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EFFECTS IF CLARITY AND LOCUS OF CONTROL ON OUTCOMES OF RJPS

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EFFECTS OF CLARITY AND LOCUS OF CONTROL ON OUTCOMES OF
RJPS

A Thesis

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Partial Fulfillment of the

Requirement for the Degree of

Master of Arts

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VITA

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CHAPTER I

INTRODUCTION

Realistic job previews (RJPs) are key tools used in organizations to help applicants learn more about a job and the organization. The positive effects of RJPs are well-documented, including lower turnover (Wanous, Poland, Premack, & Davis, 1992), higher job satisfaction (Phillips, 1998; Wanous et. al), and higher organizational commitment (Wanous et al.).

This extends these previous findings by examining how the actual content of the RJP may affect individuals. The clarity of the RJP, defined as the degree to which it is non-contradictory, and the primed locus of control of the RJP are content variables that can affect individuals and thus affect the outcomes of RJPs. Overall, results revealed that primed locus of control affects job satisfaction; however, RJP content variables do not generally affect job or organizational attitudes.

Rationale

Realistic job previews (RJPs) are a method of providing job information to individuals entering an organization prior to their accepting a job (Wanous, 1976). RJPs are derived from the work of Weitz (1956), who found that job turnover was higher among employees who did not receive honest information about the job during their interview. RJPs can contain many types of job-specific information, such as the work setting, number of hours worked, and type of supervision, or organization-specific information such as the culture and values of the organization (Wanous, 1989). Traditionally, RJPs are presented during “organizational entry” (Wanous, 1973), the period of time between an applicant’s first contact with the organization and his or her first day on the job. They can be presented earlier in the hiring process to increase self-selection (Breaugh, 1983; Wanous, 1989) or later to decrease the cost of the RJP, because fewer people remain (Wanous, 1989). They differ from recruitment, in that recruitment techniques exist to encourage individuals to apply for a job while RJPs exist to eliminate applicants who might leave the job shortly after accepting it (Wanous, 1973; 1989).

RJPs were initially designed to lower voluntary turnover in jobs. According to early RJP researchers (Wanous, 1973; Weitz, 1956), presenting information about a job would allow individuals to understand the job more fully prior to accepting it. Further research has identified a broad range of job attitudes that RJPs affect, such as job satisfaction, organizational commitment, and voluntary turnover (Phillips, 1998; Wanous, Poland, Premack, & Davis, 1992).

No research, though, has specific manipulated RJP content variables, like scope and negativity (Wanous, 1989), to examine their effects on these outcomes. This research proposes that two particular content variables, clarity of the RJP and primed locus of control, can have profound effects on the outcomes of RJP.

Review of Earlier RJP Research

Realistic job previews have been demonstrated to have positive effects for organizational newcomers. For example, early work found that individuals who were given RJP tended to have less voluntary turnover (Farr, O'Leary, & Bartlett, 1973; Wanous, 1973). A meta-analysis by Wanous and colleagues (Wanous, Poland, Premack, & Davis, 1992) found that RJP were related to increased job satisfaction, organizational commitment, and intent to remain. The most recent meta-analysis, Phillips (1998), found that RJP led to individuals leaving the selection process less often while also confirming earlier findings relating RJP to lower turnover.

A major question on which RJP researchers have focused is the process through which RJP work. Several theories have been proposed, and none have received consistent support. Porter and Steers (1973) suggested that the degree to which individuals' expectations about the job are met was the key mediating process. According to their theory, when individuals' expectations are not fulfilled by a job, withdrawal occurs; this withdrawal leads to job dissatisfaction and turnover.

Research on this theory, though, has been mixed. Early research supported the idea of met expectations as the theoretical explanation for how RJPs affect job attitudes (Farr, O’Leary, & Bartlett, 1973; Ilgen & Seely, 1974). However, later researchers testing this hypothesis have found little effect of met expectations (Reilly, Brown, Blood, & Maltesta, 1981). Research has also identified many methodological issues associated with examining this hypothesis (Irving & Meyer, 1994; 1999), such as measurement issues associated with asking individuals about their expectations at only one time. Meta-analytic reviews have found support for the role of met expectations (Philips, 1998; Wanous, Poland, Premack, & Davis, 1992); however, this theory has received little research attention after the methodological issues were identified.

A second theory of RJP effectiveness has focused on the degree to which RJPs foster matching between individuals’ needs and job demands (Wanous, 1978). Individuals, according to this theory, try to match their needs with what organizations provide; the RJP acts as a method of determining what needs the organization might be able to meet. However, little support for this model in organizational newcomers has been found (Vandenberg & Scarpello, 1990).

RJPs have also been proposed to activate coping strategies in newcomers. This theory suggests that RJPs “vaccinate” individuals (Wanous, 1978), mobilizing their coping mechanisms to deal with the stress resulting from entering a new organization. This model has also received little support, with RJPs being ineffective at altering levels of state anxiety (Fan & Wanous, 2008).

A fourth theory of RJP effectiveness centers on perceptions of organizational honesty. This theory suggests that when organizations use RJPs to present information about jobs, they fulfill part of their psychological contract with employees (Breugh & Starke, 2000) leading to employees' increased perceptions of honesty (Earnest, Allen, & Landis, 2011). A meta-analytic path model developed using the RJP literature found support for the mediating effect of organizational honesty (Earnest et al.). However, this theory has not received much research attention.

The failure for RJP models to find support can be attributed to differences in the structure and content of the RJP across studies. Breugh (1983) identifies boundary conditions outside of which RJPs would not be effective. The first boundary condition is employee perception of choice; individuals must feel that they are able to self-select out of a job if the RJP gives them undesirable information (Breugh, 1983). If the individual only has one job offer, Breugh (1983) suggests that he or she will accept it, regardless of what information the RJP might present. The second boundary condition is presence of unrealistic expectations. Breugh posits that RJPs will not affect job attitudes when individuals already understand the job and the organization.

Breugh suggests that failure to respect these conditions when designing RJP experiments could lead to negative or mixed findings. Given that RJP research designed after Breugh (1983) still failed to find consistent support for models of the effects of RJPs on job attitudes, it is likely that further boundary conditions exist. The proposed study suggests that two potential boundary

conditions exist: the content of the RJPs must be non-contradictory, and the RJP content must be written to activate an internal locus of control. Only when these two conditions are fulfilled will RJPs be effective in increasing job satisfaction and decreasing turnover. It is hoped that, if positive results are found, future research will consider these conditions.

RJP Content

One potential boundary condition that has received little research attention is RJP content. Wanous (1989) described three important content variables to consider when designing an RJP: information, scope, and negativity. Information refers to the type of information about the job presented in the RJP. According to Wanous, two types of information exist. Descriptive information focuses on elucidating key attributes of the job such as pay, promotion opportunities, and hours worked. Judgmental information focuses on aspects of the job that satisfy or dissatisfy employees in general; for example, Wanous suggests that RJPs might present judgmental information related to the type of supervision to expect. Wanous does not suggest that either of these information types is necessarily better. Instead, each information type has an associated goal. Descriptive information is proposed to be related to an accurate description of the job, while judgmental information is proposed to increase the effectiveness of RJPs on job attitudes.

Wanous' (1989) scope variable in RJPs refers to the amount of information presented in RJP content. Extensive scope RJPs present as much

information as possible about a job; intensive scope RJPs, though, present only key information and facts about the job. Wanous (1989) suggests considering organizational constraints such as time and cost when making the decision between extensive and intensive scope. However, in general, Wanous favors intensive scope because it presents information in a clear way; key information is not lost among less important facts.

Wanous (1989) proposed a third important content variable: negativity. Negativity refers to the degree of negative information conveyed by the RJP. Only two types of negativity are considered by Wanous: medium and high. An RJP using high negativity would present mostly negative information about a job, maximizing self-selection. RJPs with medium negativity present both negative and positive information about the job. It is suggested that high negativity is undesirable, as it may be too powerful in discouraging applicants from accepting the job and may leave the organization administering the RJP open to legal challenges.

