

## **ABSTRACT**

ENG, NICHOLAS JUN HAO. Attracting Young Talent into the Workforce: Does Framing Corporate Social Responsibility in Job Ads still Work? (Under the direction of Dr. David M. Berube).

Due to the urgency of climate change action, there is a need for relevant stakeholders such as industry and individuals to engage in sustainable development. Corporate Social Responsibility (CSR) acts as the common ground for these two groups. It has often been used as a tool to attract young job seekers since factors like salary have limited variability. This is unsurprising considering that organizations want to stand out from the competition in an oversaturated job market by appealing to the values of job seekers' who are increasingly looking for meaning and satisfaction in their careers. Previous research has shown that companies that engage in pro-environmental CSR tend to be more attractive to potential job applicants. However, limited research has been conducted on how pro-environmental CSR communication is framed to maximize talent recruitment. This experiment evaluates the effectiveness of differing levels of pro-environmental messaging in attracting first-time job seekers to join an organization. Participants consisted of 315 millennial job seekers at a large university in the southern US. The data was analyzed using one-way ANOVA, ANCOVA, and independent samples t-test. There were no significant differences between the different job ads and job seekers' attraction and willingness to join an organization. However, the job ad with specific pro-environmental messaging had consistently lower scores compared to the ad with general pro-environmental messaging. Findings suggest that millennial job seekers are still generally more attracted to pro-environmental messages but might have heightened skepticism towards organizations that overplay their environmental contributions. This study highlights the

importance of framing pro-environmental messaging that can be applied to overall climate change communication to ensure the desired attitudinal or behavioral change.

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Attracting Young Talent into the Workforce: Does Framing Corporate Social Responsibility in  
Job Ads still Work?

by  
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**DEDICATION**

For my friends, colleagues, mentors, and parents who have been nothing more than supportive.

## **BIOGRAPHY**

Nicholas Eng was born and raised in the tiny red dot – Singapore. After completing his undergraduate education in Wee Kim Wee School of Communication at Nanyang Technological University, he enrolled in graduate coursework at North Carolina State University to “try something new”. It was there he found his passion to use theory to solve real-world problems. His research focuses on the use of strategic communication to communicate issues relating to science, health, the environment and risk.

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## 1. Introduction

Due to the urgency of climate change action, relevant stakeholders must engage in sustainable development. The United Nations World Commission on Environment and Development defined sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987). The call for collaboration was illustrated with the United Nation’s 17 Sustainable Development Goals (SDGs) for the 193 Member States to commit to a 15–year plan to tackle climate change and eradicate social inequalities. The SDGs can only be achieved when major stakeholders like governments, non-governmental organizations, business and industry commit to sustainable development and take an active role in climate change action.

Globally, more companies are engaging in Corporate Social Responsibility (CSR). CSR is “the social responsibility of business (that) encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979, p. 500). It was later refined by Schwartz and Carroll (2003) when they removed “discretionary” expectations from its definition. Using this refined definition and the obligation it entails, the focus of this paper is on the environmental management of organizations as it encompasses all three aspects (economic, legal, and ethical) of Schwartz and Carroll’s definition.

First, the economic expectation of an organization is to be profitable. However, a greater duty may be its contributions to the overall growth of a nation. In the case of climate change, this has become problematic since the extraction and consumption of fossil fuels have been used as a primary energy source (Clark & York, 2005). It is universally agreed upon that fossil fuels contribute to global warming. In addition, they are also a non-renewable source of energy that

will run out eventually. Once they do, organizations that are traditionally reliant on fossil fuels will find it hard to sustain their business.

Second, climate change action is also a legal expectation under the Extended Producer Responsibility (EPR). EPR is a policy that requires the environmental costs of products and materials to be internalized by organizations, by taxing them for their potential environmental impact (Dubois, 2012). Increasingly being applied to a variety of products across various jurisdictions like North America (Hickle, 2014), EPR forces organizations to commit to climate change action, or risk legal action against them.

Third, there are ethical expectations for organizations to commit to climate change. Organizations contribute greatly to climate change and with the oil and gas industries directly contributing to the problem, there has been public pressure to for corporations to cope with the issue (Kolk & Levy, 2001; Menestrel, Hove, & Bettignies, 2002). This ethical expectation is not limited to the oil and gas industry, but to other companies as well. Consumers are increasingly using their purchasing power to confront companies that are not committing to climate change. Studies show that since the 1980s and 1990s, there has been an emergence of green consumers who choose to purchase eco-friendly and sustainable products (Peattie, 2001; Straughan & Roberts, 1999). By doing so, these consumers are making a statement that organizations have a responsibility to conduct their business ethically and will only support those who do.

When companies engage in CSR, they not only meet the economic, legal, ethical, and discretionary expectations of society, but also benefit from positive organizational reputation. It has been found that there is a positive relationship between CSR and individuals' attitudes and behaviors towards an organization (Graves & Waddock, 1994; Turban & Greening, 1997; Mohr & Webb, 2005). Studies have that customers tend to stay loyal to companies that engage in

sustainable practices, when it comes to environmentalism (Arora & Henderson, 2007; Brown & Dacin, 1997; Ellen, Mohr, & Webb, 2000; McCullough & Melton, 2017; Sen & Bhattacharya, 2001; Yadav, Dokania & Pathak, 2016). Additionally, companies with strong environmental performance also benefit from attracting new talent into their organization (Odell, 2007; Barrena-Martínez, López-Fernández, Márquez-Moreno, & Romero-Fernández, 2015; Hanson-Rasmussen, Lauver, & Lester, 2014).

However, there is a gap in the literature when it comes to understanding how organizations can best communicate their CSR as a tool in recruiting talent. A review of the literature reveals that studies conducted on CSR and its relationship with recruitment have concentrated in the management literature. A search in the communication literature yielded no results. This is surprising given that recruitment involves communicating a message from an employer to a potential employee and act as signals to the potential candidate of the character of the organization (Rynes & Miller, 1973). Even within the management literature, the studies conducted on this subject area lacks ecological validity (Brewer, 2000) and may not be representative of how job seekers look for jobs today.

This paper aims to fill the gap in the literature and bases its research design off a mediated moderation process model (Gully, Phillips, Castellano, Han, & Kim, 2013). It contributes to the management literature and the communication literature by investigating how different pro-environmental frames in recruitment ads may have varying influence on job seekers' attraction and willingness to join the organization. By doing so, this paper not only extends current knowledge of the relationship between CSR and recruitment but may provide organizations with knowledge of which specific pro-environmental messaging in job ads work better than others under conditions that better mimic current job search practices. This study will

proceed in four steps. It will set the conceptual ground by reviewing the literature on CSR and recruitment as well as present this study's hypotheses and research question. After which, the methodology will be portrayed followed by the findings from this experiment. Finally, the study will discuss some of the implications, limitations, and provide a reflection for further research.

