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TO QUIT OR NOT TO QUIT?: THE IMPLICATIONS OF
ORGANIZATIONAL HEALTH POLICY ON JOB APPLICANTS

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Elizabeth Jean Dalsey

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**TO QUIT OR NOT TO QUIT?: THE IMPLICATIONS OF
ORGANIZATIONAL HEALTH POLICY ON JOB APPLICANTS**

By

Elizabeth Jean Dalsey

A THESIS

**Submitted to
Michigan State University
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ABSTRACT

TO QUIT OR NOT TO QUIT?: THE IMPLICATIONS OF ORGANIZATIONAL HEALTH POLICY ON JOB APPLICANTS

By

Elizabeth Jean Dalsey

This study addressed the effect of an organization's non-smoking policy, at work and extended to include home, on job applicants' attraction to an organization.

Hypothesis 1 predicted that participants who smoked would be less attractive to an organization with a non-smoking policy. Hypothesis 2 predicted that job applicants would be more attracted to an organization low in severity of a non-smoking policy compared to an organization high in severity. Lastly, hypothesis 3 predicted that organizational assistance would moderate the relationship between severity and organizational attraction. Two hundred and ninety six students from communication and advertising courses at a large Midwestern university participated voluntarily; they read a job description and information about an organization's non-smoking policy. Their attraction levels were assessed before and after being informed of the non-smoking policy. Results from this study showed that attraction decreased when the participants were informed of the non-smoking policy. Additionally, smoking status and organizational assistance had significant effects on attraction, while severity of non-smoking policy did not. Non-smokers had a bigger decrease in attraction. High organizational assistance led to smaller decreases in attraction. Further analysis revealed that individual differences (smoking sensitivity and employer controllability) also influenced perceptions of organizational attraction.

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INTRODUCTION

As a result of increasing healthcare costs coupled with Americans' concern with health, the divide between employees' private and professional lives has blurred. The issue of healthy lifestyles inevitably permeates areas outside the home, eventually seeping into the workplace. As healthcare costs continue to rise, employers are taking preventive action, monitoring, and even restricting employees' off-duty behaviors that do not coincide with employers' interests (Anderson, 2003). Employers' concern over rising healthcare costs extends to encompass new hires. Individuals' choices regarding health matters not only affect them directly, but the consequences of their actions extend beyond their family to employers and also to society, given that employers are often responsible for providing employees with health insurance coverage.

Providing health care coverage is less expensive for healthy low risk individuals than for unhealthy high risk individuals. A significant factor driving costs for organizations can be attributable to medical costs due to preventable health risks (Anderson, 2003). Although some illnesses are unavoidable, some lifestyle behaviors such as diet, exercise, wearing protective gear when exercising, and not smoking are considered as preventive ones that can reduce a person's health risk. Adopting healthy behaviors not only benefits the individual, but consequently helps to reduce healthcare costs for employers. Over the course of employment, there is approximately a 25% savings in health care costs for employees who are able to reduce their risk level (Edington & Musich, 2003).

To counteract health care costs, employers may consider various options such as increasing coinsurance rates for employees who engage in risky and unhealthy behaviors,

requiring employees to refrain from such behaviors for the purpose of remaining employed, refusing to provide insurance coverage, or refusing to hire high risk job applicants. Another option available to employers is to create and implement pro-social health policies which are consistent with current federal or state law, requiring compliance from both existing employees and new hires. In recent years, employers have been creating organizational policies to prevent their employees from engaging in both on-the-job and off-the-job behaviors that could negatively impact their health and their job performance (Landman, 2000; Sugarman, 2003). For example, employers can restrict employees' personal relationship with coworkers and subordinates, civil and political activities (i.e., political stance), leisure activities (i.e., skydiving), moonlighting (i.e., working for a competitor) and daily activities (i.e., smoking) (Sugarman, 2003). Organizations can also have policies dictating ineligible new hires.

Throughout the job seeking and interview process, applicants and employers exchange information to gain a greater understanding of the other party. As the process continues applicants receive more comprehensive information regarding the organization, the organization's culture, and the benefits offered, gaining a holistic view of the organization (Jablin, 1987). This paper explores job applicants' perceptions of a potential employer that has a non-smoking policy at the workplace. Specifically, the study addresses how job applicants' (both smokers' and non-smokers') perceptions potentially change after receiving information about the organization's non-smoking policy. It is expected that information containing various elements and consequences of a non-smoking policy will have implications for how job applicants perceive the policy and consequently their evaluation of the organization.

Smoking in the Workplace

Although many health issues plague organizations, smoking is becoming one of the major culprits of increased healthcare costs. Smoking causes 400,000 deaths annually, making it the leading cause of preventable deaths (Center for Disease Control and Prevention, 2004; U.S. Department of Health and Human Services, 2003). The health consequences of tobacco include mortality, cancer, lung disease and cardiovascular effects. Although the percentage of smokers has declined over the last forty years, 22.5% of all adults in the United States still continue to smoke (Center for Disease Control and Prevention, 2004). Nationally, the costs associated with smoking are \$100 billion dollars in direct healthcare costs and \$140 billion is spent on lost productivity. The consequences of smoking are not limited to individual smokers. Families of smokers are at an increased risk for developing medical conditions due to secondhand smoke. The consequences of individuals' smoking behaviors are also felt by the smoker's employer. In addition to health insurance coverage, the indirect costs borne by employers include lost productivity and absenteeism (Landman, 2000). Therefore, organizations may strive to employ healthy, low risk individuals or assist high risk employees to become lower risk. Organizational alignment is not only of concern for current employees, but for future job applicants as well.

An employer can take proactive steps to help encourage healthy habits. With respect to smoking, employers can help their existing employees, as well as, new hires throughout the quitting process. Adding the organization into the equation for behavioral change creates an additional way to encourage individuals to stop smoking. Differences can exist in terms of the consequences imposed on smokers by their employers. While

some employers may not do anything about the types of behaviors, resulting in higher costs for insurance coverage, other employers can create and enforce organizational policies mandating new and existing employees to adopt healthier behaviors. These behaviors would have to fall under the realm of behaviors that employers have discretion over in order for a policy to not infringe on employees' legal rights. Currently, twenty states in the United States of America do not have laws protecting smokers. In these states, smokers are not a protected class; employers are within their legal rights to make employment decisions based on smoking behavior.

In 2004, a healthcare company in Michigan, Weyco, instituted a non-smoking policy. The CEO wanted a healthier workforce to cut insurance costs and created a non-smoking policy for current employees and new hires on and off the job. Michigan is one of the twenty states that do not have laws preventing employers from firing employees based on their decision to smoke even if it is not during work hours (Shultz, Lee, & Lacy, 2005). Since 2004, many employers have followed suit, implementing various non-smoking policies to combat high insurance costs. Kalamazoo Valley Community College in Michigan has decided to include a question about smoking behavior on job applications so that smokers will not be hired for full-time jobs, although the current employees who smoke will not be fired (Shultz et al., 2005). An Omaha transport firm has stopped hiring smokers in seven states (Young, 2005). The airline industry has also taken steps in instituting smoking policy. Now several airline companies including Southwest Airlines refuse to hire smokers (Landman, 2000; Sugarman, 2003).

A message sent by an organization mandating the adoption of a healthier behavior or the cessation of an unhealthy behavior of a potentially can carry more weight with job

applicants and existing employees than a message only addressing health consequences of that behavior. Additionally, an organizational health policy may not only affect the behavior targeted by the policy, but also influence other cognitive, affective, and behavioral elements relevant to organizations such as organizational attractiveness. The current study attempts to shed light on how job applicants appraise organizational messages on a non-smoking policy and how organizations can achieve and maintain high levels of organizational attractiveness. Organizations choosing to adopt such health policies may wish to do so in a favorable light, making sure not to discourage qualified applicants from applying.

Job Applicants' Attraction toward an Organization

According to Schneider's (1987) attraction-selection-attrition (ASA) model, the perceived similarity between individuals and their work environment is one of the major factors influencing job applicants' attraction to and selection into an organization. Organizational attractiveness encompasses job seekers' assessment and pursuit of a potential place to work (Highhouse, Lievens & Sinar, 2003). Furthermore, organization attraction has also been defined in terms of a match or fit between an individual and an organization (Chatman, 1991). Attraction to a given organization is rooted in an individual's expectation of congruency between themselves and the organization.

Specifically, individuals evaluate how well their personalities, attitudes, and values match the organization's values, goals, structures, processes, and culture when making vocational choices (Schneider, Goldstein, & Smith, 1995). The match between individuals and organizations is formally known as person-organizational fit (PO fit), which refers to "the congruency between patterns of organizational values and patterns of

individual values, defined here as what an individual values in an organization. . . . the value system in a particular organizational context affect that individual's behaviors and attitudes" (Chatman, 1991, p.459). A good fit or match between an individual and an organization has been associated with adjusting more quickly to the new organization, higher levels of job satisfaction and decreased turnover rates (Chatman, 1991; Schneider, 1987). Furthermore, a match between an organization's values and an individual leads to better performance (Schneider, 1987) and a greater likelihood to remain in the organization (Chatman, 1989). In the case of actual as well as potential job seekers, studies have shown that PO fit influenced attraction to an organization (Bretz, Ash, & Dreher, 1989; Keon, Latack, & Wanous, 1982) and job acceptance intentions (Bretz & Judge, 1994; Judge & Bretz, 1992). When assessing graduating college students' preferences in future organizations, Judge and Bretz (1992) revealed that students favored organizations that shared similar values to their own. For example, ecological policies and practices of an organization can also contribute to applicant's attraction to an organization (Bauer & Aiman-Smith, 1996; Aiman-Smith, Bauer & Cable, 2001).

Regardless of an organization's actual purpose for instituting a non-smoking policy, a job applicant's perception of the non-smoking policy can be independent of the organization's intentions. A discord could exist between an organization's rationale for implementing a non-smoking policy and an applicant's perception of the policy. The existence of a non-smoking policy in the workplace could be perceived by job applicants either as a form of punishment, threatening one's freedom or as an incentive, a form of motivation. Job seekers or applicants may evaluate the match (e.g., PO fit) between

themselves and an organization based on what they perceive the values and culture of the organization to be.

Related to the literature on vocational choice, three possible situations can be inferred for the relationship between job applicants and an organization regarding a non-smoking policy of the organization. First, job applicants' preferences, values, and views regarding the non-smoking policy match those of the organization, which result in job applicants' increased attraction to the organization as a potential employer. The existence of a non-smoking policy implemented in the workplace and extended to include at home behavior, could be viewed by applicants as an incentive; a form of encouragement and support. From an organization's standpoint, the adoption of a non-smoking could be an inducement, "deliberately modifying attributes for the explicit purpose of enhancing the attractiveness of a job to potential applicants" (Rynes & Barber, 1990, p.301). As an inducement, a non-smoking policy would be a deliberate attempt by an organization to demonstrate encouragement and supportiveness to appear more attractive to those who may not favor smoking. In Aiman-Smith et al. (2001), ecological rating was the strongest predictor of job applicants' attraction to an organization. It is possible that applicants who view a non-smoking policy as a form of environmental protection efforts by the organization would view the organization as more attractive. In this case, the presence of a non-smoking policy conveys to job applicants an organization's concern for employees' well-being. In addition, some studies that have examined job applicants' perception about employment drug testing showed that job seekers perceived drug testing to be more acceptable than other commonly used personnel procedures such as personality testing (Rosse, Ringer, & Miller, 1996). Furthermore, upon reading a fictitious job opportunity,

undergraduate students actually preferred an employer with a drug testing policy more strongly than an employer with no such policy (Mastrangelo, 1997).