These content variables, according to Wanous (1989), affect how much individuals attend to the information in RJPs and how well the RJPs work. For example, turnover intentions, typically lowered by RJPs, can be further decreased by using highly negative information to discourage individuals from accepting the job.

Wanous (1989), however, offered suggestions to readers rather than conclusions based on research. The proposed study will research two of these

content variables and examine whether the findings suggested by Wanous (1989) are valid.

Two content variables are proposed in this study. First, the clarity of the RJP is suggested to affect outcomes. The clarity of an RJP refers to whether the information contained within it is contradictory. This variable is related to Wanous' (1989) scope content variable. For example, an RJP might suggest that employees are able to set their own hours, then later describe that employees must work the hours that their supervisor works. Clarity is likely to become more important as more information is added to the RJP (i.e., Wanous' variable of scope is made more extensive); as more information is added, the potential for two pieces of information to contradict each other increases.

The second content variable proposed is the locus of control activated by the RJP. This is related to Wanous' (1989) information variable. Descriptive and judgmental information about the job may both contain cues that activate a specific locus of control. For example, RJP's describing how individuals can negotiate their pay may activate an internal locus of control. An RJP presenting this information as a judgment, such as by referring to how infrequently this is done, may activate an external locus of control. Thus, it is important to consider the type of information in the RJP; the content might contain cues that activate different loci of control.

Although a researcher's experience has suggested that content variables are important to RJP effectiveness (Wanous, 1989), no research has been done to

explore this statement further. The proposed study aims to fill this gap by testing two specific content variables.

RJP Clarity

The first independent variable of interest in the proposed study is RJP clarity. As described earlier, this is a content variable related to Wanous' (1989) scope variable.

The importance of clarity of information was recognized by early organizational theorists, such as Luthar Gulick, who stressed the importance of unity of command. Individuals with more than one supervisor could receive contradictory commands and be unsure what they should do (Gulick, 1937). Research in other areas of psychology has found that individuals often interpret unclear information based on the context and their emotional state (Blanchette & Richards, 2003; Sereno, 1995). This suggests that unclear information may be interpreted in different ways.

Wanous (1989) further discussed the importance of clear information in RJPs. In discussing the importance of scope of content in RJPs, Wanous suggested that more extensive RJPs can lead to contradictory or confusing information. In order to resolve this problem, Wanous recommended using an intensive RJP, with a few key pieces of information about the job. Furthermore, Wanous and colleagues (Wanous, Poland, Premack, & Davis, 1992) suggest that unclear information provided after an RJP can influence individuals' expectations and decrease their job attitudes.

The major type of unclear information with which Wanous and colleagues (Wanous, 1989; Wanous et al., 1992) are concerned is information with dialectical contradictions. This refers to a logical contradiction in information: a proposition (A) and its denial (not A) cannot be simultaneously true (Engestrom & Sannino, 2011). For example, a dialectical contradiction exists when organizational newcomers are told “the majority of work will be completed in teams” and “the majority of work will be completed by individuals working alone.” These two statements cannot be simultaneously true. These contradictions can be difficult to resolve for the decision-maker, as he or she attempts to balance both competing ideas (Engestrom & Sannino). In terms of an RJP, this would be demonstrated with increased indecision and lower job attitudes, as implied by Wanous (1989).

The assumption that contradictory information will lead to decreased job attitudes has not been tested, though. The proposed study will examine how individuals are affected when contradictory information is provided during the RJP. In line with the suggestions of Wanous and colleagues (Wanous, 1989; Wanous et al., 1992), RJP clarity will be defined as the presentation of non-contradictory information. Similarly, Wanous (1989) informs the hypothesized direction of the effect. It is hypothesized that individuals will have lower job attitudes after being presented with contradictory RJP information.

Locus of Control

A second content variable that could affect outcomes of RJPs is the locus of control activated by the RJP; this is the second independent variable to be manipulated in the proposed study. Locus of control has been defined as the “generalized expectancy that rewards, reinforcements, or outcomes in life are controlled either by one’s own actions (internality) or by other forces (externality)” (Spector, 1988). This orientation can lead to a variety of work-related outcomes, such as job satisfaction and turnover intentions (Ng, Sorenson, & Eby, 2006).

Locus of control, specifically internal locus of control (internal LoC) has been related to positive work outcomes. Spector (1982) described four reasons that internal LoC might be related to higher job satisfaction. Employees with an internal LoC are suggested to be more likely to quit an unsatisfying job, perform better, be promoted more often, and develop reasons why a seemingly unsatisfying job might be rewarding (through cognitive dissonance reduction; Spector, 1982). Research has found this positive effect of internal LoC on satisfaction (Ng et al., 2006). Performance has also been shown to be related to LoC; individuals with a more internal LoC have higher levels of task performance and higher performance ratings (Erez & Judge, 2001). Reviews of the LoC literature have found similar positive relationships. A meta-analysis by Judge and Bono (2001) found that internal LoC was related to increased job satisfaction. As described by Ng and colleagues (Ng et al., 2006), LoC can affect an employee’s

entire organizational life: all of the aspects of their time in the organization, including organizational entry.

Furthermore, LoC has been suggested to differ in domains. General locus of control has been suggested to be a broad construct, with domain-specific loci of control (health-related, work-related) existing within it (Wang, Bowling, & Eschelman, 2010). General LoC has been shown to relate to work outcomes such as turnover intentions; however, work LoC shows a stronger relationship with these outcomes (Wang et al.). For example, Wang and colleagues (Wang et al.) found that while general LoC was not related to job satisfaction, work LoC was related, with more internal LoC corresponding to higher job satisfaction. General LoC was able to predict turnover intentions; however, the relationship between work LoC and turnover intentions was about three times stronger. This suggests that, although general LoC is related to some job attitudes, work LoC is more strongly related to the same attitudes.

Given that work LoC affects general job attitudes after individuals are in a job, it may also affect individuals' first stage of organizational life: organizational entry. It is at this stage that RJPs are used (Wanous, 1989); therefore, it is possible that RJPs activating internal LoC may affect job attitudes positively.

Primed Locus of Control

The proposed study will examine LoC by priming participants. Little research has manipulated LoC in this matter; however, given that LoC differs in

situations (Wang et al.), it is possible to manipulate situational characteristics to produce different loci. For example, Cortez and Blunt Bugental (1995) primed LoC by presenting children with videos that reflected child control (internal LoC) or adult control (external LoC). This manipulation was done in two ways: by using a child (vs. adult) narrator for the video and by using children (vs. adults) as heroes in the video. Using these situational manipulations resulted in the production of either an internal or external LoC for the study task.

The proposed study will prime LoC in a similar way: using the narrator and story content. By using an employee as a narrator, it is expected that individuals' internal LoC will be more activated; using a manager as a narrator will lead to the activation of external LoC. This will lead to effects on job attitudes. Colarelli (1984) used a similar design when investigating RJPs for bank tellers. When incumbent tellers administered an RJP, effects for newcomers were stronger; specifically, job turnover was lower (Colarelli, 1984).

Locus of Control in RJPs

Colarelli (1984) is one of the few researchers to address any aspect of LoC in RJP research. The proposed study will examine LoC more directly than Colarelli (1984). The positive effect for the experimental manipulation used by Colarelli informs the hypotheses proposed for this experiment.

Presented with an RJP that activates an internal LoC, individuals may feel the positive outcomes that have been associated with RJPs. Specifically, the internal LoC will be activated by seeing an employee give RJP information and

by reading content designed to activate internal LoC. This will lead to increases in job satisfaction and decreases in turnover intentions. An internal LoC will lead to individuals feeling that they have control over the job; this will, in turn, cause the same positive effects found in the research described previously.

