

DISSERTATION

FAMILY-FRIENDLY BENEFITS, ORGANIZATIONAL CULTURE, AND APPLICANT ATTRACTION

Submitted by

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In partial fulfillment of the requirements

For the Degree of Doctor of Philosophy

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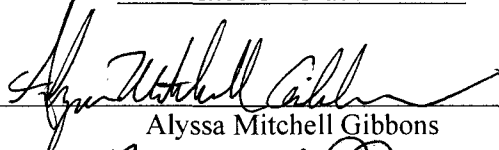
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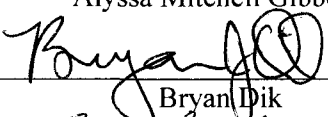
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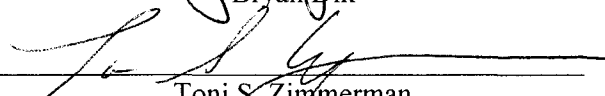
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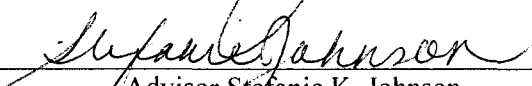
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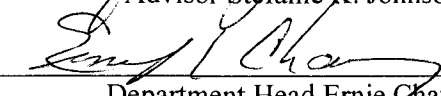
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ABSTRACT OF DISSERTATION  
FAMILY-FRIENDLY BENEFITS, ORGANIZATIONAL CULTURE, AND  
APPLICANT ATTRACION

In this study, family-friendly organizational benefits and family-friendly culture are examined with regard to applicant attraction. A pilot study helped determine the perceived monetary value of organizational benefits by potential employees. For the main study, two samples were obtained: a college student sample with 291 participants and a current job-seeker sample with 152 participants. Participants were assigned to view 1 of 4 job advertisements, comprised of high or low family-friendly benefits, and high or low family-friendly culture. Analysis of Variances (ANOVAs) results indicated no main effects of family-friendly benefits or cultures. However, significant effects were detected when adding sex and future family intentions into the analysis using 3-way ANOVAs. Results indicate sex differences between males and females in both the student and current job-seeking sample. Implications and future research are discussed.

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## Introduction

What benefits entice job applicants to pursue one job over another? The recruitment literature says little about what benefits applicants may prefer. It is easy to assume that overall pay is of concern to job applicants, but are there other benefits of importance to applicants? The current research is interested in perceptions of benefits. That is, are some benefits viewed as universally attractive from the perspective of the applicant? This could be vital information for organizations in the process of recruiting applicants. The Society for Human Resource Management (SHRM) reported survey results from 2008 that reveal organizations surveyed spent approximately 39% of payroll costs were attributed to benefit costs (Miller, 2007). This is a significant price to organizations; thus, organizations should be concerned with the organizational attraction and job applicant interest that can be attributed to various benefits packages.

In this study, several questions are examined. First, employee benefits in general, as well as the nature of family-friendly benefits are discussed, drawing from existing literature. This discussion continues on to consider whether these benefits help organizations' recruitment efforts. Next, the literature on family-friendly organizational culture, also with regard to organizational recruitment, is discussed. Then, literature examining sex differences with regard to family-friendly benefits and culture are discussed. Finally, a discussion of the individual difference variables of individualism and collectivism ensues. After the literature review, an experimental study is conceptualized and conducted, in which potential effects of family-friendly benefits and family-friendly culture on recruitment are analyzed.



*Importance of Recruitment Research*

The recruitment effect of various benefits, specifically flexible benefits and alternative work schedules, is one of the areas that the latest *Handbook of Industrial/Organizational Psychology* suggests as an area for future research (Rynes & Cable, 2003). Recruitment efforts can benefit both the individual employees seeking jobs as well as the organization that seeks employees. From the perspective of potential employees, recruitment materials can offer substantial information that employees can utilize to make decisions regarding fit and have potential effects on employee well-being (Barber, 1998). Employees who obtain jobs that are a good fit are often more apt to remain in the job, resulting in productivity for the organization. In addition, substantial monetary costs can be attributed to recruitment proceedings (Barber, 1998), and is of “pivotal importance in the overall selection-placement process” (Cascio & Aguinis, 2005, p. 52). Some argue that the success of the selection procedure of an organization is dependent upon effective recruiting, because recruitment efforts are a major driving force in gathering the initial size and quality of the applicant pool (Carlson, Connerley, & Mecham, 2002), and that organizations who invest in recruitment may gain a “competitive advantage in the war for talent” (Collins & Han, 2004, p. 685). In fact, there has been research linking recruitment practices to economic outcomes through the perceived market performance of the organization (Barber, 1998). Solid recruitment research, then, can benefit the organization through hiring and beyond by gathering a diverse pool from which to select the most qualified applicants, who will be more likely to remain in the company as productive employees. Recruitment that is effective should

lower voluntary turnover, which is expensive in both time and productivity to the organization.

### *Employee Benefits*

A simple definition for employee benefits is any compensation beyond wages (Martocchio, 2003). Discussions of employee benefits can be further scrutinized. Generally, employee benefits may be conceptualized in three ways. As a broad approach, employee benefits can include any compensation that is not accounted for by the employee's wages, as mentioned above as the definition of employee benefits. One broad conceptualization includes five categories of employer's costs: legally required social insurance payments, payments for private insurance and retirement plans, payments for time not worked, extra cash payments to employees, and costs of services to employees (Beam Jr. & McFadden, 1994). A narrower conceptualization of employee benefits considers benefits to include plans that provide medical expense coverage for the employee and his or her dependents, and maintaining the employee's income should the employee encounter personal losses that may arise (such as death, sickness, or unemployment). The third conceptualization of employee benefits is that of a total compensation package for employees. This package is an overall sum of all methods by which employers compensate its employees, whether direct or indirect (Rosenbloom & Hallman, 1991).

SHRM reports that the most commonly offered employee benefits include paid holidays, development opportunities, and some form of an insurance plan (Miller, 2007). No study currently examines the comparable worth of various benefits, though it has been suggested that employees typically undervalue the worth of benefits (Miller, 2007).

Knowing the perceived monetary value, as well as perceived importance, of various benefits may be quite valuable to organizations, specifically in recruitment efforts.

### *Family-Friendly Benefits*

More recently, other perhaps less traditional benefits such as flexible work schedules have been suggested in the literature. I suggest that these benefits are less traditional because many of them bear little or no mention in earlier employee benefits literature (i.e., Rosenbloom & Hallman, 1991). Beam Jr. and McFadden (1994) do in fact mention some of these benefits, and list them in the category of “other nonretirement benefits” (p.314). More recently, Martocchio (2003) devoted part of his chapter on accommodation and enhancement programs to flexible work schedules. Benefits in this chapter included things such as flextime, compressed workweek schedules, and telecommuting. These benefits are often associated with flexible scheduling by allowing the individual employee more control over his or her work hours in various ways. Flextime refers to the ability to shift ones daily hours; for example, working from 7 a.m. to 3 p.m. rather than 9 a.m. to 5 p.m., perhaps so that the individual can pick up the children from school. Compressed workweek schedules indicate that the employee’s typical 40-hour work week is compressed into less than five days; for example, the employee may choose to work 4 10-hour days. Finally, telecommuting and working from home are often synonymous, and indicate that not all work is required to be completed on the physical work site. The possibility of telecommuting has grown with the advanced in technology, in which employees may be able to complete most or all of their work off location. With a drastic increase in work-family research (i.e., Eby, Casper, Lockwood, Bordeaux, & Brindly, 2005), more focus has been on employee benefits and programs

put in place to help employees manage both work and family roles. These benefits can include things such as automobile or transportation subsidies or reimbursements (Miller, 2007) or policies such as flextime, telecommuting, or on-site childcare. The latter group of benefits is often considered to be a part of family-friendly benefits (also called family-friendly policies); that is, policies aimed to enable employees to better manage both home and work demands (Sutton & Noe, 2005). Family-friendly policies have been receiving increased attention in the recent past, as evidenced by both popular press (i.e., *Working Mother*) and appearances within academic journals (i.e., Eby et al., 2005, conducted an extensive literature review of the work-family interface, including family-friendly benefits).

One survey concluded that desirable benefits are of such importance to employees that many employees would be willing to concede salary in exchange for additional benefits (Gurchiek, 2008). In fact, the article cited a director of compensation and benefits whom states,

Many individuals find elements such as [flexible] schedules, telecommuting, on-site day care or more personal time to have greater importance than cash. In fact, employees may forgo additional cash in order to have an improved work/life balance or better opportunities for career advancement (p. 1).

The same article indicated that approximately 20% of employees surveyed were willing to concede salary for additional benefits. However, 50% of the surveyed employees reported they would keep their current salary and benefits, and another 25% indicated that they would give up benefits for additional salary. Thus, evidence exists that

employees are concerned with benefits offered, and there appear to be some differences between employees regarding what benefits they prefer.

One question that arises out of the increased press on this topic is whether employees or potential employees actually prefer organizations that offer family-friendly benefits. Indeed, when given a choice of additional benefits, over half of respondents indicated that they would choose more flexibility in their schedules or additional work-family benefits rather than supplemental insurance or additional job training (Gurchiek, 2008). However, it remains to be seen whether employees actually base employment decisions on the availability of family-friendly benefits. Recruitment researchers have also called for more research in recruitment on the effect of recruitment packages including flexible benefits and flexible scheduling (Rynes & Cable, 2002), leaving this a ripe area for continued study.

One conclusion expressed throughout work-family literature is the value of family-friendly benefits as a recruitment tool (Friedman, 2001; Nord, Fox, Phoenix, & Viano, 2002). However, relatively little research has rigorously evaluated the organizational attraction and job intentions of applicants based on family-friendly benefits offered. For example, one article stated that employers believe that work-family benefit programs help recruitment (among other outcomes), and further summarized that “Evaluations demonstrate positive impacts on each of these valued outcomes” (Friedman, 2001, p. 63). Yet, no further evaluation evidence is provided to regarding work-family policies and recruitment efforts in the article.

A handful of studies have specifically investigated the impact of work-family balance policies and recruitment outcomes. Casper and Buffardi (2004) indicated that

work-family benefits predicted job pursuit intentions, such that applicants indicated higher pursuit intentions towards the organizations offering more work-family benefits. More recently, Carless and Wintle (2007) conducted a study on career paths and applicant attraction. They found that applicants rated organizations as more attractive if they offered a career path that promoted work-family balance (i.e., companies that promoted employees utilizing available policies such as flextime or leaves to care for family matters), as compared to organizations that promoted “traditional” career paths (i.e., employees should be committed to their jobs, expect to work long hours, and value promotions within the company). These two studies suggest that the availability of family-friendly benefits is one consideration potential employees take into account when assessing their own interest in a particular job.

One limitation of the Casper and Buffardi (2004) study is that they focused on family-friendly benefits without comparing to other additional benefits. Thus, it is not possible to disentangle whether the results were due to offering additional benefits in general from offering additional family-friendly benefits. In other words, perhaps applicants were more attracted to the organization due simply to the addition of benefits. Interestingly, very little research in the field of industrial/organizational psychology examines the relative importance job seekers place on specific benefits. Martocchio (2003) discusses likely preferred benefits according to the demographics of employees. Generally, he suggests that employees will prefer benefits that will be of use to the employee; for example, parents will value childcare assistance, whereas older workers may be more attracted to comprehensive retirement plans and health care. Some research regarding family-friendly benefits suggests a similar maxim; that is, those who are likely

to utilize the benefits are more likely to desire them. Rauthausen et al. (1998) found that employees who were either currently using, or anticipated utilizing company family-friendly benefits, such as childcare, had more positive impressions of the recruiting and retention effects of the family friendly benefits as compared to non-users. Rau & Hyland (2002) concluded that organizations should understand the target applicant pool in recruitment efforts for a similar reason. They found that persons who were currently managing multiple roles and experiencing role conflict indicated higher job pursuit intentions than those who were not currently experiencing role conflict when flexible scheduling was available.

Bretz and Judge (1994) also examined work-family benefits as one part of an overall human resource package. Their analyses included a cluster analysis, in which they were able to group research participants by preferred benefits package. One of the six clusters they found labeled work-family dominant—that is, in this cluster, participants were concerned about work-family conflict, and were attracted to policies designed to help them balance the two domains. The results of this study suggest that family-friendly benefits are of concern to at least some employees, and that offering these policies is likely to appear attractive to these employees. Bretz and Judge also note that the persons in the work-family dominant cluster tended to be older in age.

However, some research suggests that attraction to family-friendly benefits may not be universally attractive. In fact, some research in the area of family-friendly benefits focuses on backlash—meaning some workers, particularly those without children, may harbor resentment towards the family-friendly benefits (Rauthausen, Gonzalez, Clark, & O'Dell, 1998). This may occur if the benefits are irrelevant to some workers, as some

workers may feel that they are being treated unfairly. Anecdotally, employees without children may be asked to stay late more often than those with young children, or may feel that they have to “cover” and complete work on behalf of another employee taking advantage of the family-friendly policy without even receiving recognition or appreciation (Piccard, 1997). An organization for childless workers exists, called The Childfree Network exists to help promote agendas for people who are childless (Rauthausen et al., 1998).