Another possibility for the relationship between job applicants and an organization regarding a non-smoking policy of the organization is that job applicants' preferences, values, and views regarding the non-smoking policy as well as those of the organization are not consequential for the job applicants' attraction toward the organization as a potential employer. In other words, this particular match or mismatch does not matter for job applicants' attraction to the organization. Especially for non-smokers, because it does not apply directly to them, the non-smoking policy may not be relevant, if they do not have strong anti-smoking attitudes.

Finally, a non-smoking policy of an organization may become a reason for a mismatch between job applicants and the organization. It is possible that job applicants' preferences, values, and views regarding the non-smoking policy are different from or opposite to those of the organization, which can result in job applicants' decreased attraction to the organization as a potential employer. Unlike the studies that reported the positive influence of employment drug testing on potential job seekers' attitudes about the organization (e.g., Mastrangelo, 1997; Rosse et al., 1996), other studies reported that the existence of employment drug testing lowers potential job seekers' attraction to the organization and intentions to apply (e.g., Crant & Bateman, 1990; Murphy, Thornton, & Reynolds, 1990).

Although created to encourage healthy habits and pro-social behaviors, persuasive health communication may bring about adverse, unintentional side effects. While designed to influence individuals in the intended direction (i.e., quit smoking),

individuals may perceive persuasive attempts as unfair restrictions on their free behaviors. When a free behavior is perceived to be threatened or is actually eliminated, the individual may attempt to restore the threatened freedom, experiencing psychological reactance “a motivational state directed toward the reestablishment of free behaviors which have been eliminated or threatened” (Brehm, 1966, p. 9). Reactance denotes the tendency of individuals not only to reject, disobey or dismiss persuasive communication but also to change actual behaviors in the reverse direction. As stated by Brehm (1966) the four factors influencing the degree of reactance are; 1) the importance of the behavior, 2) the expectation that the individual possess the freedom to begin with, 3) the magnitude of the threat and 4) the implications of the threat on other freedoms. In a state of psychological reactance an individual will attempt to affirm the free behavior by evaluating the costs associated with its restoration. Research focused on youths and anti-tobacco policies and campaigns showed that adolescents perceived such attempts as restrictions of freedom and autonomy (Unger et al., 1999). Extending previous research on reactance theory, the implementation of a non-smoking campaign in the workplace, extended to home, if perceived as a threat to one’s freedom, could potentially lead to reactance in job applicants. A non-smoking policy in the workplace even though intended to encourage employee health through smoking cessation, could actually be interpreted as a threat to one’s freedom to engage in a legal behavior. Despite the negative health consequences attributable to smoking, smoking is legal over the age of eighteen.

Embedded in an employer’s role, is the power to influences others. According to French and Raven (1959) the amount of power that a social agent is capable of, is derived from an enduring relation or dependency with another person. An employer can be seen

as a social agent upon whom persons of lesser power are dependent upon; therefore employers have the power to influence others. French and Raven (1959) typology of power identifies five types: legitimate, reward, coercive, referent and expertise.

Legitimate power is based on one's title or position occupied. This type of power is grounded in formal authority. Coercive power comes from the leader's ability to sanction or punish for failing to comply. Reward power results from the leader's ability to control and distribute both tangible and intangible rewards. Referent power results from identification with the leader. Lastly, expertise power is based on a leader's special skills and knowledge. Rahim and Buntzman (1989) demonstrated that referent and legitimate power were more effective for gaining compliance compared to coercive and reward power bases. Additionally, Yukl and Falbe (1991) revealed that organizational commitment was positively associated with expert and referent power while negatively associated with coercive power.

From the perspectives of psychological reactance connected with organizational power types, it is possible that individuals may question the legitimacy of an attempt of an organization to regulate its employees' behaviors in the realm of health. Psychological reactance in the form of disfavoring the organization may not happen if a non-smoking policy is viewed as legitimate based on employers' right to control employees' behaviors. If a non-smoking policy is based on the organization's coercive power, however, individuals may be more likely to disfavor the organization.

Current Study

Ultimately, a non-smoking policy in the workplace hopes to encourage healthy habits while simultaneously reducing healthcare costs for employers. Employers may

have considerable latitude in how to enforce a non-smoking policy and how a non-smoking policy is communicated to job applicants. Depending on the degree of employment severity and organizational assistance, employers may maintain or lose applicants' consideration and attraction to the organization. A non-smoking policy, although directly relevant to job applicants who smoke, the implications of such a policy can extend beyond the susceptible group to include the entire applicant pool.

Traditional health campaigns target a specific behavior and target audience by focusing on the health consequences of that behavior on a specified audience (Witte, 1992). Additional consequences other than health, however, can also be brought about when an organizational context is added to the promotion of healthy behaviors. Organizations have increased their efforts in promoting health for their employees, often in a form of workplace health promotions (Gemignani, 1997; Pelletier, 1999). In addition to the health outcomes of interest, a workplace policy on a health matter may provide an organization with desirable outcomes such as maintaining or improving applicants' perception of organization's attractiveness and prestige and increasing qualified applicants' job pursuit intention (Hunnicutt, 2001; Schaeffer, Snelling, Stevenson, & Karch, 1994). On the other hand, a workplace policy on a health matter may result in undesirable outcomes such as employees' and job applicants' negative view of the organization and bad publicity (Zoller, 2004).

Besides making employees healthier, a health policy has the ability to heighten or weaken employees' and new hires' relationships with the organization impacting organizational attractiveness, satisfaction, work effort and turnover intention (Goetzel & Ozminowski, 2000). Assuming that organizations wish to attract the most qualified

applicants; organizations would hope that a health policy would make the workforce healthier while increasing job applicants' perceptions of organizational attractiveness. In the current paper, how a non-smoking policy affects all job applicants' attraction to an organization is examined.

Employment Threat

Threats can exist in the workplace to discourage certain behaviors and enforce rules of conduct. Perceived threat is comprised of two components; perceived susceptibility and perceived severity. Collectively these two elements interact to instill fear leading to message appraisal (Witte, 1992). According to research in health communication, a health threat is comprised of individuals' perceptions of perceived susceptibility and severity with respect to contracting a given disease or illness (Rosenstock, 1974; Witte 1992). When applied to the workplace, perceived employment threat encompasses perceived severity and susceptibility related to getting a job. From an organizational standpoint, perceived threat pertains to employees' perceptions of the current health policy requiring behavioral change for employment. In this study, employment threat is defined as a non-smoking policy. The threat, an organizational health policy, can be seen as a means of support or as a way to discipline future employees. Greer and Labig (1987) define discipline as "the attempt to reduce the frequency of a particular behavior through the application of various forms of punishment" (p. 509). Depending on how the policy is perceived, it is expected that organizational attractiveness will differ.

Susceptibility. In the health context, researchers and practitioners target a specific group who are susceptible to the negative health consequences of a certain behavior. The

notion of susceptibility, however, can vary with whether a given individual believes themselves to be at risk (Janz & Becker, 1984; Rosenstock, 1974; Witte, 1992, 1994). One smoker may perceive herself as susceptible to the negative consequences of smoking, whereas another smoker may not believe that he is susceptible, no matter what doctors and researchers report. Health researchers have demonstrated that perceptions of susceptibility contribute to message appraisal (Rosenstock, 1974; Witte, 1992). A degree of susceptibility is necessary in creating motivation, leading to action on the part of the individual. A non-smoking policy has greater relevance to smokers, therefore it should have a greater impact on their attraction to the organization.

In an organizational context, however, susceptibility can be more clear-cut: it is either existent or not, based on the focus of an organizational policy. In the workplace, susceptibility is not defined by the individual's belief, but defined by the organization based on engagement in a given behavior. A policy will explicitly identify which segment of the workforce and applicant pool is susceptible to the employment threat. An employee's or applicant's employment susceptibility varies not based on the frequency of the threatened behavior or years of engagement, but depends on the focus of the current organizational health policy.

Employment threat susceptibility can only be altered once a new policy is introduced into the organization focused on another behavior. In the case of a non-smoking policy, perceived susceptibility dichotomy is defined in terms of smoking behavior. Regardless of the amount of cigarettes smoked, job applicants are susceptible to the employment threat if they smoke at all. On the other hand, job applicants who do not

engage in the behavior (i.e., smoking) are not susceptible to the threat. Employment threat susceptibility depends exclusively on the threatened behavior.

Individuals are differentially attracted to different organizations based on their needs, interests, preferences, and personality. When individuals are searching for a job, some candidates place more emphasis on certain job features while deemphasizing other aspects; for example, pay preferences (Cable & Judge, 1994), reward systems (Bretz, Ash, & Dreher, 1989) an organization's culture (Schaubroeck, Ganster & Jones, 1998) and the founder's goals (Schneider, Goldstein, Harold, & Smith, 1995). For smokers, the existence of a non-smoking policy does not facilitate their smoking needs and is not consistent with their current smoking behavior. Thus, it is expected that smokers, compared to non-smokers, are less likely to see an organization with a non-smoking policy as an attractive place to work.

Hypothesis 1: Non-smokers will be more attracted to an organization with a non-smoking policy than smokers.

Perceived employment severity. Another component of employment threat regarding the existence of a non-smoking policy is severity. An organization has control over the magnitude of severity regarding how an organizational health policy is communicated to job applicants. Perceived severity is defined as an individual's perception regarding the seriousness of the non-smoking policy as it relates to one's employment. Severity can be varied by the organization based on how the policy is implemented (e.g., voluntary or mandatory) and the consequences imposed on the new employee. Depending on the amount of threat an organization wants to present, severity

can be highlighted or minimized in order to promote and maintain a desired behavior both in the workplace and at home.

Impacting job applicants' perceptions of severity is how the policy is implemented; voluntary or mandatory. Mandatory adherence to a non-smoking policy is likely to be followed by a more serious penalty for failing to comply. That is, when an organization stipulates employment termination for lack of adherence to the non-smoking policy, job applicants can perceive such consequence of the policy as severe, compared to other consequences such as reduction in pay or no disciplinary action (e.g., Truxillo, Bauer, & Paronto, 2002).

For the purpose of reducing frequencies of the threatened behavior, a non-smoking policy high in severity may be more effective. Greer and Labig (1987) reported that higher intensity disciplinary actions at the workplace were associated with a greater reduction in the threatened behavior. Fear appeal approaches in health communication postulate that the degree of severity combined with perceptions of vulnerability creates motivation, which lead to message appraisal (Witte, 1992).

When it comes to emotional reactions and attraction to organizations, however, a non-smoking policy high in severity may be less effective. Greer and Labig (1987) reported that the intensity of disciplinary actions was related negatively to pleasantness of delivery of discipline and also negatively to perceived appropriateness of discipline. Additionally, Truxillo et al.'s (2002) study on an alcohol policy revealed that compared to coerced or monitored policy requirements, voluntary treatment was perceived as fairer and increased organizational attractiveness. Thus, differing degrees of severity is expected to yield different perceptions of organizational attractiveness. Specifically, it is

hypothesized that a high severity non-smoking policy results in a greater reduction in attraction to an organization than a low severity non-smoking policy.