## **2. Literature Review**

### **2.1. CSR and Recruitment**

The importance of talent attraction for an organization is undeniable. Human capital is a major source of competitive advantage for any company (Barney, 1991; Ployhart & Moliterno, 2011). Extant research shows that job seekers' attitudes and behaviors towards a potential employer is largely influenced by organizational characteristics like pay and location (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005). However, in an oversaturated job market, organizations may need to find creative ways to stand out from the competition outside of these factors which have limited variability (Lievens & Highhouse, 2003). Companies may be able to do so by appealing to job seekers' values. As it is, researchers have found that employees and job seekers are increasingly looking for meaning and satisfaction in their jobs, and this can go beyond purely economic values (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Tilleman, 2012).

Research suggests that companies that engage in CSR in general tend to be more attractive to potential recruits (e.g. Aiman-Smith, Bauer, & Cable, 2001; Albinger & Freeman, 2000). Pro-environmental practices have been found to be very effective in talent attraction and retention. The same trend is found in studies that focus specifically on the environmental aspects of an organization's CSR (Barrena-Martínez, López-Fernández, Márquez-Moreno, & Romero-

Fernández, 2015; Behrend, Baker, & Thompson, 2009; Greening & Turban, 2000; Guerci, Montanari, Scapolan, & Epifanio, 2016; Hanson-Rasmussen, Lauver, & Lester, 2014; Odell, 2007).

Since an organization that can attract more applicants effectively increases its ability to hire top employees (Boudreau & Rynes, 1985), pro-environmental job ads may serve not only to attract applicants, but to attract *high-quality talents* as well. Additionally, a growing number of environmentally-conscious employees have surfaced in organizations and show stronger commitment to organizations engaging in CSR. This makes sense considering that an employee's commitment to an organization can be greatly influenced by how an individual's values fit the company's values (Mowday, Steers & Porter, 1979).

In studying the intricacies of how CSR and recruitment are closely related, scholars in the management literature often make use of the person-organization (P-O) fit perspective (Chapman et al., 2005; Kristof, 1996) to study the influence of CSR on recruitment. The P-O fit perspective suggests that job seekers perceive organizations through the lens of their own personal needs and wants. Therefore, job seekers feel more attracted to organizations that they believe share similar values with them. Since P-O fit has been reported as one of the strongest predictors of recruiting outcomes (Chapman et al., 2005), organizations can find ways to establish a stronger P-O fit with potential applicants to attract more talent.

Research shows that employees in companies where environmental sustainability is embedded in the organization have greater affective and normative commitment, resulting in lower turnover rates, saving organizations money in retraining new hires (Tilleman, 2012). On one hand, some scholars suggest that job applicants who place high importance on environmental sustainability may be more attracted to organizations that are environmentally friendly. For

example, Hanson-Rasmussen, Lauver, and Lester (2014) conducted a study at a Midwestern university in the United States to understand business students' perceptions of environmental sustainability in their job hunt. Using the person-organization (P-O) fit perspective (Chapman et al., 2005; Kristof 1996) they hypothesized that students who place high importance on environmental sustainability will perceive jobs at environmentally friendly organizations to be more attractive. Their hypothesis was supported, and they found that when comparing between two job choices, with other priorities being equal, environmental sustainability of a company becomes an even more crucial factor that job seekers who prioritize environmental sustainability consider in their job search (Hanson-Rasmussen, Lauver, & Lester, 2014).

On the other hand, other scholars argue that it is not just job applicants who prioritize environmental sustainability that are attracted to an environmentally-conscious organization. Behrend, Baker, and Thompson's (2009) study aimed to understand if job seekers' attraction to an organization would be moderated by their personal environmental stance. They designed an experiment where 183 participants were randomly assigned to view a fictitious recruitment page of an organization, one with pro-environmental messages, and one without. They found that participants who saw the pro-environmental message were more inclined to indicate their willingness to join the organization. However, they did not find that participants with more favorable attitudes towards the environment were significantly more attracted to the organization with pro-environmental messaging. Instead, participants regardless of their environmental stance, were more attracted to the environmentally friendly organization. This is corroborated with Greening and Turban's (2000) study that found that organizations that are more environmentally friendly, did have a positive effect on recruitment outcomes, but found no evidence that personal environmental concerns moderated this relationship.

While these studies make important contributions, they did not mimic the real-world experience of the recruitment process. Hanson-Rasmussen, Lauver, and Lester's (2014) study merely sent out a survey to students to draw a correlation between their personal environmental stance, and their hypothetical attraction and willingness to join environmentally friendly organizations, without any recruitment stimulus. Similarly, Greening and Turban's (2000) study did not incorporate a recruitment stimulus but required participants to indicate their job pursuit intentions based on a description of a particular organization. Both study designs raise questions of ecological validity (Brewer, 2000) considering that in the initial stages of the recruitment process, job seekers generally look at employment advertising in assessing attraction to an organization (Barber, 1998). Behrend, Baker, and Thompson's (2009) study was the closest in mimicking the real-world experience of recruitment. However, the stimulus was administered as a website printout, which does not reflect how young job seekers look for work, or even apply for jobs. According to a survey conducted by Pew Research Center, 83% of Americans between the age of 18 to 29 have researched on jobs online, and 79% applied for a job online (Smith, 2015). This means that there is a need for studies to reflect the shift in millennial job search to an online platform.

Despite these limitations, Hanson-Rasmussen et al. (2014), Greening and Turban (2000), and Behrend et al. (2009), still provide compelling evidence that pro-environmental messaging is positively related to job seekers' attraction. While there are other moderating factors such as one's personal environmental stance, the consensus amongst scholars is that pro-environmental messaging is an effective way to attract job seekers. As such, this paper aims to overcome some of the design limitations, and poses the following hypotheses:

Hypothesis 1a: First-time job seekers will be more attracted to organizations with pro-environmental job ads than those without pro-environmental job ads.

Hypothesis 1b: First-time job seekers will be more willing to join organizations with pro-environmental job ads than those without pro-environmental job ads.