More recently, Casper (2007) has been promoting a “singles-friendly culture” to ensure that benefits apply to all employees, regardless of family status. An article entitled “Are You Too Family-Friendly,” was recently the cover story of a SHRM publication (Wells, 2007) that used Casper’s work on singles-friendly culture to educate managers about the dangers of providing policies and benefits that are undesired by and useless to singles.

These sources suggest the possibility that family-friendly benefits may not be universally attractive to potential employees. Given the opposing viewpoints, from Friedman’s (2001) conclusions that family-friendly recruitment benefits organizations to Piccard’s claim of resentment of family-friendly policies, the continued study of family-friendly benefits and policies is needed.

#### *Family-Supportive Organizational Culture*

Simply offering employees family-friendly benefits may not be enough for employees to feel comfortable utilizing the benefits. Research on utilization of family-friendly benefits has also included a component of workplace support, whether it is from the supervisor or a general family-friendly culture. Research has indicated that when



employees perceive a family-friendly organizational culture, employees are more likely to utilize family-friendly benefits available, and employees report higher affective commitment (Allen, 2001; Thompson, Beauvais, & Lyness, 1999). Organizational culture refers to basic assumptions, values, and observable artifacts (Schein, 1990). It is possible for an organization to be “family friendly” in its culture by examining the policies as well as the attitudes of employees. For example, a number of family-friendly benefits, along with the perceived accessibility of use of these benefits would be evidence of a family-friendly culture. In addition, however, the values and shared assumptions on the part of employees about the importance of personal work-family balance and the need for flexibility in work schedules to meet those demands is also a crucial part of the organizational culture. Culture is separated from policy in this aspect—the shared assumptions about the use of policies and what results employees anticipate. In reference to family-friendly organizational culture, one paper stated that, “. . . [A]n organization’s culture and management must support and recognize the value of these incentives (Rosin & Korabik, 2002, p. 223).” In other words, employees need to perceive that they are able to use the benefits without fearing negative job consequences.

One experimental study manipulating culture created three different career paths (Honeycutt & Rosen, 1997). Traditional career paths included an expectation of putting career first, and that putting one’s career first would result in promotion and advancement. The dual career path allowed employees to choose between one of two paths: the career-primary (similar the traditional career path described above) or a career-and-family path that would allow employees to make trade-offs to spend more time with their family. The final manipulated career path, the flexible career paths, indicates the

presence of leaves for family issues, and for employees to balance work and nonwork lives (regardless of the employee's family status) and without the trade-offs that the career-and-family path required. In addition to these career paths, the authors also examined identity salience; that is, whether people place more personal importance on their career, on their family, or a combination of the two. Findings of this study indicated that all participants were more attracted to the flexible career path, regardless of whether they identified as career-oriented, family-oriented, or a combination of both.

More recently, a replication of the above study yielded similar results. As mentioned previously, Carless and Wintle (2007) examined applicant attraction to various career paths in their study of applicant attraction. The same three career paths were used: Traditional, which emphasized prioritizing career over family; dual career, which both allowed and forced a choice between career-primary and career-and-family; and flexible, which allowed all employees to balance work and family obligations without negative work consequences. Participants again rated the flexible career path as more attractive than the traditional. In addition, participants also rated the attractiveness higher in the dual career path as compared to the traditional. Carless and Wintle (2007) also studied identity salience, and did not find that it significantly impacted attraction.

The above studies suggest that flexible career paths are desirable by most employees, despite differences in personal preferences about work and family priorities. In fact, Carless and Wintle (2007) suggest that flexible career paths will attract recent college graduates, and conclude "the findings suggest that HR policies that respect and value family commitments have universal appeal" (p.400). The career paths used by Honeycutt and Rosen (1997) and Carless and Wintle (2007) can be viewed as an

indication of organizational culture. By indicating on initial job recruitment material what the organization expects with regard to work and family obligations, applicants gain some insight into the organization's norms and values.

Like the previous criticism of focusing only on family-friendly (and no other type) of benefit, the criticism of focusing only on family-friendly culture applies here as well. The previous studies looked at flexible or family-friendly organizational cultures in comparison to a traditional culture of the expectation of organizational rewards being based on continued effort and persistence on the part of the employee. However, many other organizational cultures beyond traditional (career-oriented) or family-friendly (flexible) exist. Perhaps the participants were responding to a culture that is different than the norm, and should the other studies have included another culture, participants may have also preferred that culture over traditional culture. To further examine this possibility, I intend to compare family-friendly culture to another equally attractive organizational culture.

### *Potential Correlates*

#### *Sex and Gender Roles*

The work-family research often includes sex as a correlate in empirical research. With the shift of women moving into paid employment, some research has noted a double shift; that is, women work for pay at their jobs, and then come home and are still expected to take care of the housework and managing the home (Crawford, 2006). This double shift can also extend to childcare. In addition, women are often seen as the primary caretakers of children in emotional care as well (Crawford, 2006). Given these

possible reasons for women to have additional care responsibilities, sex and gender roles are often considered as a possible correlate in work-family research.

The empirical research on sex differences regarding family-friendly benefits is scarce. There is some evidence that family-friendly benefits are utilized differently by sex. One study indicated that 22% of females utilized family friendly benefits, while only 9% of males in the sample had utilized any family-friendly benefits (Bagilhole, 2006). Further, male respondents in this study indicated that they did not think family-friendly benefits were targeted at them because they were male. Evidence has also been presented that indicates that females are more supportive of family-friendly benefits in the workplace compared to their male counterparts. One study found that women endorsed the use of policies more strongly than men (Baxter, 2000), and another indicated that men were more supportive of restrictive maternity leaves as compared to women (Bola, 2003). However, the three above mentioned studies regarding sex differences and family-friendly benefits have all been conducted outside of the U.S. The applicability of these results to organizations in the U.S. remains unknown.

In addition to being male or female, views of what appropriate roles for men and women also exist. Gender, or the qualities we attribute to masculinity and femininity, may also play a role in desired benefits. Though the U.S. has moved towards more equal roles for men and women in the workplace, individual differences in these attitudes still exist. It may be that people, men or women, who hold traditional gender roles would be less likely to endorse and support organizations that promote family-friendly benefits and cultures. Attitude towards the role of women in particular will also be examined in this research.

Given the lack of research within the U.S on this topic, both sex and attitude towards gender roles will be examined in this study as well to examine if sex or gender differences occur in reactions to family-friendly policies and culture.

*Collectivism-Individualism*

One final variable that may be relevant to the current study is that of individualism and collectivism. Individualism and collectivism are often examined on national levels, but they can also be considered individual variables. Individualistic cultures, such as the United States, typically demonstrate beliefs that individual values take precedence over group norms. Collectivistic values, on the other hand, value cultural norms over individual attitudes (Triandis & Gelfand, 1998). However, this construct may be further specified by adding another component. Specifically, it has been argued that adding a dimension examining equality versus hierarchy is a useful conceptualization of culture. This dimension (focus on equality or hierarchy), as well as the concepts of individualism and collectivism, create a four factor model results in which vertical individualism, horizontal individualism, vertical collectivism, and horizontal collectivism exist. Vertical individualism indicates a belief set in which individual goals and attitudes overrule group values, and an emphasis on competing and being “the best.” Horizontal individualism, while still maintaining individual attitudes over group norms, is less concerned with status and rather emphasizes personal uniqueness. Vertical collectivism places emphasis on maintenance of the in-group status and are willing to make personal sacrifices for the in-group. Horizontal collectivism emphasizes similarity with others, as well as interdependence.

The concept of individualism and collectivism is of concern in the current study because of the potential connection to beliefs about organizational responsibilities, as well as personal preferences. Some previous research has examined cultural values within nations and benefits preference, and concluded that flexible benefits would be “readily received by the employees in Individualistic societies, while in low Individualism societies such an individual tailoring of benefits is not as important” (Hempel, 1998, p. 291).

Given the previous descriptions of individualism and collectivism, it seems plausible that those persons who are individualistic may prefer cultures in which they personally are benefited, while those with collectivistic attitudes may be more likely to expect and desire an organization in which the group (in this case, employees) benefits, whether the individual receives the benefits or not. Perhaps those high in individualism will prefer family-friendly benefits when employees are personally benefited, while those high in collectivism will prefer family-friendly benefits more universally. However, the opposite sentiment is endorsed by Hempel (1998) in his conclusions about flexible benefits, as he expects individualists to prefer the individual nature of the flexibility. Previous research has examined national difference, but values regarding individualism and collectivism can differ within one nation as well. As such, individualism and collectivism may be a second potential variable of importance when examining applicant attraction to various benefits and organizational cultures. When these items are measured at the individual level, rather than the cultural level, they are often referred to as idiocentrism (individualism at the individual level) and allocentrism (collectivism at the individual level) (Alavi & McCormick, 2007). Thus, for the remainder of the paper, the

terms horizontal idiocentrism (HI), vertical idiocentrism (VI) horizontal allocentrism (HA) and vertical allocentrism (VA) will be used. Given the lack of a comprehensive body of research, the effects of idiocentrism and allocentrism will be examined as a research question.

### *Proposed Contribution to the Literature*

The current study aims to continue research on the benefit of recruitment potential of family-friendly benefits and policies. Thus, this study intends to add to the literature in both the value of various common benefits, as well as the recruitment potential and employee attraction of benefits, particularly family-friendly benefits.

In addition to manipulating the type of benefits advertised, this study will also include aspects of family-supportive culture in the job recruitments as an additional variable to examine whether indicators of family-friendly culture increases applicant attraction to organizations. I would like to combine work on the necessity of culture in promoting family-friendly workplaces (Allen, 2001) and recruitment work. That is, will visual indicators of a culture that promotes a family-friendly workplace, such as photographs of employees with their families, be rated as more attractive than those without these messages?

### *Research Questions*

Given the methodological limitations of previous research on family-friendly benefits and family friendly culture not controlling for other desirable benefits or cultures, I intend to pursue four research questions using an experimental design. First, what is the perceived monetary value of organizational benefits? Secondly, are there applicant attraction effects of family-friendly benefits, family-friendly culture, or an

interaction of the two when compared to alternate benefits and culture? Third, what is the impact of sex on the relationships between organizational benefits and organizational culture on job pursuit intentions and organizational attraction? Finally, what is the role of idiocentrism and collectivism attitudes on organizational benefits and culture?

### Pilot Study

#### *Method*

##### *Participants*

Participants were students from introductory psychology courses at a large university in the western United States. Research credit was awarded to students who participated in the research.

##### *Measures*

Participants completed two created surveys. The first survey (Appendix A) lists possible organizational benefits and perceived worth of each benefit independently. Participants were instructed "Assume that you are offered a job with a yearly salary of \$50,000. How much salary would you be willing to sacrifice for each benefit?" A brief description of each benefit is located below the list of benefits. Responses were made on a monetary scale ranging from \$0-\$280.

There was a minor mistake in selecting the monetary ranges. Originally, a salary of 40,000 was intended, and the monetary ranges were 0-7%, in 1% increments, of that. However, the decision was made to increase salary to make the job more desirable to current job-seekers, and the monetary values were not updated. Despite the mistake, I decided that the numbers still reflected a continuum of monetary value, and as such, still helped to inform the research in spite of the oversight.



The amount of \$50,000 was used as an enticing salary. This number was calculated by researching what recent graduates from the university reported. The most recent salary data available was from students who graduate in the spring semester of 2005, and the overall average computed from the respondents was \$39,934 (Career Services Undergraduate Salary Statistics, 2006). The data from previous semesters indicate a slight upward trend. In order for the organization to seem like an attractive one, especially considering that an additional working sample would be solicited, \$50,000 was used for both the pilot study and the main study.

The second created survey is a list of 35 possible benefits. Participants will respond to the personal importance of each benefit to them using a Likert-type scale from 0 (“I would prefer to work at an organization that does NOT offer this benefit”) to 6 (“Essential benefit for me”).

### *Procedure*

In order to compile lists of possible benefits for the pilot study, a variety of sources were perused. First, a search for academic work regarding benefits resulted in 39 commonly offered organizational benefits, most of which were gathered from a handbook on recruitment (Arthur, 2001). After combining similar benefits, the following 23 benefits or benefit categories were found: Adoption assistance, cafeteria benefits, employee assistance programs, fitness center, guaranteed severance, insurance plans, legal services, mortgage payment for one month each year, paid personal days, paid sick leaves, paid vacation, prenatal programs, savings plan, smoking cessation program, stock options, stress reduction programs, training, transportation reimbursement, tuition reimbursement, weight-loss program, and well-baby programs (Arthur, 2001, p. 86-87).

Secondly, *Working Mother* magazine provides annual “Best 100 Companies” list (Working Mother Media, Inc., 2008). The website offered specific benefits that each company in the top 100 offered; this website was used to find additional desired benefits. The following 18 categories were found and tallied from the *Working Mother* list (in descending order of frequency): flextime/compressed work week, maternity/paternity leave beyond FMLA and/or paid parental leave, telecommuting/working from home, part-time work/jobsharing, on-site childcare, subsidized/discounted childcare, back-up childcare, mentoring programs, opportunity for leaves of absence, children’s programs (such as summer camps, tutoring services, or after-school programs), childcare referrals, stress management programs, on-site gym/gym discount, eldercare assistance, reimbursement for adoption costs, concierge services, and tuition reimbursement.

