



DIVERSITY AND POSITIVE DISCRIMINATION:

THE EFFECTS OF GENDER DIVERSITY
MANAGEMENT IN THE RECRUITMENT
PROCESS ON POTENTIAL JOB
APPLICANTS.

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Abstract

Purpose

This study aims to explore the effects of statements about gender diversity management in vacancies on the attitudes of potential male applicants and potential female applicants. The study makes a distinction between different types of recruitment strategies without explicit GDM, with a mild reference to GDM, in which a preference for a gender is indicated, and with an extreme GDM related claim, which states that the organisation is solely recruiting people from a specific gender. This study is different from other literature in the field of GDM, because it focusses on potential job applicants, compares the male and female perspective, and compares different recruitment policies with each other.

Method

A 3x2x2 experimental research with a between-subject design was used, and the type of recruitment policy, gender, and belongingness to the favoured gender in the vacancy served as independent variables. The 321 participants, of which 167 were female and 154 were male, were confronted with a case that represented a vacancy. The vacancy exposed information about the organization's recruitment strategy, that either held no explicit GDM, a mild reference to GDM or an extreme GDM related claim. After that, the participants filled out an online questionnaire that explored eight dependent variables: estimation of success chances, self-esteem, attractiveness of the job and organization, perceived diversity, perceived age diversity, CSR, attitude towards the recruitment policy and attitude towards gender equality.

Results

The three independent variables were found to have several significant main effects. The participant's gender turned out to predict the perceived diversity, the participant's estimation of success chances and the participant's attitude towards gender equality. The independent

variable type of recruitment policy predicted the participant's estimation of success chances. The third independent variable, belongingness to the favoured gender, was also found to predict the participant's estimation of success chances. Next to the main effects, several interaction effects were found. Firstly, the gender of the participant and type of recruitment policy together predicted the perceived CSR. Gender and belongingness to the favoured gender together predicted the attractiveness of the job and organization, perceived diversity and the participant's attitude towards the recruitment policy. Lastly, the type of recruitment policy and belongingness to the favoured gender predicted the perceived diversity and the participant's attitude towards gender equality. No effects of the independent variables on the self-esteem of the potential beneficiary and on the perceived age diversity were found.

Conclusion

In general, people find the organization and job more attractive when it uses GDM in recruitment policies. The organization is also seen as more diverse and scores higher on CSR when GDM is used in recruitment. Participants estimated their chances of getting hired to be higher when they belonged to the gender that was favoured in the vacancy. The recruitment policy of the organization was rated more positively by both men and women when it favoured women. GDM does not cause decreased self-esteem for potential beneficiaries and it does not cause increased perceived age diversity.

Keywords: gender diversity management, affirmative action, diversity, organizational diversity, recruitment, organizational attractiveness

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1. Introduction

In the summer of 2019, Eindhoven University of Technology (TUE) was trending topic in The Netherlands. The university got wrapped up in an issue about gender equality. Because of the overrepresentation of males in their academic staff, the board of the university decided to take action. In order to create a healthy balance between men and women, vacancies for academic jobs were temporarily only open for female respondents (NOS, 2019). According to the TUE, the measures were needed in order to reach the goals they had set for the future. The board aims for a female representation of 20% amongst professors, 25% amongst senior lecturers and 35% amongst lecturers in 2020 (Omroep Brabant, 2019). The measures that the TUE took in order to reach their set quotas might have come from a noble place but the reactions from the general public were not solely positive. The university received complains about how the new policy would discriminate against men (Algemeen Dagblad, 2019).

Apparently, the TUE faces a situation in which too many men and too little women are hired and tries to compensate for it. Barrett (1996), illustrates that throughout history, organizations have created and maintained patterns in which men were the dominant gender. This can be explained by the structuration theory, which states that the social structure within the organization is reproduced until rules and resources are used to produce new social structures (Griffin, 2008, pp. 235-246). In the case of gender diversity in the workplace, this means that the male gender will remain dominant until action is undertaken to change this pattern. What happens is that men in prominent places are more likely to hire male employees and in that way, a system is created in which women have a disadvantage (Abramo, D'Angelo, & Rosati, 2015). Now, the TUE is using their rules and resources to produce new social structures, with a better balance between male and female employees.

People might wonder why it is so important to the TUE to balance out their workforce and to preserve the noteworthy new policy. The reason is explained by scholars, as literature indicates that a diverse workforce has several positive effects on the organization. Andreovski, Richard, Shaw and Ferrier (2011), for example claim that successful diversity management can lead to higher satisfaction rates amongst employees, more creativity, less conflict, better communication between individuals and higher performance in general. It obvious that organizations, like the TUE, are willing to invest in a healthy balance between male and female employees when looking at the possible positive outcomes of efficient gender diversity management. Next to the effects of gender diversity management (GDM) within the organization, GDM also can also have effects that reach beyond the walls of the organization. According to Olsen, Parsons, Martins and Ivanaj (2015), with the implementation of GDM, an organization signals that it fosters and values gender diversity to external audiences. Because of this signalling effect, the organization has the potential to be perceived as more attractive by women, which would increase the organization's competitiveness in the labour market (Avery & McKay, 2006). Although certain GMD policies may cause the organization to be seen as more attractive by potential beneficiaries, others might actually be repelled by the policies (Martins & Parsons, 2007). So, the implementation of policies related to gender diversity management might influence the organization in different ways, internally and externally.

Because gender diversity in organizations is becoming more prominently visible, many researchers have dedicated their time to the topic (Herring, 2009). A large part of the research in this field is about the actual diversity management strategies and how to make them successful and efficient, like for example Cunningham (2007), did. Next to that, a big amount of research is to be found about how a diverse workforce improves processes inside of the organization, like the research that Lee, and Farh (2004), conducted. However, less seems to

be known about the effects of gender diversity management in recruitment strategies on the job candidates in general, on beneficiaries and on attitudes about the organization by external parties. In order to learn more about these subjects, this research focusses on what the effects of GDM in recruitment policies are in the context a fictional organisation on job applicants. Also, this research, contrary to most other research, compares different levels of GDM in recruitment policies with each other and it makes a distinction between male and female attitudes. To do so, the following research question was formulated:

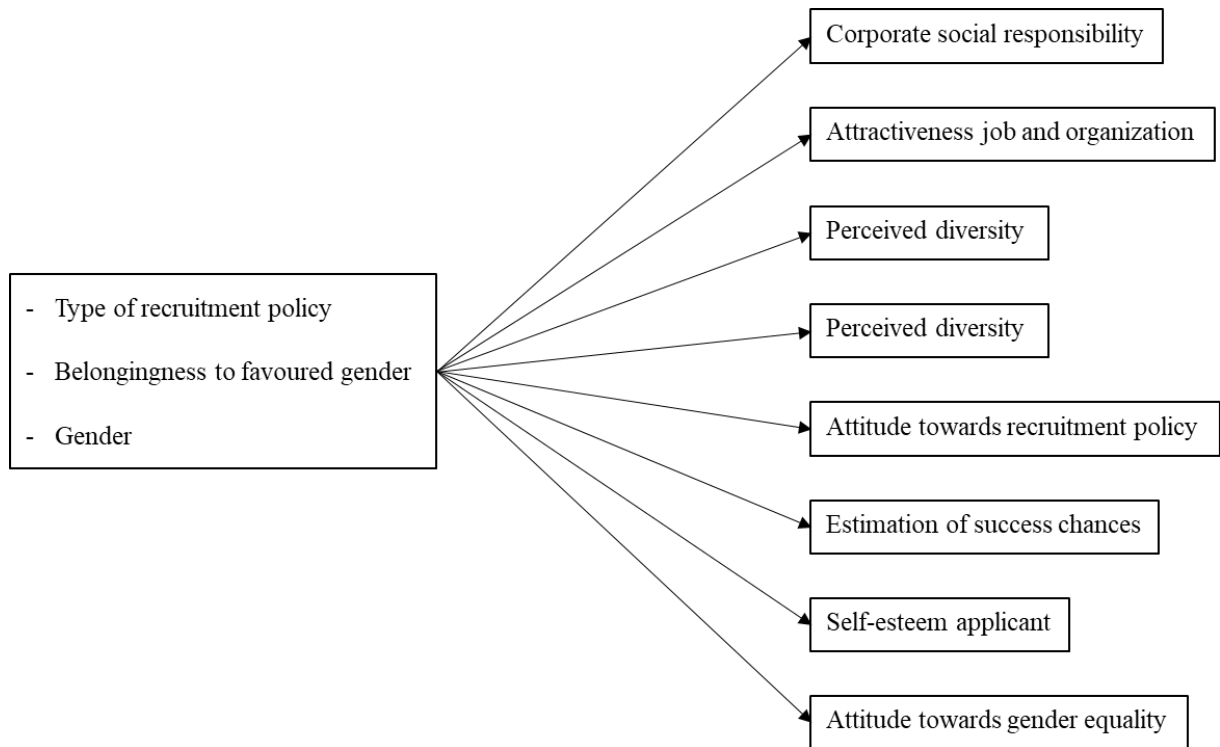
How does GDM in recruitment policies influence the attitudes of potential male and female job applicants?

In order to specify more, the focus of the research will be on several subjects that cover different parts within the research question. As indicated in Figure 1, this study explores the influence of the type of recruitment policy, belongingness to the favoured gender and gender of the participant on:

- the potential applicant's own estimation of success chances in the recruitment process;
- the self-esteem of the potential applicant;
- the attractiveness of the job and the organization;
- the perceived degree of diversity of the organization;
- the perceived degree of age diversity of the organization;
- the perceived CSR of the organization;
- people's attitudes towards the recruitment policy;
- people's attitudes towards gender equality.

Figure 1

Conceptual model of the independent and dependent variables



2. Theoretical framework

This chapter will discuss relevant literature that is related to the research question that was formulated in the previous chapter. Firstly, the topic of gender diversity in the workplace will be discussed and its possible advantages and disadvantages will be explored. Next, relevant literature regarding GDM will be presented, with a focus on GDM in recruitment. After that, a distinction will be made between mild and extreme forms of GDM in recruitment. Lastly, the possible effects of GDM in the recruitment policy will be discussed per dependent variable.