As previously argued, while the consensus is that pro-environmental messaging is effective in attracting job seekers, scholars remain divided whether personal-environmental stance moderates this relationship. Would one need to have high levels of environmental consciousness before such messaging is effective? Therefore, this paper poses the following research question:

Research Question 1: Does personal environmental stance moderate the relationship between a pro-environmental job ad and first-time job seekers' attraction to the position and willingness to join an organization?

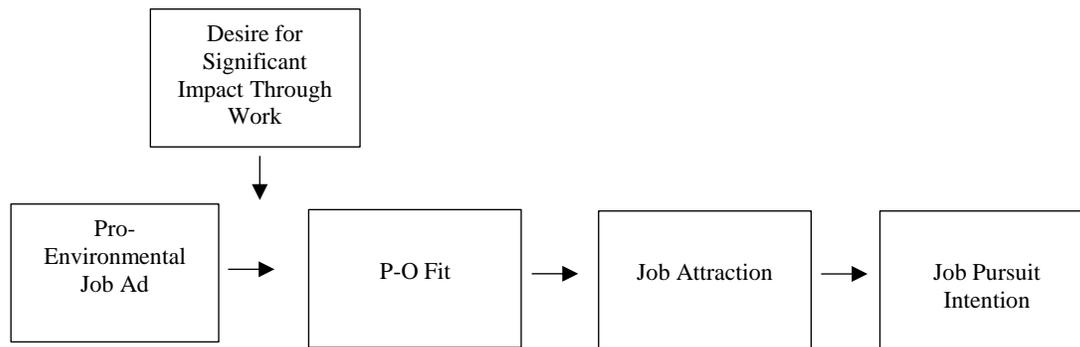
## **2.2. Framing CSR in Recruitment Ads**

Much of the research on the influence of CSR in recruitment has been concentrated in the management literature. However, there is a need to extend current knowledge to look beyond the management literature to understand how organizations can communicate their CSR to best recruit talents into their company. After all, based on framing theory (Entman, 1993), depending on how information is framed, existing schemas are activated, influencing how individuals perceive, discern, and process information (Fiske & Taylor, 1991). Framing has an applicability effect (Price & Tewksbury, 1997) whereby the effect of a particular frame is strengthened or

weakened based on how applicable they are to the audience's pre-existing cognitive schema. As such, informationally equivalent information can be understood differently based on how that information is presented (Scheufele & Iyengar, in press). The way in which organizations frame and communicate their CSR efforts may likewise have varying effects on how job seekers perceive the message, and the organization on a whole.

Currently, the use of framing theory by climate change communication scholars has been to promote attitudinal or behavioral change (e.g., Nisbet, 2009; Levine & Kline, 2017; Hart & Feldman, 2016), and not so much used to understand the framing of CSR in recruitment ads. Since the impacts of climate change are not easily perceptible and not viewed as personally relevant by some individuals, scholars argue that that is why it has been difficult to engage the public in climate change action (Gifford, 2008; Lorenzoni, Nicholson-Cole, & Whitmarsh, 2007). As such, there is a need to frame climate change in a manner that the public has prior knowledge of, making climate change relevant to them. Some scholars suggest framing climate change as a public health issue (Maibach, Nisbet, Baldwin, Akerlof, & Diao, 2010), while others suggest framing climate change in the context of its locality, to show how climate change impacts one's immediate surroundings (Scannel & Gifford, 2013). All of which aim to appeal to the pre-existing cognitive schema of the public. However, research on CSR communication using framing theory has been limited. Some scholars studied how the media frames CSR (Bortree, Ahern, Smith, & Dou, 2013; Lee & Kim, 2010), and its effects on the audience (Wang, 2007). While others have studied the kinds of frames organizations use in CSR reporting (Tengblad & Ohlsson, 2010). Yet, to date, no study has been conducted on using framing theory as a theoretical framework in understanding how organizations frame their CSR efforts in recruitment ads, and its influence on attracting job seekers.

As such, this study aims to conduct a preliminary examination into how different environmentally-friendly frames in recruitment ads will influence job seeker attraction. Previous scholars have suggested that pro-environmental messaging is an effective way to attract job seekers (Behrend, Baker, & Thompson, 2009; Greening & Turban, 2000; Gully, Phillips, Castellano, Han, & Kim, 2013; Hanson-Rasmussen, Lauver, & Lester, 2014) but will a pro-environmental job ad directed to how the position directly contributes to climate change action be a more effective way in attracting job seekers? Gully, Phillips, Castellano, Han, and Kim (2013) also argue that individuals with high desire for significant impact through their work (DSIW) would be a greater moderator for attraction to an organization. Gully and his team made use of an Internet-based consolidator of job advertisements to recruit 322 research participants who were randomly assigned a job advertisement that either had a strong social and environmental responsibility (SER) message, one with a weak SER message. They found that participants with high DSIW that were exposed to the strong SER message felt that they had a stronger P-O fit with the organization and were therefore more attracted and willing to join that organization. Basing off Gully et al. (2013) mediated moderation process model, this paper will look at the effect of two distinct types of pro-environmental job ad frames on job seekers' attraction and willingness to join an organization.



**Figure 1:** Mediated Moderation Process Model.

Figure 1 illustrates this model. “Social and Environmental Responsibility Message” has been modified to “Pro-Environmental Job Ad” to control for CSR that is focused on environmental sustainability. Two types of pro-environmental job ad frames will be used, one of an environmentally friendly company and one that is both environmentally friendly and shows how employees can contribute to climate action at the workplace. This paper argues that in the construction of a pro-environmental job ad, there is also a need to not only highlight how environmentally friendly an organization is, but also how job seekers can contribute to climate action at the workplace. According to framing theory, a message that articulates how joining the organization will contribute to climate change action, should activate job applicants’ existing schema for the desire of meaning and satisfaction at the workplace. This should then strengthen the effect of the pro-environmental frame and result in greater attraction and willingness to join that organization. As such, this study poses the following hypotheses:

Hypothesis 2a: Among those exposed to pro-environmental job ads, first-time job seekers will be more attracted to job ads emphasizing how job seekers can contribute to climate

action at the workplace compared to job ads emphasizing the general pro-environmental efforts of the organization.

Hypothesis 2b: Among those exposed to pro-environmental job ads, first-time job seekers will be more willing to join an organization when exposed to job ads emphasizing how job seekers can contribute to climate action at the workplace compared to job ads emphasizing the general pro-environmental efforts of the organization.