These resources resulted in a compiled list of 35 possible benefits, after combining similar or identical benefits from the list. (“Business travel” was also excluded from the list, as it was deemed a job requirement rather than a benefit.) Benefits with a clear monetary amount were not rated on the “how much is this worth” question; as it seemed superfluous to rate monetary worth in these cases. These following categories were not included in the list: paid maternity/paternity leave, subsidized childcare, tuition reimbursement, and reimbursement for adoption costs. This resulted in 32 benefits to be estimated by participants. All 35 possible benefits were included in the “how important is this to you” portion of the survey (copies of the surveys are located in Appendix A).

From this list, equivalent monetary benefits that are family-friendly in nature, or not specifically family-friendly were selected. These equivalent benefits were used for the basis of the job recruitment flyers in the second study. The pilot study ensured that

the two benefits packages (family-friendly or general benefits) are equivalent in terms of monetary value.

### *Results*

#### *Analyses*

Means were computed for each benefit in both value (monetary value) and personal importance rating. These average ratings were used in selecting benefits rated as being important to applicants, and to select benefits of comparable worth in the family-friendly and general benefits conditions.

*Factor Analysis.* Initially, exploratory factor analyses were conducted to determine benefit groups. However, after several factor analyses, no clean solution was found. In each solution, between 2 and 6 factors emerged, but most items had high cross-loadings on multiple factors. Given these findings, an alternative method of determining which benefits were family-friendly was devised.

Due to the lack of informative conclusions from the EFA to determine groups of benefits (such as family-friendly), raters were used to determine which benefits were family-friendly. Three experts in the area of work-family research independently rated each benefit in a dichotomous (yes/no) category of “family-friendly.” Raters were instructed to code “yes” if this was specifically a family-friendly benefit; that is, if this benefit would only be beneficial for those concerned with family issues. Raters were instructed to code “no” if the benefit was not specifically family friendly. The raters had 100% agreement on all but 3 items. Family-friendly benefits included adoption assistance, back-up childcare, childcare referrals, children’s programs, eldercare assistance, maternity/paternity leave beyond the FMLA, on-site childcare, part-time

opportunities, prenatal programs, and subsidized childcare. The benefits of concierge services, employee assistance programs, employee stock ownership plans, on-site fitness center, guaranteed severance, insurance (medical, dental, and life), legal services, mentoring programs, mortgage assistance, paid personal days, paid sick leave, paid vacation, pension plan, savings program, smoking cessation program, stress reduction program, training, transportation reimbursement, and weight-loss programs were not specifically family-friendly benefits. The benefits of flextime, working from home, and opportunity for leaves of absence were in disagreement, and consequently, these items were not used in either category.

After compiling the lists of family-friendly and non-family-friendly (referred to as nonspecific benefits), the mean values were then considered. Few mean values were the same, so the purpose became to create two benefits packages that were equal in total amount. To do this, there were 5 benefits in the family-friendly benefits package (backup childcare, childcare referrals, eldercare assistance, on-site childcare, and part-time possibilities) and 4 benefits in the nonspecific benefits package (on-site fitness center, dental insurance, paid vacation, paid pension). The sum total value of the family-friendly benefits was 10.93, and the sum total of the nonspecific benefits was 11.02. A t-test was conducted to examine significant differences in the value of the benefits packages. A significant difference was detected, but the effect size was very small (Cohen's  $d=.02$ ), so these two benefits packages were retained for use in the main study.

*Power Analysis for Main Study.* Using G\*Power, power analysis for ANOVA indicates that approximately 179 participants were needed to reach a power of .80 with an

alpha level set at .05. Because little research exists to inform effect size, a conventional medium value of .25 was used (G\*Power 3, in press) in the power analysis.

## Method

### *Main Study*

#### *Participants*

*Sample 1.* Data was collected from two samples for the main study. The first sample consisted of a student sample from a large state university in the Western United States. Participants were mostly female (69%), and the average age of participants was 18.7 years, with a range of 17 to 27.

*Sample 2.* The second sample collected in this study was comprised of volunteers currently seeking employment through online postings. A total of 156 participants completed the survey. Eighty-two percent of respondents indicated that they were currently seeking a job. Reasons for seeking employment included being unemployed and seeking employment (42%), being employed currently but seeking a different job (40%), and seeking a second job (19%). Participants were mostly female (63%) and Caucasian (68%). Other ethnicities reported included Hispanic (6%), African-American (8%), Asian-American (12%), Native American (3%), multiracial (2%), and other (1%). Average age of participants was 36.4 years, with a range from 21 to 55. Most participants reported living with a partner or spouse (59%), followed by being single (33%), having a significant other who is not a live-in partner (6%) and being widowed/widower (1%). Number of children ranged from 0 to 7, with most reporting no children (30%), 1 child (19%) or 2 children (15%).

#### *Procedure*

*Sample 1.* Participants accessed the survey online as part of course requirements. After reading the cover letter, participants were shown one of the four job advertisements. The four advertisements were randomly distributed to participants. After viewing the advertisement, the participants completed the measures described below. Participants completed the survey online in approximately 20-30 minutes. In exchange for participation, participants received credit towards the research requirement of their psychology class.

*Sample 2.* The second sample was collected using Craigslist.org, an online community board. An online advertisement was placed in the employment section, thus targeting people actively seeking jobs. The advertisement provided a link to the online survey. Upon completing the survey, participants received a completion code and a contact email address. Once participants sent their unique code to the contact email, a \$5 electronic gift certificate was emailed to them for their participation.

### *Measures*

*Job Advertisements.* Participants received one of four job advertisements to view, all containing the same created organization of “PeopleWorks.” The job advertisements included either the general benefits or the family-friendly benefits. Determining general benefits and the family-friendly benefits is described in the pilot study. The second manipulated variable was the organizational culture, which was either family-supportive or an employee investment culture. To increase the external validity of promoting the organizational culture through a recruitment advertisement, existing organizational statements were perused. A family-supportive organizational culture statement was found, and the text was modified slightly by removing identifying organizational

information, and used. The statement used for the family-supportive organizational condition is as follows:

At PeopleWorks, we are employees...But we are also parents, grandparents, and caregivers of our parents. We know that you don't leave half of yourself at the door when you come to work each day. And that to be truly effective at work, you have to feel truly effective at home. That's why our employees are provided with a diverse array of programs and policies to support them in all their roles...at every stage of their life. To support our culture of work-family balance, here are some of the benefits we offer:

In order to compare the effect of organizational culture, a second organizational culture was found. Again, the text was modified only to remove any identifying organizational information. This second culture is referred to as the employee investment culture. The statement used for this condition was as follows:

We've worked hard to create a corporate culture that is based on trust between our employees and the company," explains PeopleWorks President and CEO, "a culture that rewards innovation, encourages employees to try new things and yet doesn't penalize them for taking chances, and a culture that cares about employees' personal and professional growth." To support our culture of employee investment, we here are some of the benefits we offer:

In order to ensure that both culture statements were equally positive, three graduate students with background in industrial-organizational psychology were asked to rate the attractiveness of each culture statements. The ratings for both culture statements were rated as highly attractive by all raters.

Additionally, photos were added to the recruitment advertisement. Photos have been used to investigate the impact of racial composition in recruitment materials (Avery, 2003). To aid in demonstrating culture, photos were manipulated along with the company statement. The statement "Employees enjoying the annual company picnic games" accompanied two photos of adults at outdoor locations for the employee-investment

culture condition. The statement “Employees and their families enjoying the annual company picnic games” along with photos of adults and children was included as part of the family-supportive organizational culture manipulation. Thus, the statement (either family-supportive organizational culture or the employee investment organizational culture) plus the photos (either employees and children, or employees only) was used to demonstrate family-supportive organizational culture and employee investment organizational culture, respectively. The job advertisements used can be viewed in Appendix C, and the survey items for the main study are located in Appendix D.

In summary, all participants viewed a job advertisement in one of four conditions: Family-friendly benefits and family-supportive culture; family-friendly benefits and employee investment culture; nonspecific benefits and family-friendly culture; or nonspecific benefits and employee investment culture.

*Perceptions of work-family culture.* Allen’s (2001) measure of family-supportive organizational perceptions (FSOP) was used as a manipulation check to ensure that the job advertisements designated as low FSOP and the job advertisements designated as high FSOP are perceived as such. The measure was slightly modified to fit the current study. Thus, instead of instructing participants to reflect on their own organization, they were instructed to refer to their perceptions of the organization described in the job advertisement. A sample item from this measure is “Employees are given ample opportunity to perform both their job and their personal responsibilities well.” A five-point Likert scale from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) was used. Reliability for this scale was adequate ( $\alpha = .89$ ).



*Perceptions of organizational attractiveness.* A five-item measure of organizational attractiveness was used (Casper & Buffardi, 2007). Items were scaled on a Likert-type scale ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). A sample item from this scale is “This would be a good company to work for.” Reliability for this scale was  $\alpha = .91$ .

*Job pursuit intentions.* Six items were used to assess job pursuit intentions. A five-point Likert scale was used, with 1 indicating “Strongly Disagree” and 5 indicating “Strongly Agree.” A sample item from this scale is “I would accept a job offer from this company.” Reliability for this scale was  $\alpha = .93$ .

*Perceived Organizational Support.* Perceived organizational support was measured using the eighteen item scale from Eisenberger, Huntington, Hutchison, and Sowa (1986). Participants were asked to complete the items based on the organizational advertisement just viewed. A sample item is “The organization really cares about my well-being.” Responses ranged from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). Reliability for this scale was  $\alpha = .90$ . Validity evidence for the scale can be found in Eisenberger et al.

*Attitude Toward Women Scale.* The Attitude Toward Women Scale is a commonly used measurement to assess attitudes towards gender roles (Beere, 1990). The shortened, 25 item measure was used. A sample item is “Women should be concerned with their duties of childbearing and house tending rather than with desires for professional or business careers.” Responses ranged from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*), and reliability for this measure was  $\alpha = .90$ . High scores indicate more

conservative attitudes towards gender roles. This measure has been used in research for many years, and validity evidence can be found in Beere (1990).

*Collectivism-Individualism Scale.* Triandis and Gelfard's (1998) sixteen item measure of collectivism and individualism was used. This scale measures individualism-collectivism in four categories, and each scale is measured with four items. A sample item for Horizontal Individualism (Idiocentrism) scale (HI) is "I'd rather depend on myself than others." Reliability for the HI scale is  $\alpha = .75$ . A sample item from the Vertical Individualism (Idiocentrism) scale (VI) is "Winning is everything." Reliability for the VI scale is  $\alpha = .72$ . A sample item from the Horizontal Collectivism scale (Horizontal Allocentrism—HA) is "The wellbeing of my coworkers is important to me. Reliability for this scale is  $\alpha = .75$ . A sample item from the Vertical Collectivism (Vertical Allocentrism—VA) is "It is important to me that I respect the decisions made by my groups. Reliability for this scale is  $\alpha = .72$ . All items were measured on a scale of 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

*Demographics.* The following demographic items were included: age, sex, ethnicity, work experience, and family status will be included. The college student sample was also given a family intentions scale. Anticipating that most students were not currently partnered or parents, I included demographic items intended to assess the students' future plans regarding family. These items are located in Appendix D.

## Results

Means, standard deviations, correlations among variables and score reliability information can be found in Table 1.

*Sample 1 (Students)*

Two-way analyses of variance (ANOVAs) were utilized to determine if significant differences are present in the organizational attractiveness and job intentions. One factor of the ANOVA was benefit type (family-friendly or nonspecific) and the second factor was culture (family-friendly or employee investment). This analysis was used for both dependent variables of job pursuit intentions and organizational attraction.

*Manipulation check*

Before conducting analyses, a manipulation check on the culture variable was conducted. T-tests indicated a significant difference for the dependent variable of FSOP ( $t(259) = -3.776, p < .05$ ), such that participants viewing advertisements with family-friendly culture perceived the organization to have higher family-supportive organizational culture.

*Organizational Attraction*

*Two-way effects.* Data was analyzed using 2 X 2 ANOVAs. For the dependent variable of organizational attractiveness, no main or interaction effects were found. Neither benefit type ( $F(1, 267) = .06, p > .05$ ), culture ( $F(1, 267) = .53, p > .05$ ), nor the interaction between benefit type and culture ( $F(1, 267) = .01, p > .05$ ) were significant.

*Three-way analyses.* Three-way interactions were examined as well using the variables of sex using a 2 X 2 X 2 design. Participants preferring not to state their sex on the survey were excluded from these analyses ( $n=4$ ). A main effect of sex was found ( $F(1, 259) = 7.53, p < .01$ ), with females rating higher organizational attraction than males. However, sex did not interact with benefit type ( $F(1, 259) = .09, p > .05$ ) or with

organizational culture ( $F(1, 259)=.40, p > .05$ ). In addition, there was no significant three-way interaction ( $F(1, 259) = .05, p > .05$ ).