2.1 Gender diversity in organizations

Over the last two decades, organisations have begun to actively work on a healthy balance in their workforce. According to Martins and Parsons (2007), “organizations are increasingly adopting programs focused on providing career development opportunities for women and minorities, as well as increasing their representation in senior management”(p. 865). The actions taken by these organisations to reach set goals concerning a healthy balance between male and female employees can be seen as part of their gender diversity management.

The presence of effective gender diversity management in an organization can have several favourable outcomes. According to Dwyer, Richard and Chadwick (2003), a diverse workforce can, for example, lead to a better organizational culture, because the process of teamwork improves and the team has a more varied set of skills to work with. Other examples of advantages of gender diversity in organizations are improved turnover for women, better problem solving, creativity, marketing and profitability (Cox & Blake, 1991). This is supported by Marinova, Plantenga and Remery (2015), who state that an equal balance between men and women, can lead to overall improved performance of the organization.

Next to the mentioned advantages of gender diversity that generally count in any kind of organization, there are some benefits that are specific to the context of this research, which

consists of a fictional academic organization. Nielsen et al. (2017) suggest that under the right circumstances, teams in universities and other science-driven organizations may benefit from various types of diversity, like gender diversity. This is supported by Woolley, Chabris, Pentland, Hashmi and Malone (2010), who looked at group dynamics when a team was asked to perform complicated tasks like puzzling, brainstorming and negotiating over limited resources. These experiments resulted in evidence that indicates that there is a collective intelligence factor, which can more accurately predict group performance than the IQ of the individual group members. An important component that helps to predict group performance by means of this collective intelligence factor, turned out to be gender. According to Woolley et al. (2010), women scored higher on social perceptiveness and the teams in which more women were present, achieved more equality in participation of the tasks. However, Woolley, Aggarwal and Malone (2015), emphasise that the teams who were able to solve the tasks in the most effective way represented a healthy mix between men and women. Neither all women nor all men groups were most effective in problem-solving. Other than that, Joshi (2014) saw that in academic environments, women are, more than men, able to accurately recognize the skills and expertise of fellow team members. In teams that are diverse in gender, this helps to reduce biases. The results from Woolley et al. (2010) and Joshi (2015), are reason for Nielsen et al. (2017), to argue that a better balance between the sexes in teams within academic organizations, will lead to better science.

2.2 Gender diversity management

More and more organizations seem to become aware of the potentially favourable outcomes of a diverse workforce (Scarborough, 2017). Because organisational diversity serves as a source of competitive advantage and increased quality of organizational life that is, on the long run, good for business, the popularity of the diversity approach is increasing (Shen, Chanda, D'Netto

& Monga, 2009). Sometimes organisations decide to adopt gender diversity strategies because of ethical and social arguments, but sometimes the adoption of such strategies is purely business related (Shen et al., 2009).

Gender diversity management comes in many forms, like diversity trainings, diversity task forces and managerial accountability structures (Bielby, 2000). However, according to Scarborough, Lambouths and Holbrook (2019), one of the most known forms of GDM has to do with targeted recruitment strategies. These strategies are meant to target minorities in the recruitment phase, in order to support the underrepresented group to apply. In the process of choosing the best applicant for the job, the organization keeps the targeted recruitment strategies in mind and favours a particular group. This means that, in most cases of gender diversity management, the organisation actively recruits women, with the goal of creating a better gender balance (Kaiser et al., 2013).

Many organisations that decide to implement some form of GDM choose to go for rather mild measures. According to Shen et al. (2009), training and development is a frequently used measure that is meant to promote diversity. “Most diversity training programmes reinforce norms, values and perspectives of the dominant organizational culture” (Shen et al., 2009, p. 240) and are meant to raise awareness and to confront employees with the discrimination in the organization. However, according to Goodman, Fields and Blum (2003), a large part of leading organisations have not been able to book positive results with trainings, when it comes to training, retaining and promoting women and minorities. This is supported by Kalev, Dobbin and Kelly (2006, p. 589), who report that “efforts to moderate managerial bias through diversity training and diversity evaluations are least effective” when it comes to increasing the share of employees from minorities.

2.3 Gender diversity management and recruitment

Gender diversity strategies in organizations often go hand in hand with human resource management (HRM). According to Shen et al. (2009), “diversity management has a place in HRM and should be at the heart of human resource practices and policies” (p. 237). When the organization decides that their workforce is not diverse enough, the human resources department decides to deploy a gender diversity strategy, which can be implemented in the recruitment- and selection phase. Newman and Lyon (2009), explain that in the process of recruitment and selection, organizations should attract, screen and select qualified candidates in order to fill in an available position in the organization. GDM can be deployed in the recruitment phase in different ways. This research makes a rough distinction between mild GDM forms in recruitment and extreme GDM forms in recruitment, which will be further explored in the following paragraphs.

2.3.1 Mild forms of GDM in recruitment

Apart from the mild GDM measures that were already discussed, like diversity trainings, organizations sometimes deploy measures such mild measures in the recruitment phase. In literature, this is called diversity recruitment, which is “a type of diversity practice generally considered to be effective in reducing organizational inequalities” (Rivera, 2011, p. 72). An example of such a mild GDM measure in the recruitment phase is the use of statements about diversity in vacancies. The University of Twente for instance does this and writes “Because of our diversity values we do particularly support women to apply” at the end of vacancies. By disclosing such a statement, the organisation indicates to have a preference for female applicants. However, the statement is rather non-binding, and the chance that a male applicant will get hired is still fairly large. Walsh (1995), claims that strategies like the mentioned ones are in practice often not very effective because of the non-binding character of the strategies

and because “the increasingly competitive environment makes it difficult for public sector managers to maintain the levels of organizational commitment required for equal employment opportunity to be truly meaningful” (Shen et al., 2009, p. 240). Another possible reason for these mild GDM strategies to not be as successful might be that being diverse on paper is in fashion. According to Shen et al. (2009), organizations often use such diversity management strategies are sometimes used to “provide a legally defensible position against charges of discrimination” (p. 238). In such cases, disclosing a statement about diversity is often enough, and the actual hiring of a person from a minority does not happen.

2.3.2 Extreme forms of GDM in recruitment

A way of implementing GDM that is, in general, perceived as more extreme, is affirmative action. Wrench (2005), explains that affirmative action goes a step further than equal treatment. Contrary to equal treatment, affirmative action tries to encourage one specific minority, that was previously excluded, to be part of the organizational environment. Therefore, affirmative action is doing something ‘extra’ for the targeted minority, that is not done for the general majority (Wrench, 2005). The strategy that Eindhoven University of Technology (TUE) adopted, which only enabled women to apply for academic job openings, is a good example of affirmative action. According to Beaton and Tougas (2001), affirmative action was introduced to fight discrimination in organizational, corporate environments to increase the representation of the disadvantaged groups in professions in which these groups have been historically underrepresented. Since the implementation of the first affirmative action programmes in the 1960s, these strategies have proven themselves to be effective when it comes to increasing the share of employees from underrepresented groups in organizations (Kalev, Dobbin & Kelly, 2006).

The implementation of affirmative action programmes seems to cause discussion in society. The concern of many is that affirmative action is making a “preferential selection of women and minorities without regard to their qualifications, often in the form of quotas in hiring” (Heilman, Battle, Keller, & Lee, 1998, p. 190). This is supported by Fine, Sojo and Lawford-Smith (2019), who state that in the context of affirmative action, there is a potential for ‘collateral discrimination’, that should be taken seriously. The researchers add that the affirmative action strategy should be “transparent, well-designed, based on evidence, carefully monitored and reviewed” in order to be effective and to be well-received (p. 43).

2.4 The effects of GDM in recruitment strategies

Literature indicates that GDM can have effects on several constructs. This research focusses on seven of those constructs, which are estimation of success chances, self-esteem of the applicant, attractiveness of the job and organization, perceived diversity, perceived age diversity, corporate social responsibility, attitude towards the recruitment policy, and attitude towards gender equality. The following paragraphs will explore all of these constructs more in-depth. A visual representation of the expected effects can be found in Figure 1.

2.4.1 Estimation of success chances

According to Beaton and Tougas (2001), men tend to oppose GDM strategies, because they cannot benefit from them. They argue that when the underrepresented group is helped by GDM strategies, the overrepresented group feels like their own chances decrease. Accordingly, the overrepresented group estimates their success chances in the recruitment process to be lower. This is supported by Subašić (2018), who explains that attitudes towards GDM recruitment strategies are based on between-group demographic characteristics within-group attitudes. When the within-group is favoured, the estimated success chance would increase and vice

versa. Ergo, literature suggests that belongingness to the favoured gender affects the estimation of success chances. Therefore, especially the independent variable belongingness to the favoured gender is expected to have a main effect on the dependent variable estimation of success chances. In order to explore this further, the two following hypotheses were formulated:

- H_{1a} GDM has a positive influence on the estimation of success chances in the application procedure when the applicant belongs to the underrepresented group.
- H_{1b} GDM has a negative influence on the estimation of success chances in the application procedure when the applicant belongs to the overrepresented group.

2.4.2 Self-esteem of the potential applicant

Affirmative action programmes do not only seem to have the potential to have a negative influence on the attitudes of people who are not favoured by the measures, but also on the person that is later chosen for the job. Literature shows “detrimental effects on the beneficiary’s self-perceptions and reactions to work situations” (Heilman, Battle, Keller, & Lee, 1998, p. 190). Chacko (1982), for example, claims that employees who think they have benefited from some form of affirmative action score lower on job satisfaction and organizational commitment. Other than that, these experience greater evaluation apprehension and role stress (Nacoste, 1990). Heilman, Simon and Repper (1987), add that these beneficiaries, compared to employees who do not feel like they have benefited from affirmative action, tend to devalue their own leadership capability and task performance. Manfredi (2017), emphasized that these negative feelings only tend to arise when the woman was given automatic preference, simply because of her gender. When the woman is assured about the fact that she does have the appropriate qualifications and experience, the self-esteem of the candidate does not suffer that much. So, literature indicates that that GDM policies can affect the self-esteem of the beneficiary.