Hypothesis 2: Job applicants will be more attracted to an organization low in severity of non-smoking policy than to an organization high in severity of non-smoking policy.

Organizational Assistance

Even when organizations implement a non-smoking policy characterized as high in employment severity, there may be a way for organizations to attract qualified job applicants, reducing the potential negative effect of severity. Organizations may provide various incentives and helpful programs to assist those who are targeted by the non-smoking policy. Organizations that are perceived as supportive can be desirable to job applicants as they would want to be treated well when they get hired. The existence of an organizational health policy provides an opportunity to demonstrate that the organization cares about current employees' and job applicants' well-being and values their contribution to the organization. Job applicants may make inferences regarding the reasoning and/or motives behind the policies and programs implemented by an organization. When the organization provides highly supportive assistance that is beneficial to the employees who are targeted by the non-smoking policy, the organization may be able to avoid undesirable attribution about its non-smoking policy (e.g., the organization only cares about money and wants to fire smokers to reduce its health care costs).

Organizations are perceived as supportive when organizations are willing to reward favorable efforts, value employees' contributions, and show sincere concern for

employees' well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Employees who think they receive a greater amount of organizational support tend to have higher organizational commitment, job satisfaction, positive mood at work, and stronger intentions to stay in the organization (Rhoades & Eisenberger, 2002). When employees receive favorable treatment from their organizations, they feel compelled to reciprocate the favorable treatment and want to act in accordance with what is best for the organization (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

When examining the supportiveness of an organizational assistance program, one needs to consider a possibility that, for a given organizational assistance program, job applicants and employees may differ from top management for their evaluation of how supportive the assistance program is to the job applicants and employees. That is, what top management considers as supportive and beneficial to employees may not be perceived likewise by job applicants. Thus, when evaluating supportiveness of organizational assistance, the focus needs to be on the perception of the potential or current recipients of organizational assistance.

It is expected that organizational assistance may moderate the effect of employment severity on attraction to the organization, in such a way that when an organization provides highly supportive assistance beneficial to employees, severity of non-smoking policy will have less negative impact on attraction to the organization than when an organization provides assistance perceived as non-beneficial to employees. Thus, the following hypothesis is advanced:

Hypothesis 3: The effect of severity of non-smoking policy on job applicants' attraction to a company will vary with the perceived organizational assistance.

Method

Design

The current study used a 2 (severity: high *versus* low) \times 2 (organizational assistance: high *versus* low) between-subjects design. On the questionnaire, research participants answered if they were smokers. Then, they were given an organization's job advertisement and responded to items assessing their attraction toward the organization as a future employer. Next, the participants were given one of four descriptions of non-smoking policy varying in the levels of severity and organizational assistance. Then, participants responded to items assessing their attraction level to the company again. The manipulation materials and questionnaire items are listed in Appendices B and C.

Participants

All participants were recruited from undergraduate classes in Communication or Advertising at Michigan State University. A student sample was chosen because this population will face job search and employment decisions soon. Two hundred and ninety six students participated in the experiment in exchange of receiving course credit, if available. The participants were between the ages of 18 and 49 ($M = 21.38$, $SD = 3.02$). Of the sample, White/Caucasian accounted for 68.5%, African American descent 15.9%, Hispanic descent 3.0, Asian American descent 3.4, mixed decent 4.4%, and 4.7% classified themselves as other. Additionally, seniors accounted for 56.1%, juniors 31.4%, sophomores 6.4% and freshman and graduates both accounted for 3%.

From the sample, 17.6% ($n=52$) of participants identified themselves as smokers, a little short of the current percentage of adult smokers (22.5%) in the United States (Center for Disease Control and Prevention, 2004). Of the smokers, 40.4% were males,

82.7% were White/Caucasian, and 88.5% were between the ages of 19 and 23.

Additionally questions were asked of smokers to identify what purpose smoking serves, their frequency of smoking and if they had tried quitting and through what method.

Smokers were asked “Do you smoke more on the weekdays, weekends or social situations?” Of the 45 smoker who responded, only three (5.9%) indicated weekdays, ten (19.6%) indicated they smoked more on the weekends and 24 (47.1%) indicated social situations. Ten (19.6%) smokers checked all three boxes, while four (7.8%) responded that they smoked more on weekends and social situations. Smokers also indicated onset age of smoking. Three (5.8%) stated they had started before the age of fourteen, 26 (50%) started between the ages 15-17 and twenty-three (44.2%) between the ages of 18-21.

Furthermore, smokers indicated how long they have smoked. Answers varied between less than a year to eleven. Four (7.7%) smoked for less than a year, eleven (21.2%) smoked between one and three years, eighteen (34.6%) smoked between three and five years, and nine-teen (36.5%) have smoked for more than five years. Lastly smokers indicated their frequency of smoking. Only 44 of the 52 smokers identified their frequency. Twenty (45.5%) smoke less than one pack per week, sixteen (36.4%) smoke between two and three packs and eight (18.2%) smoke more than four packs per week.

When asked “What purpose does smoking serve for you,” forty-nine smokers responded. Answers varied between stress relief (36.7%), social (24.5%), addiction (22.4%), enjoyment (4.1%), combination of answers (i.e., stress relief and addiction, 10.2%) and other (2%). Of the smokers, 35 (67.3%) indicated that they had tried quitting in the past. The methods tried included; one medicine use (2.9%), 22 had quit cold turkey

(68.56%), 3 used nicotine gum, 3 used a combination approach (i.e., cold turkey and gum; 8.57%), two identified other (6.5%) and four smokers did not identify a method.

Procedure

All participants were randomly assigned to one of the four experimental conditions. To start, all participants completed a lifestyle inventory which addressed demographic information; age, ethnicity, academic standing and gender. Also included in the lifestyle inventory were a few questions about their lifestyle behaviors; drinking, smoking and safety. Individual self identified themselves as smokers or non-smokers. Those smokers were asked to answer additional questions at the end of survey concerning their smoking-related behavior.

Following the lifestyle inventory, all participants read an identical job advertisement (of a fictitious company, Bradley & Associates) which was consistent in all four conditions. The job advertisement provided participants with a job description and the benefits offered (see Appendix A). After reading the job advertisement, participants indicated their attraction toward the organization. Next, participants received additional information about the organization which included detailed information about the organization and introduced the organization's non-smoking policy. The additional policy information differed along two dimensions; employment severity and organization assistance regarding a non-smoking policy. After participants read the additional information, they were asked to answer items assessing their attraction to the organization, perceptions of support from the organization, beliefs about employer controllability, and sensitivity about smoking. The final part of the experiment contained questions pertaining to smokers' self-efficacy in terms of quitting smoking and quitting

smoking in order to obtain a job. Smokers were additionally asked to answer how long they had been a smoker, the number of cigarette smoked each week and if they had tried quitting and through which method. Participants were debriefed once the experiment was completed.

Manipulation Check

Order. To examine the potential effects of the order in which the manipulation materials and manipulation check items were presented to the participants, two versions of manipulation materials were prepared. In one version, both severity and organizational assistance items were presented together. That is, after reading both manipulations (i.e., one of the two employment severity messages and one of the two organizational assistance messages), participants responded to severity manipulation check items and organizational assistance manipulation check items. In the other version, severity items and organizational assistance items were separated out. That is, after reading one of the two employment severity messages, participants responded to questions assessing their perception of how severe the non-smoking policy would be to one's employment. Then, the participants read one of the two organizational assistance messages and responded to questions assessing their perceptions of organizational assistance.

Employment severity. In this study, employment severity was operationalized in terms of how the policy would be implemented. High employment severity was defined as a required policy, mandating new employees' adherence. In the high employment severity condition, employment was contingent upon adherence to the non-smoking policy. Conversely, low employment severity was defined as a recommended policy wherein new employees' adherence was voluntary. It was expected that the mandatory

policy would be perceived as more severe than a recommended policy. Eleven items (Cronbach's $\alpha = .92$) were used to test the difference between high and low severity manipulations. Items included "I believe the non-smoking policy is severe" and "I believe employment is contingent upon adherence to the non-smoking policy." Initially, seven items were intended to measure general employment severity and the remaining four items were intended to measure employment severity specific for smokers. Because correlation between general employment severity and employment severity specific for smokers was large, $r(296) = .81, p < .001$, these two sets of items were combined as one measure for checking manipulation effectiveness of employment severity. The scale used a 7-point Likert style response format (1 = *strongly disagree*, 7 = *strongly agree*).

In order to check if participants in these two conditions perceived differing degrees of severity, a 2 (severity: high *versus* low) \times 2 (order: together *versus* separate) \times 2 (smoker: yes *versus* no) ANOVA was run. The analysis showed that there was a significant main effect for severity, $F(1, 288) = 99.58, p < .001, \eta^2 = .19$. Participants who read the high severity description perceived significantly higher severity ($M = 5.22, SD = 0.96$) than did participants who read low severity description ($M = 3.48, SD = 1.19$). The results suggest that the severity manipulation was successful. Additionally, there was no significant main effect for order differences, $F(1, 288) = 1.97, p = .16, \eta^2 = .004$, and there were no significant interaction effects between order and severity conditions, $F(1, 288) = 1.38, p = .24, \eta^2 = .004$, and between order and smoking status, $F(1, 288) = 0.61, p = .44, \eta^2 = .001$. The analysis revealed a significant main effect for smoking status, $F(1, 288) = 16.25, p < .001, \eta^2 = .03$, but no significant interaction effects for smoking status and severity condition, $F(1, 288) = 0.80, p = .37, \eta^2 = .002$, and for smoking

status, severity condition, and order, $F(1, 288) = 0.01, p = .94, \eta^2 = .000$. Across both severity conditions, smoking participants perceived significantly higher severity ($M = 5.64, SD = 1.04$ for the high severity condition; $M = 4.19, SD = 0.95$ for the low severity condition), compared to non-smoking participants ($M = 5.12, SD = 0.91$ for the high severity condition; $M = 3.34, SD = 1.19$ for the low severity condition).

Organizational assistance. Two types of organizational assistance were prepared; in the high assistance condition, the organization provided a comprehensive plan to help smokers quit at no cost to the employees, whereas in the low assistance condition, it was up to employees to find support for their attempt to quit smoking. To examine how supportive participants regarded each of the two organizational assistance types, items from the Survey of Perceived Organizational Support (SPOS) (Eisenberger et al., 1986; Eisenberger et al., 2001) were used and adapted in accordance with the purpose of the current research. Because SPOS measures employees' perception of organizational support at the current time, the items were altered to reflect job applicants' *anticipated* support. For example, an item, "The organization really cares about my well-being," was modified to "The organization will care about my well being." Seventeen items (Cronbach $\alpha = .96$) were used to test the difference between high and low organizational assistance manipulations. The scale used a 7-point Likert style response format (1 = *strongly disagree*, 7 = *strongly agree*).

