebogens dauert ca. 10 Minuten.

Vielen Dank für Ihre Teilnahme!

Amanda Zweers  
CIW / Radboud Universität Nijmegen NL

**Zunächst geht es um Ihre ganz persönliche Meinung. Es folgt eine Liste von Aussagen, die die Beziehung des Menschen zu seiner natürlichen Umwelt näher beschreiben. Bitte geben Sie für jede dieser Aussagen an, ob Sie ihr *gar nicht*, *wenig*, *mittelmäßig*, *ziemlich* oder *voll und ganz* zustimmen.**

	<i>Stimme ich gar nicht zu</i>		<i>Neutral</i>			<i>Stimme ich voll und ganz zu</i>	
1. Wir nähern uns der absoluten Zahl von Menschen, die die Erde zu versorgen in der Lage ist.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Die Menschen haben das Recht dazu, die natürliche Umwelt ihren Bedürfnissen entsprechend zu verändern.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Wenn die Menschen in den Ablauf der Natur eingreifen, sind die Konsequenzen meist katastrophal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Menschlicher Erfindungsreichtum wird sicherstellen, dass die Erde nicht unbewohnbar werden wird.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Die Menschheit beutet ihre natürliche Umwelt aus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Die Erde verfügt über ausreichend natürliche Ressourcen, wenn wir nur lernen, wie sie zu vermehren sind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Tiere und Pflanzen haben dasselbe Existenzrecht wie Menschen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Das Gleichgewicht der Natur ist stark genug, die Einflüsse moderner Industriegesellschaften zu bewältigen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Trotz unserer besonderen Fähigkeiten sind wir Menschen den Gesetzen der Natur unterworfen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Die sogenannte „ökologische Krise“, mit der die Menschheit konfrontiert sei, ist massiv übertrieben.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Die Erde ist wie ein Raumschiff mit begrenztem Platz und begrenzten Ressourcen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Menschen sind dazu auserwählt, den Rest der Natur zu beherrschen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Das Gleichgewicht der Natur ist empfindlich und kann leicht gestört werden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- |  |                          |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 14. Irgendwann werden die Menschen lernen, wie die Natur funktioniert, und in der Lage sein, sie zu kontrollieren. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Wenn sich auf absehbare Zeit nichts ändert, ist eine größere ökologische Katastrophe vorprogrammiert.          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Bitte denken Sie an eine ideale berufliche Tätigkeit. Bitte lassen Sie Ihre gegenwärtige berufliche Tätigkeit, falls Sie berufstätig sind, außer Acht. Wie wichtig ist es bei der Auswahl einer beruflichen Tätigkeit für Sie:**

- |  | <i>Gering<br/>wichtig<br/>oder<br/>unwichtig</i> |                          | <i>Neutral</i>           |                          |                          | <i>Von<br/>höchster<br/>Wichtigkeit</i> |                          |
|--|--|--------------------------|--------------------------|--------------------------|--------------------------|---|--------------------------|
| 16. Genügend Zeit für sich persönlich oder für Ihr Privatleben zu haben. | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |
| 17. Berufssicherheit.  | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |
| 18. Anerkennung für gute Arbeitsleistungen zu erhalten.                  | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |
| 19. Arbeit zu haben, die von Familie und Freunden respektiert wird.      | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |
| 20. Aufstiegsmöglichkeiten zu haben.                                     | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |

**Wie wichtig ist in Ihrem Privatleben folgendes für Sie:**

- |   | <i>Gering<br/>wichtig<br/>oder<br/>unwichtig</i> |                          | <i>Neutral</i>           |                          |                          | <i>Von<br/>höchster<br/>Wichtigkeit</i> |                          |
|---|--|--------------------------|--------------------------|--------------------------|--------------------------|---|--------------------------|
| 21. für meine Freunde da zu sein                        | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |
| 22. Zeit für Vergnügen freizuhalten                     | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |
| 23. Bescheidenheit (nicht mehr als nötig Geld ausgeben) | <input type="checkbox"/>                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                | <input type="checkbox"/> |