Especially the independent variables type of recruitment policy, which indicates the level of GDM, and belongingness to the favoured group are expected to influence the dependent variable self-esteem of the applicant. To further explore this possible effect, the following hypothesis was formulated:

H₂ GDM has a negative influence on the self-esteem of the potential job applicant.

2.4.3 Attractiveness of the job and organization

Literature indicates that people's attitudes towards DGM differ, which can also have an impact on the image of the organization that implements the specific strategy. However, in general, it is believed that GDM has a positive influence on the attractiveness of the organization (Williams & Bauer, 1994). Avery and McKay (2006), also explain that women might feel more attracted to a company that has GDM strategies that favour women, but that the strategies could have the exact opposite effect on men. Olsen et al. (2015) and Scarborough, Lambouths and Holbrook (2019), support this and indicate that women tend to show greater support towards organizations that adopted diversity management strategies than man. The reason why women report higher on attractiveness of organizations that have GDM strategies presumably has to do with between-group demographic characteristics within-group attitudes (Olsen et al., 2015). In other words, the underrepresented group, that is favoured by GDM, is likely to rate the attractiveness of the organization higher. The gender that will not be favoured by recruitment policy with GDM, will in practice often be men. The expectation is that men are more negative about an organization when they are explicitly not favoured because they lose their traditional implicit advantage. This is explained by Fernandez and Rubineau (2019), who use the glass-ceiling metaphor. According to these researchers, organizations often rely on hiring through social networks with gender homophily. Because of this gender bias, women are automatically

disadvantaged in the recruitment process, and men are automatically advantaged. Because organizations would cause men to lose their automatic advantage in hiring, they are expected to express more negative feelings towards the organization and the job. Next to that, literature explains that men often have stereotypical associations when it comes to men who support feminist policies. Anderson (2009), for example, conducted a study about judgements on feminists and found that feminist men are viewed as being less masculine and less heterosexual by other men. So by supporting rather feminist policies, men could have the feeling that they are compromising their own masculinity, which might detain them from showing support. Because of this, women are expected to be more attracted to organizations that implement GDM strategies in recruitment, whereas men are expected to be less attracted to the organization. In other words, the independent variable gender is expected to influence the reported attractiveness of the job and organization. In order to further explore this, the following hypotheses were formulated:

- H_{3a} GDM has a positive influence on women's attitudes towards the job and organization.
- H_{3b} GDM has a negative influence on men's attitudes towards the job and organization.

2.4.4 Perceived diversity and perceived age diversity

The adoption of GDM by an organization can have an effect on how people see and review the organization. Olsen et al. (2015), for example, explain that purely the presence of GDM strategies lead to a signalling effect towards external parties, like potential applicants. Literature also indicates that the presence or absence of GDM affects how people estimate the diversity of the organization (Lee & Zhang, 2020). People tend to assess an organization with GDM as

more diverse than organizations that do not explicitly adopt GDM. The reason why organizations are perceived as being more diverse, solely based on the presence of a GDM strategy, might have to do with the halo-effect. People base their view on the diversity of the organization on an unrelated matter that they associate it with, which is called the halo-effect (Jin & Lee, 2019). This goes for types of diversity that are often included in GDM policies, like gender diversity, cultural diversity and diversity in sexualities. Age diversity is less addressed in literature, but GDM is expected to have the same effect on the estimated degree of age diversity by external parties, as on the other forms of diversity. Especially the independent variable type of recruitment policy, which indicates the level of GDM in the vacancy, is expected to have a main effect on the perceived diversity and age diversity of the organization. In order to explore the effect of GDM on the way people estimate the diversity of an organization, the following hypotheses are formulated:

H₄ GDM has a positive influence on the perceived diversity of the organization.

H₅ GDM has a positive influence on the perceived age diversity of the organization.

2.4.5 Corporate social responsibility

In history, organizations were mainly judged on their economic performance. Contrary to that, researchers now believe that the criteria to form an attitude about an organization are more complex (Dawar & Singh, 2016). Turban and Greening (1997), explain that the organization's performance is affected by the relationships it has with multiple stakeholders, such as their own employees, prospective employees, consumers, clients and the community at large. This means that organizations have to take more into account than merely the "traditional responsibilities to economic stakeholders" (Turban & Greening, 1997, p. 658). The construct that emphasizes the organization's responsibilities to all kinds of stakeholders that are not directly connected to

the performance of the organization, is called corporate social responsibility (CSR). Vogel (2007), describes CSR as the practices and actions that organizations undertake, that have a positive influence on stakeholders and society at large, and improve the workplace in a way that the organization is not legally required to do. Literature indicates that having a diverse workforce when it comes to gender, can have a positive influence on the corporate social responsibility of the organization (Williams, 2003; Dawar & Singh, 2016). Cabeza-García, Fernández-Gago and Nieto (2017), explain this and claim that organizations with a healthy gender balance in boards are more successful in communicating CSR activities to the outside world. Du, Bhattacharya and Sen (2010), emphasize in their research that the way CSR activities are reported to external stakeholders has a great impact on how the activity is perceived by the public. In other words, the effectiveness of CSR activities depends on the way it is communicated and CSR activities can potentially backfire and harm the reputation of the organisation if the communication is not handled properly. Cabeza-García, Fernández-Gago and Nieto (2017), present empirical evidence in their research that shows that gender-diverse organisations are better at this than homogeneous organisations. So, according to literature, gender diversity management leads to a more favourable reputation, because of its positive impact on the perception of CSR activities.

Next to that, the presence of GDM in the recruitment policy could trigger a halo-effect. Newcomb (1931), described the halo-effect to as a logical error that can occur when someone evaluates logically unrelated behaviours. Jin and Lee (2019), explain this further and say that people sometimes link the positive associations they have with a certain matter to an unrelated matter. In the context of this research, participants are confronted with a recruitment policy that holds statements about GDM. That the organization deploys GDM, might cause the participant to think that the organization also performs well when it comes to other, unrelated, social matters, like sustainability because of the halo-effect. Especially the type of recruitment policy,

which indicates the level of GDM, is expected to influence the perceived CSR of the organization. In order to further explore the effect of GDM on the perceived CSR, this research will explore the following hypothesis:

H₆ GDM has a positive influence on the perceived CSR of the organization.

2.4.6 Recruitment policy

However diversity tends to have a positive influence on the performance of organizations (Roberson & Park, 2007), not everybody is in favour of the implementation of GDM. Research shows that sometimes GDM strategies, and mainly affirmative action programmes, are completely rejected. In general, women tend to have a more tolerant attitude towards affirmative action programmes than men (Beaton & Tougas, 2001; Kravitz & Platania, 1993; Tougas & Beaton, 1993). Martins and Parsons (2007), support this and add that men can actually be repelled by the GDM and affirmative action strategies of organizations. An explanation for this is that men tend to have stereotypical associations with policies that are considered to be feminist and view men who support such policies as less masculine (Schmitz & Haltom, 2016). According to Schmitz and Haltom (2016), men are less likely to support feminist policies after being educated about them, whereas women tend to show greater support. Therefore, the independent variables gender and the type of recruitment policy, which indicates the level of GDM, are expected to influence the evaluation of the recruitment policy. In order to explore these assertions, the following hypotheses are formulated:

H_{7a} GDM has a positive influence on the evaluation of the recruitment policy when the applicant is female.

H_{7b} GDM has a negative influence on the evaluation of the recruitment policy when the applicant is male.

2.4.7 Attitude towards gender equality

Gender diversity management is a solution to a much deeper societal problem: inequality. This inequality between the genders is viewed differently by everyone and is taken more serious by the one than by the other. Subašić (2018), explains that men do often not recognize gender-based discrimination in the workplace when women do see it. Iyer and Ryan (2009), add that if men do recognize such discrimination, they evaluate it to be less serious and pervasive. Accordingly, men are less willing to take action to get rid of gender-based discrimination. In other words, groups that are not discriminated against, do not experience the inequality to be as urgent as the group that is discriminated against (Subašić, 2018).

Next to that, literature indicates that male attitudes towards feminist causes, like gender equality, tend to get more negative after education on the topic. Thomsen, Basu and Reinitz (1995), studied the effects of women's studies courses on college students and found that male students were less likely to adopt feminist principles after taking a women's study course. Contrary to that, female students developed a broader understanding of the social inequality and were more likely to adopt feminist principles after following the course. This resistance that men show towards the adoption of feminist ideas can be linked to the stereotypical associations that men have with feminist men. According to Breen and Karpinski (2007), feminist men are viewed as being less masculine and this could detain men from adopting feminist ideas. So, literature suggests that gender and the type of recruitment policy, which indicates the level of GDM, would both influence a person's attitude towards gender equality. To explore this more, the following hypotheses were formulated:

- H_{8a} GDM has a positive influence on a woman's attitude towards gender equality.
- H_{8b} GDM has a negative influence on a man's attitude towards gender equality.

3. Method

To find an answer to the formulated research question and to test the hypotheses that were formulated in the theoretical framework, an experimental research was conducted. This chapter focusses on the method behind the research. Firstly, the between-subject design will be explained. After that, the case that was used will be further explored. Then, the manipulation used in the research will be elaborated on, after which the instrument and procedure will be explained. Lastly, a description of the participants will be given.

3.1 Design

In order to answer the research question, a 3x2x2 experimental research with a between-subject design was developed. The design included three different recruitment policies, which were presented to either male or female participants and either favoured male or female applicants. A visual overview of the design can be found in Table 1. The participants were divided over the specific forms of the manipulations by stratified random sampling based on gender, in order to divide the participating men and women equally.