General Locus of Control as a Covariate

As described above, general LoC is related to job attitudes such as turnover intentions (Wang et al., 2010). This potential effect could be included as error variance in any statistical analyses, despite the fact that it is known to affect job attitudes. In other words, the error variance in statistical analyses will be inflated by a variable that can be explained. This effect, however, can be taken into account in the analyses. General LoC is proposed to be a theoretical covariate (Field, 2009); it is proposed to affect individuals' job attitudes while being unrelated to the independent variables of primed LoC and RJP clarity.

The analyses proposed will use general LoC as a covariate, reducing the error variance and increasing the power of the analyses (Field, 2009).

Statement of Hypotheses

HYPOTHESIS I: An RJP with low clarity (contradictory information) will be related to lower RJP outcomes, over and above the effect of general locus of control.

HYPOTHESIS II: An external locus of control primed by RJP content will be related to lower RJP outcomes over and above the effect of general locus of control.

HYPOTHESIS III: Individuals' general locus of control will be related to RJP outcomes.

CHAPTER II

METHOD

A between-subjects design was used. Two independent variables (realistic job preview clarity and primed locus of control) were manipulated, and four dependent variables (job satisfaction, job acceptance, organizational commitment, and organizational honesty) were measured.

Participants. 240 college undergraduates enrolled in an introduction to psychology course at a large private university in the Midwest were recruited for this study; undergraduates received research in psychology credits for completing the experiment. Participants were mostly female (71.0%) and White (58.3%), and most had experience in a part-time job (88.3%). Full participant demographics are reported in Table 1.

Measures. Participants' general LoC was measured using Rotter's (1966) I-E scale (Appendix A). This scale contains 29 items; a sample item is "Without the right breaks, an individual cannot be an effective leader." Participants responded to items on a forced choice scale; participants selected the item in the pair that best described them. The scale contains 6 filler items that are not scored. Higher scores represent more external LoC. Coefficient alpha for this scale was .68.

Work locus of control was measured using Spector's (1988) Work Locus of Control measure (Appendix B). The scale contains 16 items, 8 of which are reverse-scored. A sample item is "Getting the job you want is mostly a matter of luck." Participants responded to items on a 6 point Likert scale, ranging from 1

Table 1.

Participant Demographics

Category	Number of Participants	Percent of Participants
Ethnicity		
Asian	16	6.9%
Hispanic/Latino/a	34	14.7%
African-American/Black	27	11.7%
Caucasian/White	140	60.6%
Multi-racial	7	3.0%
Other	7	3.0%
Gender		
Male	66	28.6%
Female	164	71.0%
Transgender	1	0.4%
Employment History		
Full-time	66	27.5%
Part-time	138	59.7%
Never employed	27	12.8%

(disagree very much) to 6 (agree very much). Higher scores on this scale correspond to external work LoC. Four items from this scale (marked with asterisks in Appendix B) were eliminated from the measure in order to improve reliability. Coefficient alpha for the scale was initially .61, but improved to .72 after these items were eliminated.

Next, participants were given an RJP measure. This measure was used as a manipulation check for the clarity manipulation. The measure asked participants questions about their perceptions of the video RJP material. The measure also contained filler items designed to prevent the participants from becoming aware of the manipulation used in the experiment. Only items 2 and 5 were scored, as the other items were filler items. This scale is included in this thesis as Appendix C.

Job attitudes were measured using a scale designed for this experiment. Participants were asked to describe their thoughts about the job, specifically to what degree they feel they would be satisfied on the job, to what degree they would be committed to the organization, and if they would accept the job. These three questions were derived from earlier research which showed that RJPs affect job satisfaction, organizational commitment, and job acceptance (Wanous, Poland, Premack, & Davis, 1992). A fourth question asked participants to respond how honest they felt the organization was; this question was in line with research (Earnest, Allen, & Landis, 2011) suggesting that RJPs may affect perceptions of organizational honesty. The Job Attitudes scale is included in this thesis as Appendix D.

Finally, participant demographics were collected. The demographic information measure used in the study is included as Appendix E. This measure contained seven questions. Participants were asked to identify their age, gender, and race. Also, participants were asked to describe their previous work history by answering whether they have ever held a full-time job, held a part-time job, or applied for a full-time job. Participants who had previously held either a part-time or full-time job were asked in which industry they worked.

Materials. Two pieces of an RJP were used in this study. First, a video RJP available online was adapted. The existing sound track was removed, and one of three scripts was played over the video to manipulate clarity. A link to the video and the three scripts are included as Appendix H.

Second, three written RJPs were created to prime locus of control. In line with the methods used by Cortez and Blunt Bugenthal (1995), locus of control was manipulated using narration (fellow employee [internal], manager [external], or unlisted [neutral]) and content (control over work schedule and uniform). The written RJPs used in this study are presented as Appendix I.

Procedure. After enrolling in the study, participants were provided with a link to the study materials on Qualtrics. Informed consent was obtained at this time; the informed consent document is contained in this thesis as Appendix F.

Participants were then randomly assigned to a condition for part 1 (high clarity, low clarity, control) and to another condition for part 2 (primed internal LoC, primed external LoC, no LoC primed).

The experiment began with participants being given a short introduction to the experiment; they were told that the experiment was designed to measure their attitudes toward a job about which they would be given information. This introduction is included in this thesis as Appendix G. Participants then completed Rotter's (1966) locus of control measure.

Next, participants watched one of three videos; the video that was seen varied by which condition participants were assigned to for part 1. Scripts for each video, as well as a link to the video that was used, are listed in Appendix H. Participants in the high clarity condition saw a video RJP that was very clear about the tasks, expectations, and rewards of the job. Participants in the low clarity condition saw a video RJP that gave contradictory information about the tasks, expectations, and rewards of the job. The control condition saw a video describing the history of the organization. After watching the video, participants filled out the RJP information measure.

After the video portion of the RJP, participants were given a short written RJP that varied based on the condition to which they have been assigned for part 2. The written RJP's are included in this proposal as Appendix I. Participants in the primed internal LoC condition received a paragraph designed to prime an internal locus of control toward the job. Participants in the primed external LoC condition received a paragraph designed to prime an external LoC toward the job. Participants in the no LoC primed condition received a paragraph with no locus of control information.

As a manipulation check, the Work Locus of Control measure was administered, to ensure that the locus of control manipulation had worked. Next, participants were given the Job Attitudes measure to describe their feelings toward the job. Participants were then given the demographic information measure. Finally, the participants were debriefed about the study. They were told about the manipulations used in the study during this debriefing. The information shown to participants during this debriefing is included in this proposal as Appendix J.

CHAPTER III

RESULTS

The model tested was a 3 (clarity: low, high, control) by 3 (primed LoC: internal, external, no prime) ANCOVA model, with the participants' LoC as a covariate and the score on the Job Attitudes measure as the dependent variable. Correlations among study variables, as well as means and standard deviations are reported in Table 2.

Preliminary Analyses

To analyze the Job Attitudes measure, an exploratory factor analysis was used. Principal axis factoring with direct oblimin (oblique) rotation yielded two factors: Job and Organizational Attitudes. The Job Attitudes factor, which explained 47.92% of the variance in the items, contained the job satisfaction (factor loading = -.73) and job acceptance (factor loading = .76) items. The organizational commitment item also loaded strongly (.71) on this factor; however, it was classified onto the second factor where it loaded more strongly. The Organizational Attitudes factor, which explained 6.50% of the variance in items, contained the organizational commitment (factor loading = .78) and organizational honesty (factor loading = .60) items. The Organizational factor is used in the analyses below; however, the individual job satisfaction and job acceptance items were used, due to potential difficulty in combining the scales of these two items.