**Bitte, lesen Lesen Sie das Stellenangebot nur einmal!**

[German CSR or non-CSR version]

**Die nun folgenden Fragen beziehen sich auf das gelesene Stellenangebot.**

	<i>Stimme ich gar nicht zu</i>		<i>Neutral</i>		<i>Stimme ich voll und ganz zu</i>	
24. Inwiefern haben Sie den Eindruck, dass Ihre eigenen Werte mit den Werten des Unternehmens und den Werten der heutigen Mitarbeiter dieses Unternehmens übereinkommen?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Sind Sie der Meinung, dass die Werte und „Persönlichkeit“ des Unternehmens Ihre eigenen Werte und Persönlichkeit widerspiegeln?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Meine Werte kommen überein mit denen der heutigen Mitarbeiter des Unternehmens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Stimme ich gar nicht zu</i>		<i>Neutral</i>		<i>Stimme ich voll und ganz zu</i>	
27. Für mich ist das Unternehmen ein geeigneter Arbeitsplatz	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Ich bin nicht an diesem Unternehmen interessiert, außer als letzte Möglichkeit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Das Unternehmen ist ein attraktiver Arbeitgeber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Ich wüsste gerne mehr über dieses Unternehmen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Eine Arbeitsstelle bei diesem Unternehmen ist eine attraktive Option	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Stimme ich gar nicht zu</i>		<i>Neutral</i>			<i>Stimme ich voll und ganz zu</i>	
32. Arbeitnehmer sind wahrscheinlich stolz in diesem Unternehmen tätig zu sein	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Dies ist ein repräsentatives Unternehmen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Dieses Unternehmen hat wahrscheinlich ein hervorragenden Ruf als Arbeitgeber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Ich empfinde ichdieses Unternehmen als einen prestigeträchtigen Arbeitgeber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Es gibt wahrscheinlich viele Bewerber die bei diesem Unternehmen arbeiten möchten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Stimme ich gar nicht zu</i>		<i>Neutral</i>			<i>Stimme ich voll und ganz zu</i>	
37. Ich wüsste gerne mehr über die Möglichkeiten für KIO Networks zu arbeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Ich würde für KIO Networks arbeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<i>Stimme ich gar nicht zu</i>		<i>Neutral</i>			<i>Stimme ich voll und ganz zu</i>	
39. Dieses Unternehmen arbeitet umweltbewusst	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Von Arbeitnehmern dieses Unternehmens wird erwartet sich ebenfalls umweltbewusst zu verhalten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Dieses Unternehmen unterstützt den Umweltschutz	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Dieses Unternehmen hat eine umweltbewusste Politik	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Dieses Online-Stellenangebot ist ein gutes Beispiel für ein Stellenangebot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Allgemeine Fragen:

44. Welche Nationalität haben Sie?

.....

45. Wie alt sind Sie?

.....

46. Geschlecht:

- Mann
- Frau

47. Was ist Ihre höchste abgeschlossene Ausbildung?

- Bachelor Fachhochschule
- Bachelor Universität
- Master Fachhochschule
- Master Universität
- Anderes, nämlich:

.....

48. Was ist/war Ihre Studienrichtung?

.....

49. Kennen Sie KIO Networks?

- Ja
- Nein

Das Ziel dieser Untersuchung war es Ihre Meinung zum Thema unternehmerische Gesellschaftsverantwortung (Corporate Social Responsibility) herauszufinden. Die von Ihnen gelesene Stellenanzeige zu Erhebungszwecken entwickelt. KIO Networks ist ein real existierendes Unternehmen, das jedoch keinerlei Pläne hat auf dem europäischen Markt zu wachsen. Wir bitten Sie höflich, die Informationen bezüglich KIO Networks als fiktiv zu betrachten und keine weiteren Schritte auf Grund dessen zu unternehmen.

Vielen herzlichen Dank für Ihre Teilnahme!