Utilizing the family intentions scale, additional 2 X 2 X 2 ANOVAs were conducted to examine whether the future family plans were a factor in the organizational attractiveness of the organization or the job pursuit intentions of the participant. Two items indicated significant effects on the dependent variable of organizational attraction. The item "I plan to be married or partnered" showed a significant three-way interaction ( $F(1, 242) = 6.03, p < .05$ ; see Figure 1). Secondly, the item "I plan to return to work after having kids" showed a significant main effect, such that those who did not intend to return to work after having children reported higher organization attraction ( $F(1, 242) = 6.03, p < .05$ ).

#### *Job Pursuit Intentions*

*Two-way effects.* The same pattern of results was found for job pursuit intentions within the student sample. There was no main effect of benefit type ( $F(1, 268)=.14, p > .05$ ), no main effect of organizational culture ( $F(1, 268)=.14, p > .05$ ), or on the interaction of benefit type and culture ( $F(1, 268)=.32, p > .05$ ).

*Three-way interactions.* The same trend for effect of sex was noted with the dependent variable of job pursuit intentions. A main effect of sex was detected ( $F(1, 259)= 6.07, p < .05$ ) with females rating job pursuit intentions higher relative to males. No interaction of sex and benefit type ( $F(1,259)= .54, p > .05$ ) or of sex and culture ( $F(1, 259)=.15, p > .05$ ), and no three-way interaction of sex, culture, and benefit type was detected ( $F(1,259)=.20, p > .05$ ).

Utilizing the family intentions scale, additional 2 X 2 X 2 ANOVAs were conducted to examine whether the future family plans were a factor in the job pursuit intentions of the participant. Several of the family intentions items showed significant main effects or interaction effects. Intentions of having one's spouse or partner stay home after having children showed a main effect ( $F(1, 165) = 6.09, p < .05$ ) and a simple interaction ( $F(1, 165) = 4.00, p < .05$ ). Participants who did not intend to have their partner remain home after having children reported a main effect of organizational culture ( $F(1, 144) = 6.26, p < .05$ ) such that higher job intentions were reported under the condition of the family-friendly culture as compared to the employee investment culture. A simple interaction of benefit type by culture was detected ( $F(1, 144) = 2.17, p < .05$ ), such that in the family-friendly culture condition, job pursuit intentions were higher when nonspecific benefits were offered as compared to family-friendly benefits. However, in the employee investment condition, job pursuit intentions were higher when family-friendly benefits were offered as compared to nonspecific benefits (see Figure 2.)

"I plan to be married or living with a partner" showed a significant interaction with organizational culture ( $F(1, 243) = 4.5, p < .05$ ), as well as a significant three-way interaction ( $F(1, 243) = 5.79, p < .05$ ). Follow up analyses on the three-way interaction (see Figure 3) for those intending to remain single indicated a significant interaction of benefit type and culture ( $F(1, 6) = 10.37, p < .05$ ). In the condition of employee investment culture, those who intended to remain single reported higher job pursuit intentions when the nonspecific benefits package was offered as compared to the family-friendly benefits package. In the family-friendly culture condition, single participants reported higher job pursuit when family-friendly benefits were offered. No interaction

was noted in the participants who intended to be partnered. Note, however, that very few participants indicated that they did not plan to be partnered.

The item “I plan to return to work after having kids” showed a significant main effect, such that those who did not intend to return to work after having children reported higher job pursuit intentions ( $F(1, 222) = 9.34, p < .05$ ). The item “After having kids, I plan on staying home” also showed a significant main effect ( $F(1, 218) = 5.56, p < .05$ ), such that those who planned to stay home indicated higher job pursuit intentions. (This second item was subdivided into how long the participant intended to remain at home, but no significant effects were found at the sublevels.)

Finally, the item “I plan to have an older relative living with me that I may need to help care for” showed a significant simple interaction with benefit type ( $F(1, 227) = 7.96, p < .05$ ), such that those who intended to have an older relative preferred family-friendly benefits compared to the nonspecific benefits.

However, many of these items had largely unequal sample sizes. As few as 10 participants said they did not plan to be married or living with a partner compared to over 200 participants who did plan to be in a partnered relationship, and 30 who did not intend to return to work after having children. As such, these results should be interpreted with caution.

#### *Individualism-Collectivism Analyses*

To analyze effects of idiocentrism and allocentrism variables, moderated multiple regression was used. Recommendations to use large sample sizes in order to detect moderating effects exist (Kenny, 2009), and because these are exploratory analyses, only the student sample was analyzed. If effects are not found within the large sample size, it

is unlikely that effects will be observable in the smaller, current job-seeking sample. Because these analyses are exploratory, separate regression analyses were conducted to examine first-order interactions (rather than having higher-order interactions). The continuous predictor variable (idiocentrism or allocentrism) was first centered. Centering a continuous predictor variable allows for easier interpretation and reduces multicollinearity (Cohen, Cohen, West & Aiken, 2003).

A total of 16 moderated regression analyses were used to detect whether policy type or culture type moderated the relationship between idiocentrism-allocentrism variables, examined independently, and the dependent variables of organizational attraction and job pursuit intentions. These relationships were examined by first dummy-coding the variables of family-friendly policies and family-friendly culture. Then, 8 interaction terms were created; one for each idiocentrism-allocentrism variable multiplied by the family-friendly policy dummy code, and each idiocentrism-allocentrism variable multiplied by the organizational culture dummy code. Once all dummy codes and interaction terms were created, moderated multiple regression was used. In the first step, the dependent variable was regressed onto the categorical (dummy code) term and individualism-collectivism variable. In the second step, the dependent variable was regressed on interaction term.

Beginning with the dependent variable of organizational attraction, no moderating effects of policy or culture were noted. A significant relationship between horizontal idiocentrism and organizational attraction was found ( $\beta = .16, p < .05$ ). In addition, a significant relationship between horizontal allocentrism and organizational attraction was

found ( $\beta = .23, p < .05$ ). No other significant effects or interactions were detected for the dependent variable of organizational attraction.

The same pattern of results was found for the dependent variable of job pursuit intentions; no moderation of either benefit type or organizational culture was found. Horizontal allocentrism was a significant predictor of job pursuit intentions ( $\beta = .23, p < .05$ ). No other significant effects or interactions of the individualism-collectivism variables were noted.

#### *Attitudes Toward Gender Roles*

To examine effects of attitudes towards gender roles, the correlation table was first examined. A significant relationship was noted between the AWS score and organizational attraction ( $r = -.23, p < .05$ ), indicating that those with more liberal attitudes towards gender roles reported more organizational attraction. Similarly, a significant relationship between AWS score and job pursuit intentions was found ( $r = .14, p < .05$ ), such that those with more liberal attitudes towards gender roles were more likely to report intentions of pursuing the job.

In order to examine possible moderating effects of benefit type and culture type, moderated multiple regression analyses were conducted. The analyses were identical to the individualism-collectivism analyses with the creation of dummy codes and interaction terms, except that AWS scores were used in place of the individualism-collectivism scores. Due to the larger student sample and power concerns, only the student sample was used to test these moderation hypotheses.

A total of four moderated regression analyses were conducted with the AWS variable; two for each dependent variable. No moderation effects were apparent in any of



these analyses. In each case, the interaction term of AWS and benefit, or AWS and culture, was not significant. For the dependent variable of organizational attraction, no moderating effects were found for benefit ( $\beta = -1.06, p > .05$ ) or culture ( $\beta = .63, p > .05$ ). Looking at the dependent variable of job pursuit intentions, again no moderating effects of benefit ( $\beta = -1.32, p > .05$ ) or culture ( $\beta = -.25, p > .05$ ) were found. Given the lack of moderation, it appears that neither culture type nor benefit type moderates the relationship between AWS and organizational attractions or job pursuit intentions.

### *Sample 2 (Current Job-Seekers)*

#### *Attrition and Excluded Data*

The online survey captured all respondents who began the survey. The survey was accessed a total of 194 times. However, in 37 instances, the participant quit the survey after looking at the job advertisement (which was the first step of the survey). No additional data was gathered from these participants; thus, the demographics of those who chose not to complete the survey are unavailable. However, I was able to examine whether participants showed approximately equal attrition based on the job advertisement viewed. In each condition, a 26-28% attrition rate was noted, indicating that attrition rate was consistent across each condition.

For each analysis, data was deleted listwise rather than replacing missing data. This decision was made due to the large amount of missing data by several participants. Generally, participants with missing data had large amounts of missing data, and as such were excluded from analyses utilizing the missing variables.

#### *Manipulation Check*

A manipulation check was again conducted on the FSOP variable. The mean family-supportive rating of participants who viewed a job advertisement with the family-friendly culture was not significantly different than those who viewed the employee investment culture ( $t(152) = 4.47, p > .05$ ).

### *Organizational Attraction*

*Two-way effects.* The data for the working sample was analyzed using the same analyses as above. Data analyses began with 2 X 2 ANOVAs on the dependent variables of job pursuit intentions and organizational attraction. The ANOVA indicated that, for the dependent variable of organizational attraction, no significant results were found for main effects of benefits ( $F(1, 152) = .001, p > .05$ ), culture ( $F(1, 152) = .035, p > .05$ ), or for an interaction of the two ( $F(1, 152) = .441, p > .05$ ).

*Three-way analyses.* Next, sex of the participant was added to the analysis. To examine effects of sex, a 2 X 2 X 2 ANOVA was conducted (adding the dichotomous male-female condition). No significant main effects or significant simple interactions were detected, as presented above. However, the three-way interaction of benefit type, culture, and sex was significant ( $F(1, 143) = 3.274, p < .05$ ). To further probe this interaction, 2 X 2 ANOVAS were conducted using only male respondents, and only female respondents.

Conducting the 2X2 ANOVA within the male sample yielded a significant interaction between benefit and culture ( $F(1, 51) = 8.07, p < .01$ ). The interaction is graphed in Figure 4. Examining the graph reveals that within the family-friendly culture condition, participants who also viewed family-friendly benefits rated the organization as more attractive than those who viewed the nonspecific benefits. However, males in the

employee investment culture condition who viewed family-friendly benefits rated lower organizational attraction as compared to those who viewed the nonspecific benefits.

The same analysis was conducted using only the female participants. The ANOVA results for females indicated no main effects for benefit type ( $F(1, 90) = .00, p > .05$ ) or culture ( $F(1, 90) = .01, p > .05$ ) and no significant interaction between the two ( $F(90) = 2.51, p > .05$ ). However, the interaction is graphed for comparison to the male respondents.

#### *Job Pursuit Intentions*

*Two-way analyses.* For the dependent variable of job pursuit attraction, the same analyses were conducted and a similar pattern found compared to organizational attraction. No significant results were detected for benefit type ( $F(1, 153) = .01, p > .05$ ) or for culture ( $F(1, 153) = .31, p > .05$ ), nor an interaction effect of the two ( $F(1, 153) = .742, p > .05$ ).

*Three-way analyses.* Again, sex of the participant was included in the analysis by conducting a 2 X 2 X 2 ANOVA. No significant effects were noted at the main effect level, the simple interaction level, or the 3-way interaction level ( $F(1, 143) = 3.27, p > .05$ ). Because no significant interactions were found, further probing was not conducted.

#### *Perceived Organizational Support*

A significant correlation emerged between respondents' ethnicity and POS scores. Further probing this relationship, a one-way ANOVA was conducted. Ethnicity effects were not strong enough to be detected in a one-way ANOVA; however, cell sizes were rather unequal, with several groups having fewer than 10 participants. In examining the mean POS by ethnicity, a range was noted from 3.25 to 3.79. To better compare the

groups statistically, a t-test was performed on white versus non-white respondents. When the data was analyzed in this manner, a significant difference did appear ( $t(129) = 2.80, p < .05$ ), with Caucasians reporting a mean POS score of 3.79, and other ethnicities reporting a mean POS score of 3.47.

## Discussion

### *Effects of Benefits*

In this study, we ascertained what benefits are perceived to be monetarily equal in the eyes of potential job applicants. While studies have examined applicant preferences for benefits (Casper & Buffardi, 2004; Davis, Giles, & Field, 1991; Phillips & Phillips, 1998), this is the first study in the author's knowledge to examine what comparative worth of benefits as perceived by applicants. While we only examined comparable benefits within the college student sample, the perceived value of dozens of organizational benefits was identified.

By finding comparable worth and then determining which benefits were specifically family-friendly, it was possible to examine the effects of family-friendly benefits while controlling for monetary value. The results of the study indicate that family-friendly benefits do not appear to be more attractive when compared to an alternative, more traditional benefit package. This research controls for shortcomings of some previous research, and questions some conclusions made previously indicating that family-friendly benefits increase attraction (Casper & Buffardi, 2004; Friedman, 2001).

Overall, this research did not find support that potential applicants prefer either benefit type or either culture. The current study adds to a small body of research that examines family-friendly or flexible benefits, and the current study concludes that these

benefits have little effect on employee or applicant attitudes. In addition, this replicates research from over the last ten to twenty years, which concluded that college students and MBA students rated family-friendly benefits as less appealing than benefits such as pay and compensation (Davis, Giles, and Feild, 1985; Davis, Giles, & Feild, 1988; Phillips & Phillips, 1998). Looking at employees' perceptions of benefits plans, Tremblay, Sire, and Pelchat (1998) found flexible benefits plan to be negatively related to satisfaction in its sample of employees. Though there has not been an abundance of research in the area of benefit preference, there does appear to be some consistency, even over the span of several years, in conclusions that college-age students do not prefer family-friendly benefits more than other benefits. Even within the current results, no preference for family-friendly benefits or for family-friendly organizational culture was found.