Prior to testing the hypotheses, scores on the manipulation check measures were examined. For the manipulation check for Clarity, scores on the Job Attitudes measures were examined. Specifically, participants were only used in further analyses if they responded to one of two questions (RJP clarity or RJP information contradiction) in a way consistent with their condition. For example, participants who saw an unclear video were only considered in further analyses if they responded that the material presented was unclear or contradictory. This check eliminated data from 35 participants.

For the manipulation check for Primed locus of control, participants were coded as having an external locus of control if they had a mean score above 3 on the Work Locus of Control scale and an internal locus of control if their mean score was less than 3. Participants were included in further analyses if the group they were coded into was consistent with the written RJP they read. This manipulation check eliminated data from 82 participants. Altogether, data from 102 participants was eliminated because they did not pass the manipulation checks. The implications of this issue are further discussed in Chapter IV.

Tests of Hypotheses

Hypothesis I suggested that there would be a main effect of clarity when examining job attitudes. To test this hypothesis, two 2-way ANCOVA models were used, with Clarity and Primed LoC as independent variables, general LoC as a covariate, and either job satisfaction or the organizational attitudes factor as the dependent variable.

Table 2.

Correlations, Means and Standard Deviations for Study Variables

	1	2	3	4	5	6	7	8
1. General LoC								
2. Work LoC	-0.12							
3. Organizational Attitudes	-0.04	0.01						
4. RJP information	-0.03	0.17	0.31					
5. Job Satisfaction	-0.03	-0.05	-0.48	-0.24				
6. Job Acceptance	-0.11	0.15	0.49	0.19	-0.57			
7. Organizational Commitment	-0.02	-0.03	0.86	0.22	-0.55	0.55		
8. Organizational Honesty	-0.06	0.06	0.84	0.31	-0.25	0.29	0.44	
Mean	34.40	3.45	2.16	1.65	2.49	1.42	2.31	2.01
SD	3.76	0.46	0.64	0.44	0.66	0.49	0.78	0.73

Note: All correlations greater than $|\text{.24}|$ are significant at $p < .05$

The total sample size for this analysis was 130, with the following cell sizes: External, $n = 56$; Internal, $n = 9$; No Primed LoC, $n = 65$; Clear, $n = 51$; Unclear, $n = 32$; Neutral, $n = 47$. For job satisfaction, the assumption of homogeneity of variances held (Levene's $F(8, 121) = 1.58, ns$). No main effect of Clarity was found (see Table 3), $F(2, 120) = .51, ns$. This suggests that job satisfaction did not differ based on Clarity.

For the organizational factor, the assumption of homogeneity of variances again held, Levene's $F(8, 121) = 1.38, ns$. No main effect of clarity was found (see Table 4), $F(2, 120) = 1.44, ns$. This result shows that organizational attitudes did not differ significantly based on Clarity groups.

To analyze the data for job acceptance, logistic regression was used. This method was selected due to the categorical nature of the job acceptance variable. Clarity and Primed LoC were entered into this regression model as dummy-coded categorical predictors, and general LoC was entered as a continuous covariate. When controlling for the effect of general LoC, neither the dummy-coded variable representing the Clear ($b = .17, SE = .41, t = .18, ns, 95\% CI [.53, 2.65]$) or Unclear ($b = .24, SE = .47, t = .27, ns, 95\% CI [.51, 3.19]$) groups were significant (see table 5). This suggests that the odds ratios for each group were not significantly different from 1; thus, the odds of a participant accepting the job versus not accepting it were not affected by Clarity conditions.

In sum, these results do not support Hypothesis I. There appears to be no main effect for Clarity on any of the job attitudes examined in this experiment.

Table 3.

ANCOVA Results for Job Satisfaction

Source	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>
Clarity	0.44	2	0.22	0.51
Primed LoC	3.35	2	1.67	3.95*
Clarity x Primed LoC	3.09	4	0.77	1.82
General LoC	1.25	1	1.25	2.94^
Within cells	50.89	120	1.82	
Total	58.31	129		

* $p < .05$, ^ $p < .10$

Table 4.

ANCOVA Results for Organizational Attitudes

Source	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>
Clarity	1.19	2	0.60	1.44
Primed LoC	0.90	2	0.45	1.08
Clarity x Primed LoC	2.86	4	0.72	1.73
General LoC	0.31	1	0.31	0.75
Within cells	49.72	120	0.41	
Total	54.83	129		

Hypothesis II suggested that there would be a main effect of primed LoC on job attitudes. This was tested using the same methods as Hypothesis I (ANCOVA for job satisfaction and organizational factor scores and logistic regression for job acceptance). A significant main effect for Primed LoC was found, $F(2, 120) = 3.95, p < .05, \text{partial } \eta^2 = .06$. Group means are plotted in Figure 1. Contrasts were examined to see where significant differences occurred. It was found that the internal Primed LoC group had higher levels of job satisfaction than the control (no LoC primed) group (95% CI for difference [.23, 1.36]). The external Primed LoC did not differ significantly from the control group (95% CI for difference [-.20, .28]). Overall, these results suggest that job satisfaction differed by Primed LoC group; specifically, individuals in the internal Primed LoC group had the highest levels of job satisfaction.

There was no main effect for Primed LoC on the organizational factor (see Table 4), $F(2, 120) = 1.08, ns$. This suggests that Primed LoC does not affect organizational attitudes.

Primed LoC's effect on job acceptance was examined using a logistic regression model. Primed LoC was entered into the logistic regression model as two dummy-coded variables. Neither the variable representing primed internal LoC ($b = -.33, SE = .37, t = .79, ns, 95\% \text{ CI } [.35, 1.49]$) nor the variable representing primed external LoC ($b = -.69, SE = .77, t = .82, ns, 95\% \text{ CI } [.11, 2.25]$) were significant, suggesting that neither variable affected whether participants accepted the job or not.

Table 5.

Logistic Regression Results

Variable	<i>B</i>	SE	<i>t</i>	Odds Ratio	95% CI
Clarity (Unclear)	0.17	0.41	0.18	1.19	[.53, 2.65]
Clarity (Clear)	0.24	0.47	0.27	1.28	[.51, 3.19]
Primed LoC (Internal)	-0.33	0.37	0.79	0.72	[.35, 1.49]
Primed LoC (External)	-0.69	0.77	0.82	0.50	[.11, 2.25]
General LoC	-0.02	0.05	0.25	0.98	[.89, 1.07]

Figure 1. Job Satisfaction Means for Primed Locus of Control Groups

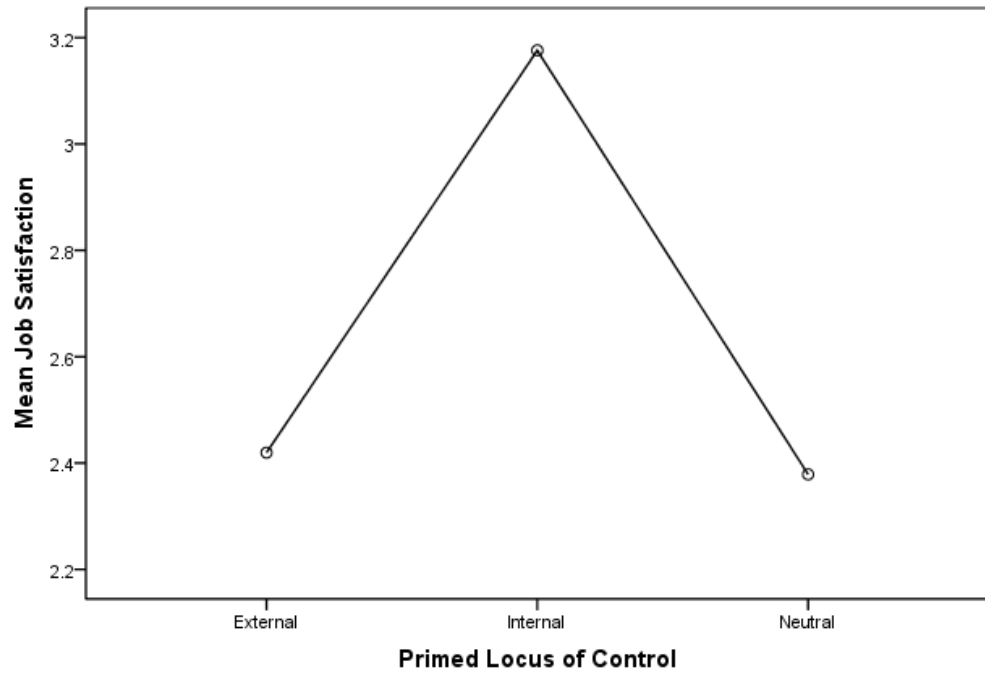


Figure 1. Mean job satisfaction scores for participants reading Primed External, Primed Internal, and No Locus of Control Primed written RJPs.