Table 1

An overview of the different manipulations in the 2x2x3 design

	Male participant		Female participant	
	Preferred gender male	Preferred gender female	Preferred gender male	Preferred gender female
GDM absent	No preference	No preference	No preference	No preference
Mild GDM	Men mildly	Women	Men mildly	Women mildly
	favoured	mildly	favoured	favoured
		favoured		
Extreme	Men extremely	Women	Men extremely	Women
GDM	favoured	extremely	favoured	extremely
		favoured		favoured

3.2 Case

The experimental research was conducted by the use of a case to make sure that participants were not biased, a fictive company was created which is, in the fictional case, recruiting trainees. In order to make sure that the vacancy is both attractive for male and female, a branch was chosen where both genders were represented equally. Next to that, the branch needed to be as neutral as possible, in that case, extreme reactions based on previous experiences to the type of company can be excluded. Therefore, an academic publishing firm was chosen. The company name Maes did also not refer to other big companies. In order to make the vacancy look as attractive as possible for beginning academics, the terms of employment were made generous and the applicant was offered many options for self-development.

The vacancy was created according to Dutch standards given by popular bigger vacancy platforms, such as Monsterboard and Nationale Vacaturebank. According to these platforms, a good vacancy consists of five essential parts. Firstly, the vacancy needed to have a clear title to create a certain level of recognition. In this case “Allround Trainee” was chosen as title. Second, a brief description of the company is needed especially when the company is not that familiar. In the created vacancy cases, a small paragraph was placed on the top of the vacancy where information about the company Maes was given, such as the core business of the company, the mission of the company and the size of the company. Third, an extensive and accurate function description needs to be given. In the cases, this part consisted of a description of the traineeship, expectations and a global time frame of the traineeship. Fourth, the job requirements need to be set out. In the case, this part explained that job candidates needed to have a bachelor or master diploma, little full-time work experience and some soft skills. Lastly, the contact details and the application process needed to be added to the vacancy. To make the Maes vacancy as realistic as possible an e-mail address was given to contact the firm and a deadline for the application was added.

3.3 Manipulation

This study used a manipulation in the form of different recruitment policies in vacancies. The following three levels were chosen: a recruitment policy with no explicit GDM; a recruitment policy with a mild presence of GDM; and a recruitment policy with an extreme presence of GDM. The manipulations will be explained below.

The first recruitment policy is characterized by the absence of the GDM and can be seen as control manipulation. In this recruitment policy, no preferred gender for the applicant is given for both of the genders. The complete vacancy without a GDM can be found in Appendix I.

The second recruitment policy is characterized by the mild presence of GDM. In this case, the following sentences were added to the vacancies: *'When candidates are equally qualified, male candidates will be preferred'* or *'When candidates are equally qualified, female candidates will be preferred'*. The complete vacancies with a mild form of GDM can be found in Appendix II (male) and Appendix III (female).

The third recruitment policy is the policy with an extreme level of GDM. In the case of the Maes vacancies the following sentence was added: *'Because of our diversity policy, the vacancy is only open for male applicants'* or *'Because of our diversity policy, the vacancy is only open for female applicants'*. The complete vacancies with the extreme form of GDM can be found in Appendix IV (male) and Appendix V (female).

3.4 Instrument

By means of a questionnaire, the following constructs were measured: attitude towards gender diversity, perceived diversity of the organization, perceived age diversity of the organization, perceived corporate social responsibility of the organization, attractiveness of the job and organization, attitude towards the recruitment policy, estimation of success chances and lastly, self-esteem. Next to that, the questionnaire contained some items about demographic variables. The variables were measured with a seven-point Likert scale (strongly disagree – strongly agree). To meet the needs of all the participants and ensure that the validity of the results maintains sufficient, all original scales are translated into Dutch. An overview of the complete questionnaire can be found in Appendix VI.

Originally, the survey consisted of fourteen factors, being attractiveness of the job, attractiveness of the organization as an employer, the estimation of success chances, self-esteem, diversity in general, gender diversity, diversity in cultural background, diversity in sexual orientation, age diversity, CSR, fairness of the recruitment policy, effectiveness of the

recruitment policy, the participant's actual interest in the job and lastly attitude towards gender equality. However, the factor analysis found eight constructs in the survey items, which means some of the original constructs were merged. The complete factor analysis can be found in Appendix VII and the found constructs will be discussed here separately: the first construct is attractiveness of the job and organization, which measures in what degree participants find the fictional job and organization as an employer attractive. This construct consisted of eleven items and had a Cronbach's alpha of .88. The items were inspired by studies of Berthon, Ewing and Hah (2005) and Sivertzen, Nilsen and Olafsen, (2013). Examples items for this construct are: '*I find this traineeship an attractive job*' and '*I think that the organisation is a good employer*'.

The second indicated factor in the factor analysis is estimation of success chances. This construct consisted of six items with a Cronbach's alpha of .88. An example of one of the items from this construct is: '*I think I would be hired for the job if I applied*'.

The third construct that was identified during the factor analysis was self-esteem. The Self-esteem scale is based on the research of Rosenberg (1965). The construct consisted of five items with a Cronbach's alpha of .86. An example of one of the items is: '*If I would be hired for the traineeship, I would be proud of myself*'.

The fourth construct is CSR, This construct consisted of four items and had a Cronbach's alpha of .88. The items that are used to measure the construct of CSR are inspired by the items that were used in the research of Maignan, Ferrell ad Hult (1999), De Los Salmones, Crespo and Del Bosque (2005) and Singh, De Los Salmones and Del Bosque (2008). An example of an item for this construct is: '*I think that this organisation cares about societal issues*'.

The fifth construct that was identified during the factor analysis was diversity, which covers diversity in general, diversity in people's sexual orientation, diversity in cultural background and gender diversity. This construct consisted of twelve items and had a

Cronbach's alpha of .88. The items for this construct were inspired by the research of Del Triana and García (2009). One of the items was: *'I think that this organisation strives for a good balance between male and female employees in their workforce'*.

The sixth construct that was identified during the factor analysis was age diversity. The construct consisted of four items with a Cronbach's alpha of .84. An example of one of the items is: *'I think that this organisation hires new employees from all age groups'*.

Next, the seventh factor that was found during the factor analysis was attitude towards recruitment policy, which covers both the attitude towards fairness of the recruitment policy and the extent to which the participant thinks the policy leads to hiring the best candidate. This construct consisted of eight items, one of them being *'I think the organisation recruits new employees in a good way'*. The Cronbach's alpha for this construct was .79.

The eighth and last construct that was identified during that factor analysis was attitude towards gender equality and equal opportunities for both sexes. This construct consisted of five items, which were inspired by the research of Montei, Adams and Eggers (1996), with a Cronbach's alpha of .86. One of the items in this construct was *'I value equality between men and women'*.

Lastly, the questionnaire started off with two questions about demographics. One item asked the participant to indicate his or her age and the other item asked the participant to indicate whether he or she identified as male or female. At the very end of the questionnaire, the participants were asked to indicate how interested they would generally be in the job.

3.5 Procedure

The study started with an opening message, which included information about the study, the estimated time the survey would take and a privacy statement. This opening message also held information about informed consent, in which the respondent agreed to the anonymous

processing of the data. After that, the participant filled out general demographical questions, that gathered data about age and gender. Based on the indicated gender, the participant was randomly assigned to one of the vacancies with a certain recruitment policy, which would either favour women, men or no gender. After the participant read the vacancy, the participants filled in the questionnaire which was designed to measure the dependent variables. Lastly the participant answered some general questions about their attitudes towards traineeships and working at a publisher. To end the session, a closing message was shown, which thanked the participant for its participation and made it clear that the researcher could be contacted in case the participant had any questions.

3.6 Participants

In total, the data of 321 participants were gathered. The participants for the research are recruited in different ways. Firstly, about a third of the participants were reached via convenience sampling, and are part of my own social network. Two third of the participants were recruited via survey platforms, such as the SONA-system, SurveyCircle and Facebook groups.

All participants were currently in higher education or had recently finished their higher education. The survey was conducted in Dutch, which means that all participants were from the Netherlands, or at least able to speak Dutch. 154 men and 167 women filled out the survey, which means that 48% of the participants were male, and 52% were female. In table 2, an overview of the distribution of the participants can be found.

The ages of these participants all ranged from 18 to 29 years old. As seen in Table 2, the participants were divided into 12 different groups. There were no statistically significant differences between group means, concerning age and interest in the job in the vacancy, as

determined by one-way ANOVA's. The full ANOVA analyses can be found in Appendix VIII and Appendix IX.

Table 2

An overview of the distribution of age and gender among the groups

	N	Mean Age	Gender	Mean interest in job
Group 1	26	23.04	Male	3.69
Group 2	26	23.04	Male	3.96
Group 3	25	23.36	Male	3.56
Group 4	25	22.52	Male	3.80
Group 5	26	22.92	Male	3.92
Group 6	26	22.42	Male	3.50
Group 7	27	23.04	Female	3.89
Group 8	27	23.11	Female	4.22
Group 9	34	22.97	Female	3.53
Group 10	27	22.63	Female	4.19
Group 11	25	22.68	Female	3.40
Group 12	27	22.26	Female	4.30

4. Results

After all participants had filled out the survey, the data were analysed by means of three-way ANOVA analyses. By doing so, the possible main effects and interaction effects of gender, recruitment policy and belonging to the favoured group on the dependent variables were discovered. The analysis of the main effects is shown in Table 3 and the analysis of the interaction effects is shown in Table 4.

4.1 Estimation of success chances

A three-way ANOVA analysis was conducted to explore the possible main effects of the three independent variables on the participant's estimation of success chances in the recruitment process. As seen in Table 3, a significant main effect was found for every independent variable. Firstly, the main effect of gender on the potential job candidate's estimation of success chances was significant, $F(1,311) = 11.52, p < 0.05$. Men estimated their success chances significantly higher than women. Next, the main effect of the type of recruitment policy on the potential job candidate's estimation of success chances was also significant, $F(1,311) = 4.04, p < 0.05$. Participants reported significantly higher estimation of success chances in the recruitment policy with mild GDM, compared to the other policies. Lastly, the main effect of belongingness to the favoured gender on the potential job candidate's estimation of success chances also turned out to be significant, $F(1,311) = 4.11, p < 0.05$. Participants estimated their success chances to be higher when they did belong to the favoured gender.