### **3. Methods**

#### **3.1. Sample**

Data in this study was collected from students at a large university in the southeastern US. Participants needed to belong to the millennial age group because according to research conducted by Pew Research Center, millennials are now the largest generation in the U.S labor force (Fry, 2018). As such, it is important for organizations to appeal to this group of individuals in the hunt for talent. According to the World Economic Forum (WEF), millennials are defined as young people aged 18 to 35 (World Economic Forum, 2017). Therefore, college students were chosen as a sample.

Students were recruited to participate in this study through dissemination of study link amongst public speaking instructors to their classes. A total of 347 responses were collected, with 32 responses being removed from the final data set due to missing data or answering “I do not consent” to the consent item, resulting in a final sample size of 315. Table 1 shows the sample characteristics. The mean age of the participants was 19.60 (SD = 1.30), and approximately 60.6% of participants were male. With regards to their year of study, 9.2% of participants were university freshman, 52.7% were sophomores, 25.7% were juniors, and 12.1%

of participants were listed as undergraduate seniors. The participants represented 10 colleges in the university, with 31.3% in engineering, 18.7% in agriculture and life sciences, and 17.1% in business. 77.5% of respondents self-reported that they describe themselves as “Caucasian or White”, 8.3% as “Asian”, 4.8% as “Other”, 4.4% as “Black or African-American”, 4.4% as “Hispanic”, and 0.6% as “Native Hawaiian or other Pacific Islands”. 44.1% of respondents self-reported approximate total household yearly income being more than \$100,000 a year, 21.6% between 75,000 to 100,00, 17.1% 50,000 to 74,999, 11.4% 25,000 to 49,999, and 3.5% less than 25,000.

### **3.2. Design and Procedures**

Participants were asked to imagine being a job seeker for the position of associate brand manager and were informed that they would view a fictitious recruitment advertisement. After completing the consent form, participants were randomly assigned to one of three conditions. One with a job ad without any pro-environmental message, one emphasizing the general pro-environmental efforts of the organization, and one with a job ad specifically emphasizing on how the job position contributes to climate action. All three stimuli were identical except in two parts of the stimulus. “At GlobeMax, we believe passionately in a purpose-driven business. By 2030, our goal is to halve the environmental footprint of the production and use of our products as we grow our business” was included in the company’s biography for both the general pro-environmental job ad and the specific pro-environmental job ad. Additionally, the specific pro-environmental job ad also included in its position description that “You care about a sustainable future: You develop innovative and sustainable marketing plans that create a bright future for our business and our planet. You lead marketing plans that help halve the greenhouse gas impacts of our products across their lifecycle by 2030.” To control for individual preferences for diverse

types of jobs, the job ad was for the position of a “Brand Manager”. While the position of a “Sales Associate” is the most popular job that college students hold after graduation (Moore, 2017), the position of a “Brand Manager” encompasses that of sales and marketing, which can appeal to an even broader range of candidates. After exposure to one of the three conditions, participants completed a questionnaire on their affect and willingness to join an organization, their personal environmental stance, and their DSIW.

The stimuli were pretested amongst 18 graduate students to ensure that they were distinct enough from one another with differing levels of environmental messaging. They were asked to rate how environmentally-friendly they felt each of the three companies were on a scale of one to 10. A manipulation check found that the three stimuli were indeed distinct from each other  $F(2) = 21.95, p < .00$ . The stimulus with the specific pro-environmental message scored the highest ( $M = 8.11, SD = 1.68$ ), followed by the one with a general pro-environmental message ( $M = 6.39, SD = 2.15$ ), and finally the job ad without an environmental message scored the lowest in perception of environmental-friendliness ( $M = 3.67, SD = 2.22$ ). The full survey was also sent out to five faculty members and two graduate students for believability, accuracy, and appropriateness.

**Table 1:** Sample Characteristics.

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Sex		
Male	191	60.6%
Female	121	38.4%
Other	2	0.6%
Race / Ethnicity		
Black or African-American	14	4.4%
Hispanic or Latina(o)	14	4.4%
Caucasian or White	244	77.5%
Native Hawaiian or Other Pacific Islands	2	0.6%
Asian	26	8.3%
Other	15	4.8%
Year of Study		
Freshman	29	9.2%
Sophomore	166	52.7%
Junior	81	25.7%
Senior	38	12.1%
Graduate student	1	0.3%
College Affiliation		
Agriculture and Life Sciences	59	18.7%
Design	10	3.2%
Education	13	4.1%
Engineering	97	30.8%
Humanities and Social Sciences	31	9.8%
Natural Resources	25	7.9%
Management	53	16.8%
Sciences	20	6.3%
Textiles	2	0.6%
Veterinary Medicine	0	0.0%
Family Income		
Less than \$25,000 / year	11	3.5%
\$25,000 - \$49,999 / year	35	11.1%
\$50,000 - \$74,999 / year	54	17.1%
\$75,000 - \$100,000 / year	68	21.6%
More than \$100,000 / year	139	44.1%

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N = 315

### 3.3. Variables

**Personal Environmental Stance.** Personal environmental sustainability stance was measured by averaging participants' responses to 13 items based on the new ecological paradigm (NEP) (Dunlap, Liere, Mertig, & Jones, 2000) questionnaire. A 1 (*strongly disagree*) to 7 (*strongly agree*) Likert scale asking participants how much they agree with statements like "Human population is approaching the limit the earth can support" and "Humans should modify the natural environment to suit their needs." Six of the 13 items were negatively worded, and reverse scored. These items were averaged to form a composite score, with higher scores indicating higher levels of environmental consciousness ( $M = 4.62$ ,  $SD = 0.80$ , Cronbach's  $\alpha = .80$ )

**Desire for Significant Impact through their Work.** To assess participants' DSIW, Morgeson and Humphrey's (2006) Work Design Questionnaire was used. The 4-item measure under the "Task Significance" dimension of the survey was adapted to a 1 (*strongly disagree*) to 7 (*strongly agree*) Likert scale. Following the work of Gully, Phillips, Castellano, Han, and Kim (2013), individual items in the measure were modified to focus on participants' desire to do work that is significant in improving the lives of others, and the larger society. For example, in Morgeson and Humphrey's (2006) original questionnaire, one of the items stated, "The job has a large impact on people outside the organization." This was then reworded to state "I want to do work that has a large impact on people outside the organization." These four items were averaged to form a composite score, with higher scores indicating a higher DSIW ( $M = 5.66$ ,  $SD = 0.95$ , Cronbach's  $\alpha = .89$ ).