Altogether, these results partially support Hypothesis II. There was a significant main effect of Primed LoC, but this effect emerged only for job satisfaction.

Although no interactions were hypothesized, they were examined in the ANCOVA models. There was no significant interaction between Clarity and Primed LoC for either job satisfaction (see Table 3) or organizational attitudes (see Table 4).

Hypothesis III examined one of the key assumptions of ANCOVA. Specifically, it was suggested that general LoC should be related to job and organizational attitudes. The correlations in Table 2 and the ANCOVA results in Tables 3 and 4 show that there was not a significant relationship between general LoC and any of the outcomes of interest. However, there was a marginally significant relationship between general LoC and job satisfaction (see Table 3). Overall, though, Hypothesis III was not supported.

Follow-Up Analyses

As a follow-up analysis, the strength of the locus of control priming was examined. Specifically, scores on both the Rotter LoC measure and the Work LoC measure were standardized. Differences were then computed between these two scores, with the difference reflecting how strongly the LoC prime affected individuals. These scores were then used as the dependent variable in an ANCOVA model, with primed LoC and clarity as the independent variables and general LoC as the covariate. A significant main effect for primed LoC was

found, $F(2, 198) = 3.26, p < .05$. This suggests that difference scores differed based on which prime individuals saw. As a follow-up, the Bonferroni multiple comparison procedure was used. This revealed a significant difference between the external LoC and no LoC primed conditions. Overall, these results suggest that the external LoC prime was effective in changing individuals' locus of control, but the internal locus of control prime was not effective.

Another analysis that was completed that was not suggested in the hypotheses was to see if the observed patterns of relationships changed at all when using only participants who were currently or had ever been employed. In general, the results were the same as when using the full dataset. However, the effect size (partial η^2) increased to .07 when examining the main effect of Primed LoC in the ANCOVA model predicting job satisfaction.

An issue with this experiment is the number of individuals eliminated by the manipulation check, especially the Primed LoC manipulation check. It is possible that a less stringent manipulation check would change the results. To examine this, a new manipulation check was created. This check assessed only if participants' work LoC scores were consistent with their condition. Specifically, difference scores between participants' general LoC and their work LoC were computed, and participants were used in further analyses if this difference reflected the condition to which they were assigned (external prime linked to positive [more external] difference score, internal prime linked to negative [more internal] difference score). This reflects the general idea that even though the LoC prime may not be strong, it may still affect individuals' work LoC scores.

This manipulation check eliminated fewer participants (92 as compared to 102 with the more stringent approach), suggesting that the LoC prime may not be effective in general. One different result emerged when re-examining the earlier models using participants who passed this manipulation check. Specifically, an ANOVA model predicting job satisfaction revealed that the main effect of clarity was no longer significant, $F(2, 132) = .42, ns$.

One important note with this less stringent manipulation check is that, when combined with the Clarity manipulation check, it actually eliminates data from *more* participants than the more stringent check. Thus, although the results changed slightly, the more stringent manipulation check is retained and results using it are discussed in Chapter IV.

Given that the manipulation check eliminated data from a large number of participants, two further analyses were completed. First, the full dataset was examined using the same methods described above (e.g., ANCOVA for predicting job satisfaction and organizational factor scores, logistic regression for predicting job acceptance). The ANCOVA for job satisfaction revealed no significant main effects (Clarity: $F(2, 206) = .66, ns$; Primed LoC: $F(2, 206) = .43, ns$) or interaction ($F(4, 206) = 1.95, ns$). Similar results were found for the organization factor (Clarity: $F(2, 206) = .14, ns$; Primed LoC: $F(2, 206) = .60, ns$; Interaction: $F(4, 206) = 1.44, ns$). No significant results were found for the logistic regression model predicting job acceptance.

Second, a regression-based approach was used, with Work LoC and general LoC scores as independent variables, dummy-coded variables representing Primed LoC and Clarity, and scores on the other measures (job satisfaction, organizational factor, job acceptance) as dependent variables. This allows the assessment of the unique impact of the conditions on the dependent variables over and above the effect of participants Work or General LoC. Using this approach, no significant relationships were found between any of the independent variables and the dependent variables. This suggests that participants' job and organizational attitudes were not affected by the manipulations in the study (Clarity, Primed LoC) or by general LoC.

CHAPTER IV

DISCUSSION

This study served as a test of content variables proposed by Wanous (1989). RJP scope was investigated using clarity and RJP information was operationalized as locus of control priming. Overall, the study results were not supportive of the proposed theory. These content variables do not appear to affect RJP outcomes.

Hypothesis I, suggesting a main effect of clarity on job and organizational attitudes, was not supported. This suggests that clarity of information in RJP may not be important. Breugh & Starke (2000) suggest that RJP research has generally overlooked the amount of information presented. According to their theory, applicants generally do not have much information about a job. This is especially important in terms of the current study. Individuals likely lacked information about the job in question before the study; thus, any information (clear, unclear, or organizational history) was helpful in that it caused individuals to learn about the job and organization.

Furthermore, the information presented in the video may have been too general to affect job and organizational attitudes. Barber and Roehling (1993) suggest that applicants pay more attention to specific rather than general information. The lack of specificity in terms of task frequency, task importance, or other factors in the RJP presented may have led to participants developing only general attitudes about the job. Overall, despite the guidelines set forth by

Wanous (1989), RJP clarity may not be important. Rather, providing any information to applicants is positive, especially when this information is specific.

Hypothesis II was partially supported. A significant effect for Primed LoC was found, such that individuals who were primed to adopt an internal LoC had the highest levels of job satisfaction. This effect is consistent with earlier research. Internal locus of control is a key piece of the positive core self-evaluation construct (Judge, Erez, Bono, & Thoresen, 2002). Judge, Bono, Erez, and Locke (2005) found a positive correlation between internal locus of control and job satisfaction. Ng, Sorenson, and Eby (2006) meta-analyzed the literature examining work locus of control and found a mean correlation of .31 across different forms of job satisfaction. This correlation was even stronger for global job satisfaction (.33), which was measured in this study (Wanous, Reichers, & Hudy, 1997). This study fits well with earlier research in showing that internal locus of control is related to job satisfaction.

Interestingly, this study found that the highest mean levels of job satisfaction were for individuals in the internal LoC prime group. These individuals had higher levels of satisfaction than those in the control or external LoC prime groups. Although the finding that the internal group had higher job satisfaction than the external group is consistent with earlier research (Ng, Sorenson, & Eby, 2006), that this group had higher satisfaction than the control group was not expected. This suggests that specific, controllable aspects of the job drive satisfaction (rather than organizational history information). This is consistent with the idea of autonomy in the job characteristics model (Hackman &

Oldham, 1976). Individuals in the Internal LoC prime condition were given information, such as pay negotiation and work hours, that allowed them to feel more autonomous, and thus, these individuals felt more satisfied. This explanation should be further explored in future research.