According to Table 4, the ANOVA analysis found no significant interaction effects. This means that combinations of independent variables do not explain the participant's estimation of success chances in the recruitment process.

Table 3*An overview of the main effects*

	Gender	Type or recruitment policy	Gender in line with favoured gender
Estimation of success chances	$F(1,311) = 11.52, p = .001,$ $\eta_p^2 = .036^*$	$F(1,311) = 4.04, p = .045,$ $\eta_p^2 = .013^*$	$F(1,311) = 4.11, p = .043,$ $\eta_p^2 = .013^*$
Self-esteem	$F(1,311) = .43, p = .513$	$F(1,311) = .28, p = .598$	$F(1,311) = .04, p = .853$
Attractiveness of job and organization	$F(1,311) = 1.35, p = .247$	$F(1,311) = .87, p = .351$	$F(1,311) = 2.24, p = .135$
Diversity	$F(1,311) = 4.42, p = .036,$ $\eta_p^2 = .014^*$	$F(1,311) = 1.78, p = .184$	$F(1,311) = .10, p = .752$
Age diversity	$F(1,311) = .48, p = .487$	$F(1,311) = 2.52, p = .114$	$F(1,311) = .23, p = .634$
Corporate social responsibility	$F(1,311) = .01, p = .912$	$F(1,311) = .03, p = .854$	$F(1,311) = .66, p = .418$
Attitude towards recruitment policy	$F(1,311) = 2.27, p = .133$	$F(1,311) = .00, p = .964$	$F(1,311) = 1.32, p = .252$
Attitude towards gender equality	$F(1,311) = 25.35, p < .001,$ $\eta_p^2 = .075^*$	$F(1,311) = .55, p = .459$	$F(1,311) = 3.45, p = .064$

* = *Significant result*

Table 4*An overview of the interaction effects*

	Gender & type of recruitment policy	Gender & gender in line with favoured gender	Type of recruitment policy & gender in line with favoured gender	Gender, type of recruitment policy & gender in line with favoured gender
Estimation of success chances	$F(1,311) = .34, p = .562$	$F(1,311) = 2.94, p = .088$	$F(1,311) = 1.49, p = .224$	$F(1,311) = 2.71, p = .101$
Self-esteem	$F(1,311) = .06, p = .803$	$F(1,311) = .29, p = .592$	$F(1,311) = .47, p = .493$	$F(1,311) = .00, p = .971$
Attractiveness of job and organization	$F(1,311) = 2.00, p = .159$	$F(1,311) = 14.46, p < .001, \eta_p^2 = .044^*$	$F(1,311) = .49, p = .486$	$F(1,311) = .01, p = .944$
Diversity	$F(1,311) = .86, p = .355$	$F(1,311) = 5.33, p = .022, \eta_p^2 = .017^*$	$F(1,311) = 6.73, p = .010, \eta_p^2 = .021^*$	$F(1,311) = 2.57, p = .612$
Age diversity	$F(1,311) = .16, p = .694$	$F(1,311) = .52, p = .471$	$F(1,311) = 2.40, p = .122$	$F(1,311) = .086, p = .770$
Corporate social responsibility	$F(1,311) = 5.14, p = .024, \eta_p^2 = .016^*$	$F(1,311) = 2.31, p = .130$	$F(1,311) = .00, p = .980$	$F(1,311) = .41, p = .524$
Attitude towards recruitment policy	$F(1,311) = 3.58, p = .059$	$F(1,311) = 7.40, p = .007, \eta_p^2 = .023^*$	$F(1,311) = 2.22, p = .137$	$F(1,311) = 1.13, p = .289$
Attitude towards gender equality	$F(1,311) = 1.07, p = .302$	$F(1,311) = .67, p = .414$	$F(1,311) = 4.68, p = .031, \eta_p^2 = .015^*$	$F(1,311) = 0.07, p = .796$

* = *Significant result*

4.2 Self-esteem of the potential applicant

The independent variables gender, type of recruitment policy and belonging to the favoured gender were expected to have an effect on the self-esteem of the potential job candidate. In order to explore this possible effect, a three-way ANOVA analysis was carried out and Table 3 shows that no significant main effects were found. This means that the three independent variables do, separately, not predict the self-esteem of the potential applicant.

Next, the possible interaction effects between the independent variables on the self-esteem of the potential applicant were explored. Table 4 reports that the conducted ANOVA analysis found no significant interaction effects either. In other words, no combination of the independent variables was able to correctly predict the self-esteem of the potential applicant.

4.3 Attractiveness of the job and organization

The three independent variables, gender, recruitment policy and belonging to the favoured group, were expected to have separate effects on the attractiveness of the job and organization. In order to explore these possible main effects, a three-way ANOVA analysis was carried out, which found no significant main effects for attractiveness of the job and organization, as seen in Table 3. This means that gender, the kind of recruitment policy and belonging to the favoured group have no separate effects on the attractiveness of the job and organization.

The three-way ANOVA also tested possible interaction effects and as seen in Table 4, the test did find one significant interaction effect. A significant interaction effect was found between gender and belongingness to the favoured gender, $F(1,311) = 14.46, p < .001$. Women scored higher on attractiveness of the job and organization when they belonged to the favoured gender in the vacancy. Contrary to that, men scored higher on attractiveness of the job and organization when they did not belong to the favoured gender.

4.4 Diversity

The perceived diversity of the organization was measured, and the independent variables gender, recruitment policy and belonging to the favoured group were expected to have an effect on it. In order to explore this possible effect, a three-way ANOVA analysis was carried out and as seen in Table 3, one significant main effect was found, being the main effect of gender on the perceived diversity of the organization was significant, $F(1,311) = 4.42, p < 0.05$. Men perceived the fictional organization to be significantly more diverse than women. The variables recruitment policy and belonging to the favoured group did, separately, not seem to predict the perceived diversity of the organization

Table 4 shows that two significant interaction effect were found for the construct of diversity. The first significant interaction effect found, is the one between gender and belonging to the favoured group, $F(1,311) = 5.33, p < 0.05$. Women perceived the organizations to be most diverse when they belonged to the favoured gender and men perceived the organization to be most diverse when they did not belong to the favoured gender. The test also found a significant interaction between the type of recruitment policy and belongingness to the favoured gender, $F(1,311) = 6.73, p < 0.05$. The perceived diversity of the organization was highest when participants had been confronted with the extreme form of GDM and when they belonged to the favoured gender.

4.5 Age diversity

As discussed in the theoretical framework, gender, recruitment policy and belonging to the favoured gender were expected to have effects on the perceived age diversity of the organization. In order to explore these possible effects, a three-way ANOVA analysis was carried out and, as seen in Table 3, found no significant results whatsoever. This means that the perceived age diversity could not be predicted by the three separate independent variables.

The three-way ANOVA also explored tested the possible interaction effects, but as seen in Table 4, no significant results were found here either. So, combinations of the independent variables were not able to predict the perceived age diversity of the organization either.

4.6 Corporate social responsibility

Gender, the kind of recruitment policy and belonging to the favoured group were expected to have an effect on the perceived corporate social responsibility of the organization. In order to explore these possible effects, a three-way ANOVA analysis was carried out, which, as seen in Table 3, found no significant main effects. In other words, gender, the kind of recruitment policy or belonging to the favoured group did not seem to have separate effects on the perceived CSR of the organization.

The three-way ANOVA also tested the possible interaction effects between the variables and found one significant interaction effect, as seen in Table 4. A significant interaction effect between gender and recruitment policy, $F(1,311) = 5.14, p < .05$. Women rated the organization's CSR highest after seeing the recruitment policy with mild GDM, whereas men rated the organization's CSR highest after seeing the recruitment policy with extreme GDM.

4.7 Attitude towards recruitment policy

The three independent variables gender, type of recruitment policy and belonging to the favoured gender in the policy were expected to predict the participant's attitude towards the recruitment policy. In order to explore these possible effects, a three-way ANOVA analysis was carried out, that found no significant main effects, as seen in Table 3. This means that the separate independent variables do not explain the participants' attitude towards recruitment policy.

Table 4 shows that the three-way ANOVA did find one significant interaction effect between two independent variables on the participant's attitude towards the recruitment policy. Namely, a significant interaction effect found between gender and belonging to the favoured gender, $F(1,311) = 7.40, p < 0.05$. Women showed the most positive attitude towards the recruitment policy when women were the favoured gender. Men also showed the most positive attitude towards the recruitment policy when women were the preferred gender.

4.8 Attitude towards gender equality

A three-way ANOVA analysis was conducted to explore the possible main effects of the independent variables gender, type of recruitment policy and belonging to the favoured gender on the participant's attitude towards gender equality. As seen in Table 3, the test only found one significant main effect, which was the effect of gender on the attitude towards gender equality, $F(1,311) = 25.35, p < .001$. Women showed a significantly more positive attitude towards gender equality than men.

As seen in Table 4, one significant interaction effect was found. The type of recruitment policy and whether the participant belongs to the favoured gender in the vacancy turned out to have a combined effect of the participant's attitude towards gender equality, $F(1,311) = 4.68, p = .031$. Participants showed the most positive attitude towards gender equality after having been confronted with extreme GDM, which did not favour their own gender.

5. Discussion

In the previous chapter, the results of this research were reported. In order to give meaning to these results, the following chapter will focus on putting these results in context by discussing the main findings. After that, the limitations of the research will be discussed and next, the focus will be on the practical and theoretical recommendations that derived from the research. Lastly, the final conclusions will be drawn.

5.1 Main findings

The following paragraphs will discuss the main findings of this research per independent variable, and it will put them in a broader context. First, the main effects of the independent variables will be discussed, after which the interaction effects will be highlighted. Also, a look will be taken at the hypotheses that were formulated in Chapter 3, in combination with the findings. An overview of the accepted and rejected hypotheses can be found in Table 5.