#### *Effects of Organizational Culture*

Organizational culture, particularly family-friendly organizational culture has been receiving empirical support of relationships with employee attitudes (i.e., Allen, 2001; Eby et al., 2005). Overall, there were no main effects of culture type on job pursuit intentions or organizational attraction. That is, neither the family-friendly culture nor the employee investment culture was deemed to be more attractive or lead to increased job pursuit intentions. The lack of preference for organizational culture is interesting. Perhaps organizational culture is more crucial to existing employees who see the effects of culture on a daily basis. Along those lines, perhaps the organizational culture manipulation was not exhibited strongly enough on the recruitment material, and applicants did not gather the necessary information. It seems employees with more extensive work experience were less persuaded by descriptions of the organizational culture than the student sample.

This explanation is supported by the failure of the manipulation check in the current job-seeking sample. Participants in that sample did not report significantly different family-supportive culture, though the participants in the student sample did report the family-friendly organizational culture to have a more family-friendly culture than the employee investment culture.

Interestingly, there did not appear to be major differences in attraction based on family intentions in the college student sample. Family intentions were included in this sample due the likelihood that students may not currently have marriages/partnerships or children, but may plan to in the future. Indeed, most students responded that they had given thought to their future family plans. Most also planned to be married/partnered, and many planned to have children in the future. However, these variables did not appear to strongly affect the attractiveness of the job or organization, which is somewhat surprising. Intuitively, one may imagine that family-friendly benefits and culture would be more important to those who planned to have dependents and would be most likely to utilize the benefits. However, the current research which includes family intentions, along with previous research using role salience and values (Carless & Wintle, 2007; Honeycutt & Rosen, 1997) suggest that family intentions or role salience may not be a significant predictor of preference for family-friendly policies.

When looking at the overall results, perhaps an indication of family-friendly benefits or family-friendly culture may be enough to indicate to potential employees that the organization emphasizes work-family balance. In examining the interaction in Figure 3, there is very little difference in the family-friendly benefit condition, but larger differences in the nonspecific benefits. Perhaps this is evidence that when family-friendly

benefits are offered, the culture does not play as much of a role. However, when nonspecific benefits are offered, organizational culture matters more.

### *Sex and Gender*

Within the student sample, only a main effect of sex was noted, such that females reporting higher organizational attraction than males. However, within the current job-seeking sample, a significant 3-way interaction in organizational attraction was detected. Further probing indicated differences between males and females such that when men viewed the family-friendly culture, they had higher job pursuit intentions when also viewing family-friendly benefits. However, in the employee investment culture, the men had higher job pursuit intentions when viewing the nonspecific benefits package. Intuitively, the pattern seen in men makes sense—attraction is highest when culture and benefit type “match.” That is, in the family-friendly culture condition, men reported higher organizational attraction when family-friendly benefits were also offered. In the employee investment condition, men reported higher organizational attraction when the nonspecific benefits were offered. It seems reasonable that respondents reported higher attraction when there was congruence between culture and benefit type. The same relationship was seen in men with the dependent variable of job pursuit intentions, though the relationship was not significant ( $p < .10$ ). However, this relationship was not seen in women. No discernable effects of culture, benefit type, or an interaction between the two were found within the sample of current job-seeking women.

The sex differences varying by sample are intriguing. Though the interactions for the female sample were not significant, the graphed interaction looked to be the opposite of the male sample. The question of why women were not very attracted to the family-

friendly culture with family-friendly benefits is rather intriguing. Though other studies have found that females endorsed family-friendly policies more than men (Baxter, 2000; Bola, 2003), the current data does not support this conclusion. The previous studies finding females preferring family-friendly policies were conducted in countries besides the United States, however, so there may be some national differences. Perhaps the U.S. females were more interested in organizations promoting employee development, rather than family-friendly culture, as a shift away from women's historical roles as primary family caregivers. Or, perhaps the reasons given above regarding the lack of a sex difference in the student sample still apply—perhaps gender roles are changing such that women and men are beginning to take more equal parts in childcare. If this is the case, it may be that the pendulum is swinging for women from focus on mother and family to focus on career and work. A final postulation is that this is a method for work-family balance—women want both a satisfying work experience (such as the one suggested in the employee investment culture) as well as some consideration for family needs (the family-friendly policies). Perhaps the relationships we see within the job-seeking females is the “best of both worlds” rather than a match between culture and benefit type. Whatever the reason, this would be a fruitful area of future study.

While significant interactions occurred with sex as a variable, attitudes toward gender roles (AWS) was unrelated to culture or benefit type. Overall, those reporting more egalitarian views of gender were more likely to be attracted to the organization or pursue the job. However, benefit type had no effect on this relationship, and neither did culture type.



*Perceived Organizational Support*

Interestingly, POS had strong relationships with both job pursuit intentions and organizational attraction. However, the question here lies in how applicants determine the perceived organizational support. In the current research, neither benefits nor culture were significantly and consistently related to POS. Examining the correlation table (Table 2), it appears that ethnicity was significantly related to POS. Effects of significant differences were not detected using an ANOVA, but when ethnicity was dichotomized into white and non-white, a significant difference did emerge in that white respondents reported higher mean levels of POS. In retrospect, all photos used were of Caucasian persons. This is a reminder that diversity in advertising may be another important variable to be included in recruitment research.

One difference between the current research and past research was the emphasis on family-friendly versus flexibility. This study emphasized family-friendly policies, while past research focused a bit more on the flexibility. In fact, the variables that previous researchers used such as flextime and working from home (Casper & Buffardi, 2004) were not included as family-friendly benefits in the current research because the raters did not agree on whether these benefits were specifically family-friendly. It may be that employees view flexibility and family-friendliness differently, and the effect that previous studies found should be attributed to workplace flexibility rather than family-friendly benefits, per se. Perhaps workplace flexibility is perceived as more universally appealing than family-friendliness in organizations. Given that there has been backlash against family-friendly benefits that are not applicable to all employees (Casper et al., 2007; Wells, 2007), workplace flexibility may be the preferred option that helps

employees better manage work and home responsibilities regardless of their individual family situations.

### *Individualism and Collectivism*

The inclusion of idiocentrism and allocentrism attitudes allowed for the examination of the effect these personal attitudes on benefit and organizational culture. Little previous has research addressed this issue, despite Hempel's (1998) prediction that benefit preference would differ by culture. No support was found for this conclusion, as neither benefit type nor culture type moderated the relationship between idiocentrism-allocentrism variables and the dependent variables of organizational attraction and job pursuit intentions. The only effect found was the relationship between horizontal allocentrism (HA) and both dependent variables, such that individuals who reported higher HA scores also reported higher organizational attraction and job pursuit intentions. Perhaps more effects would be found in a more diverse sample; because the sample is located to one geographic area, variance in idiocentrism and allocentrism attitudes may be somewhat restricted.

### *Contributions*

This is the first research to the author's knowledge examining comparable worth of benefits. This alone can be useful information to organizations and recruiters. The practical implication is simple: If applicants perceive one benefit as of more value than another, but both benefits incur the same cost to the organization, promoting the more "valuable" benefit may help attract potential employees. In addition, organizations that allow employee choice in benefits packages may want to consider these perceptions of equal value. Perceptions of injustice, despite objective fairness, may exist in

organizations. In fact, one article describes the importance of maintaining impressions of organizational justice in addition to fair procedures (Greenberg, Bies, & Eskew, 1991). By proactively designing benefits packages with a concern for perceived worth as well as actual cost, organizations may be able to satisfy employees' justice needs. In addition, Greenberg et al. argue that the perception of an organizations' fairness impacts recruitment, suggesting that perceived fairness is important to potential employees as well as current employees.

This study included a family intentions scale, which may be useful when examining constructs such as work-family balance in a college or young employee sample. While previous research has examined anticipated career-marriage conflict (Barnett, Gareis, James, & Steele, 2003), the current instrument is intended to be a demographic tool to assist researchers in collecting work-family data in a young adult sample. Further research on the measure is needed, but it is one measure that acknowledges that many students have family plans in the near future, regardless of their current familial state.

The current study also adds to the literature by controlling for limitations in previous research by matching benefits and culture. This is a major contribution of the research design, as this research is able to parse apart effects of benefit type versus benefit number. In addition, an equally attractive organizational culture was used as the comparison for family-friendly culture so that again, type of culture could be isolated.

This research was able to utilize and compare two samples, both of which may be of interest to recruiters and organizations. The undergraduate sample is of special interest to companies and recruiters who target entry-level employees immediately after college.

A second sample with more workforce experience was also obtained, allowing the examination of preferences in a sample of workers currently seeking employment. Differences in trends between the samples were noted when sex of the participant was included. Though further research is needed, this supports the notion that various strategies to attract employees in different stages of their careers (Martocchio, 2003).

### *Limitations*

Like all research, limitations of the research methodology exist. First, we examine behavioral intentions, rather than actual behavior. Secondly, though the inclusion of the current job-seeking sample is a benefit, funding considerations led to a small sample size of around 150. After dividing the sample size by the condition of advertisement viewed, there were as few as 29 participants per cell in the 2 X 2 analyses, and even fewer in the three way interactions. Additional participants would have allowed for more power in the analyses, perhaps enough to determine significant effects. This is particularly the case for the three-way interaction of sex, culture, and benefit type for the dependent variable of job pursuit intentions.

A third limitation is the question of benefit equivalence for the current job seeker sample. The comparable benefits were calibrated using the college student sample, and due to financial limitations, giving both surveys to the current job seeker sample was not feasible. As such, it is possible that the job seeker sample would rate the worth of benefits differently than the student sample. However, no main effects of benefit type were apparent, indicating no overall preference for either of the benefits packages.

High mean attraction and job-pursuit intention levels are another limitation. Means for these dependent variables hovered around 4 on a 5-point scale, with students'

means lower than current job-seekers. As such, a ceiling effect may have been noted in which participants thought that all descriptions were attraction, leaving little variance to be explained. Perhaps extended response options (such as a 7 point scale) would have been more informative for the current purposes.

In addition, the flexibility variables used in previous research (i.e., cites) were not used in this study because of the lack of agreement of whether the flexibility variables should be considered family-friendly. Further probing of how benefits are framed, such as “flexible” versus “family-friendly” may be another area to further explore. It may be that the framing of these benefits is important, and future research could include the flexibility benefits in both the nonspecific benefits as well as family-friendly benefits packages. It is likely that when framed with other family-friendly benefits, the flexibility benefits will be considered a family-friendly benefits, but when framed with nonspecific benefits, they may not be seen as solely family-friendly.

A final limitation lies in the fact that the current job-seeking participants who viewed advertisements denoting family-friendly culture did not perceive the organization to have a family-friendly culture, compared to the employee investment culture manipulation. This is perplexing, as the student sample rated the family-friendly culture manipulation as significantly higher than the employee-investment culture. Revising the advertisements may be necessary in order to elicit the family-friendly culture variable to participants, should additional data be collected on this topic.

#### *Future Research*

Longitudinal research, especially with the college sample, would begin to answer some of the many questions the current results ask. Do benefit preferences change with

age/family status? Or perhaps those who are more “invested” in family will always want more friendly workplaces? But, previous research found that work and family salience did not have effects on organizational attraction (Carless & Wintle, 2007, Honeycutt, 1997), suggesting that family salience may not be a predictive variable.

Longitudinal research would also be useful to further probe the gender differences that appeared in the current job-seeker sample but did not appear in the college student sample. At least two possible explanations for the lack of sex differences in the student sample, but the presence of a 3-way interaction with sex in the current job seeker sample exist. First, it may be that sex roles are changing such that current young people perceive child rearing as the responsibility of both the mother and father, and that the careers of both parents are equally important. However, more research on this suggested cause is needed before solid conclusions can be made. Secondly, this difference could be explained by the relative lack of experience in balancing work and family roles in the student sample. Thus, female students in particular have not yet experienced the second shift described by Crawford (2006) in which they may be more responsible for household and children in practice. The current research cannot determine the reason for the difference, but exploring these trends further is an intriguing area of future research.

Utilizing a within-subjects design, with stimulus materials such as the ones presented in this study, would also be interesting. In the current study, a between-subjects design was utilized. And in this study, relatively little variance existed in organizational attraction and job pursuit intentions—across all conditions, the mean reported organizational attraction score was 3.86 and the mean job pursuit intentions reported was 4.00 on 5-point scales. Thus, a ceiling effect may have occurred, as each organizational

advertisement appeared attractive. Allowing participants to rate multiple, equally desirable organizations may result in different individual preferences. In the current study, participants, having seen only one desirable organization, may have responded with a high rating because the organization seemed so attractive, compared to actual job advertisements the participants had recently viewed. However, the difference between students' perceptions and the perceptions of current job-seekers is a useful finding, and should encourage researchers to examine student responses critically as they may not be representative of seasoned employees.