In order to check if participants in these two conditions perceived differing degrees of organizational support, a 2 (organizational assistance: high *versus* low) \times 2 (order: together *versus* separate) \times 2 (smoker: yes *versus* no) ANOVA was run. The analysis showed that there was a significant main effect for perceived organization

support, $F(1, 288) = 87.69, p < .001, \eta^2 = .21$. The results indicated that the organization assistance manipulation was successful. Participants who read the high organizational assistance description perceived greater organizational support ($M = 5.35, SD = 0.86$) than did participants who read the low organizational assistance description ($M = 4.12, SD = 1.20$). The results revealed no significant main effect for order, $F(1, 288) = 2.96, p = .09, \eta^2 = .007$, and no significant interaction effect for order and smoking status, $F(1, 288) = 0.21, p = .65, \eta^2 = .001$. The order difference, however, had a significant interaction with organizational assistance condition, $F(1, 288) = 7.57, p = .006, \eta^2 = .02$. In order to examine the interaction effect more specifically, simple effects of the order factor were analyzed. Among those who read the high organizational assistance description, participants in the together condition (i.e., they read severity description and organizational assistance description before responding to severity items and perceived organizational support items) ($M = 5.25, SD = 0.83$) were not different from those in the separate condition ($M = 5.45, SD = 0.88$) (i.e., they read severity description and responded to severity items before reading organizational assistance description and responding to perceived organizational support items), simple effect $F(1, 288) = 1.43, p = ns$. Among those who read the low organizational assistance description, however, participants in the together condition ($M = 4.43, SD = 1.19$) perceived higher organizational support than did those in the separate condition ($M = 3.77, SD = 1.12$), simple effect $F(1, 288) = 15.42, p < .01$. The results showed no significant main effect for smoking status, $F(1, 288) = 1.44, p = .23, \eta^2 = .003$. The smoking status, however, had a significant interaction with organizational assistance condition, $F(1, 288) = 5.11, p = .03, \eta^2 = .01$. In order to examine the interaction effect more specifically, simple effects

of the order factor were analyzed. Among those who read the high organizational assistance description, smokers ($M = 5.50$, $SD = 0.77$) and non-smokers ($M = 5.31$, $SD = 0.87$) did not differ in their perception of organizational support, simple effect $F(1, 288) = 0.66$, $p = ns$. Among those who read the low organizational assistance description, however, smokers ($M = 3.63$, $SD = 1.23$) perceived significantly lower organizational support than did non-smokers ($M = 4.23$, $SD = 1.16$), simple effect $F(1, 288) = 8.22$, $p < .01$. The three-way interaction involving organizational assistance, order, and smoking status was not significant, $F(1, 288) = 0.07$, $p = .79$, $\eta^2 = .000$.

Measures

Table 1 provides means, standard deviations, and correlations of variables. All the measures were measured with a 7-point Likert style response format (1 = *strongly disagree*, 7 = *strongly agree*).

Organizational attractiveness. The measure for this dependent variable was adapted from Highhouse et al.'s (2003) organizational attraction measure. Of the three dimensions (general attraction, job pursuit intentions, and organizational prestige) of organizational attractiveness scale (Highhouse et al., 2003), five items assessing general attraction (e.g., "For me, Bradley & Associates would be a great place to work.") and five items assessing job pursuit intentions e.g., "I would accept a job offer from Bradley & Associates.") were used for the current study.

Confirmatory Factor Analysis (CFA) was conducted to see the number of dimensions of organizational attraction. The unidimensional (i.e., one-factor) model showed a good fit ($NFI = .97$, $CFI = .97$, $IFI = .97$, $GFI = .87$, $AGFI = .80$) for the pre-attraction scores (i.e., attraction measured after the participants read the job

advertisement) and (NFI = .98, CFI = .98, IFI = .98, GFI = .93, AGFI = .89) for the post-attraction scores (i.e., attraction measured after the participants read about the non-smoking policy). Although a two-dimension model also showed a good fit (NFI = .98, CFI = .99, IFI = .99, GFI = .92, AGFI = .87) for the pre-attraction scores and (NFI = .98, CFI = .99, IFI = .99, GFI = .94, AGFI = .90) for the post-attraction scores, the general attraction factor and job pursuit intention factor were highly correlated with each other ($r = .94$ for the pre-attraction scores and $r = .97$ for the post-attraction scores). Thus, one dimension model was retained and used for the further analysis. The ten items had reliabilities of .96 for the pre-attraction scores and .95 for the post-attraction scores. In general, the participants indicated higher attraction ($M = 4.93$, $SD = 1.37$) toward the organization before reading about the non-smoking policy than after reading about it ($M = 4.65$, $SD = 1.44$), $t(295) = 5.30$, $p < .001$.

Employer controllability. Employer controllability items were created to measure the extent individuals believe an employer has control or power over employees' behaviors in general. Initially, eight items were used to measure employer controllability (EC) and reliability (α) was .58. After removing all but two items ("An employer has the right to tell employees what to do." and "An employer has the power to tell employees what to do"), the reliability increased to .72. Additionally, all eight employer controllability items were altered to specifically measure employer controllability of smoking behaviors (ECS) specifically (e.g., "An employer has the right to tell employees not to smoke," "An employer has control over employees' smoking behavior."). These items measured individuals' beliefs concerning the amount of control or power they

believed an employer has over employees' smoking behavior. The eight items used to measure smoking-related employer controllability yield Cronbach's $\alpha = .75$.

Smoking sensitivity. Smoking sensitivity questions were included to measure participants' perceptions about smokers and preferences toward being around smokers. Six items were used to measure smoking sensitivity (Cronbach's $\alpha = .91$). Items included "I don't like being around smokers" and "People should not smoke when others are near by."

Smoking cessation self-efficacy. Self-efficacy is defined "as the belief in one's ability to successfully execute the behavior required to produce certain outcomes" (Bandura, 1977, p.193). Research has demonstrated that individuals with high self-efficacy have a greater likelihood of adopting health recommendations and seeking out preventive care (Janz & Becker, 1984; Rosenstock, 1974). Two sets of self-efficacy question were incorporated into the study; general smoking cessation self-efficacy (SCSE) and smoking cessation self-efficacy for employment (SCSEE). General self-efficacy was used to measure smoker's belief about the ease and ability to quit smoking. Five items were used to determine general self-efficacy (Cronbach's $\alpha = .90$). Items included "Quitting smoking is not difficult for me" and "Quitting smoking is not a problem for me."

The second set of self-efficacy questions were included to measure smoker's self-efficacy pertaining to obtaining employment. Five items were used to determine smoking self-efficacy for employment (Cronbach's $\alpha = .94$). Items included "I am able to quit smoking if necessary for employment" and "I am capable of quitting smoking if required for employment."

Open-Ended Questions

In order to capture participants' opinions about the non-smoking policy and their intentions to apply to this organization and accept a job offer if this organization were to offer one, four related questions were asked: 1) how or why did the non-smoking policy affect your intentions to apply?, 2) how did the non-smoking policy affect your likelihood of accepting a job offer?, 3) in general, what do you think about a non-smoking policy in the workplace?, and 4) are there other behaviors that you would quit in order to get a job? Please explain. For the first three questions, participants' answers were coded similarly (i.e., the same coding schemes were applied) and the last question was coded separately. Initially, all respondents were coded to find general patterns. Then, non-smokers' answers were separately tabulated.

Results

Overview

A 2 (severity: high *versus* low) \times 2 (organizational assistance: high *versus* low) \times 2 (smoking status: yes *versus* no) \times 2 (order: together *versus* separate) between-subject ANOVA with difference scores for attraction (pre-attraction minus post-attraction) was used to test the three hypotheses. A main effect for smoking status (i.e., susceptibility) provided a test for hypothesis one. Hypothesis two was tested with a main effect for severity. Finally, an interaction effect between severity and perceived organizational assistance was relevant for hypothesis three.

Some variation existed in participants' pre-attraction scores, mostly due to sampling error. To account for this variation, difference scores between pre-attraction and post-attraction was used as the dependent variable (i.e., decrease in organizational attraction). The difference scores in organization attraction had a reliability of .86. It should be noted that the between-subject ANOVA with the difference scores as the dependent variable yielded the same results as when a mixed ANOVA was run with pre-attraction and post-attraction scores as repeated measures. Thus, for simplicity in explaining significant findings, the results of the between-subject ANOVA with the difference scores as the dependent variable will be discussed. When it is necessary to clarify any significant findings, however, the cell means and standard deviations of pre-attraction and post-attraction scores will be provided as well.

Main Analysis

The first hypothesis predicted that non-smokers would be more attracted to an organization with a non-smoking policy than smokers. It was predicted that a subject's

susceptibility, as defined by the non-smoking policy, would affect organizational attractiveness. The results of an ANOVA using difference scores indicated that there was a significant main effect for susceptibility (i.e., smoking status), $F(1, 280) = 11.71, p < .01, \eta^2 = .35$. Consistent with the hypothesis, an examination of the means indicated that there was less of a decline in organizational attractiveness (pre to post) in nonsmokers ($M_{\text{diff.}} = 0.19, SD = 0.80$), compared to smokers ($M_{\text{diff.}} = 0.70, SD = 1.20$). In other words, the mean of non-smokers' pre-attraction score was 4.91 ($SD = 1.37$), which dropped to 4.73 ($SD = 1.38$) after reading about the non-smoking policy. On the other hand, the mean of smokers' pre-attraction scores was 4.99 ($SD = 1.41$), which decreased to 4.29 ($SD = 1.69$) after reading about the non-smoking policy. It is concluded that susceptibility to the non-smoking policy affected the job applicant' attraction to the organization.

The second hypothesis predicted that job applicants would be more attracted to an organization low in severity of a non-smoking policy compared to an organization high in severity of a non-smoking policy. The results of an ANOVA using difference scores did not reveal a significant main effect for severity, $F(1, 280) = 0.824, p = .37, \eta^2 = .002$. Participants who read the high employment severity description ($M_{\text{diff.}} = 0.29, SD = 0.96$) and participants who read the low employment severity description ($M_{\text{diff.}} = 0.27, SD = 0.84$) did not differ in their attraction level to the organization. In other words, participants who read the high severity description had a pre-attraction mean of 4.86 ($SD = 1.34$), dropping to a post-attraction score mean of 4.57 ($SD = 1.41$). Those who read the low severity description had a pre-attraction score mean of 4.99 ($SD = 1.41$) and a post-attraction score mean of 4.73 ($SD = 1.47$). Inconsistent with the second hypothesis, it is concluded that organizational attraction was not dependent upon severity.

Finally, the third hypothesis predicted that organizational assistance would moderate the relationship between the effects of severity of a non-smoking policy and job applicants' attraction to an organization. The analysis did not reveal a significant interaction effect between the two variables, $F(1, 280) = 0.15, p = .70, \eta^2 = .00$. Contrary to the prediction, the effects of severity of a non-smoking policy on job applicant's attraction to an organization did not vary with organizational assistance.

Additional Analysis

Organizational assistance. Although organizational assistance was not hypothesized as a main effect, additional analysis revealed a significant main effect for organizational assistance, $F(1, 280) = 12.11, p < .01, \eta^2 = .036$. Participants who read the high organizational assistance description had a smaller decline in attraction ($M_{\text{diff.}} = 0.08, SD = 0.59$) compared to participants who read the low organizational assistance description ($M_{\text{diff.}} = 0.49, SD = 1.11$). In other words, the pre-attraction scores ($M = 5.08, SD = 1.31$) of participants who read the high organizational assistance description were similar to their pre-attraction scores ($M = 5.00, SD = 1.35$). Those who read the low organizational assistance description had bigger differences between their pre-attraction scores ($M = 4.76, SD = 1.42$) and post-attraction scores ($M = 4.27, SD = 1.45$). Examination of these means indicated that organizational attractiveness was significantly higher in high organizational assistance condition compared to low organizational assistance condition.