5.1.1 The effect of gender

In order to give more context to the found results, the following chapter will elaborate on what the separate effects of gender, level of GDM and belongingness to the favoured gender. To start off with, the results showed that gender had a significant main effect on the perceived diversity of the organization. In general, men expected the fictional organization to be more diverse than women. The independent variable gender was not specifically expected to affect perceived diversity in this study, and no hypothesis was formulated. However, these findings can be explained by literature. Iyer and Ryan (2009), and Subašić (2018), for example, explain that men tend to underestimate gender-based discrimination in the workplace, compared to women.

Next, gender also had a significant effect on the person's own estimation of their success chances in the recruitment process, as seen in Table 3. These results show that men rate their own success chances significantly higher than women. This specific effect was not expected to be found in this study. The reason why male participants generally reported higher estimated success chances than women could have to do with the difference between men and women regarding the construct self-esteem. According to Josephs, Markus and Tafarodi (1992), self-esteem for men and women is derived from different sources. Men are more individualistic and base self-esteem on individual achievements, whereas women's self-esteem arises based on a more social process in which the connection with important others seems to be crucial (Josephs, Markus & Tafarodi, 1992). In the context of this research, the participant finds him- or herself in the early recruitment stage, where the participant has not yet had the chance to build any kind of social connection with the organization and its employees. The absence of this social side could have a negative effect on the self-esteem of women, compared to men, which could explain that men reported a higher estimated success chance than women.

Lastly, a significant effect of gender on attitude towards gender equality was found. From the results, it became clear that women have a more positive attitude towards gender equality than men. This result is in line with literature, which indicates that men tend to not see gender inequality as a matter that urgent, compared to women (Subašić, 2018). These results are in line with the expectations and therefore H_{8a} and H_{8b} are both accepted.

Table 5*An overview of the accepted and rejected hypotheses*

		Accepted	Rejected	No effects found
H_{1a}	GDM has a positive influence on the estimation of success chances in the application procedure when the applicant belongs to the underrepresented group.	x		
H_{1a}	GDM has a negative influence on the estimation of success chances in the application procedure when the applicant belongs to the overrepresented group	x		
H₂	GDM has a negative influence on the self-esteem of the potential job applicant.			x
H_{3a}	GDM has a positive influence on women's attitudes towards the job and organization.	x		
H_{3b}	GDM has a negative influence on men's attitudes towards the job and organization.		x	
H₄	GDM has a positive influence on the perceived diversity of the organization.	x		
H₅	GDM has a positive influence on the perceived age diversity of the organization.			x
H₆	GDM has a positive influence on the perceived CSR of the organization.	x		
H_{7a}	GDM has a positive influence on the evaluation of the recruitment policy when the applicant is female.	x		
H_{7b}	GDM has a negative influence on the evaluation of the recruitment policy when the applicant is male.		x	
H_{8a}	GDM has a positive influence on a woman's attitude towards gender equality.	x		
H_{8b}	GDM has a negative influence on a man's attitude towards gender equality.	x		

5.1.2 The effect of the type of recruitment policy

As seen in Table 3, a significant effect of the type of recruitment policy, which indicated the level of GDM, on the participant's estimation of success chances. Originally, this effect was not specifically expected to be found in this study. The results show that after participants had been confronted with the recruitment policy with the mild version of GDM, compared to the policy without GDM and the policy with the extreme version of GDM, they responded most positively when it comes to an estimation of their own success chances in the recruitment process. However this effect was not expected, it can be explained by literature because research suggests that GDM has positive effects on potential applicants but that affirmative action, used in the extreme GDM version, might cause people to be repelled by the organization (Avery & McKay, 2006; Martins and Parsons, 2007).

5.1.3 The effect of belongingness to the favoured gender

As seen in Table 3, only one significant main effect of belonging to the favoured gender was found. This is the effect of belonging to the favoured gender on estimation of success chances. The results show that when a person belongs to the favoured gender, the estimation of success is higher. This is in line with the expectations that were set in the theoretical framework. Literature predicted that GDM would have a positive influence on the estimation of success chances in the application procedure when the applicant belongs to the underrepresented group and that GDM would have a negative influence on the estimation of success chances in the application procedure when the applicant belongs to the overrepresented group. Both expectations were met and therefore, H_{1a} and H_{1b} are both accepted.

5.2 Interaction effects

As described, some main effects of the independent variables on the independent variables were found. Next to that, the results also showed several interaction effects that will be discussed below.

5.2.1 *Gender x belonging to the preferred gender*

Gender was found to have a significant interaction effect with belonging to the preferred gender on perceived diversity. The results show that women rate the diversity of the organization higher when they belong to the favoured gender. Opposite to that, men rate the diversity of the organization higher when their own gender does not agree with the preferred gender. This means that both men and women expect the organization's diversity to be higher when the preferred gender in the vacancy is female.

Gender, combined with belonging to the preferred gender, also turned out to have an effect on the attractiveness of the job and organization. The analyses showed that, as expected, women feel more attracted to the organization when they belong to the preferred gender. However, men reported the opposite: they reported higher on attractiveness when they did not belong to the preferred gender. This means that men might actually do find organizations attractive when they favour women, just like women do. Therefore, H_{3a} is accepted and H_{3b} is rejected.

The last significant effect that includes gender, is the effect of gender and belonging to the favoured gender on attitude towards the recruitment policy. The results show that men show greater support to the recruitment policy when the preferred gender in the vacancy is female. In general, women also show greater support to the recruitment policy when the favoured gender is female, with exception of the extreme GDM condition. This is notable, because the expectation was that recruitment policies with GDM would have a positive influence on the

evaluation of the recruitment policy when the applicant was female, and a negative influence when the applicant was male. The results show that women indeed show greater support for recruitment policies with GDM, but men do as well. Therefore, H_{7a} is accepted and H_{7b} is rejected. A possible explanation for these results could have to do with social desirability bias, which comes in to play when participants feel the need to act prosocially. According to Brenner and DeLamater (2016), participants tend to exaggerate traits or feelings that they think are normative or more accepted. So, if men felt like reporting high support for GDM that favours women was socially desirable, this could have influenced the results.

5.2.2 Gender x type of recruitment policy

The next significant effect of gender that was found, works in combination with the type of recruitment policy. These together namely influence the perceived corporate responsibility of the organization. According to the analyse, female participants rate the corporate social responsibility higher than men in the condition with a recruitment policy with mild GDM, but male participants rated the CSR higher than women in the condition with extreme GDM. Literature predicted that the presence of GDM in the job vacancy would cause higher perceived corporate social responsibility amongst participants. This means that the expectations were met and H_6 is accepted.

5.2.3 Type of recruitment policy x belonging to the preferred gender

The type of recruitment policy turned out to have an effect on perceived diversity, in combination with belonging to the favoured gender. The results show that in the policy with an extreme form of GDM, people report higher on perceived diversity when they belong to the preferred gender. The results also show that the presence of GDM generally has a positive effect on the perceived diversity of the organization, which is in line with the expectations and

therefore H₄ is accepted. No significant effects were found for age diversity, which is not in line with the expectations.

As seen in Table 4, another effect of the type of recruitment policy was found in combination with belonging to the favoured gender on attitude towards gender equality. The tests found that especially in the recruitment policy with the extreme version of GDM, people have a more favourable attitude towards gender equality when they do not belong to the favoured gender, which is not in line with the expectations that were derived from literature.

5.2 Theoretical and practical implications

Existing literature holds great amounts of information about gender diversity management. However, not as much research is to be found specifically about GDM that is embedded in recruitment strategies. Therefore, this study was meant to explore that more. Next to that, existing literature approaches gender diversity always from the point of view in which females are the subordinated group. Contrary to that, this study was meant to also explore the reversed roles with versions of the case in which male candidates were favoured. This study is one of the few studies, that sheds light on this ‘reversed’ gender inequality.

The findings of this study were partly in line with literature. Williams and Bauer (1994), for example, explained that GDM has a positive effect on the attractiveness of the organization. Lee and Zhang (2020), claimed that GDM has a positive effect on the perceived diversity of the organization and Cabeza-García et al. (2017), described how GDM has a positive effect on the CSR of the organization. The findings of this study are in line with this literature. Contrary to that, some other findings contradict existing literature. An example is that literature indicates that GDM has a negative effect on the self-esteem of the beneficiary (Nacoste, 1990). This study found no evidence to support that. Next to that, existing studies suggest that, overall, men have a negative attitude towards GDM, but the findings of this study do not support that.

Because the outcomes of this study partly contradict other literature, further research on the topic of GDM in recruitment is recommended.

The outcomes of this research can be of added value for organizations that are similar to the fictional organization that was used in the cases. Organizations could for example use GDM in their recruitment processes and simultaneously improve their perceived attractiveness. They do not have to fear decreased self-esteem amongst beneficiaries, as this study found no effects of GDM in recruitment on self-esteem. According to the results of this study, the implementation of GDM might also play a role in improving the CSR of the organization.

5.3 Limitations

This research was designed and carried out with precision in order to guarantee reliability and validity, but it does know some limitations. The following paragraphs of this chapter will elaborate on these limitations.

5.3.1 Background of participants

The data for this research was solely gathered from participants who were in the final stage of their university studies or had recently graduated from their university studies. This means that the sample of this research is rather highly educated and young. Next to that, all participants were from the Netherlands. Since the Netherlands are considered to be a rather modern and feministic country, the results might not be applicable in other contexts. The limited scope of this sample causes that the results are valid and reliable for this particular socio-economic group from a western country, but results might turn out very different with other samples. Therefore, the results and conclusions from this research cannot carelessly be applied to groups that differ from the sample.

5.3.2 Artificial setting

Participants were informed that they were participating in a scientific study before they were given the vacancy and the survey. Next to that, the vacancy was fictional and the organization in it was fictional too. These factors could have caused the participants to become very aware of the artificial setting in which the study was taking place. It is possible that participants would have reacted differently in a realistic setting, in which real interest would be at stake.