Related to the above point regarding the extreme attractiveness of each condition of the organization, the current economic state should be considered. Currently, the U.S. is in an era of job cuts and high unemployment, compared to a few years ago when the previous research was conducted. Due in part to the economic recession, there are many more available employees, and there tend to be more applicants for positions. This is a change from even a few years ago, when the economy was such that some companies were understaffed and trying to actively recruit participants (Rynes & Cable, 2003) in a "war for talent" that was expected to continue (Collins & Han, 2004, p. 685). Perhaps benefits and organizational culture are less important when simply finding a job is an achievement in itself. Different economic states could be an important variable to examine, and may be one of the reasons that the current findings did not replicate previous research (i.e., Carless & Wintle, 2007; Casper & Buffardi, 2004). Again, longitudinal designs may help answer this question. In addition, qualitative research could be useful in determining what benefits and cultures are important to individuals.

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Table 1

*Student Sample Descriptive Statistics, Reliabilities, and Correlations*

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Job Pursuit Intentions	3.88	.77	(.93)								
2. Organizational Attraction	3.64	.77	.76*	(.91)							
3. Perceived Organizational Support	3.71	.50	.61*	.48*	(.90)						
4. Horizontal Idiocentrism	3.97	.63	.13*	.08	.11	(.75)					
5. Vertical Idiocentrism	3.20	.72	.03	.09	-.01	.23*	(.72)				
6. Horizontal Allocentrism	3.82	.57	.23*	.22*	.36*	.25*	-.04	(.75)			
7. Vertical Allocentrism	3.78	.66	.09	.02	.11	.23*	.12	.47*	(.72)		
8. Attitude Toward Women	2.13	.54	-.23*	-.14*	-.34*	-.41*	.11	-.40*	-.24*	(.90)	
9. Sex	1.72	.48	.15*	.15*	.09	.03	-.13*	.10	-.03	-.16*	(--)

\*Denotes significant correlation  $p < .05$

Table 2  
*Job-Seeking Sample Descriptive Statistics, Reliabilities, and Correlations*

Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1. Job Pursuit Intentions	4.21	.78	(.93)									
2. Organizational Attraction	4.24	.69	.79*	(.91)								
3. Perceived Organizational Support	3.67	.61	.59*	.55*	(.90)							
4. Horizontal Idiocentrism	4.13	.63	.07	.14	.14	(.75)						
5. Vertical Idiocentrism	3.38	.78	.10	.10	-.18	.24*	(.72)					
6. Horizontal Allocentrism	3.88	.64	.34*	.31*	.21*	.27*	.14	(.75)				
7. Vertical Allocentrism	3.85	.64	.45*	.44*	.17	.15	.22*	.49*	(.72)			
8. Attitude Toward Women	2.24	.68	-.24*	-.28*	-.53*	-.35*	.42*	-.26*	-.08	(.90)		
9. Sex	1.64	.50	.02	.13	.25*	.11	-.32*	.08	-.00	-.45*	(--)	
10. Ethnicity	1.86	1.47	-.02	-.02	-.26*	-.10	.36*	.01	.07	.41*	-.13	(--)

\*Denotes significant correlation  $p < .05$



Table 3

*Table of Means and Standard Deviations by Ad and Sex on Job Pursuit Intentions, Student Sample*

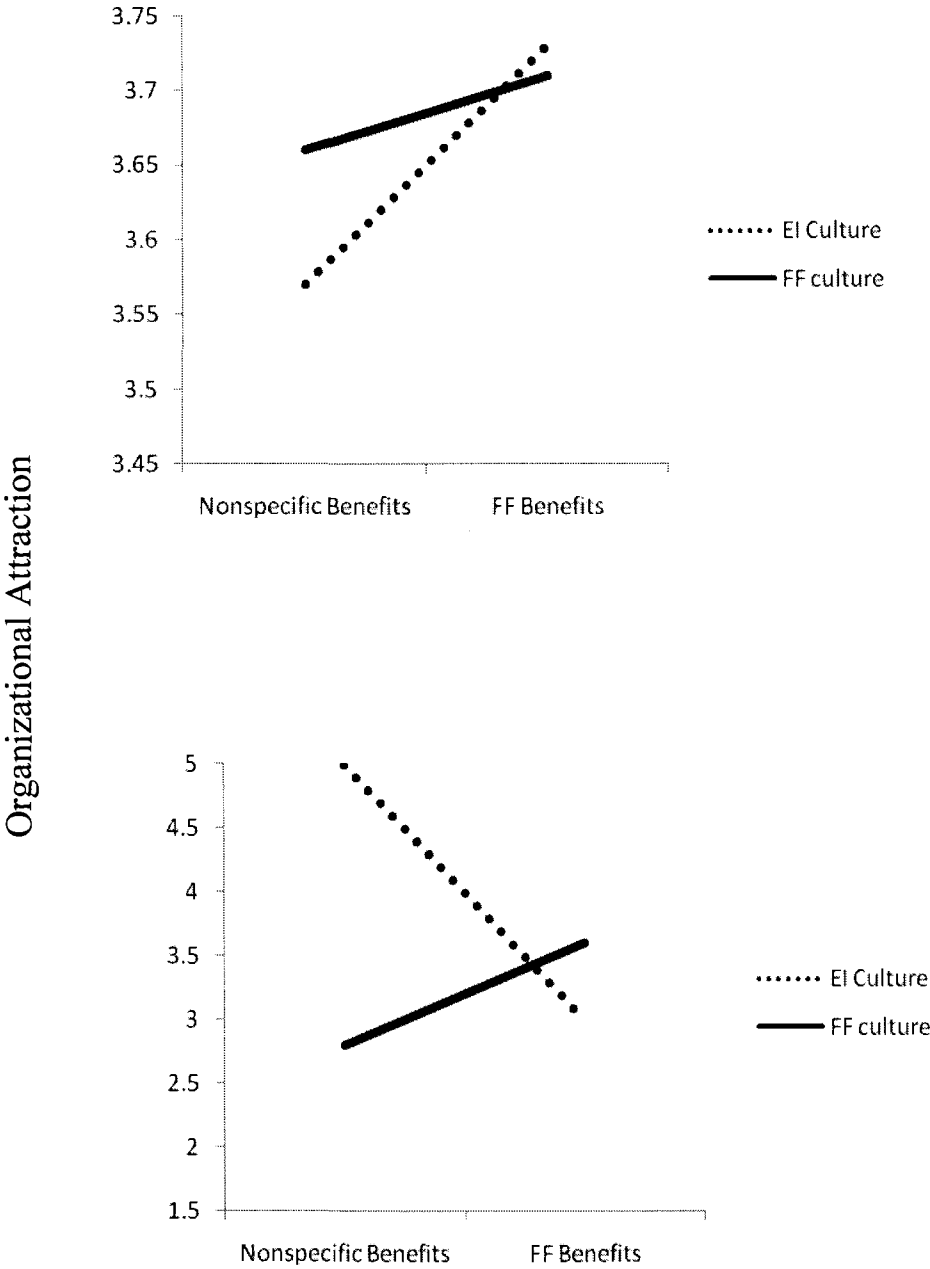
Ad	N	M	SD
Family-Friendly Benefit/Family-Friendly Culture			
Males	20	3.69	.88
Females	50	4.05	.70
Family-Friendly Benefits/Employee Investment Culture			
Males	22	3.62	.93
Females	43	3.96	.65
Nonspecific Benefits/Family-Friendly Culture			
Males	20	3.79	1.00
Females	44	4.05	.60
Nonspecific Benefits/Employee Investment Culture			
Males	19	3.71	.72
Females	49	3.77	.83

Table 4

*Table of Means and Standard Deviations by Ad and Sex on Job Pursuit Intentions, Current Job-Seeking Sample*

Ad	N	M	SD
Family-Friendly Benefit/Family-Friendly Culture			
Males	16	4.48	.48
Females	30	4.16	.95
Family-Friendly Benefits/Employee Investment Culture			
Males	15	4.01	.42
Females	21	4.22	.71
Nonspecific Benefits/Family-Friendly Culture			
Males	8	4.03	1.28
Females	23	4.39	.69
Nonspecific Benefits/Employee Investment Culture			
Males	12	4.32	.54
Females	17	4.24	.72

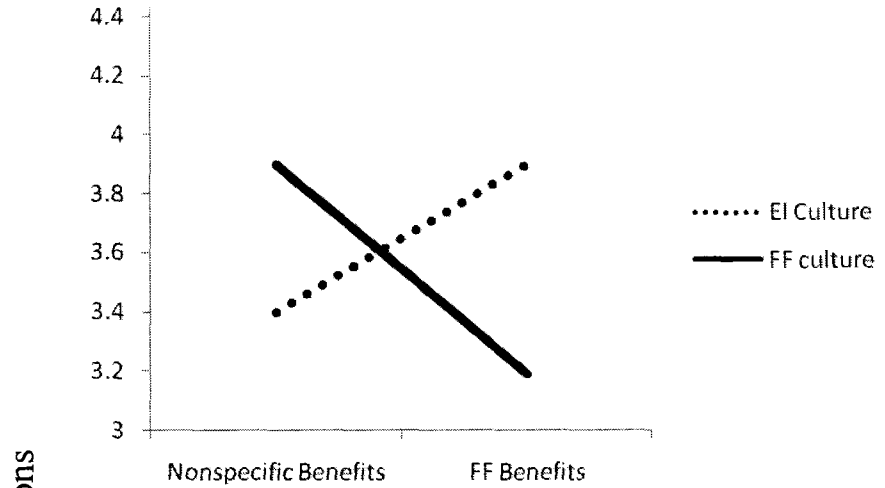
Figure 1



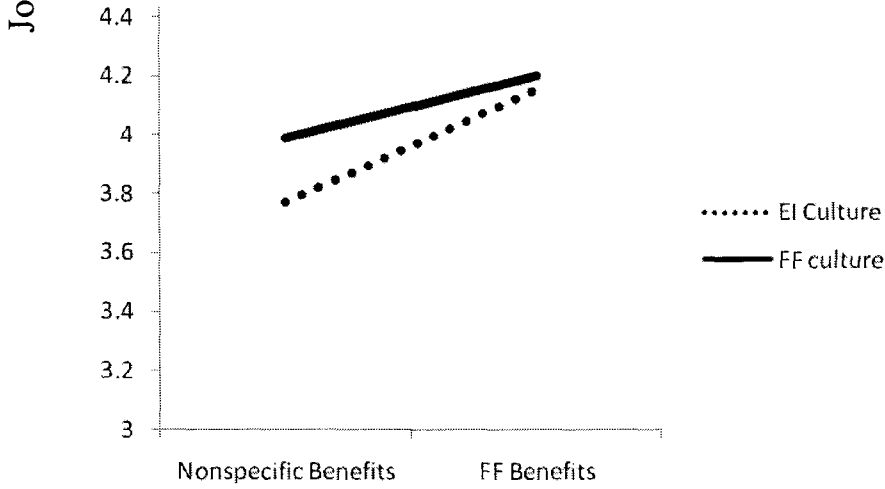
Students Not Intending to have a Partner Stay Home