Organizational assistance and order. Through additional analysis with the data, a significant interaction effect between organizational assistance and order was observed, $F(1, 280) = 9.71, p = .002, \eta^2 = .029$. In order to examine the interaction effect more

specifically, simple effects of the order factor were analyzed. Among those who read high organizational assistance description, the participants in the together condition ($M_{\text{diff.}} = 0.15$, $SD = 0.56$) and those in the separate condition ($M_{\text{diff.}} = 0.003$, $SD = 0.62$) did not differ in decrease in attraction scores, simple effect $F(1, 280) = 1.19$, $p = \text{ns}$. Among those who read low organizational assistance description, however, the participants in the together condition ($M_{\text{diff.}} = 0.25$, $SD = 0.92$) and those in the separate condition ($M_{\text{diff.}} = 0.75$, $SD = 1.23$) had significantly different decrease in attraction scores, simple effect $F(1, 280) = 10.97$, $p < .01$. In other word, post organizational attraction was highest in high organizational assistance and separate condition ($M = 5.14$, $SD = 1.26$), following in ascending order, high organizational assistance and together condition ($M = 4.87$, $SD = 1.42$), low organizational assistance and together condition ($M = 4.38$, $SD = 1.37$) and lastly low organizational assistance and separate condition ($M = 4.15$, $SD = 1.54$).

Regression analysis. To further examine the relationships among severity, organizational assistance, and three other variables (employer controllability, employer controllability of smoking behaviors, and smoking sensitivity) for predicting decrease in attraction, the severity and perceived organizational support measures used for manipulation check was used for regression analysis. Before conducting the analysis, the predictor variables were mean-centered to avoid nonessential multicollinearity and to achieve easier interpretation (cf., Cohen, Cohen, West, & Aiken, 2003). For interaction effects (i.e., second-order and third-order effects), the criterion variable was regressed onto the product terms of the predictor variables. The overall regression results are reported in Table 2 and follow-up results probing the significant first- and higher-order effects are presented in the text and illustrated in Figures 1 to 5. The moderated

regression analysis was done with data only from non-smokers for a few reasons. First, although smoker status could be used as a dummy-coded predictor in the regression analysis, the portion of smokers in the sample were too small for testing three or higher order interactions between smoker status and other predictors and obtaining reliable estimates for coefficients. Second, the correlation between smoker sensitivity and smoker status was .62, which could pose some concern for multicollinearity if the two variables were used in the same analysis. Third, because two predictor variables, smoking cessation self efficacy for employment and smoking cessation self efficacy for employment, were relevant only to smokers, inclusion of these two variables in the regression reduces degrees of freedom dramatically.

A regression analysis was conducted separately for smokers. Because of the small number of smokers in the sample, the data from smokers were not appropriate for testing interactions among the independent variables. Thus, only the first-order effects of the independent variables were examined for smokers' attraction decrease. The regression analysis showed that the model with the seven predictors was significant, $F(7, 44) = 8.22, p < .001, adj.R^2 = .50$. Among the seven predictors, only perceived organizational support was significant, $\beta = -.39, t = -2.93, p = .005$. Severity ($\beta = .18, t = 1.52, p = .14$), employer controllability ($\beta = -.09, t = -0.82, p = .42$), employer controllability of smoking behaviors ($\beta = -.21, t = -1.82, p = .08$), smoking sensitivity ($\beta = -.09, t = -0.79, p = .43$), smoking cessation self efficacy ($\beta = .23, t = 1.64, p = .11$), and smoking cessation self efficacy for employment ($\beta = -.18, t = -1.13, p = .27$) were not significant.

The regression analyses with data from non-smokers revealed that the overall model was significant, $F(25, 216) = 5.79, p < .001, adj.R^2 = .33$. The five first-order

predictors in the first block of regression analysis contributed significantly in explaining variance in the decrease in attraction, $F(5, 236) = 14.35, p < .001, adj.R^2 = .22$. As shown in Table 2, among the predictors, perceived organizational support, employer controllability, and employer controllability of smoking behaviors were significantly related to decrease in attraction, while severity and smoking sensitivity were not. That is, the higher the organizational support the participants perceived and the greater power the participants considered employers to have on employees' general behaviors and smoking behavior, the less differences were observed in the participants' attraction toward organization before and after they found about the non-smoking policy of the organization.

The second-order predictors (i.e., the two-way interaction terms in the second block) also significantly contributed to explaining variance in decrease in attraction, $F_{change}(10, 226) = 3.30, p = .001, R^2_{change} = .10$. Among the predictors, the interaction terms for severity and employer controllability of smoking behaviors, for severity and smoking sensitivity, and for perceived organizational support and employer controllability of smoking behaviors were significant. For these significant interactions, unstandardized simple slopes were assessed to examine the interaction pattern more clearly, following the procedure advanced by Aiken and West (1991). As displayed in Figure 1, for the moderating role of employer controllability of smoking behaviors for the relationship between severity and decrease in attraction, the unstandardized simple slope ($B = -0.08, t = -1.75, p = .08$) at employer controllability of smoking behaviors 1 *SD* below score was negative, whereas the simple slope ($B = 0.05, t = 1.07, p = .29$) at social cost 1 *SD* above score was positive. As displayed in Figure 2, for the moderating role of

smoking sensitivity for the relationship between severity and decrease in attraction, the unstandardized simple slope ($B = 0.11$, $t = 2.25$, $p = .03$) at smoking sensitivity 1 *SD* below score was positive, whereas the simple slope ($B = -0.14$, $t = -3.24$, $p = .001$) at smoking sensitivity 1 *SD* above score was negative. As displayed in Figure 3, for the moderating role of employer controllability of smoking behaviors for the relationship between perceived organizational support and decrease in attraction, the unstandardized simple slope ($B = -0.34$, $t = -5.84$, $p < .001$) at employer controllability of smoking behaviors 1 *SD* below score was more strongly negative than the simple slope ($B = -0.11$, $t = -1.73$, $p = .09$) at employer controllability of smoking behaviors 1 *SD* above score.

The third-order predictors (i.e., the three-way interaction terms in the third block) also significantly contributed to explaining variance in decrease in attraction, $F_{\text{change}}(10, 213) = 2.54$, $p = .006$, $R^2_{\text{change}} = .10$. Among the predictors, the interaction terms for severity, perceived organizational support, and smoking sensitivity and for perceived organizational support, employer controllability of smoking behaviors, and smoking sensitivity were significant. As shown in Figure 4, for the relationship between severity and decrease in attraction, the unstandardized simple slope ($B = 0.10$, $t = 1.33$, $p = .18$) at perceived organizational support 1 *SD* below score and smoking sensitivity 1 *SD* below was positive, whereas the simple slope ($B = -0.24$, $t = -3.75$, $p < .001$) at perceived organizational support 1 *SD* below score and smoking sensitivity 1 *SD* above score was negative. The unstandardized simple slope ($B = 0.02$, $t = 0.20$, $p = .84$) at perceived organizational support 1 *SD* above score and smoking sensitivity 1 *SD* below was positive, whereas the simple slope ($B = -0.05$, $t = -0.91$, $p = .37$) at perceived organizational support 1 *SD* above score and smoking sensitivity 1 *SD* above score was

negative. As shown in Figure 5, for the relationship between perceived organizational support and decrease in attraction, the unstandardized simple slope ($B = -0.19$, $t = 2.18$, $p = .03$) at employer controllability of smoking behaviors 1 *SD* below score and smoking sensitivity 1 *SD* below was positive, whereas the simple slope ($B = -0.50$, $t = -6.02$, $p < .001$) at employer controllability of smoking behaviors 1 *SD* below score and smoking sensitivity 1 *SD* above score was negative. The unstandardized simple slope ($B = -0.13$, $t = -1.27$, $p = .21$) at employer controllability of smoking behaviors 1 *SD* above score and smoking sensitivity 1 *SD* below was positive, whereas the simple slope ($B = 0.02$, $t = 0.25$, $p = .80$) at employer controllability of smoking behaviors 1 *SD* above score and smoking sensitivity 1 *SD* above score was negative.

Open-ended questions. Tables 3 through 14 display categorization of participants' answers to the four open-ended questions. For the first three open-ended questions (Q1. How did the non-smoking policy affect intention to apply?, Q2. How did the non-smoking policy affect likelihood of accepting a job offer?, Q3. What do you think about a non-smoking policy in the workplace?), three main categories: positive opinions (36%), negative opinions (33%) and non-directional opinions (28.78%) emerged, of which each was broken down into subcategories shown in Tables 6 through 8. The remaining responses were either irrelevant or indecipherable. Of the first three questions, some commonly identified positive items ($n = 314$) included non-smoking environment (30.25%) and assistance and health (13.06%). However, the majority of positive responses (45.22%) did not specify a reason, just indicated favorability toward the policy. Of the first three questions some commonly identified negative items ($n = 289$) included personal choice (28.72%), the implementation of the policy (17.30%), and limiting the

policy to the workplace (14.53%). Of the negative responses, 19.03% did not specify a reason but stated they had negative beliefs. Of the non-directional responses ($n = 251$), 75.46% of respondents stated that the policy had no affect on their intentions to apply or accept a job offer.

For the fourth question (Q4. Are there other behaviors that you would quit in order to get a job?), the answers were classified to four main categories; no (60.91%), yes (35%), don't know/depends (13.18%) and other (4.55%) emerged. The remaining responses were either irrelevant or indecipherable. Of the participants who indicated there were no behaviors they would give up ($n = 134$), the majority (60.91%) just replied with a no. However accompanying some responses, 22.02% indicated that they did not have any bad/negative/major/unhealthy behaviors and 17.43% indicated that it was a matter of personal choice. From participants who indicated there were behaviors they would give up ($n = 77$); 34.85% stated alcohol, 18.18% stated they would stop a behavior if it was work related, and 16.67% stated they would stop or start behaviors geared toward increase physical appearance (i.e., working out, eating healthy). Items coded as other included suggestions or behaviors related to being on time (i.e., tardiness).

In order to decipher differences in susceptibility, responses were separated. With respect to the first three questions, when smokers are excluded, negative responses decrease from 33.14% to 28.78%, while positive responses increase from 36.01% to 39.23%. The pattern of responses from non-smokers is similar to the pattern of all participants. When smokers are excluded, the same negative responses are prevalent there are just fewer of them; dislike for the policy, personal choice and limited to the workplace. As for question 4, when smokers are excluded the amount of participants

unwilling to modify or change their behaviors drops from 60.91% to 49.55%. Similarly, the amount of participants willing to change their behaviors for employment also decreases when smokers are included from 35% to 30%. In general regardless of susceptibility, respondents' appraisal of the policy and intentions to apply and accept an offer are similar. Although smokers tend to have a more negative appraisal, the reasons are consistent with non-smokers expressed rational for disliking the policy.

Discussion

In spite of the diverse negative consequences associated with tobacco, the prevalence of smoking in the United States is 22.5% (Center for Disease Control and Prevention, 2004). Given the widespread nature of smoking related consequences, attempts to lessen the incidence of smoking is beneficial not only to the individual smoker and their family, but to their employer and society. This study addressed smoking through an organizational lens by looking at the impact a non-smoking policy has on job applicants' perceptions of organizational attractiveness. The workplace provides a context where stricter and diverse penalties and consequences unassociated with health can be applied to smokers.