**Attraction to Organization.** To operationalize attraction towards an organization, a 5-item measure was adapted from Highhouse, Lievens, and Sinar (2003). The measure used a 1

(*strongly disagree*) to 7 (*strongly agree*) Likert scale to measure participants' affect towards an organization. Respondents were asked the extent to which they agreed to statements such as "For me, this company would be a good place to work," and "I would not be interested in this company except as a last resort." One of the five items was negative worded, and reverse scored. These five items were averaged to form a composite score, with higher scores indicating a higher level of attraction to the organization ( $M = 4.70$ ,  $SD = 1.06$ , Cronbach's  $\alpha = .88$ ).

**Willingness to Join Organization.** Willingness to join an organization was similarly measured with Highhouse, Lievens, and Sinar's (2003) measures. The five-item measure used a 1 (*strongly disagree*) to 7 (*strongly agree*) Likert scale to measure participants' willingness to join the organization. Respondents were asked to the extent to which they agreed to statements such as "I would accept a job offer from this company," and "I would make this company one of my first choices as an employer." These five items were averaged to form a composite score, with higher scores indicating a higher level of willingness to join the organization ( $M = 4.77$ ,  $SD = 0.97$ , Cronbach's  $\alpha = .83$ ).

#### **4. Results**

The data collected in this experiment was examined in order to test the aforementioned hypotheses and research question using one-way ANOVA, ANCOVA, and an independent samples *t-test*. The statistic employed is acknowledged below alongside its corresponding hypothesis. After attending to each hypothesis in order of its presentation above, a discussion of the major findings and their implications is offered before presenting potential future research directions.

Hypothesis 1a predicted that first-time job seekers will be more attracted to organizations with pro-environmental job ads than those without pro-environmental job ads. No statistical difference was found between first-time job seekers' attraction to an organization between the three stimuli as determined by a one-way ANOVA,  $F(2) = .50, p = .61$ . While the recruitment ad without any environmental message was rated the lowest on this measure ( $M = 4.63, SD = 1.14$ ), the highest score was found with the general pro-environmental message ( $M = 4.78, SD = .95$ ) followed by the specific pro-environmental message ( $M = 4.68, SD = 1.08$ ). Therefore, hypothesis 1a was rejected.

Hypothesis 1b predicted that first-time job seekers will be more willing to join organizations with pro-environmental job ads than those without pro-environmental job ads. A statistically significant difference was also not found between first-time job seeker's willingness to join an organization and the job ad they were exposed to  $F(2) = 1.05, p = .35$ . The highest score was found with the general pro-environment message ( $M = 4.86, SD = .86$ ), followed by the one without any environmental message ( $M = 4.78, SD = 1.06$ ), and finally the one with the specific pro-environmental message ( $M = 4.67, SD = 1.02$ ). Therefore, hypothesis 1b was rejected.

To answer RQ1 of whether personal environmental stance moderates the relationship between a pro-environmental job ad and first-time job seekers' attraction and willingness to join an organization, a one-way ANCOVA was conducted. No statistically significance difference was found between recruitment ad and attraction to an organization after controlling for personal environmental stance,  $F(2, 311) = .58, p = .56$ . Similarly, no statistically significant difference was found between recruitment ad and willingness to join an organization after controlling for personal environmental stance,  $F(2, 311) = 1.11, p = .33$ . Therefore, personal environmental

stance does not moderate the relationship between job ad and organizational attraction or willingness to join.

Hypothesis 2a and 2b predicted that among those exposed to pro-environmental job ads, first time job seekers will be more attracted and willing to join an organization that emphasizes how job seekers can contribute to climate action at the workplace compared to job ads emphasizing the general pro-environmental efforts of the organization. An independent samples t-test was conducted and a statistically significant difference in attraction to an organization was not found between those exposed to the general pro-environmental job ad ( $M = 4.78, SD = .95$ ) and those exposed to a job ad about individual contribution to climate change at the work place ( $M = 4.68, SD = 1.08$ ),  $t(209) = .67, p = .50, d = 0.09$ . Similarly, a statistically significant difference in willingness to join an organization was not found between those exposed to the general pro-environmental job ad ( $M = 4.86, SD = .82$ ), and those exposed to the job ad with specific individual contribution at the work place ( $M = 4.67, SD = 1.02$ ),  $t(209) = 1.52, p = .13, d = 0.21$ . Therefore, hypotheses 2a and 2b were not supported

## **5. Discussion**

With an abundance of competitor companies, organizations are constantly looking for ways to attract new talent. Job ads serve as the first point of contact between a job seeker and the intention to click on the ad to apply for a position with the organization. Recruitment ads tend to be rather similar with a description of the company and the position in which they are hiring for. This lies the opportunity in which companies can differentiate themselves from the crowd of companies all vying for the same talent pool. Communicating one's CSR efforts can act as a point of differentiation which appeals to the values of young job seekers. This study aimed to

contribute to both the management and communication literature to explore whether different frames of CSR in job ads will have differing levels of efficacy in attracting millennial job seekers. Understanding the nuances in CSR communication in job ads can have very practical implications for organizations around the world.

This study did not find significant differences between the three stimuli and job seekers' attraction and willingness to an organization. The average response for all three stimuli were between "neither agree nor disagree" or "slightly agree". Researchers have debated the impact of the inclusion of a "neutral" option in surveys and some have argued that people often choose the "neutral" option for a variety of reasons (see Krosnick et al., 2002). One of which could be that participants were completing the survey to "satisfice" and chose the option that exerts the least effort. In this case, some participants might have felt that thinking about a career while still in college might be a daunting task. On top of having to think about how to do well in college and making the transition from high school to college, they also have a very short time period in which they will have to start applying for internships and jobs. For many of these college students, they might have chosen the option that was the "easiest" which would be the neutral option. In this way they do not have to put too more effort in the strenuous task of thinking about what they want in their future careers.

While comparing between the different job ads did not reveal any significant differences, a case still needs to be made for organizations to include pro-environmental messaging in their job ads. A further analysis found that communicating an organization's CSR efforts can still act as a point of differentiation for young job seekers. Compared to the other conditions, the job ad with a general pro-environmental message had the highest mean score in terms of attraction and willingness to join. This is consistent with previous studies that found that there is a positive

association between pro-environmental CSR and job attraction (Barrena-Martínez, López-Fernández, Márquez-Moreno, & Romero-Fernández, 2015; Behrend, Baker, & Thompson, 2009; Greening & Turban, 2000; Guerci, Montanari, Scapolan, & Epifanio, 2016; Hanson-Rasmussen, Lauver, & Lester, 2014; Odell, 2007). This provides some evidence that in designing recruitment messages, it is important for organizations to emphasize their CSR efforts not just on their CSR reports or on their websites, but also in their recruitment ads as well. This can provide an important signal to potential job applicants that the organization is committed to environmental conservation regardless of whether they have perused the organization's website or reports. As such, it would be beneficial for companies to include pro-environmental messaging in their job ads.