5.3.3 Manipulation check

No manipulation check was present in this study. After thorough deliberation, the choice was made to not include the check, because it would have made participants too aware of the manipulation, before filling out the survey. The risk of participants focussing on the manipulation too much was too high and that would have probably compromised the reliability and validity of the study. Doing the manipulation check at the end of the questionnaire was also considered as an option. However, this option was quickly voted down because the manipulation would not be on top of the participant's mind any more. So, the choice to not include the manipulation check was well deliberated, but now there is no way to be sure that participants recognized the manipulations in the vacancies.

5.4 Suggestions for future research

Following from the limitations of this study, a few recommendations for future research can be made. The first important recommendation has to do with the sample of this study. It is proposed to use larger and different samples in future research. The sample of this research is characterized by its high educational background, young age and Dutch cultural background. In order to really explore people's attitudes regarding GDM and to create a complete picture,

more and more diverse samples are needed. It would also uncover possible differences between groups with different educational backgrounds and ages.

The second recommendation is about the artificial setting that this study used. In order to minimize the bias that is caused by the awareness of being in an artificial setting, it is proposed to conduct future research in more realistic settings

The last recommendation for future research has to do with the absence of a manipulation check in this study. It is important to make sure that it really is the GDM that influences the attitudes of people. Therefore, it is highly recommended to find ways to guarantee this, without influencing people's attitudes by making them too aware of the manipulation.

5.5 Conclusion

This research was meant to answer the research question that was formulated in the instruction. To come to a concluding answer to this question, some final conclusions will be drawn.

Generally, women indicate to find gender equality more important than men. The results show that GDM in recruitment policies has a positive influence on the perceived attractiveness of the organization and the job. Next to that, GDM in the recruitment policy has a positive effect on the CSR of the organization. People also tend to perceive organizations with GDM in their recruitment policy as more diverse. However, GDM did not seem to have an effect on the perceived age diversity of the organization. Both men and women had more positive attitudes towards the recruitment policies when the GDM favoured women.

As expected, potential applicants estimate their own success chances to be higher when they belong to the gender that is favoured by the GDM, but the self-esteem of the applicant does not seem to be affected by the GDM.

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Appendix I – vacancy with recruitment strategy without GDM



TRAINEE - ALLROUND

Over Maes Academic Publishing

Wij zijn een uitgeverij die zich bezighoudt met het publiceren van wetenschappelijke literatuur in de volle breedte van de academische disciplines. Onze missie is om toonaangevend te zijn binnen onze branche en om professionals, wetenschappers en organisaties te voorzien van hoogwaardige wetenschappelijke content. Op dit moment zijn er zo'n 300 mensen werkzaam bij Maes Academic Publishing en zijn we op zoek naar jong academisch talent om ons team te komen versterken.

Vacature: Trainee - Allround (40 uur)

In dit traineeship combineer je inhoudelijke en persoonlijke ontwikkeling door te werken aan diverse individuele en groepsopdrachten, opleidingen (intern en extern), coaching en intervisie. Je zult tijdens je traineeship het bedrijf goed leren kennen en je werkt samen met andere trainees aan een opdracht van de directie. Daarnaast zoek je zelf een opdracht bij een afdeling, in een rol die jij wilt ontdekken. Naast je opdrachten volg je een traject voor persoonlijke ontwikkeling bij een extern gespecialiseerd bedrijf. Ook volg je intervisie, heb je een tweedejaars trainee als buddy en kun je terecht bij je coach; één van de afdelingsmanagers. Samen kijken we naar jouw kracht om van daaruit jouw verdere ontwikkeling binnen Maes vorm te geven. Hiernaast krijg je tijdens je traineeship de mogelijkheid om ervaring op te doen bij onze partners in het buitenland en om congressen in het buitenland te bij te wonen.

Wie zoeken wij?

Wij zijn op zoek naar maatschappelijk betrokken (bijna) afgestudeerde wo'ers met affiniteit voor wetenschappelijk onderzoek. Je durft verantwoordelijkheid te nemen, kunt met vrijheid omgaan en bent communicatief sterk. We verwachten dat jij je onafhankelijk en gemakkelijk beweegt binnen deze context en een proactieve, leergierige houding hebt. Ook heb je:

- Maximaal twee jaar fulltime werkervaring;
- Ervaring met aantoonbare nevenactiviteiten naast je studie;
- Goede beheersing van de Nederlandse en Engelse taal.

Geïnteresseerd?

Net zo enthousiast over het traineeship geworden als wij dat zijn? We zien je sollicitatie graag tegemoet! Solliciteer uiterlijk zondag 31 mei 2020 door een e-mail te sturen naar traineeship@maes.nl met daarin je CV en je motivatiebrief als bijlage.



TRAINEE - ALLROUND

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- Goede beheersing van de Nederlandse en Engelse taal.

Geïnteresseerd?

Net zo enthousiast over het traineeship geworden als wij dat zijn? We zien je sollicitatie graag tegemoet! Solliciteer uiterlijk zondag 31 mei 2020 door een e-mail te sturen naar traineeship@maes.nl met daarin je CV en je motivatiebrief als bijlage.



TRAINEE - ALLROUND

Over Maes Academic Publishing

Wij zijn een uitgeverij die zich bezighoudt met het publiceren van wetenschappelijke literatuur in de volle breedte van de academische disciplines. Onze missie is om toonaangevend te zijn binnen onze branche en om professionals, wetenschappers en organisaties te voorzien van hoogwaardige wetenschappelijke content. Op dit moment zijn er zo'n 300 mensen werkzaam bij Maes Academic Publishing en zijn we op zoek naar jong academisch talent om ons team te komen versterken. Vanwege ons diversiteitsbeleid is deze vacature op dit moment uitsluitend geopend voor mannelijke kandidaten.

Vacature: Trainee - Allround (40 uur)

In dit traineeship combineer je inhoudelijke en persoonlijke ontwikkeling door te werken aan diverse individuele en groepsopdrachten, opleidingen (intern en extern), coaching en intervisie. Je zult tijdens je traineeship het bedrijf goed leren kennen en je werkt samen met andere trainees aan een opdracht van de directie. Daarnaast zoek je zelf een opdracht bij een afdeling, in een rol die jij wilt ontdekken. Naast je opdrachten volg je een traject voor persoonlijke ontwikkeling bij een extern gespecialiseerd bedrijf. Ook volg je intervisie, heb je een tweedejaars trainee als buddy en kun je terecht bij je coach; één van de afdelingsmanagers. Samen kijken we naar jouw kracht om van daaruit jouw verdere ontwikkeling binnen Maes vorm te geven. Hiernaast krijg je tijdens je traineeship de mogelijkheid om ervaring op te doen bij onze partners in het buitenland en om congressen in het buitenland te bij te wonen.

Wie zoeken wij?

Wij zijn op zoek naar maatschappelijk betrokken (bijna) afgestudeerde wo'ers met affiniteit voor wetenschappelijk onderzoek. Je durft verantwoordelijkheid te nemen, kunt met vrijheid omgaan en bent communicatief sterk. We verwachten dat jij je onafhankelijk en gemakkelijk beweegt binnen deze context en een proactieve, leergierige houding hebt. Ook heb je:

- Maximaal twee jaar fulltime werkervaring;
- Ervaring met aantoonbare nevenactiviteiten naast je studie;
- Goede beheersing van de Nederlandse en Engelse taal.

Geïnteresseerd?

Net zo enthousiast over het traineeship geworden als wij dat zijn? We zien je sollicitatie graag tegemoet! Solliciteer uiterlijk zondag 31 mei 2020 door een e-mail te sturen naar traineeship@maes.nl met daarin je CV en je motivatiebrief als bijlage.



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Vacature: Trainee - Allround (40 uur)

In dit traineeship combineer je inhoudelijke en persoonlijke ontwikkeling door te werken aan diverse individuele en groepsopdrachten, opleidingen (intern en extern), coaching en intervisie. Je zult tijdens je traineeship het bedrijf goed leren kennen en je werkt samen met andere trainees aan een opdracht van de directie. Daarnaast zoek je zelf een opdracht bij een afdeling, in een rol die jij wilt ontdekken. Naast je opdrachten volg je een traject voor persoonlijke ontwikkeling bij een extern gespecialiseerd bedrijf. Ook volg je intervisie, heb je een tweedejaars trainee als buddy en kun je terecht bij je coach; één van de afdelingsmanagers. Samen kijken we naar jouw kracht om van daaruit jouw verdere ontwikkeling binnen Maes vorm te geven. Hiernaast krijg je tijdens je traineeship de mogelijkheid om ervaring op te doen bij onze partners in het buitenland en om congressen in het buitenland te bij te wonen.

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- Maximaal twee jaar fulltime werkervaring;
- Ervaring met aantoonbare nevenactiviteiten naast je studie;
- Goede beheersing van de Nederlandse en Engelse taal.

Geïnteresseerd?

Net zo enthousiast over het traineeship geworden als wij dat zijn? We zien je sollicitatie graag tegemoet! Solliciteer uiterlijk zondag 31 mei 2020 door een e-mail te sturen naar traineeship@maes.nl met daarin je CV en je motivatiebrief als bijlage.

Appendix VI – questionnaire

Q2 Wat is je leeftijd?

Q3 Wat is je geslacht?