The overall pattern of the results revealed was that regardless of the severity level of a non-smoking policy the mere presence of a non-smoking policy generated a decrease in organization attraction for the majority of participants. However, 28% of respondents actually increased their attraction level (i.e., pre-attraction scores < post-attraction scores) after being informed of a non-smoking policy. An examination of answers to the open-ended questions suggested possible explanations for the increase in attraction; for example, general favorability of a non-smoking work environment. More pronounced differences in organizational attraction can be attributable to interaction effects, which will be discussed hereafter.

Consistent with H1, the results showed that participants who identified themselves as smokers had a greater decline in attraction (i.e., a lower post attraction) compared to non-smokers. Susceptibility to a non-smoking policy influenced job applicants' perceptions of the organization in such a way that smokers viewed the

organization as less attractive after being informed of the policy. Consistent with health research, an individual's perception of susceptibility contributes to their appraisal of health messages (Rosenstock, 1974; Witte, 1992). According to health theories such as the Health Belief Model and Extended Parallel Process Model, a high degree of susceptibility is necessary for message processing, further motivating individuals to action (Rosenstock, 1974; Witte, 1992). Although in this study, susceptibility was not subjective but defined by the policy, it still impacted the appraisal of the policy and subsequently attraction to the organization.

Inconsistent with H2, high and low severity of a non-smoking policy did not differentiate organizational attractiveness. The current finding is contrary to Truxillo et al.'s (2002) finding that for an alcohol policy, the recommended policy (i.e., voluntary participation) increased organization attraction. Many public places including; restaurants, bars, hospitals, schools and daycare facilities ban smoking (CDC Releases Data on Smoking Prevalence, Attitudes, 2002). Additionally in many workplaces smoking is not allowed. The pervasiveness of non-smoking areas reflects society's attitudes toward smoking. Smoking was once considered a desirable trait, whereas now smoking has become socially undesirable. In their answers to the open-ended questions, many participants expressed their favorability of a non-smoking work environment and not having people smelling of smoke; "I am not a smoker and therefore I don't like being around the smell or people that do," "I would be more inclined to apply because I would much rather work in a non-smoking environment and have work friends who are healthy non-smokers," "I'm a non-smoker by choice and of health limitations," and "When I am

around smokers my asthma condition is affected. I would apply here because I believe in the campaign of banning harmful body toxins such as smoking.”

Consistent with Eisenberger et al.’s (1986) position that perceptions of organizational support lead to positive outcomes, the current study found that the participants in the high level of organizational assistance condition showed smaller decreases in attraction after reading about a non-smoking policy, having higher attraction to the organizational than those in the low level organizational assistance condition. Providing high organizational support might have generated an organizational image as a caring and support environment, potentially mitigating the effects of the non-smoking policy. Some of the participants’ answers to the open-ended questions illustrated this point; “It made me more likely that I would accept a job, because it promotes a healthier atmosphere,” “It [intention to apply] increases because they show they care about their employees’ health and well-being,” and “I like that Bradley & Associates would help an employee at any cost.” Therefore, in order to counter the negative effects a non-smoking policy can have on job applicants’ attraction to an organization, it may be imperative that organizations are perceived as supportive.

Interestingly, the slight difference in the way the participants responded to the manipulation materials and manipulation check items affected the effects of organizational support on organizational attractiveness. For the high organizational assistance condition, no differences in the decline in attraction were observed whether severity manipulation materials and organizational assistance manipulation materials were separate from each other or not, For the low organizational assistance condition, however, the greatest decline in attraction was observed when severity manipulation

materials and organizational assistance materials were separate from each other. It is speculated that when participants read low organizational assistance descriptions separately from the severity description, they were able to focus on the low organizational assistance description, which influenced their attraction negatively.

In this study, it was predicted that the effect of severity on organizational attractiveness would be moderated by organizational assistance. But this did not occur. Instead, organizational assistance had a significant direct effect on attraction by itself. It is possible that other variables could actually moderate the effect of perceived employment severity on organizational attractiveness; for example, individuals' view about smokers and sensitivity toward smoking, and beliefs about the extent of employers' controllability over employees' behavior. The current study focused on an organizational variable (i.e., varied organizational assistance), but it is possible that individual differences in smoking sensitivity or beliefs about employer controllability could moderate the effects of severity on attraction levels. The additional regression analyses provided some support for this speculation.

As depicted in Figure 1 a two-way interaction between severity and employer controllability of smoking behaviors existed for non-smokers. For non-smoking participants who more strongly believed that an employer has control over their employees' smoking behavior, increase in perceived severity was positively related to decrease in attraction. On the other hand, participants who less strongly believed that an employer has control over their employees' smoking behavior, increase in perceived severity was negatively associated with decrease in attraction; that is, as perceived severity increases, less difference between pre-attraction and post-attraction scores. This

finding seems counterintuitive, making it difficult to explain at this point. A possible explanation may be gained by applying French and Raven's (1959) power types.

According to French and Raven (1959), power can be classified into five categories. It is possible that differences exist in terms of participants' perceptions on the types of power that employers can exercise over employees. Even among the participants who had stronger beliefs that an employer has control over their employees' smoking behavior, those who were more likely to consider the policy severe might have interpreted the required policy as coercive. Even for those with stronger beliefs on employer controllability, the way in which the employer exerts their control over employees may be seen negatively, as a form of punishment. Research on power types has demonstrated that coercive power (the leader's ability to sanction or punish for failing to comply) is negatively associated with organizational outcomes such as compliance gaining (Rahim & Buntzman, 1988) and commitment (Yukl & Falbe, 1991). On the other hand, for participants who were less likely to endorse employer controllability over smoking, the non-smoking policy may have been seen as legitimizing the employer's power (based on one's title or position occupied, grounded in formal authority) demonstrating the fact that smoking behavior actually is controllable by the employer.

Illustrated in Figure 2, a two-way interaction between smoking sensitivity and perceived severity existed for non-smokers. For non-smoking participants who had a greater dislike for smoking (i.e., high smoking sensitivity), as perceptions of severity increased, attraction increased. The opposite pattern was observed for participants who did not mind smoking prevalence (i.e., low smoking sensitivity); as perceptions of

severity increased, a decrease in attraction occurred. A possible explanation for the effect of smoking sensitivity is that for those with a greater dislike for smoking, the presence of a severe policy is consistent with their beliefs. A high severity policy prohibits smoking; therefore employees will have a non-smoking work environment and have coworkers who are all non-smokers. Therefore the policy will minimize their exposure to smoke. The high severity policy takes a proactive approach against smokers which mirrors the view of participants with high smoking sensitivity. Conversely, for participants who were less concerned about the presence of smokers, a high severity policy requiring employees to quit smoking could be perceived as a violation of a person's right, which is inconsistent with their view of how smokers should be treated. It is possible that these participants viewed the organization's restriction as unfair and lowered their attraction to the organization due to the coercive power demonstrated by the employer.

A two-way interaction between employer controllability of smoking behaviors and perceived organizational support is illustrated in Figure 3 for non-smokers. When perceptions of support were low, the effects of employer controllability of smoking behaviors were more pronounced. For non-smoking participants who less strongly believed that an employer has control over employees' smoking behavior, the higher their perception of organizational support, the less decrease in their organizational attraction. As for non-smoking participants who more strongly believed that an employer has control over their employees' smoking behavior, the perception of organizational support only had a minimal affect on attraction. In this case, if any, there was a smaller increase in attraction. Participants who less strongly believed that an employer has control, perceptions of organizational support lead to less of a decrease compared to low

perceptions of organizational support. It seems that the prevalence of support demonstrated the supportive nature of the employer for participants with low employer controllability of smoking behaviors. Although these participants may not agree that an employer can control smoking behavior, the lack of perceived control by the employer is overshadowed by the support offered by the organization. The high level of support offered by the organization offers a way for these individuals to rationalize the control. As depicted in Figure 3, high perceived organizational support yielded a slight increase in attraction levels. From a recruitment standpoint, an applicant's view of employer controllability regarding smoking is moderated by perceived organizational support. They might not agree with an employer's controllability, but a greater amount of organizational support may be more likely to assuage their uneasiness about an employer's control.

Figure 4 illustrates a three-way interaction among severity, perceived organizational support, and smoking sensitivity for predicting a decrease in organizational attraction for non-smokers. For non-smoking participants who perceived low or little organizational support and disliked the presence of smoke, as perceptions of severity increased, less change in attraction occurred. Possibly, these participants viewed the high severity policy as infringing on a person's freedom of choice. Therefore, it seems that their disagreement with policy lead to decreased levels in attractions possibly due to reactance. Conversely, for individuals who perceived low/little/minimal support and did not mind the presence of smoke, as severity increased, a greater difference in organizational attraction was observed (i.e., attraction decreased). As for participants who perceived high support and did not mind the presence of smoking, the effects of severity were minimal. Lastly, for participants who perceived organizational support was high and

disliked the presence of smoke, as perceptions of severity increased, there was an increase in attraction. In short, the extent to which the relationship between perceived severity and decrease in organizational varied with smoking sensitivity seemed more pronounced for those with higher perception of organizational support than for those with lower perception of organizational support.

Lastly, Figure 5 shows a three-way interaction among perceived organizational support, employer controllability of smoking behaviors and smoking sensitivity for predicting a decrease in organizational attraction for non-smokers. For non-smoking participants who less strongly believed that an employer has control over employees' smoking behavior and disliked smoking, as perceived organizational support increased, a greater change in attraction scores was observed (i.e., attraction increases). Similar relationships (i.e., a negative relationship between perceived organizational support and decrease in organizational attraction) existed for participants who do not mind smoking prevalence, regardless of their beliefs concerning employer's controllability. Lastly, for participants who strongly believed an employer has control over employee's smoking behavior and did not like the prevalence of smoke, as perception of support increased, there was a minimal decrease in attraction.

Practical Implications

A few implications can be drawn from the current findings for organizational recruitment. First, the current findings imply that the degree of severity alone does not impact attraction. As the current findings showed, the mere presence of the non-smoking policy could lower potential job applicants' attraction toward the organization, regardless of the severity level. If organizations want to implement a strict non-smoking policy, but

worry about losing qualified applicants, they may need to pay attention to other factors that affect more seriously potential job applicants' view about them. If so, organizations may even attract more applicants who prefer a smoke-free environment and also those who are motivated to quit smoking.

Second, organizations need to be aware of the fact that a non-smoking policy in the workplace also has implications for non-smokers. Although the policy affects smokers directly and more seriously, non-smokers can also show reactions in the direction undesirable to the organization. Even among non-smokers, there are individual variations in the extent to which they endorse employer controllability in general and of smoking behavior. Non-smokers who strongly believe employers should not control employees' behaviors including smoking probably will not find an organization with a non-smoking policy attractive.