This study also sought to understand if one's personal environmental stance moderates this positive relationship between a pro-environmental job ad and first-time job seekers' attraction and willingness to join an organization. If only job applicants who are highly environmentally-conscious are attracted to a pro-environmental job ad, then it is difficult for organizations to make a case to change their current recruitment materials. After all, it does not make financial sense for organizations to create multiple job ads that appeal to different target audiences for a specific position. This study found no evidence that personal environmental stance moderates attraction and willingness to join an organization. Like Behrend, Baker, and Thompson (2009), and Greening and Turban (2000), this study did not find any evidence that personal environmental stance matters in influencing participants' perceptions of the job. That is to say that whether a job applicant identifies as being highly environmentally-conscious or not as environmentally-conscious, they were still more attracted and willing to join an organization with a pro-environmental message in their job ads. This finding is particularly useful for

organizations because this means that companies who have yet to incorporate environmental messages in their recruitment ads have even more reason to do so. There is no need to create multiple job ads since one with an environmental message can appeal to a larger group of individuals regardless of their environmental stance.

What was rather surprising was that the condition with specific pro-environmental message emphasizing individuals' contribution to climate action at the workplace did not have the highest scores in attraction and willingness to join, as previously hypothesized. This condition had scores that while higher than the stimulus without an environmental message, but lower than that of the general pro-environmental message. Framing theory suggests that a pro-environmental message should activate job applicants' existing schema that they care about the environmental or want to have a positive impact at the workplace. A specific pro-environmental message like "you develop innovative and sustainable marketing plans that create a bright future for our business and our planet" should have a greater effect in activating their existing schema. However, the specific pro-environmental had limited effect in influencing job seekers' attraction and willingness to an organization compared to just a general pro-environmental message. Perhaps the emphasis on the individual contribution resulted in reactance (Brehm, 1996) towards the message. Reactance theory argues that when a perceived freedom is threatened, individuals will be motivated to reestablish that freedom. By highlighting how the job scope directly contributes to climate action could bring applicants' attention to the job ad's deliberate use of persuasive messaging to attract them. The freedom of making a choice based on one's own contemplation is then compromised when individuals are cognizant to the job ad's persuasive intention.

Alternatively, the specific pro-environmental message might have led to heightened skepticism towards the true intentions of the organization's CSR efforts (Romani, Grappi, & Bagozzi, 2016). In this case, perhaps the job ad might have led individuals to question the legitimacy of the impact of their position as "Brand Manager" on the environment. Participants might have found it difficult to make the association between "sustainable marketing plans" and environmental impact as well as how the position truly contributes to climate change action. This finding suggests that organizations should find ways to appeal to potential applicants' values without being too overt or oversell the position's influence on climate change action.

This study is not without limitations. The first limitation is that some participants in this study may have been too young to think about their careers. While this study aimed to look at millennial-aged first-time job seekers, more than half of the participants were sophomores in college. With at least more than 2 years before they graduate, it might be difficult for these participants to envision the kind of jobs that they would want to pursue in the future. They might not be at a point in their lives where they are actively thinking about the specificities of a job that they would be attracted to or be willing to join. Furthermore, Furrer and colleagues (2010) argue that age is a key attribute in shaping environmental consciousness. They found that age affected expectations and job search intentions of their older participants that was reflected in higher ratings of a company's CSR. Future research would benefit from looking primarily at seniors in college, who will be a group of individuals that are not only millennials but are also truly actively looking for jobs upon graduation.

Another limitation is the lack of ecological validity. This study was designed to overcome some of the specific limitations of previous studies. The use of a job ad that is based very closely on a legitimate job ad posted on a recruitment site was meant to provide a recruitment stimulus

that was lacking in Hanson-Rasmussen, Lauver, and Lester's (2014), and Greening and Turban's (2000) study. The administering of the survey online was to mimic the trend of job application online that was missing from Behrend, Baker, and Thompson's (2009) study. Additionally, the sample was made up of students from a variety of majors and departments to improve generalizability. However, one aspect that this study was unable to overcome was that data was collected within the context of a classroom. This still does not realistically reflect the job search process. The fact that an instructor disseminated the study link to participants might have also made affected the validity of the study. Additionally, the use of the position "brand manager" might have unintended implications. Participants might have viewed "brand manager" as just a public relations position to further promote "greenwashing". Alternatively, the position includes the term manager, which might have seemed too good to be true for a first-time job seeker. While the term "manager" was meant to signify the management of the branding of the company, rather than the position of a "manager" in the typical corporate hierarchy, this might have had implications in their response to the survey. Future research could improve on the ecological validity of this study by incorporating the stimulus and survey on an actual job search site, whereby potential participants "chance" upon the job ad. Additionally, modifications to the stimulus should be made to reflect a more neutral and entry level position such as "Marketing Communications Executive".

The use of only one message stimulus to represent each message type can also be seen as a limitation of this study as well. This study was unable to conclude that the use of a specific pro-environmental message is effective in attracting job applicants. However, the specific pro-environmental message was used to represent this treatment level which means that one cannot conclude that specific pro-environmental messages do not work, but that the *exact* message used

did not have an effect (Thorson, Wicks, & Leshner, 2012). Future research should try to replicate this study and make use of multiple specific pro-environmental messages to identify whether specific pro-environmental messages work, and which types of specific messages work better than others.

Another area for future research is to understand if exposure to a pro-environmental message could lead to lowered perceptions of one's environmental stance. While beyond the scope of this study, statistical analysis point to this possibility. There was a statistically significant difference in personal environmental stance between the three stimuli as determined by a one-way ANOVA,  $F(2) = 3.698, p = .026$ . Post hoc comparisons using the Tukey HSD test indicated that the mean score for the recruitment ad without an environmental message ( $M = 4.79, SD = .80$ ) was significantly different from the pro-environmental condition ( $M = 4.50, SD = .72$ ). However, there were no significant differences between the specific pro-environmental message ( $M = 4.58, SD = .85$ ) and the other conditions. Participants who were exposed to the pro-environmental message rated their personal environmental stance lower than those who were exposed to the recruitment ad without an environmental message. This could have implications not just for businesses, but also to overall climate change communication. Should campaign designers include pro-environmental messages in their campaign materials, they will need to think about how the message will be perceived by their target audience. If there are unintentional effects that come with pro-environmental messages, then perhaps alternative means of communication is needed.