In terms of organizational attitudes and job acceptance, primed LoC did not matter. This is a somewhat surprising finding. Meta-analyses (Earnest, Allen, & Landis, 2011; Wang, Bowling, & Eschleman, 2010) have found that locus of control is generally related to organizational attitudes like organizational satisfaction, organizational honesty, and perceived organizational support.

Organizational commitment has been conceived as containing three dimensions: affective commitment, continuance commitment, and normative commitment (Solinger, van Olffen, & Roe, 2008). These forms of organizational commitment do not arise quickly; instead, they develop over time (Solinger et al.). The current study may not have been long enough to examine the impact of RJP content on organizational commitment.

Organizational honesty perceptions generally arise from the information presented in RJPs (Earnest et al.). Presenting realistic information through RJPs has been linked with increased perceptions of organizational honesty (Earnest et al.). All participants in the current study were provided with realistic information; the manipulation surrounded the underlying content variables (clarity and primed locus of control) in this information. Given that all participants were given

realistic information about the job and the organization, low variability and non-significant effects for organizational honesty are to be expected.

Hypothesis III suggested that general LoC would be linked with the job and organizational outcomes. This hypothesis was generally not supported, though there was a marginally significant relationship between general LoC and job satisfaction. This lack of a relationship is not surprising. Wang and colleagues (Wang et al.) found stronger relationships between work-specific locus of control and work outcomes. This is similar to other psychological variables that differ in domains, such as self-efficacy (Wood & Bandura, 1989). Given this finding, it is unsurprising that general LoC is not related to work outcomes in this study; it is simply too broad to be related significantly.

Lastly, the priming of LoC should be considered more generally. Only one study was identified as priming LoC (Cortez & Blunt Bugenthal, 1995). This is likely due to LoC generally being conceived of as a personality trait. Ng, Sorenson, and Eby (2006) posit that LoC is best investigated as a personality trait beyond the Big Five. Personality traits are generally stable across situations, which makes them difficult if not impossible to prime. Even though the best practices were used in developing the LoC prime materials, participants' dispositional LoC (both general and work-related; Ng et al.) likely overpowered the prime.

Implications

There are key implications from this study for both practitioners and researchers. Practitioners can design RJP content in specific ways to influence job attitudes. Specifically, this study suggests that it is worthwhile to design RJP content to activate an internal locus of control. This type of content is linked with increased job satisfaction. Practitioners need not worry about RJP scope (Wanous, 1989); instead, efforts should be made to provide realistic information to increase perceptions of organizational honesty (Earnest et al.).

For researchers, this study suggests some potentially interesting future research directions. Locus of control is an outcome-oriented construct, referring to whether or not individuals feel they have control over the outcomes they receive (Ng et al.). Process-oriented constructs, such as goal orientation, may be more fruitful. Specifically, RJP content might affect individuals' goal orientation and cause a variety of outcomes.

Limitations

A major limitation in this study was the strength of the LoC prime. As previously noted, LoC is best understood as a personality trait, and as a result, any efforts to prime it must be extremely strong to overcome individuals' traits. The removal of 102 participants due to their not being affected by the LoC prime shows that the priming material as design was not powerful enough to overcome participants' natural LoC.

This is also related to the issue of statistical power. The statistical power for this study is low, due to the removal of participants who did not pass the

manipulation checks. Adjusted p-values (using $p < .10$ as a standard rather than $p < .05$) may alleviate this issue, but it does not completely fix it. Instead, future research should focus on recruiting many more participants than necessary.

Furthermore, the use of a student sample limits generalizability. This is particularly a concern in RJP research, as field studies have been shown to have more powerful effects (Phillips, 1998).

Lastly, the lack of student employment in this study may have prevented individuals from forming organizational attitudes. Students were merely asked to pretend they were going through the selection process; they did not have to face the consequences of their choice. Stronger effects may have emerged had students been contracted to complete a task related to the TSA job if they chose to accept the job.

Future Directions

Future research should examine LoC carefully. Any attempts to prime it should be stronger, using more direct methods of demonstrating control (or lack of it) to participants. More importantly, future research should move in the direction of Earnest and colleagues (Earnest et al.), assessing the impact that RJP content has on perceptions of organizational honesty. This model shows more research support than earlier models of RJP effectiveness.

CHAPTER V

SUMMARY

Realistic job preview content has not been thoroughly examined. Two content variables were proposed to affect job and organizational attitudes: clarity (related to Wanous's (1989) scope variable) and primed locus of control (related to Wanous's (1989) information variable). Both of these variables were hypothesized to positively affect job and organizational attitudes, while controlling for individuals' general locus of control, such that more internal locus of control and more clarity in information would be related to better outcomes.

Overall, the results of ANCOVA and logistic regression models show that primed locus of control affects individuals' job satisfaction. Clarity did not have any effects on job or organizational attitudes. These relationships, though surprising, were discussed in terms of existing RJP theory.

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Appendix A- Rotter's (1966) I-E Scale

Listed below are pairs of statements. Please circle the letter corresponding to the statement in each pair that generally describes your beliefs the best.

1. a. Children get into trouble because their parents punish them too much.
b. The trouble with most children nowadays is that their parents are too easy with them.
2. a. Many of the unhappy things in people's lives are partly due to bad luck.
b. People's misfortunes result from the mistakes they make.
3. a. One of the major reasons why we have wars is because people don't take enough interest in politics.
b. There will always be wars, no matter how hard people try to prevent them.
4. a. In the long run people get the respect they deserve in this world.
b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.
5. a. The idea that teachers are unfair to students is nonsense.
b. Most students don't realize the extent to which their grades are influenced by accidental happenings.
6. a. Without the right breaks one cannot be an effective leader.
b. Capable people who fail to become leaders have not taken advantage of their opportunities.
7. a. No matter how hard you try some people just don't like you.
b. People who can't get others to like them don't understand how to get along with others.
8. a. Heredity plays the major role in determining one's personality.
b. It is one's experiences in life which determine what they're like.
9. a. I have often found that what is going to happen will happen.
b. Trusting to fate has never turned out as well for me as making a decision to take a definite course of action.
10. a. In the case of the well prepared student there is rarely if ever such a thing as an unfair test.
b. Many times exam questions tend to be so unrelated to course work that studying is really useless.

11. a. Becoming a success is a matter of hard work; luck has little or nothing to do with it.
b. Getting a good job depends mainly on being in the right place at the right time.
12. a. The average citizen can have an influence in government decisions.
b. This world is run by the few people in power, and there is not much the little guy can do about it.
13. a. When I make plans, I am almost certain that I can make them work.
b. It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune anyhow.
14. a. There are certain people who are just no good.
b. There is some good in everybody.
15. a. In my case getting what I want has little or nothing to do with luck.
b. Many times we might just as well decide what to do by flipping a coin.
16. a. Who gets to be the boss often depends on who was lucky enough to be in the right place first.
b. Getting people to do the right thing depends upon ability, luck has little or nothing to do with it.
17. a. As far as world affairs are concerned, most of us are the victims of forces we can neither understand, nor control.
b. By taking an active part in political and social affairs the people can control world events.
18. a. Most people don't realize the extent to which their lives are controlled by accidental happenings.
b. There really is no such thing as "luck."
19. a. One should always be willing to admit mistakes.
b. It is usually best to cover up one's mistakes.
20. a. It is hard to know whether or not a person really likes you.
b. How many friends you have depends upon how nice a person you are.
21. a. In the long run the bad things that happen to us are balanced by the good ones.
b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
22. a. With enough effort we can wipe out political corruption.
b. It is difficult for people to have much control over the things politicians

do in office.