\*Note. EI=Employee Investment; FF=Family-Friendly

Figure 2

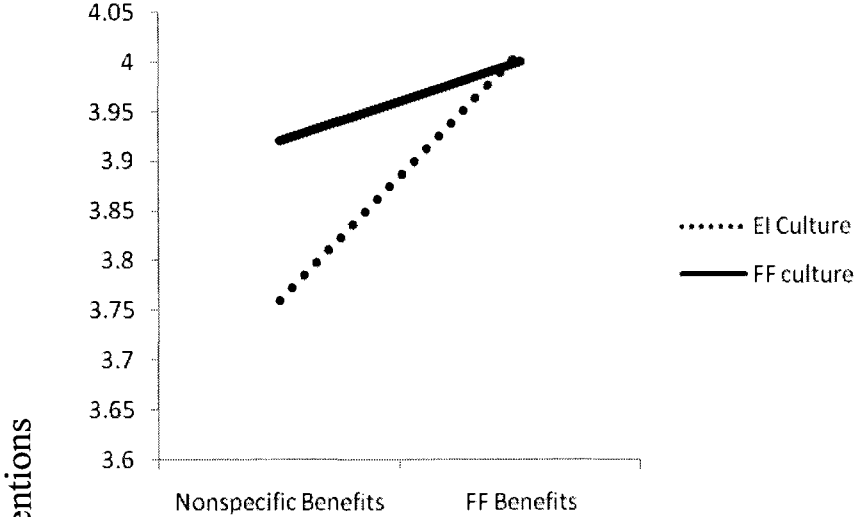


Students Intending to have a Partner Stay Home

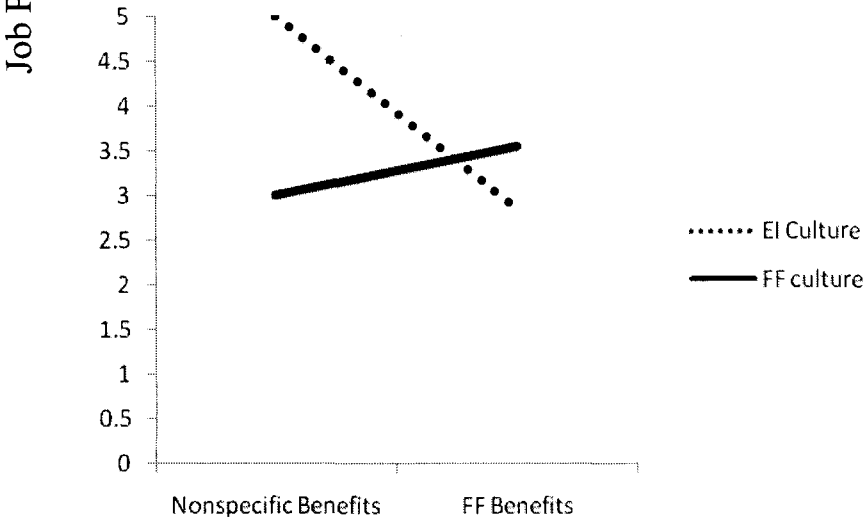


Students Not Intending to have a Partner Stay Home

Figure 3

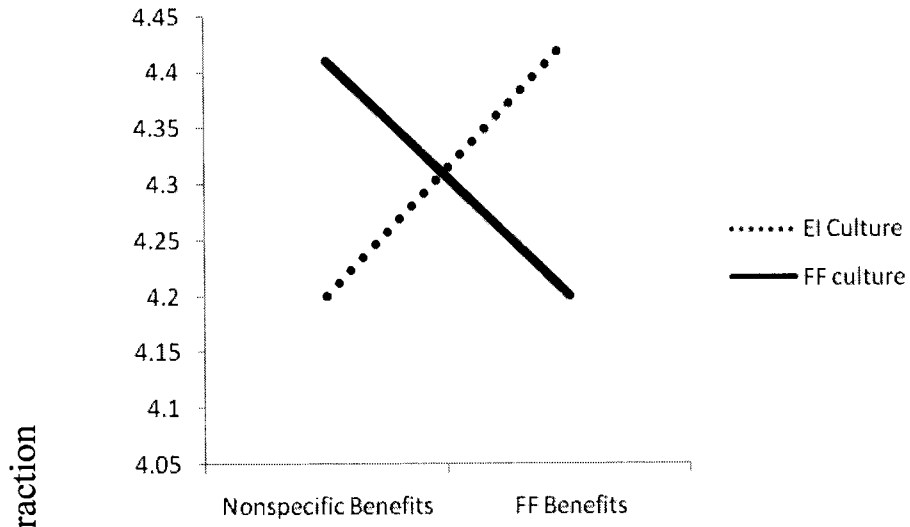


Students Intending to be Married/Partnered

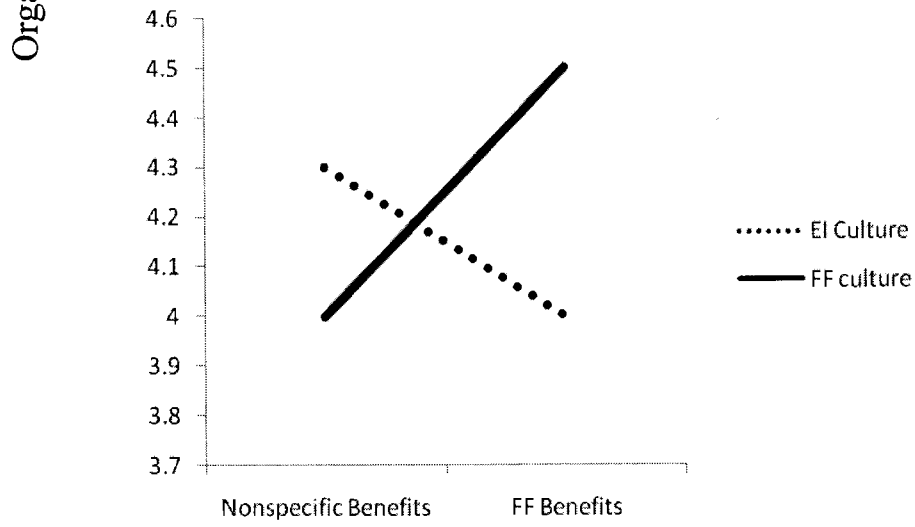


Students Not Intending to be Married/Partnered

Figure 4



Females



Males

Figure Captions

*Figure 1.* Three-way interaction of benefit type, culture, and intentions to be married or partnered on organizational attraction in the student sample.

*Figure 2.* Three-way interaction of benefit type, culture type, and intentions of partner returning to work after having children on job pursuit intentions in the student sample.

*Figure 3.* Three-way interaction of benefit type, culture type, and intentions to be married/partnered on job pursuit intentions in the student sample.

*Figure 4.* Three-way interaction of benefit type, culture type, and sex on organizational attraction, current job-seeker sample.

Appendix A: Pilot Surveys

**Organizational Benefits**

Assume that you are offered a job with a yearly salary of \$50,000 (about \$3,500 a month after taxes). How much salary would you be willing to pay for each benefit? Please rate each benefit independently. A brief description of the benefit is in *italicized* text.

Choose the amount that most closely mirrors the amount of money that you would be willing to give up from your salary.

The options are \$0, \$35, \$70, \$105, \$140, \$175, or \$280 per month.

If you give up	Your monthly salary would be
\$0.....	\$3,500
\$35.....	\$3,475
\$70.....	\$3,430
\$105.....	\$3,395
\$140.....	\$3,360
\$175.....	\$3,325
\$280.....	\$3,220

<b>Benefit</b>	<b>For this benefit, I would take a monthly pay cut of...</b>							
	\$0	\$35	\$70	\$105	\$140	\$175	\$280	
1 Pension plans <i>Payments made by the organization to employees upon retirement</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280	
2 Employee assistance programs <i>Access to programs to assist employees in personal matters that may affect work, such as stress management, financial seminars, etc.</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280	
3 Fitness center <i>On-site fitness center</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280	
4 Guaranteed severance <i>In case of involuntary job loss, you are guaranteed to receive a sum of money</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280	
5 Legal services <i>Access to legal consultations at no or reduced cost</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280	
6 Insurance (Life/Disability) <i>Insures that some sum of money will be provided to the employee or his/her family in the case of disability or death</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280	



7	Insurance (Dental) <i>Insurance offered by the organization that provides dental coverage at reduced costs to employees</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
8	Insurance (Medical) <i>Insurance offered by the organization that provides medical coverage at reduced costs to employees</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
9	Paid personal days <i>A set number of days to take off work while being paid</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
10	Paid sick leaves <i>A predetermined number of days which the employee will be paid, even though he/she is not working due to illness</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
12	Paid vacation <i>A set period of vacation time during which you are paid</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
13	Prenatal/well-baby programs <i>Resources such as information, and access to medical professionals for parents-to-be and new parents</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
14	Savings plan <i>Accumulated capital for employees through contributions by the employees that are supplemented by the employer</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
15	Smoking cessation program <i>Resources to help employees quit smoking</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
16	Stock purchase plan <i>Non-cash compensation in the form of organizational stocks</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
17	Stress reduction programs <i>Programs such as relaxation, mediation, seminars, or on-site masseuse to reduce employee stress</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
18	Training <i>Opportunities for additional training to enhance job skills</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
19	Transportation reimbursement <i>Reimbursements for gas or discounts on public transportation to reduce commuting costs</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
20	Weight-loss program <i>Access to resources such as dietician, personal trainer, etc. to help employees</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280

	<i>manage their weight</i>							
21	Flextime/compressed work week <i>Opportunity to work earlier or later than standard work day; working 40 hours in less than 5 days</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
22	Maternity/paternity leave beyond FMLA <i>Additional unpaid leave beyond 12 weeks of FMLA for birth or adoption of a child</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
23	Telecommuting/working from home <i>Opportunity to work from home some to all of the time</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
24	Part-time work/jobsharing <i>Option of working part time while maintaining some benefits</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
25	On-site childcare <i>A child care facility located within or very near your work building</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
26	Back-up childcare <i>A set number of days in which primary childcare fails, you can bring your children to another facility</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
27	Mentoring programs <i>Opportunities to be mentored by more experienced employees</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
28	Opportunity for unpaid leaves of absence <i>Options to leave the organization for a specified amount of time, but have guaranteed job upon return</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
29	Children's programs <i>After-school or summer programs intended for your children</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
30	Childcare referrals <i>A person or office with information and prices on local childcare facilities</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
31	Eldercare assistance <i>Referrals and/or monetary assistance in caring for aging parents/relatives</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280
32	Concierge services <i>Access to a concierge, who can help scheduling errands such as car maintenance, etc.</i>	\$0	\$35	\$70	\$105	\$140	\$175	\$280

### Desired Benefits

Please rate each benefit listed according to how important this benefit is to YOU personally. Use the following scale:

I would prefer to work at an organization that did NOT offer this benefit	Not at all important to me	Slightly important to me	Somewhat important to me	Important to me	Extremely important to me	Essential benefit for me
0	1	2	3	4	5	6

	<b>Importance</b>	<b>Rating</b>						
1	Adoption assistance <i>Resources and monetary reimbursements for employees who adopt a child</i>	0	1	2	3	4	5	6
2	Pension plan <i>Payments made by the organization to employees upon retirement</i>	0	1	2	3	4	5	6
3	Employee assistance programs <i>Access to programs to assist employees in personal matters that may affect work, such as stress management, financial seminars, etc</i>	0	1	2	3	4	5	6
4	Employee stock ownership plans <i>Non-cash compensation in the form of organizational stocks</i>	0	1	2	3	4	5	6
5	Fitness center <i>On-site fitness center</i>	0	1	2	3	4	5	6
6	Guaranteed severance <i>In case of involuntary job loss, you are guaranteed to receive a sum of money</i>	0	1	2	3	4	5	6
7	Legal services <i>Access to legal consultations at no or reduced cost</i>	0	1	2	3	4	5	6
8	Insurance (dental) <i>Insurance offered by the organization that provides dental coverage at reduced costs to employees</i>	0	1	2	3	4	5	6
9	Insurance (medical) <i>Insurance offered by the organization that provides medical coverage at reduced costs to employees</i>	0	1	2	3	4	5	6

10	Insurance (Life, Disability) <i>Insures that some sum of money will be provided to the employee or his/her family in the case of disability or death</i>	0	1	2	3	4	5	6
11	Mortgage payment for one month each year <i>The organization will reimburse rent or house payment for one month each year to help employees' housing needs</i>	0	1	2	3	4	5	6
12	Paid personal days <i>A set number of days to take off work while being paid</i>	0	1	2	3	4	5	6
13	Paid sick leaves <i>A predetermined number of days which the employee will be paid, even though he/she is not working due to illness</i>	0	1	2	3	4	5	6
14	Paid vacation <i>A set period of vacation time during which you are paid</i>	0	1	2	3	4	5	6
15	Prenatal/well-baby programs <i>Resources such as information, and access to medical professionals for parents-to-be and new parents</i>	0	1	2	3	4	5	6
16	Savings program <i>Accumulated capital for employees through contributions by the employees that are supplemented by the employer</i>	0	1	2	3	4	5	6
17	Smoking cessation program <i>Resources to help employees quit smoking</i>	0	1	2	3	4	5	6
18	Stress reduction programs <i>Programs such as relaxation, mediation, seminars, or on-site masseuse to reduce employee stress</i>	0	1	2	3	4	5	6
19	Training <i>Opportunities for additional training to enhance job skills</i>	0	1	2	3	4	5	6
20	Transportation reimbursement <i>Reimbursements for gas or discounts on public transportation to reduce commuting costs</i>	0	1	2	3	4	5	6
21	Tuition reimbursement <i>The organizations reimburses employees after taking technical or college courses</i>	0	1	2	3	4	5	6
22	Weight-loss program <i>Access to resources such as dietician, personal trainer, etc. to help employees manage their weight</i>	0	1	2	3	4	5	6

23	Flextime/compressed work week <i>Opportunity to work earlier or later than standard work day; working 40 hours in less than 5 days</i>	0	1	2	3	4	5	6
24	Maternity/paternity leave beyond FMLA <i>Additional unpaid leave beyond 12 weeks of FMLA for birth or adoption of a child</i>	0	1	2	3	4	5	6
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27	On-site childcare <i>A child care facility located within or very near your work building</i>	0	1	2	3	4	5	6
28	Back-up childcare <i>A set number of days in which primary childcare fails, you can bring your children to another facility</i>	0	1	2	3	4	5	6
29	Subsidized childcare <i>Discounts or group rates for employee's children in specific childcare facilities</i>	0	1	2	3	4	5	6
30	Mentoring programs <i>Opportunities to be mentored by more experienced employees</i>	0	1	2	3	4	5	6
31	Opportunity for leaves of absence <i>Options to leave the organization for a specified amount of time, but have guaranteed job upon return</i>	0	1	2	3	4	5	6
32	Children's programs <i>After-school or summer programs intended for your children</i>	0	1	2	3	4	5	6
33	Childcare referrals <i>A person or office with information and prices on local childcare facilities</i>	0	1	2	3	4	5	6
34	Eldercare assistance <i>Referrals and/or monetary assistance in caring for aging parents/relatives</i>	0	1	2	3	4	5	6
35	Concierge services <i>Access to a concierge, who can help scheduling errands such as car maintenance, doctors appointments, etc.</i>	0	1	2	3	4	5	6

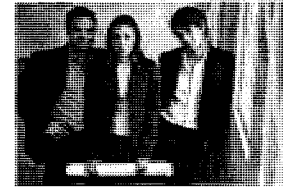
## Appendix B: Descriptive Statistics of Pilot Study Results

Benefit	Mean Rated Value	SD
Pension Plans	2.42	1.41
Employee Assistance Programs	4.24	1.59
Fitness Center	3.51	1.40
Guaranteed Severance	2.85	1.45
Legal Services	2.98	1.45
Insurance (Life/Disability)	2.95	1.44
Insurance (Dental)	2.82	1.41
Insurance (Medical)	2.36	1.46
Paid Personal Days	2.56	1.27
Paid Sick Leave	1.67	1.13
Paid Vacation	2.29	1.26
Prenatal/Well-baby Programs	2.19	1.14
Savings Plan	2.37	1.35
Smoking Cessation Program	2.03	1.23
Stock Purchase Plan	1.88	1.13
Stress Reduction Programs	2.38	1.27
Training	1.72	1.14
Transportation Reimbursement	2.13	1.34
Weight-loss Program	1.76	1.14
Flextime/Compressed Work Week	4.36	1.50
Maternity/Paternity Leave beyond FMLA	1.32	.78
Telecommuting/Working from home	2.20	1.29
Part-time work/Job-Sharing	2.63	1.50
On-site Childcare	1.66	1.04
Back-up Childcare	2.61	1.36
Mentoring Programs	1.76	1.00
Opportunity for Unpaid Leave of Absense	2.26	1.13
Children's Programs	2.13	1.22
Childcare Referrals	1.73	1.06
Eldercare Assistance	2.28	1.22
Concierge Services	3.33	1.39

Appendix C: Family-Friendly Benefits and Family-Friendly Culture Ad



Peopleworks is looking for qualified applicants in your field!