☐ Man (1)

☐ Vrouw (2)

Start of Block: Aantrekkelijkheid baan

Q34 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Zeer sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Zeer sterk mee eens (7)
Ik vind dit traineeship een aantrekkelijke baan. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat het traineeship een stimulerende werkomgeving biedt. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat het traineeship goede arbeidsvoorwaarden biedt. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat ik door dit traineeship in een omgeving kan werken die ik ambieer. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat dit traineeship mij de kans biedt om mijzelf te ontwikkelen. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Aantrekkelijkheid werkgever

Q35 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Zeer sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Zeer sterk mee eens (7)
Ik denk dat de organisatie een goede werkgever is. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie waarde hecht aan het welzijn van haar werknemers. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie haar werknemers goede mogelijkheden biedt om zich te ontwikkelen. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie geeft om haar werknemers. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie haar medewerkers rechtvaardig behandelt. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie haar medewerkers een eerlijk loon betaalt. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Estimation of success chances

Q42 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Ze er sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Ze er sterk mee eens (7)
Ik zou solliciteren op het traineeship. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie mij zal zien als een geschikte kandidaat voor het traineeship. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie mij zal uitnodigen voor een sollicitatiegesprek als ik reageer op de vacature. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie mij zal aannemen als ik solliciteer. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat ik veel vaardigheden heb die mijn kansen tijdens de sollicitatieprocedure vergroten. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat ik een kansrijke kandidaat ben, minstens zo kansrijk als andere kandidaten. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat ik betere kwaliteiten heb voor het traineeship dan de meeste andere mensen. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Zelfverzekerdheid kandidaat

Q43 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Zeer sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Zeer sterk mee eens (7)
Als ik word aangenomen voor het traineeship, zal ik trots zijn op m mezelf. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als ik word aangenomen voor het traineeship, zal ik me zelfverzekerd voelen. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als ik word aangenomen voor het traineeship zal dat zijn vanwege mijn vaardigheden en competenties. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als ik word aangenomen voor het traineeship, is dat een bevestiging van mijn kwaliteiten. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als ik word aangenomen voor het traineeship is dat goed voor mijn zelfvertrouwen. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: CSR - diversity

Q38 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Ze er sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Ze er sterk mee eens (7)
Ik denk dat de medewerkers van de organisatie een goede afspiegeling zijn van de maatschappij. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat diversiteit hoog in het vaandel staat bij deze organisatie. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q36 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Ze er sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Ze er sterk mee eens (7)
Ik denk dat de organisatie streeft naar een goede balans tussen mannen en vrouwen op de werkvloer. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie zowel mannelijke als vrouwelijke werknemers betreft bij besluitvorming. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat er binnen deze organisatie geen vooroordelen zijn die zijn gekoppeld aan geslacht. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat mannelijke en vrouwelijke medewerkers eerlijk en gelijk worden behandeld in de organisatie. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: CSR - age diversity

Q37 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Ze er sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Ze er sterk mee eens (7)
Ik denk dat de organisatie streeft naar een goede balans tussen werknemers van verschillende leeftijden. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie nieuwe werknemers aanneemt van alle leeftijdscategorieën. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat er binnen deze organisatie geen vooroordelen zijn die zijn gekoppeld aan leeftijd. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat medewerkers uit alle leeftijdscategorieën eerlijk en gelijk worden behandeld in de organisatie. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: CSR - culturele achtergrond

Q39 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Zeer sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Zeer sterk mee eens (7)
Ik denk dat de organisatie streeft naar een goede balans tussen werknemers van verschillende culturele achtergronden. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie nieuwe werknemers aanneemt van verschillende culturele achtergronden. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat er binnen deze organisatie geen vooroordelen zijn die zijn gekoppeld aan culturele achtergrond. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat medewerkers met alle culturele achtergronden eerlijk en gelijk worden behandeld in de organisatie. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: CSR - seksuele geaardheid

Q41 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Zeer sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Zeer sterk mee eens (7)
Ik denk dat de organisatie streeft naar een goede balans tussen werknemers van verschillende seksuele geaardheden. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie nieuwe werknemers aanneemt met verschillende seksuele geaardheden. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat er binnen deze organisatie geen vooroordelen zijn die zijn gekoppeld aan seksuele geaardheid. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat medewerkers met alle seksuele geaardheden eerlijk en gelijk worden behandeld in de organisatie. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: CSR - anders dan diversity

Q40 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Ze er sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Ze er sterk mee eens (7)
Ik denk dat de organisatie geeft om maatschappelijke problemen. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie niet enkel geïnteresseerd is in economisch gewin. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie een positieve bijdrage probeert te leveren aan de samenleving. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie actie onderneemt om het milieu te beschermen. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie goede doelen steunt. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie haar klanten op een eerlijke manier behandelt. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q44 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Ze er sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Ze er sterk mee eens (7)
Ik denk dat de organisatie nieuwe medewerkers werft op een goede manier. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie nieuwe medewerkers werft op een eerlijke manier. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie iedere sollicitant een eerlijke kans geeft. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie sollicitanten vooral beoordeelt op competenties. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie sollicitanten vooral beoordeelt op geslacht. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat de organisatie sollicitanten beoordeelt zonder vooroordelen. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat het wervingsbeleid van de organisatie zal leiden tot een goede balans in het personeel. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Recruitment policy - selectie van beste persoon

Q33 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Ze er sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Ze er sterk mee eens (7)
Ik denk dat het wervingsbeleid van de organisatie ervoor zorgt dat de meest geschikte kandidaat aangenomen wordt. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat het wervingsbeleid van de organisatie geschikte kandidaten ervan weerhoudt om te solliciteren. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat met het wervingsbeleid van de organisatie de meest geschikte kandidaat niet wordt gevonden. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik denk dat het wervingsbeleid van de organisatie alle geschikte kandidaten gelijke kansen geeft. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Block 29

Q51 Let op: De volgende vragen hebben niet per se betrekking op de vacature die je hebt gelezen. Het gaat in deze vragen om jouw algemene mening.

End of Block: Block 29

Start of Block: Achtergrondvragen - baan & branche

Q31 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Zeer sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Zeer sterk mee eens (7)
Ik zou ervoor open staan om na mijn studie bij een uitgeverij te werken. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou ervoor open staan om na mijn studie een traineeship te volgen. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Achtergrondvragen - diversiteit

Q46 Lees onderstaande beweringen. Geef telkens aan in hoeverre jij het eens bent met de bewering.

	Zeer sterk mee oneens (1)	Sterk mee oneens (2)	Oneens (3)	Neutraal (4)	Eens (5)	Sterk mee eens (6)	Zeer sterk mee eens (7)
Ik vind gelijkheid tussen mannen en vrouwen belangrijk. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik geloof in gelijkwaardigheid tussen man en vrouw op de arbeidsmarkt. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind dat mannen en vrouwen gelijke kansen moeten hebben op de arbeidsmarkt. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik geloof dat het nastreven van diversiteit op het gebied van geslacht goed is voor organisaties. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind het goed als een organisatie streeft naar diversiteit op het gebied van geslacht. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix VII – factor analysis

Factor analysis								
Pattern Matrix ^a								
	Component							
	1	2	3	4	5	6	7	8
Q41_3	,780	-,115	-,125			,194		
Q39_4	,750							
Q39_3	,742							
Q41_4	,700			-,130		,197		,137
Q36_2	,656			-,122		-,164	-,216	
Q38_2	,656	,133		,231	-,125	-,127	-,234	
Q41_1	,650				,120			
Q36_1	,619		,109	,199		-,221	-,207	
Q39_2	,617						,191	
Q39_1	,611						,105	
Q41_2	,588			-,133			,231	,155
Q36_4	,498	-,112		-,316		-,122		-,287
Q36_3	,425	-,161		-,388				-,248
Q38_1	,424	,142					-,211	-,231
Q34_4	-,121	,746	-,124			,105	-,115	-,141
Q34_1		,740	-,210				-,209	
Q34_2		,727				-,155		,124
Q35_1	,149	,722				,142	,118	,133
Q34_5	-,140	,658		-,116		-,226	-,138	,192
Q34_3		,652		,103		,166	,137	
Q35_2		,648					,277	
Q42_1	-,118	,610	-,391				-,226	
Q35_5		,556		-,265			,185	-,101
Q35_4		,530	,178				,122	-,120
Q35_3		,500	,219	-,103		-,313	,192	,144
Q35_6	,104	,436					,186	-,157
Q42_5			-,811	,105		-,107		,169
Q42_6			-,800	-,132		-,121		
Q42_4		,165	-,773					
Q42_7		-,100	-,742	,182	-,110	-,182	,153	-,102
Q42_2		,233	-,742	-,167			-,191	
Q42_3	,143	,116	-,733	-,144				,114
Q44_5				-,795				,133
R								
Q33_2				,738				-,124

Q33_4				-,702			-,101	-,286
Q44_4				-,700				-,122
Q44_3				-,694				-,368
Q44_2		,103		-,669			,123	-,164
Q33_1		,106		-,646				-,251
Q33_3			-,132	,614			,126	-,289
Q44_1	,118	,184		-,520	,111			
Q46_1					,863	-,146	-,107	,101
Q46_5	-,140				,824			-,135
Q46_4	-,134				,822	,103		-,170
Q46_3	,115				,767	-,120		,264
Q46_2			,103	,131	,760			
Q43_5						-,738		
Q43_4	,126	-,215	-,250			-,721		
Q43_3		-,121	-,307			-,661	,191	
Q43_2	-,118	,168				-,641		-,161
Q43_1	-,150	,321				-,632		
Q40_1	,185	,137					,552	
Q40_5			-,101		,103		,514	-,279
Q40_6	,203			-,121	,135		,505	
Q40_3	,130	,100		-,109		-,311	,499	
Q40_2		,213			-,233	-,129	,489	
Q40_4	,108		-,103			,106	,479	-,331
Q37_2						-,142		-,797
Q37_3	,128		,108					-,716
Q37_1					,112			-,692
Q37_4	,117			-,164				-,584
Q44_6				-,380	-,109	,144	,109	-,418
Q44_7	,255			-,302		-,146		-,372

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 12 iterations.

Appendix VIII – randomization check

Randomization check age, one-way ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	30,612	11	2,783	,629	,804
Within Groups	1367,637	309	4,426		
Total	1398,249	320			

Appendix IX – randomization check

Randomization check interest in the job, one way ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27,063	11	2,460	,984	,461
Within Groups	772,514	309	2,500		
Total	799,576	320			