23. a. Sometimes I can't understand how teachers arrive at the grades they give.
b. There is a direct connection between how hard I study and the grades I get.
24. a. A good leader expects people to decide for themselves what they should do.
b. A good leader makes it clear to everybody what their jobs are.
25. a. Many times I feel that I have little influence over the things that happen to me.
b. It is impossible for me to believe that chance or luck plays an important role in my life.
26. a. People are lonely because they don't try to be friendly.
b. There's not much use in trying too hard to please people, if they like you, they like you.
27. a. There is too much emphasis on athletics in high school.
b. Team sports are an excellent way to build character.
28. a. What happens to me is my own doing.
b. Sometimes I feel that I don't have enough control over the direction my life is taking.
29. a. Most of the time I can't understand why politicians behave the way they do.
b. In the long run the people are responsible for bad government on a national as well as on a local level.

Appendix B- Work Locus of Control scale (Spector, 1988)

The following questions are focused on your attitude toward the job that was just described in the video and paragraph. Please respond to each statement with this job in mind.

Use the following scale to respond:

1-----2-----3-----4-----5-----6
Disagree Agree very

1. A job is what you make of it.*
2. On most jobs, people can pretty much accomplish whatever they set out to accomplish.*
3. If you know what you want out of a job, you can find a job that gives it to you.*
4. If employees are unhappy with a decision made by their boss, they should do something about it.
5. Getting the job you want is mostly a matter of luck.
6. Making money is primarily a matter of good fortune.
7. Most people are capable of doing their jobs well if they make the effort.
8. In order to get a really good job you need to have family members or friends in high places.
9. Promotions are usually a matter of good fortune.
10. When it comes to landing a really good job, who you know is more important than what you know.
11. Promotions are given to employees who perform well on the job.
12. To make a lot of money you have to know the right people.
13. It takes a lot of luck to be an outstanding employee on most jobs.
14. People who perform their jobs well generally get rewarded for it.
15. Most employees have more influence on their supervisors than they think they do.
16. The main difference between people who make a lot of money and people who make a little money is luck.*

*Item was eliminated from further analyses.

Appendix C- Job Attitudes Scale

Please respond to the following questions about the job described in the video and the paragraph.

1. How satisfied do you think you would be with the job described?

Very satisfied

Somewhat satisfied

Satisfied

Somewhat unsatisfied

Very unsatisfied

2. Imagine you received this information after you applied for the job, but before you accepted the job offer. Would you accept the job offer?

Yes

No

3. How much commitment do you feel towards the organization giving you this information?

Very committed

Somewhat committed

Somewhat uncommitted

Very uncommitted

4. How honest do you feel the organization providing this information is?

Very honest

Somewhat honest

Somewhat dishonest

Very dishonest

Appendix D- RJP Information Scale

The following questions ask about the information in the video you just watched. Please respond how you feel about the information.

1. How interesting did the information seem to you?

Very interesting Somewhat interesting

Somewhat uninteresting Very uninteresting

2. How clear did the information seem?

Very clear

Somewhat clear

Somewhat unclear

Very unclear

3. There was a lot of information about the job presented.

Agree Disagree

4. The video's narrator spoke with an enthusiastic tone.

Agree Disagree

5. The video presented information that contradicted.

Agree Disagree

6. The organization in the video seems like a rewarding place to work.

Agree Disagree

Appendix E- Demographic Information Measure

Please fill out the following questions about yourself.

1. How old are you? (Please write on line) _____
2. Which gender do you identify as?

Male	Female
------	--------
3. With which racial/ethnic group do you identify? (Please select one)

Asian	Hispanic/Latino/a	African-American/Black
Caucasian/White	Multi-racial	Other
4. Which year are you currently in?

Freshman	Sophomore	Junior	Senior	5 th year
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5. Do you currently or have you ever held a full-time job (defined as working 40 or more hours per week)?

Yes	No
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6. Do you currently or have you ever held a part-time job (defined as working less than 40 hours per week)?

Yes	No
-----	----
7. Have you ever completed any of the following steps in applying for a full-time job:

a. Searching for a full-time job?	Yes	No
b. Filling out an application for a full-time job?	Yes	No
c. Interviewing for a full-time job?	Yes	No
d. Accepting a full-time job?	Yes	No
8. If you have previously held a job (full or part-time), in which of the following industries did you work?

Construction	Retail	Accounting/Finance
Government	Manufacturing	Computer/software
Health Care	Food/Hospitality	Insurance

Other (please list): _____

Appendix F- Informed Consent**CONSENT TO PARTICIPATE IN RESEARCH****EFFECTS OF INFORMATION TYPES ON OUTCOMES OF REALISTIC JOB PREVIEWS****What is the purpose of this research?**

The research study you are being asked to complete is designed to examine the effects of different types of information on outcomes of realistic job previews (RJPs). Realistic job previews are brief presentations of job information, such as pay, work schedule, and hours worked (Weitz, 1956).

You have been invited to participate in this study because you are currently a psychology student. You must be age 18 or older to participate in this study; this study is not approved for the enrollment of people under the age of 18.

This study is being conducted by Gregory Fernandes, a graduate student at DePaul, as a requirement to obtain his Masters Degree. This research is being supervised by his faculty advisor, Dr. Jane Halpert.

How much time will this take?

This study will take about thirty minutes of your time.

What will I be asked to do if I agree to participate in this study?

If you agree to be in this study, you will be asked to first watch a short video realistic job preview (RJP). This video is approximately 5 minutes long and will present information about a job in an organization. Next, you will be asked to read a paragraph from a written RJP for the same job. Again, this will present information about a job in an organization. You will then complete the study questionnaires. Finally, personal information about you, such as your gender, race, age, and previous work experience, will be collected. This information will be kept anonymous (meaning that you will not be able to be identified from this information) and confidential (meaning that your information will not be shared). You can withdraw your participation at any time prior to submitting your survey.

Will I receive any kind of payment for being in this study?

You will be given one research credit hour for participating. After the survey, you will be asked to provide your psychology subject pool ID number. Thus, your survey answers will be linked to your psychology subject pool ID number. Your current survey responses will be linked via your psychology subject pool ID number to information you provided in the DePaul Experiment Management System prescreening survey previously. *We cannot give you credit for being in this research without your psychology subject pool ID number.* If you exit the survey prior to the end of the survey, or if you choose not to provide this information, you will not receive credit.

What are the risks involved in participating in this study?

Being in this study does not involve any risks other than what you would encounter in daily life. For example, it is possible that others could find out what you said. This risk is minimal, however, as your survey will be completed electronically and labeled only by your psychology subject pool ID number.

What are the benefits of my participation in this study?

You will not personally benefit from being in this study. However, we hope that what we learn will help employers, researchers, and job applicants.

Can I decide not to participate? If so, are there other options?

Yes, you can choose not to participate. If you agree to be in the study now and change your mind later, you can leave the study by simply exiting the survey by closing your web browser. There will be no negative consequences if you decide not to participate or if you leave the study once you've begun. However, once you submit your responses, we will be unable to remove your data later from the study because we will not have your name, only your psychology subject pool ID number. We will not know which numbers belong to which people. No IP addresses will be collected.

How will the confidentiality of the research records be protected?

The records of this study will be kept confidential. In any report we might publish, we will not include any information that will identify you. Research records will be stored securely and only the researchers will have access to the records that identify you by psychology subject pool ID number. Some people might review our records in order to make sure we are doing what we are supposed to. For example, the DePaul University Institutional Review Board may review your information. If they look at our records, they will keep your information confidential.

Whom can I contact for more information?

If you have questions about this study, please contact Gregory Fernandes at 440-669-1509, or Jane Halpert at 773-325-4265. If you have questions about your rights as a research subject, you may contact Susan Loess-Perez, DePaul University's Director of Research Protections at 312-362-7593 or by email at sloesspe@depaul.edu.

You may print a copy of this information to keep for your records.

Statement of Consent:

I have read the above information. I have all my questions answered. (Check one:)

- I consent to be in this study. I **DO NOT** consent to be in this study and wish to exit the survey link.