## 6. Conclusion

While the results of this study were not as previously hypothesized, it still suggests that millennial job seekers tend to be more attracted and willing to join organizations with pro-environmental messaging. However, caution needs to be taken in using pro-environmental messages that are specific to the position since it consistently scored lower than the general pro-environmental message. Ultimately, millennial job seekers are looking for a variety of signals that give them insight into what working with an organization will entail. The use of pro-environmental messages might still serve to attract them and organizations who are already incorporating such messages into their job ads should continue to do so. Additionally, organizations who have not yet done so, should really reconsider their recruitment materials, and find ways to include such messages to improve their recruitment rates.

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## APPENDICES

## APPENDIX A

**GlobeMax**  
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**Associate Brand Manager**  
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Company Rating

3.9 ★ ★ ★ ★ ★

Glassdoor Estimated Salary ⓘ

**\$50,000/year** \$40k — \$60k

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Working at GlobeMax as an Associate Brand Manager means you are joining a world-class marketing organization that has produced many of the world's most beloved brands – brands with a purpose.

For our part, we commit to providing you with experiences that allow you to become a world-class marketer, to bring your purpose in life to work, and give you the growth opportunities you need for long-term career success. With amazing benefits and a state-of-the-art newly remodeled headquarters, you will have the support you need to bring your whole self to work each and every day, to thrive, to drive your business, and to work on projects that excite you.

### **Who You Are & What You Will Do**

**You're a born leader:** You demonstrate strong leadership skills as you interact with multi-functional local or global teams and agency partners. You provide guidance of all brand communication and innovation development.

**You're a story teller:** You develop integrated marketing plans and execute activation programs. You lead the communication process and become the key contact point with agency partners and liaise with local teams to bring projects to life in the most engaging and relevant way.

**You lead & inspire bold creative work:** You lead and develop new brand communication toolkits by managing key agencies and controlling global needs. You lead brand innovation projects, partner in the launch management of innovation, developing and delivering quality.

**You execute flawlessly, track & optimize:** You work closely with the local or global Marketing teams to ensure consistent and flawless activation. You support the Brand Manager in delivery of innovation project across multiple regions on time and to GlobeMax's high-quality standards.

## APPENDIX B

**GlobeMax**  
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**Associate Brand Manager**  
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Company Rating

3.9 

Glassdoor Estimated Salary 

**\$50,000/year** 

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At GlobeMax, we believe passionately in a purpose-driven business. By 2030 our goal is to halve the environmental footprint of the production and use of our products as we grow our business. Working at Globemax as an Associate Brand Manager means you are joining a world-class marketing organization that has produced many of the world's most beloved brands – brands with a purpose.

For our part, we commit to providing you with experiences that allow you to become a world-class marketer, to bring your purpose in life to work, and give you the growth opportunities you need for long-term career success. With amazing benefits and a state-of-the-art newly remodeled headquarters, you will have the support you need to bring your whole self to work each and every day, to thrive, to drive your business, and to work on projects that excite you.

### **Who You Are & What You Will Do**

**You're a born leader:** You demonstrate strong leadership skills as you interact with multi-functional local or global teams and agency partners. You provide guidance of all brand communication and innovation development.

**You're a story teller:** You develop integrated marketing plans and execute activation programs. You lead the communication process and become the key contact point with agency partners and liaise with local teams to bring projects to life in the most engaging and relevant way.

**You lead & inspire bold creative work:** You lead and develop new brand communication toolkits by managing key agencies and controlling global needs. You lead brand innovation projects, partner in the launch management of innovation, developing and delivering quality.

**You execute flawlessly, track & optimize:** You work closely with the local or global Marketing teams to ensure consistent and flawless activation. You support the Brand Manager in delivery of innovation project across multiple regions on time and to GlobeMax's high-quality standards.

## APENDIX C

**GlobeMax**  
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WORLD'S FUTURE LEADERS







**Associate Brand Manager**  
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---

Company Rating

3.9 

Glassdoor Estimated Salary 

\$50,000/year 

**HOT** people are looking at this job. Apply now.

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At GlobeMax, we believe passionately in a purpose-driven business. By 2030 our goal is to halve the environmental footprint of the production and use of our products as we grow our business. Working at GlobeMax as an Associate Brand Manager means you are joining a world-class marketing organization that has produced many of the world's most beloved brands – brands with a purpose.

For our part, we commit to providing you with experiences that allow you to become a world-class marketer, to bring your purpose in life to work, and give you the growth opportunities you need for long-term career success. With amazing benefits and a state-of-the-art newly remodeled headquarters, you will have the support you need to bring your whole self to work each and every day, to thrive, to drive your business, and to work on projects that excite you.

### Who You Are & What You Will Do

**You care about a sustainable future:** You develop innovative and sustainable marketing plans that create a bright future for our business and our planet. You lead marketing plans that help halve the greenhouse gas impacts of our products across their lifecycle by 2030.

**You're a born leader:** You demonstrate strong leadership skills as you interact with multi-functional local or global teams and agency partners. You provide guidance of all brand communication and innovation development.

**You're a story teller:** You develop integrated marketing plans and execute activation programs. You lead the communication process and become the key contact point with agency partners and liaise with local teams to bring projects to life in the most engaging and relevant way.

**You lead & inspire bold creative work:** You lead and develop new brand communication toolkits by managing key agencies and controlling global needs. You lead brand innovation projects, partner in the launch management of innovation, developing and delivering quality.

**You execute flawlessly, track & optimize:** You work closely with the local or global Marketing teams to ensure consistent and flawless activation. You support the Brand Manager in delivery of innovation project across multiple regions on time and to GlobeMax's high-quality standards.

## APPENDIX D

### **North Carolina State University Information Sheet for RESEARCH**

**Title of Study:** Framing CSR in Recruitment Ads (14039)

**Principal Investigator:** Nicholas Eng Jun Hao, M.S. Communication Candidate  
Department of Communication, North Carolina State University

#### **What are some general things you should know about research studies?**

You are being asked to take part in a research study. Your participation in this study is voluntary. You have the right to be a part of this study, to choose not to participate or to stop participating at any time without penalty. The purpose of this research study is to gain a better understanding of Corporate Social Responsibility and recruitment. You are not guaranteed any personal benefits from being in a study. Research studies also may pose risks to those who participate. In this consent form you will find specific details about the research in which you are being asked to participate. If you do not understand something in this form it is your right to ask the researcher for clarification or more information. A copy of this consent form will be provided to you. If at any time you have questions about your participation, do not hesitate to contact the researcher(s) named above or the NC State IRB office as noted below.