About the Organization

If you treat employees as if they make a difference to the company, they will make a difference to the company. That has been the employee-focused philosophy behind PeopleWorks' corporate culture since our founding in 1976. At the heart of this unique business model is a simple idea: satisfied employees create satisfied customers.

At PeopleWorks, we are employees...But we are also parents, grandparents, and caregivers of our parents. We know that you don't leave half of yourself at the door when you come to work each day. And that to be truly effective at work, you have to feel truly effective at home. That's why our employees are provided with a diverse array of programs and policies to support them in all their roles...at every stage of their life. To support our culture of work-family balance, we here are some of the benefits we offer:

- Backup Childcare  
*5 Days per year, you can utilize our backup childcare facilities—no advance notice needed.*
- Childcare Referrals  
*We have a large directory, with reviews, of local childcare facilities.*
- Eldercare Assistance  
*We have a directory of eldercare assistance providers and offer time off to care for aging family members.*
- On-site Childcare  
*We offer childcare that is on-site, so you don't have to worry about dropping the kids off across town before work.*
- Part-time Possibilities  
*Opportunities exist for the option of part-time work schedules to accommodate your family needs.*



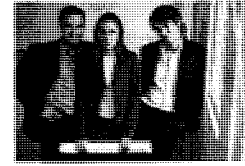
Above: Employees and families enjoying the annual company picnic games.

For More information or to apply: Interested applicants should stop by our office on 1350 Main Street to apply. Interviews will begin December 1. Salary starts at \$50,000/year.

Nonspecific Benefits and Family-Friendly Culture Ad



Peopleworks is looking for qualified applicants in your field!



### About the Organization

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➤ Fitness Center

*We have an on-site fitness center, so you don't have to worry about driving across town to make your exercise routine.*

➤ Dental Insurance

*We offer competitive insurance for employee's dental health*

➤ Paid Vacation

*5 days of paid vacation begins when employees begin work, and additional paid vacation days are available upon continued employment*

➤ Pension Plan

*We offer a competitive pension plans and retirement funds for future financial security*

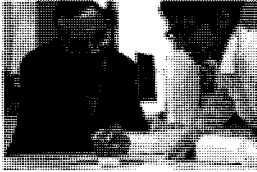


Above: Employees and families enjoying the annual company picnic games.

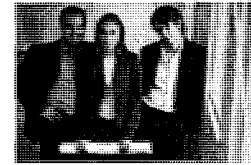
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Family-Friendly Benefits and Employee Investment Culture





Peopleworks is looking for qualified applicants in your field!



#### About the Organization

If you treat employees as if they make a difference to the company, they will make a difference to the company. That has been the employee-focused philosophy behind Peoplework's corporate culture since our founding in 1976. At the heart of this unique business model is a simple idea: satisfied employees create satisfied customers.

"We've worked hard to create a corporate culture that is based on trust between our employees and the company," explains PeopleWorks President and CEO, "a culture that rewards innovation, encourages employees to try new things and yet doesn't penalize them for taking chances, and a culture that cares about employees' personal and professional growth." To support our culture of employee investment, we here are some of the benefits we offer:

- Backup Childcare  
*5 Days per year, you can utilize our backup childcare facilities—no advance notice needed.*
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- On-site Childcare  
*We offer childcare that is on-site, so you don't have to worry about dropping the kids off across town before work.*
- Part-time Possibilities  
*Opportunities exist for the option of part-time work schedules to accommodate your family needs.*



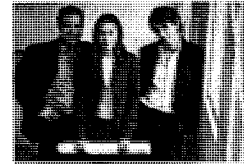
Above: Employees and their families enjoying the annual company picnic games.

For More information or to apply: Interested applicants should stop by our office on 1350 Main Street to apply. Interviews will begin December 1. Salary starts at \$50,000/year.

### Nonspecific Benefits and Employee Investment Ad



PeopleWorks is looking for qualified applicants in your field!



#### About the Organization

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➤ Fitness Center

*We have an on-site fitness center, so you don't have to worry about driving across town to make your exercise routine.*

➤ Dental Insurance

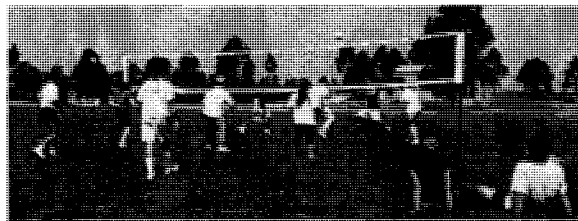
*We offer competitive insurance for employee's dental health*

➤ Paid Vacation

*5 days of paid vacation begins when employees begin work, and additional paid vacation days are available upon continued employment*

➤ Pension Plan

*We offer a competitive pension plans and retirement funds for future financial security*



Above: Employees enjoying the annual company picnic games.

For More information or to apply: Interested applicants should stop by our office on 1350 Main Street to apply. Interviews will begin December 1. Salary starts at \$50,000/year.

## Appendix D: Main Study (Student Version)

**Organizational Attractiveness Items**

1. This would be a good company to work for.
2. I would want a company like this in my community.
3. I would like to work for this company.
4. This company cares about its employees.
5. I find this a very attractive company.

**Job Pursuit Intentions**

1. I would accept a job offer from this company.
2. I would request more information about this company.
3. If this company visited campus I would want to speak with a representative.
4. I would attempt to gain an interview with this company.
5. I would actively pursue obtaining a position with this company.
6. If this company was at a job fair I would seek out their booth.

**FSOP/Perceptions of org culture**

1. Work should be the primary priority in a person's life. (R)
2. Long hours inside the office are the way to achieving advancement. (R)
3. It is best to keep family matters separate from work. (R)
4. It is considered taboo to talk about life outside of work. (R)
5. Expressing involvement and interest in nonwork matters is viewed as healthy.
6. Employees who are highly committed to their personal lives cannot be highly committed to their work. (R)
7. Attending to personal needs, such as taking time off for sick children is frowned upon. (R)
8. Employees should keep their personal problems at home. (R)
9. The way to advance in this company is to keep nonwork matters out of the workplace. (R)
10. Individuals who take time off to attend to personal matters are not committed to their work. (R)
11. It is assumed that the most productive employees are those who put their work before their family life. (R)
12. Employees are given ample opportunity to perform both their job and their personal responsibilities well.
13. Offering employees flexibility in completing their work is viewed as a strategic way of doing business.
14. The ideal employee is the one who is available 24 hours a day. (R)

**Perceived Organizational Support**

1. The organization values my contribution to its wellbeing.
2. If the organization could hire someone to replace me at a lower salary it would do so (R)
3. The organization fails to appreciate any extra effort from me. (R)
4. The organization strongly considers my goals and values.
5. The organization would ignore any complaint from me. (R)
6. The organization disregards my best interests when it makes decisions that affect me.
7. Help is available from the organization when I have a problem.
8. The organization really cares about my well-being.

9. Even if I did the best job possible, the organization would fail to notice.
10. The organization is willing to help me when I need a special favor.
11. The organization cares about my general satisfaction at work.
12. If given the opportunity, the organization would take advantage of me. (R)
13. The organization shows very little concern for me. (R)
14. The organization cares about my opinions.
15. The organization takes pride in my accomplishments at work.
16. The organization tries to make my job as interesting as possible.

#### **Attitudes Toward Women Scale (AWS)**

1. Swearing and obscenity are more repulsive in the speech of a woman than of a man.
2. Women should take increasing responsibility for leadership in solving the intellectual and social problems of the day. (R)
3. Both husband and wife should be allowed the same grounds for divorce. (R)
4. Telling dirty jokes should be mostly a masculine prerogative.
5. Intoxication among women is worse than intoxication among men.
6. Under modern economic conditions with women being active outside the home, men should share in household tasks such as washing dishes and doing the laundry. (R)
7. It is insulting to women to have the "obey" clause remain in the marriage service. (R)
8. There should be a strict merit system in job appointment and promotion without regard to sex. (R)
9. A woman should be as free as a man to propose marriage. (R)
10. Women should worry less about their rights and more about becoming good wives and mothers.
11. Women earning as much as their dates should bear equally the expense when they go out together. (R)
12. Women should assume their rightful place in business and all the professions along with men. (R)
13. A woman should not expect to go to exactly the same places or to have quite the same freedom of action as a man.
14. Sons in a family should be given more encouragement to go to college than daughters.
15. It is ridiculous for a woman to run a locomotive and for a man to darn socks.
16. In general, the father should have greater authority than the mother in the bringing up of children.
17. Women should be encouraged not to become sexually intimate with anyone before marriage, even their fiancés.
18. The husband should not be favored by law over the wife in the disposal of family property or income. (R)
19. Women should be concerned with their duties of childbearing and house tending rather than with desires for professional or business careers.
20. The intellectual leadership of a community should be largely in the hands of men.
21. Economic and social freedom is worth far more to women than acceptance of the ideal of femininity which has been set up by men. (R)
22. On the average, women should be regarded as less capable of contributing to economic production than are men.

- 23. There are many jobs in which men should be given preference over women in being hired or promoted.
- 24. Women should be given equal opportunity with men for apprenticeship in the various trades. (R)
- 25. The modern girl is entitled to the same freedom from regulation and control that is given to the modern boy. (R)

**Individualism-collectivism**

- 1. I'd rather depend on myself than others.
- 2. I rely on myself most of the time; I rarely rely on others.
- 3. I often "do my own thing."
- 4. My personal identity, independent of others, is very important to me.
- 5. It is important that I do my job better than others.
- 6. Winning is everything.
- 7. Competition is the law of nature.
- 8. When another person does better than I do, I get tense and aroused.
- 9. If a coworker gets a prize, I would feel proud.
- 10. The well-being of my coworkers is important to me.
- 11. To me, pleasure is spending time with others.
- 12. I feel good when I cooperate with others.
- 13. Parents and children must stay together as much as possible.
- 14. It is my duty to take care of my family, even when I have to sacrifice what I want.
- 15. Family members should stick together, no matter what sacrifices are required.
- 16. It is important to me that I respect the decisions made by my groups.

**Demographics**

Age

Sex

How much work experience do you have?

What is your major?

What is your current relationship status?

-Single

-I have a significant other who does not live with me

-Live-in partner or spouse

-Widow/widower

**Future Family Plans**

1	I haven't given any thought to my future family plans. (If YES, please skip to the next section).	Y	N
2	I plan to remain single.	Y	N
3	I plan to be married or living with a partner.	Y	N
4	I plan to have kids. (If NO, skip to Question 8)	Y	N
5	After having kids, I plan to return to work.	Y	N
6	After having kids, I plan on staying home. (If NO, skip to Question 8. If YES, please select one of the following options)	Y	N

- |     |  |   |   |
|-----|--|---|---|
| 6a. | <ul style="list-style-type: none"> <li>- I plan to stay at home until my kids are toddlers.</li> <li>- I plan to stay at home until my kids enter preschool or kindergarten.</li> <li>- I plan to stay at home until my kids enter high school</li> <li>- I plan to stay at home until my kids graduate high school</li> <li>- I plan to stay at home indefinitely.</li> </ul> |   |   |
| 7   | After having kids, I plan on my partner/spouse staying at home. (If NO, skip to Question 8)  | Y | N |
| 7a  | <ul style="list-style-type: none"> <li>- I plan to stay at home until my kids are toddlers.</li> <li>- I plan to stay at home until my kids enter preschool or kindergarten.</li> <li>- I plan to stay at home until my kids enter high school</li> <li>- I plan to stay at home until my kids graduate high school</li> <li>- I plan to stay at home indefinitely.</li> </ul> |   |   |
| 8   | I plan to have an older relative (parent, grandparent, etc.) living with me that I may help care for.  | Y | N |
| 9   | None of the above (please describe)  |   |   |