Lastly, a non-smoking policy does not seem to have a uniform negative impact on potential job applicants, however. In the current study, 28% of the participants increased their attraction scores (i.e., pre-attraction < post-attraction scores) after being informed of a non-smoking policy. Although none of the variables employed in the current study could explain the differences between this segment of participants and the rest of the participants who lowered their attractions scores (pre-attraction scores > post-attraction scores), an individual characteristic such as smoking sensitivity may provide a clue. It is possible that for those who prefer a smoke-free environment may find an organization with a non-smoking policy as attractive. Thus, before recruitment and selection processes, organizations may need to do careful examination of which segment of the population from which they want to recruit their future employees.

Limitations

First, having more smokers in the sample would have allowed for more detailed comparison of smokers and non-smokers. Because the participants self-identified their smoking status, inaccuracies in self-reporting might have existed. It is possible that participants, who occasionally smoke, may not have self-identified themselves to be a smoker.. Whether these participants smoke one cigarette a month or only smoke in social situations, it might have been necessary to identify these. Additionally, people who used to smoke may have identified themselves as non-smokers. It is possible that even as non-smokers; differences might have influenced their attraction to the organization. In future studies have extra questions about one's smoking history (i.e. Have you ever smoked? Have you smoked in the last month?) will help to eliminate this.

Second, the current study used college students. Although more than half of the participants were seniors, the participants might have not be seriously job searching. Information gained from undergraduate students' perceptions may not be sufficient for understanding actual job applicants' perceptions (Ryan & Ployhart, 2000). Individuals' attitudes about various organizations and intention to apply may change overtime in their job search processes. Even the relationship between attitudes about an organization and intention to apply seems to change over time in such a way that attitudes become less relevant to intention to apply as job seekers near the end of job search processes (Carless, 2005).

Lastly, this study only addressed potential job applicants. Different results may occur in existing employees and subsequently the outcome of concern may shift from attraction to commitment or satisfaction.

Future Research

The results of this study indicate that individual differences moderate the effects of severity on organizational attraction. Therefore, in addition to searching for other important organizational variables for the relationship between employment severity of a non-smoking policy and organizational attraction, future research should examine individual differences and attitudes about smoking as potential moderators as well. Examination of these variables may shed light on why, for some individuals, the prevalence of a non-smoking policy actually increases their attraction to the organization. Second, future research may focus on other job attributes that signal organizational assistance as additional ways to increase perceptions of organizational support given that perceived organizational support had a significant effect on attraction. Lastly, from the open-ended questions, a noticeable theme that emerged from the negative responses was threat of future policies (5.54%). Therefore, future research should investigate how job applicants as well as existing employees would respond if an organization announces that it will consider implementing more policies concerning health-related behaviors (e.g., exercise, diet) in addition to non-smoking policy.

Conclusion

This study addressed how job applicants' attraction to an organization would be affected by a non-smoking policy of the workplace that promoted smoking cessation. This study demonstrated, the existence of the policy was enough to reduce attraction. Although the general pattern illustrated a decline in attraction, 28% of participants actually had increases in their attraction after being informed of a non-smoking policy. Further research in this area is needed to investigate both individual differences as well as

other organization variables that may moderate the relationship between a non-smoking policy and attraction. As the increasing trend in health promotion programs in the workplace and smoking restrictions continue, it is crucial to understand how both job applicants and existing employees appraise messages concerning these topics. Especially concerning smoking, individuals' attitude toward smoking seems to contribute to attraction to an organization with a non-smoking policy. Organizations need to be aware of the effects of a non-smoking policy so that they are able to attract qualified and desirable candidates.

Table 1. *Descriptive Statistics and Correlations*

Non-smokers (<i>n</i> = 244)									
	DA	Severity	POS	EC	ECS	SS			
Severity	.02								
POS	-.43***	-.16*							
EC	-.29***	.01	.24***						
ECS	-.24***	.01	.14*	.21**					
SS	-.14*	-.00	.16*	.21**	.15*				
<i>M</i>	0.19	4.22	4.81	4.70	3.36	5.23			
<i>SD</i>	0.80	1.38	1.15	1.21	1.00	1.36			
Smokers (<i>n</i> = 52)									
	DA	Severity	POS	EC	ECS	SS	SCSE	SCSEE	
Severity	.46**								
POS	-.63***	-.40**							
EC	-.25	.07	.31*						
ECS	-.50***	-.23	.38**	.14					
SS	-.37***	-.37**	.15	.10	.37**				
SCSE	.08	.11	.14	.17	-.02	-.07			
SCSEE	-.34*	-.12	.45**	.31*	.28*	.25	.64***		
<i>M</i>	0.70	4.97	4.46	4.46	2.72	2.51	4.76	5.67	
<i>SD</i>	1.20	1.23	1.41	1.27	1.11	1.09	1.65	1.45	

* $p < .05$, ** $p < .01$, *** $p < .001$

DA: Difference between pre-and post-attraction scores (i.e., decrease in organizational attraction)

Severity: Perceived Employment Severity

POS: Perceived Organizational Support

EC: Employer Controllability

ECS: Employer Controllability of Smoking Behaviors

SS: Smoking Sensitivity

SCSE: Smoking Cessation Self-Efficacy

SCSEE: Smoking Cessation Self-Efficacy for Employment

Table 2. *Moderated Multiple Regression for Decrease in Attraction.*

	<i>B</i>	<i>SE</i>	<i>B</i>	<i>t</i>	<i>Sr</i>
First Block					
First Order Effect					
Severity	−0.03	0.03	−.05	−0.77	−.04
POS	−0.25	0.04	−.35	−5.90***	−.34
EC	−0.11	0.04	−.16	−2.71**	−.16
ECS	−0.12	0.05	−.15	−2.51*	−.14
SS	−0.02	0.03	−.03	−0.51	−.03
Second Block					
Second Order Effect					
Severity × POS	0.04	0.03	.08	1.42	.08
Severity × EC	−0.03	0.03	−.07	−1.13	−.06
Severity × ECS	0.06	0.03	.13	2.05*	.11
Severity × SS	−0.09	0.02	−.23	−3.90***	−.21
POS × EC	0.05	0.03	.10	1.55	.08
POS × ECS	0.11	0.04	.17	2.53*	.14
POS × SS	−0.04	0.03	−.09	−1.37	−.07
EC × ECS	0.03	0.03	.05	0.85	.05
EC × SS	−0.02	0.03	−.05	−0.77	−.04
ECS × SS	0.01	0.03	.01	0.17	.01
Third Block					
Third Order Effect					
Severity × POS × EC	0.03	0.02	.08	1.21	.06
Severity × POS × ECS	−0.02	0.03	−.06	−0.85	−.04
Severity × POS × SS	0.04	0.02	.14	2.04*	.11
Severity × EC × ECS	0.04	0.02	.11	1.63	.09
Severity × EC × SS	−0.02	0.02	−.07	−1.01	−.05
Severity × ECS × SS	0.03	0.02	.09	1.17	.06
POS × EC × ECS	−0.05	0.03	−.11	−1.49	−.08
POS × EC × SS	0.00	0.02	.00	−0.07	.00
POS × ECS × SS	0.09	0.04	.20	2.38*	.13
EC × ECS × SS	−0.04	0.03	−.14	−1.68	−.09

* $p < .05$, ** $p < .01$, *** $p < .001$

Severity: Perceived Employment Severity

POS: Perceived Organizational Support

EC: Employer Controllability

ECS: Employer Controllability of Smoking Behaviors

SS: Smoking Sensitivity

Table 3. All Participants' Responses across Questions 1 through 3

	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Total</i>	<i>Percentage</i>
Positive Responses: All Participants Q1, Q2 and Q3					
Non-specific	23	38	81	142	45.22%
Benefits	1	4	0	5	1.59%
Productivity	0	0	4	4	1.27%
Assistance/health	22	7	12	41	13.06%
NS environment	51	22	22	95	30.25%
Implementation/policy	3	4	1	8	2.55%
Save money	0	0	4	4	1.27%
Smoker, wants to quit	4	0	0	4	1.27%
Environment	0	0	1	1	0.32%
Regardless	2	8	0	10	3.18%
TOTAL	106	83	125	314	

	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Total</i>	<i>Percentage</i>
Negative Responses: All Participants Q1, Q2 and Q3					
Non-specific	16	21	18	55	19.03%
Health/qualification	5	2	6	13	4.50%
Future	5	11	0	16	5.54%
Assistance	8	3	4	15	5.19%
Limited to the workplace	2	0	40	42	14.53%
Implementation/policy	12	9	29	50	17.30%
Personal choice	34	10	39	83	28.72%
Smoker, doesn't want to quit	1	1	0	2	0.69%
Discrimination	5	0	6	11	3.81%
Productivity	1	0	1	2	0.69%
TOTAL	89	57	143	289	

Table 4. Example Answers of Positive Opinions About the Non-Smoking Policy and the Likelihood of Applying and Accepting a Job Offer

Positive Subcategories		How or why did the non-smoking policy affect your intentions to apply?	How did the non-smoking policy affect your likelihood of accepting a job offer?	In general, what do you think about a non-smoking policy in the workplace?
		Examples		
Non-specific	10	it will make me apply, don't like smoking	"Increased my likelihood"	"I'm all for it."
Benefits	11	"the job and benefits given would be more important"	I would accept because the pay and benefits are good, even though I don't agree with the policy	
Productivity	12	"It would also increase work"		"it would be great in a workplace- better concentration"
Assistance/health	13	"Because the non-smoking policy means they do care about the employees' health and well being. I think that the policy would have a positive affect one me."	"It increased it. They care about their employees well being."	"I think it is great and needs to be implemented everywhere. The company is showing concern for their employees health"
NS environment	14	"I would be more inclined to apply because I would much rather work in a non-smoking atmosphere and have work friends who are health non-smokers."	"The policy would make accept the job offer because I would know that it's a smoke free environment."	"I think it is great. It gives you an opportunity to work in a clean and health environment."
Implementation/policy	15	"I like the fact they are hard on smokers"	"I would be slightly more likely after hearing about the policy"	
Save money	16	"Would make me more apt to apply, as a non smoker myself. It may also reduce health care cost premiums."		"saves company in future insurance cost to stop smoking"

Positive Subcategories		How or why did the non-smoking policy affect your intentions to apply?	How did the non-smoking policy affect your likelihood of accepting a job offer?	In general, what do you think about a non-smoking policy in the workplace?
		Examples		
Smoker, wants to quit	17	"As a smoker I would like to work for a company that would force me to quit."		
Environment	18			"good action for the environment."
Regardless	19	"It didn't really. I would have applied either way"	"I would accept it either way if it was a good job"	

Table 5. Example Answers Addressing Negative Beliefs About the Non-Smoking Policy and the Likelihood of Applying and Accepting a Job Offer

Negative Subcategories		How or why did the non-smoking policy affect your intentions to apply?	How did the non-smoking policy affect your likelihood of accepting a job offer?	In general, what do you think about a non-smoking policy in the workplace?
		Examples		
Non-specific	20	"I would never apply to a place with a policy like that. "	"it made me less likely to."	"it is ambiguous and demanding"
Health/Qualification	21	"Though I understand the costs associated with the health of employees that smoke, I don't believe that having a legal habit should be a disqualification for employment. Therefore, I would probably not apply."	it had a negative affect on me because the company should be more concerned with my qualifications."	"I think the idea b/c I am not a smoker, but the company could lose out on good employees who do not choose to quit"
Future Policy	22	"The policy makes me wonder how strict they might be about other habits or personal activities."	"Makes me think about other things they may be strict upon. So my likelihood would decrease slightly."	
Assistance	23	"It made me hesitate trusting the company. If they truly cared about employee development they would have been more willing to offer support to smokers to quit."	"Being a smoker, my accepting a job decreases because of what little help they offered with this strict policy."	"Perhaps some assistance should be offered"
Limited to the workplace	24	"I don't think they should restrict smoking outside of the workplace. "		"In the workplace I understand and I could follow it. Outside regulation is unfair."