#### **What is the purpose of this study?**

The purpose of the study is to understand how different Corporate Social Responsibility frames in recruitment ads have varying effects on job applicants' attraction and willingness to join an organization.

#### **Am I eligible to be a participant in this study?**

In order to be a participant in this study you must be between 18 and 35 years of age at the point of the study, be currently pursuing a college degree or have graduated from college in America, and are, or will be, first-time job seekers of full-time employment.

#### **What will happen if you take part in the study?**

If you agree to participate in this study, you will be asked to imagine yourself as a job seeker for the position of Associate Brand Manager. You will read a fictitious recruitment advertisement by GlobeMax. You will then answer questions about your attraction to and willingness to join this organization. You will also complete a series of questions with regards to your personal environmental stance, job expectations, and demographic information. The study will take approximately 10 to 15 minutes and will be conducted on your personal electronic device. All data collected will be kept confidential and be kept separate from the demographic information that you provide.

#### **Risks and Benefits**

There are minimal risks associated with participation in this research (for example, if the research data were to be stolen). However, the study includes measures to protect your identity and confidentiality which you can review in the section on Confidentiality below. There are no direct benefits to your participation in the research. The indirect benefits of your participation

include a contribution to both the communication and management literature to better understand how Corporate Social Responsibility can be used in recruitment. Additionally, your participation can also provide the industry with insight on the attitudes and beliefs of young job seekers on employment.

### **Confidentiality**

The information in the study records will be kept confidential to the full extent of the law. Demographic data will be recorded and collected and will be kept in a master list separate from your responses in the questionnaire. Demographic information in this master list will not be paired with any identifiers. Data will be stored securely in a password-protected laptop and portable hard drive that will be kept in the Teaching Assistants' office. No reference will be made in oral or written reports which could link you to the study.

### **Compensation**

You will not receive anything for participating.

### **What if you are a NCSU student?**

Participation in this study is not a course requirement and your participation or lack thereof, will not affect your class standing or grades at NC State.

### **What if you have questions about this study?**

If you have questions at any time about the study itself or the procedures implemented in this study, you may contact the researcher, Nicholas Eng Jun Hao, Winston Hall 201, Box 8104, NCSU Campus Raleigh, NC 27695, 919-931-6987.

### **What if you have questions about your rights as a research participant?**

If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact the NCSU IRB Office via email at [irb-director@ncsu.edu](mailto:irb-director@ncsu.edu) or via phone at 1.919.515.4514.

### **Consent To Participate**

"I have read and understand the above information. I have received a copy of this form. I agree to participate in this study with the understanding that I may choose not to participate or to stop participating at any time without penalty or loss of benefits to which I am otherwise entitled."

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You will first be presented with a recruitment ad by GlobeMax. Please read the recruitment ad carefully, before moving on with the survey. After you have read the recruitment ad, you will then answer questions about your attraction to and willingness to join this organization. Finally, you will complete a series of questions with regards to your personal environmental stance, job expectations, and demographic information.

## APPENDIX E

Imagine yourself as a job seeker for the position of Associate Brand Manager and read the following recruitment ad by GlobeMax.

1. Based on the job ad that you have read, answer the following questions regarding your attraction towards GlobeMax

	Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Neither agree nor disagree (4)	Slightly agree (5)	Agree (6)	Strongly agree (7)
For me, this company would be a good place to work.							
I would not be interested in this company except as a last resort.							
This company is attractive to me as a place for employment.							
I am interested in learning more about this company.							
A job at this company is very appealing to me.							

2. Based on the job ad that you have read, answer the following questions regarding your willingness to join GlobeMax

	Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Neither agree nor disagree (4)	Slightly agree (5)	Agree (6)	Strongly agree (7)
I would accept a job offer from this company.							
I would make this company one of my first choices as an employer.							
If this company invited me for a							

job interview, I would go.							
I would exert a great deal of effort to work for this company.							
I would recommend this company to a friend looking for a job.							

3. Now that you have finished answering questions relating to your attraction and willingness to join GlobeMax, the following questions will ask you about your personal environmental stance.

	Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Neither agree nor disagree (4)	Slightly agree (5)	Agree (6)	Strongly agree (7)
Human population is approaching the limit the earth can support.							
Humans should modify the natural environment to suit their needs.							
When humans interfere with nature it produces disastrous consequences.							
Human ingenuity will insure that we do NOT make the earth unlivable.							
Humans are severely abusing the environment.							
Earth has plenty of natural resources if we just learn how to develop them.							
Plants and animals have as much right as humans to exist.							

The balance of nature is strong enough to cope with the impacts of modern industrial nations.							
Despite our special abilities humans are still subject to the laws of nature.							
The “ecological crisis” facing humankind has been greatly exaggerated.							
The balance of nature is very delicate and easily upset.							
Humans will eventually learn enough about how nature works to be able to control it.							
If things continue at their present rate, we will soon experience a major ecological catastrophe.							

4. The following questions will ask you about what you value in the workplace:

	Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Neither agree nor disagree (4)	Slightly agree (5)	Agree (6)	Strongly agree (7)
I want to work in a company where the results of my work are likely to significantly affect the lives of other people.							
I want to do work that is relevant and important in the broader scheme of things.							

My goal is to do work that has a large impact on people outside the organization.							
When selecting between job opportunities, I would choose the one that has a significant impact on people outside the organization.							

5. The following questions will ask you for some basic demographic information:

Age

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Sex

- Male
- Female
- Other

Race / Ethnicity

- Black or African-American
- Hispanic or Latina(o)
- Caucasian or White
- Native Hawaiian or Other Pacific Islands
- Asian
- Other

Year of Study

- Freshman
- Sophomore
- Junior
- Senior
- Graduate student

**College**

- College of Agriculture and Life Sciences
- College of Design
- College of Education
- College of Engineering
- College of Humanities and Social Sciences
- College of Natural Resources
- Poole College of Management
- College of Sciences
- College of Textiles
- College of Veterinary Medicine

**Family's approximate yearly income**

- Less than \$25,000 / year
- \$25,000 - \$49,999 / year
- \$50,000 - \$74,999 / year
- \$75,000 - \$100,000 / year
- More than \$100,000 / year