Appendix G- Experiment Introduction

Thank you for agreeing to participate in this experiment!

BEFORE YOU CONTINUE, MAKE SURE YOU ARE USING A WINDOWS COMPUTER. Video content contained in this experiment will not work with a Macintosh computer (MacBook, iMac, iPad, etc.).

This experiment is designed to examine the effects of information presented in realistic job previews (RJPs). The experiment involves four steps. First, you will watch a video with information about a job. Next, you will complete a short questionnaire about the video. Third, you will read a paragraph with information about a job. Finally, you will complete a series of short questionnaires.

This experiment will take between 30 and 45 minutes to complete.

MAKE SURE YOU ARE USING A WINDOWS COMPUTER BEFORE CLICKING CONTINUE.

Appendix H- Scripts for Video RJP

Video is available online at

http://www.youtube.com/watch?v=DTvHoPti_BY&list=FLuB5dIiQJGIitKDnq1M5yFA&index=3&feature=plpp_video

High Clarity Script:

“Transportation Security Administration

Security Officer Realistic Job Preview

Dedicated to America...and Americans

Congratulations on being accepted for the position of Security Officer-Screener at the Transportation Security Administration! This is a valuable and important position to the TSA’s goals. In this video, some of the key tasks of Security Officers will be described.

TSA Security Officers are expected to be vigilant and watchful at all times on the job. Security Officers monitor passengers and travelers for unusual behavior, such as running through a security checkpoint.

TSA Security Officers are also required to do baggage checks, in which luggage is examined for prohibited items, including guns and other weapons.

Security Officers also control the passenger screening process by directing passengers through security checkpoints and examining luggage.

TSA employees are encouraged to come to work with a good attitude. This positive attitude makes the security screening process less difficult for all involved.

Security Officers manage the x-ray scanning belt. This machine displays images of baggage contents, allowing bags to be examined for prohibited items while passengers are inspected.

Security Officers may also be called on to “pat down” travelers after they have passed through the metal detectors.

Finally, Security Officers are expected to help customers understand the screening process and assist them in their travels.

This video has described some of the tasks of Security Officers for the TSA. We look forward to your response regarding your job offer!”

Low Clarity Script-

“Transportation Security Administration

Security Officer Realistic Job Preview

Dedicated to America...and Americans

Congratulations on being accepted for the position of Security Officer-Screener at the Transportation Security Administration! This is a valuable and important position to the TSA’s goals. In this video, some of the key tasks of Security Officers will be described.

TSA Security Officers are expected to be vigilant at all times. Security Officers should watch passengers for unusual behavior.

TSA Security Officers are also required to do baggage checks.

Security Officers also control the passenger screening process.

TSA employees are encouraged to come to work with a good attitude.

Security Officers manage a variety of machines, including baggage scanners and metal detectors.

Security Officers may also be called on inspect passengers.

Finally, Security Officers are expected to be kind to travelers.

This video has described some of the tasks of Security Officers for the TSA. We look forward to your response regarding your job offer!”

Control Script:

“Transportation Security Administration

Security Officer Realistic Job Preview

Dedicated to America...and Americans

Congratulations on being accepted for the position of Security Officer-Screener at the Transportation Security Administration! This is a valuable and important position to the TSA's goals. In this video, some of the history of TSA will be described.

Prior to 2001, security screening at airports was controlled by private security companies, who were contracted by airports.

To provide standardization and control over airport security, the federal government created the TSA. The TSA was charged, among other things, with scanning passengers and baggage for threatening and/or prohibited items.

TSA employees include Security Officers, Air Marshals, and supervisors.

TSA has provided clarity and standardization in the world of airline security. Passengers are now aware of the types of items that are not permitted on planes and the rules regarding checked and carry-on baggage.

TSA continues to improve even now. For example, TSA recently introduced a pre-check program for travelers who fly often.

This video has given a brief history of the TSA. We look forward to your response regarding your job offer!"

Appendix I- Written Realistic Job Previews for LoC Manipulation

External Locus of Control-

Congratulations again on being accepted for the position of screener at the Transportation Security Administration! My name is George Lewis, and I am currently a supervisor for the TSA. The video you have just watched gave details about the job and about TSA's history. I wanted to give you a few more details before you make a decision about whether to accept this position or not.

First, TSA tellers are not allowed to negotiate their salaries. Salaries for screeners are fixed by the federal government and the TSA employees' union, and they increase with each year of experience you have on the job. Second, TSA requires that tellers wear a uniform. This uniform is a collared shirt with tie for men, or a white blouse and jacket for women. Finally, TSA has many promotion opportunities available for screeners. These promotions are awarded based on tenure and supervisors' performance ratings.

I hope this information helps you make an informed decision about the screener position at TSA. Whatever your decision is, TSA and I would like to thank you for applying.

Internal Locus of Control-

Congratulations again on being accepted for the position of screener at the Transportation Security Administration! My name is George Lewis, and I am currently a screener with the TSA as well. The video you have just watched gave details about the job and about TSA's history. I wanted to give you a few more details before you make a decision about whether to accept this position or not.

First, TSA screeners are allowed to negotiate their salaries. Salaries can be negotiated by asking a supervisor to meet. Second, TSA has recently eliminated its uniform policy. Men and women are both asked to dress in business casual attire and wear their TSA badges at all times. Screeners are encouraged to show their individuality in their clothing. Finally, TSA has many promotion opportunities available for screener. These promotions are awarded based on skill and performance ratings determined by TSA's excellent Human Resources department.

I hope this information helps you make an informed decision about the screener position at TSA. Whatever your decision is, TSA and I would like to thank you for applying.

No Locus of Control Activated-

Congratulations again on being accepted for the position of screener at the Transportation Security Administration! My name is George Lewis, and I am currently a supervisor with TSA. The video you have just watched gave details

about the job and about TSA's history. I wanted to give you a few more details before you make a decision about whether to accept this position or not.

First, TSA has been operating in the Chicago area for over 10 years. TSA employees were first deployed at Chicago's O'Hare airport. Second, TSA is an equal opportunity employer. Finally, TSA is happy to answer any questions you may have. Please call our local Human Resources department at (773)-TSA-GOVT if you have any questions about the screener position or the TSA.

I hope this information helps you make an informed decision about the screener position at TSA. Whatever your decision is, TSA and I would like to thank you for applying.

Appendix J- Participant Debriefing

Effects of Clarity and Locus of Control on Outcomes of RJPs

Thank you for your time and your participation in this experiment!

This experiment set out to examine the effects of contradictions and primed locus of control information on outcomes of realistic job previews (RJPs). The video you watched contained clear information, contradictory information, or organizational history information. The written paragraph contained material to prime an internal locus of control, an external locus of control, or no locus of control. Your attitudes toward the job were collected as a measure of the effect of these types of information.

If you would like more information on the topics of realistic job previews or locus of control, please see the following two articles:

Earnest, D.R., Allen, D.G., & Landis, R.S. (2011). Mechanisms linking realistic job previews with turnover: A meta-analytic path analysis. *Personnel Psychology, 64*, 865-897.

Ng, T. W. H., Sorensen, K. L., & Eby, L. (2006). Locus of control at work: A meta-analysis. *Journal of Organizational Behavior, 27*, 1057–1087.

As stated in the Informed Consent, your responses will be both anonymous and confidential. We ask that you honor the experimenter's confidentiality as well: please do not inform other participants about the details of this study. Participants who are aware of the study details will have biased responses; their responses will not accurately reflect how the study materials affect them.

If you have any questions about the experiment or about the manipulations used, or if you would like a copy of the results once the study is complete, please contact the lead experimenter, Gregory Fernandes, at gferna10@depaul.edu. If you have questions about your rights as a research subject, you may contact Susan Loess-Perez, DePaul University's Director of Research Protections at 312-362-7593 or by email at sloesspe@depaul.edu.

Thank you again for your participation!