Negative Subcategories		How or why did the non-smoking policy affect your intentions to apply?	How did the non-smoking policy affect your likelihood of accepting a job offer?	In general, what do you think about a non-smoking policy in the workplace?
		Examples		
Implementation/policy	25	"I think the policy is unfair even though I don't smoke."	"I would be slightly more hesitant to accept a job offer from this company. I would research the other policies to determine if all guidelines are so strict."	"I am not sure the policy will stand"
Personal choice	26	"it affected my intention to apply negatively because I believe it is a personal choice to smoke or not and smoking is not illegal."	"I wouldn't want to apply to a place that's that into my personal life."	"I think it is unnecessary as adults, employees shall do what they please"
Smoker, doesn't want to quit	27	"I smoke and I am not looking to quit. It deters me from applying"	"As a smoker, I would not quit because of a company. I would quit for myself. I also would not trust anyone who would make such a petty policy."	
Discrimination	28	"I would be less likely to apply because I feel that the organizations is discriminatory"		"It's ridiculous. I would be upset if I did smoke."
Production	29			"I think it is a good idea, however it will be very hard for smokers to strictly stop smoking. This will in turn affect their performance at work."

Table 6. All Participants' (Both Non-Smokers and Smokers) Answers to Open-Ended Question 1 (how or why did the non-smoking policy affect your intentions to apply?)

Q.1- Intentions to Apply			Non-directional answers (n = 90)		
Positive	106	36.30%	no affect	74	82.22%
Negative	89	30.48%	not interested	12	13.33%
non-directional	90	30.82%	Indifferent	3	3.33%
irrelevant	7	2.40%	more money	1	1.11%
total responses	292		TOTAL	90	

Breakdown of Positive Responses (n=106)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percent age
	λ	%	λ	%	λ	%	Λ	%		
Non-specific	9	14.2	9	32.14	5	33.33	0	0.00	23	21.70
Benefits	1	1.59	0	0.00	0	0.00	0	0.00	1	0.94
Productivity	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Assistance/health	16	25.4	4	14.29	2	13.33	0	0.00	22	20.75
NS environment	32	50.7	14	50.00	5	33.33	0	0.00	51	48.11
Implementation/policy	0	0.0	0	0.00	3	20.00	0	0.00	3	2.83
Save money	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Smoker, wants to quit	3	4.76	1	3.57	0	0.00	0	0.00	4	3.77
Environment	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Regardless	2	3.17	0	0.00	0	0.00	0	0.00	2	1.89
Total	63		28		15		0		106	100
Percentage	59.43		26.4		14.15					

Breakdown of
Negative
Opinions (n=89)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percent age
	λ	%	λ	%	λ	%	Λ	%		
Non-specific	9	13.64	6	40.00	1	14.29	0	0	16	17.98
Health/qualification	4	6.06	1	6.67		0.00	0	0	5	5.62
Future	4	6.06		0.00	1	14.29	0	0	5	5.62
Assistance	5	7.58	2	13.33	1	14.29	0	0	8	8.99
Limited to the workplace	2	3.03	0	0.00	0	0.00	0	0	2	2.25
Implementation/policy	10	15.15	0	0.00	2	28.57	0	0	12	13.48
Personal choice	29	43.94	4	26.67	0	0.00	1	100	34	38.20
Smoker, doesn't want to quit	0	0.00	1	6.67	0	0.00	0	0	1	1.12
Discrimination	3	4.55	1	6.67	1	14.29	0	0	5	5.62
Productivity	0	0.00	0	0	1	14.29	0	0	1	1.12
Total	66		15		7		1		89	
Percentage	74.16		16.85		7.87		1.12			

Table 7. All Participants' (Both Non-Smokers and Smokers) Answers to Open-Ended Question 2 (how did the non-smoking policy affect your likelihood of accepting a job offer?)

Q.2- Accepting a Job Offer			Non-Directional (n = 144)		
Positive	83	28.82%	no affect	2	1.39%
Negative	57	19.79%	not interested	11	7.64%
non-directional	144	50.00%	Indifferent	6	4.17%
irrelevant	4	1.39%	more money	125	86.81%
total responses	288		TOTAL	144	

Breakdown of Positive Responses (n=83)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific	9	27.27	28	60.87	1	25.00	0	0	38	45.78
Benefits	3	9.09	1	2.17	0	0.00	0	0	4	4.82
Productivity	0	0.00	0	0.00	0	0.00	0	0	0	0.00
Assistance/health	2	6.06	5	10.87	0	0.00	0	0	7	8.43
NS environment	10	30.3	9	19.57	3	75.00	0	0	22	26.51
Implementation/policy	1	3.03	3	6.52	0	0.00	0	0	4	4.82
Save money	0	0.00	0	0.00	0	0.00	0	0	0	0.00
Smoker, wants to quit	0	0.00	0	0.00	0	0.00	0	0	0	0.00
Environment	0	0.00	0	0.00	0	0.00	0	0	0	0.00
Regardless	8	24.24	0	0.00	0	0.00	0	0	8	9.64
Total	33		46		4				83	
Percentage	39.76		55.42		4.82					

Breakdown of
Negative Opinions
(n=57)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific	1	4.17	18	64.29	1	25.00	1	100%	21	36.84
Health/qualification	1	4.17	1	3.57	0	0.00	0	0	2	3.51
Future	10	41.67	1	3.57	0	0.00	0	0	11	19.30
Assistance	1	4.17	2	7.14	0	0.00	0	0	3	5.26
Limited to the workplace	0	0.00		0.00	0	0.00	0	0	0	0.00
Implementation/policy	4	16.67	3	10.71	2	50.00	0	0	9	15.79
Personal choice	6	25.00	3	10.71	1	25.00	0	0	10	17.54
Smoker, doesn't want to quit	1	4.17	0	0.00	0	0.00	0	0	1	1.75
Discrimination	0	0.00	0	0.00	0	0.00	0	0	0	0.00
Productivity	0	0.00	0	0.00	0	0.00	0	0	0	0.00
Total	24		28		4		1		57	
Percentage	42.11		49.12		7.02		1.75			

Table 8. All Participants' (Both Non-Smokers and Smokers) Answers to Open-Ended Question 3 (in general, what do you think about a non-smoking policy in the workplace?)

Q3- Opinions about a Non-Smoking Policy in the Workplace			Non-Directional (n = 17)		
Positive	125	42.81%	No affect	8	47.06%
Negative	143	48.97%	Not Interested	0	0.00%
non-directional	17	5.82%	Indifferent	9	52.94%
irrelevant	7	2.40%	More Money	0	0.00%
total responses	292		TOTAL	17	

Breakdown of Positive Responses (n=125)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific Benefits	81	65.32	0	0	81	64.80	0	0	81	64.80
Productivity	4	3.23	0	0	4	3.20	0	0	4	3.20
Assistance / health	12	9.68	0	0	12	9.60	0	0	12	9.60
NS environment	21	16.94	1	100	22	17.60	0	0	22	17.60
Implementation/policy	1	0.81	0	0	1	0.80	0	0	1	0.80
Save money	4	3.23	0	0	4	3.20	0	0	4	3.20
Smoker, wants to quit	0	0.00	0	0	0	0.00	0	0	0	0.00
Environment	1	0.81	0	0	1	0.80	0	0	1	0.80
Regards	0	0.00	0	0	0	0.00	0	0	0	0.00
Total	124		1		125				125	
Percentage	99.20		0.80							

Breakdown of Negative
Opinions (n-143)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percent age
	λ	%	λ	%	λ	%	λ	%		
Non-specific	18	12.68	0	0	0	25.00	0	0	18	12.59
Health/qualification	5	3.52	1	100	0	0.00	0	0	6	4.20
Future	0	0.00	0	0	0	0.00	0	0	0	0.00
Assistance	4	2.82	0	0	0	0.00	0	0	4	2.80
Limited to the workplace	40	28.17	0	0	0	0.00	0	0	40	27.97
Implementation/policy	29	20.42	0	0	0	50.00	0	0	29	20.28
Personal choice	39	27.46	0	0	0	25.00	0	0	39	27.27
Smoker, doesn't want to quit	0	0.00	0	0	0	0.00	0	0	0	0.00
Discrimination	6	4.23	0	0	0	0.00	0	0	6	4.20
Productivity	1	0.70	0	0	0	0.00	0	0	1	0.70
Total	142		1				0		143	
Percentage	99.30		0.70							

Table 9. All Participants' (Both Non-Smokers and Smokers) Answers to Open-Ended Question 4 (are there other behaviors that you would quit in order to get a job?)

Q.4- Behaviors		
No	134	60.91%
Yes	77	35.00%
don't know/depends	29	13.18%
Other	10	4.55%
Irrelevant	17	7.73%
number of response	267	

NO n = 134		
No	86	78.90%
won't give up behavior	3	2.75%
I don't have any bad behaviors	24	22.02%
professionalism	2	1.83%
personal choice	19	17.43%
TOTAL	134	

YES n = 77		
yes	4	6.06%
anything	4	6.06%
alcohol	23	34.85%
drugs	4	6.06%
caffeine	1	1.52%
physical appearance	11	16.67%
unhealthy behaviors	7	10.61%
if harmed other	5	7.58%
if work related	12	18.18%
best opportunity	6	9.09%
TOTAL	77	

DEPENDS n=29		
depends	13	59.09%
probably not, depends on job/behavior	12	54.55%
maybe	2	9.09%
if employer is looking out for me	2	9.09%
TOTAL	29	

Table 10. *Positive Responses of Non-Smokers across Questions 1 through 3*

	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Total</i>	<i>Percentage</i>
Positive Responses: Non-Smokers Q1, Q2 and Q3					
Non-specific	20	35	70	125	45.07%
Benefits	0	4	0	4	1.41%
Productivity	0	0	4	4	1.41%
Assistance/health	17	6	10	33	11.97%
NS environment	50	21	20	91	32.39%
Implementation/policy	3	3	0	6	2.46%
Save money	0	0	4	4	1.41%
Smoker, wants to quit	0	0	0	0	0.00%
Environment	0	0	1	1	0.35%
Regardless	2	7	0	9	3.52%
TOTAL	92	76	109	277	

	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Total</i>	<i>Percentage</i>
Negative Responses: Non-Smokers Q1, Q2 and Q3					
Non-specific	13	10	14	37	18.23%
Health/qualification	2	1	4	7	3.45%
Future	5	11	0	16	7.88%
Assistance	7	1	4	12	5.91%
Limited to the workplace	0	0	34	34	16.75%
Implementation/policy	10	5	23	38	18.72%
Personal choice	17	7	26	50	24.63%
Smoker, doesn't want to quit	0	0	0	0	0.00%
Discrimination	2	0	5	7	3.45%
Productivity	1	0	1	2	0.99%
TOTAL	57	35	111	203	

Table 11. *Non-Smokers' Answers to Open-Ended Question 1*
(how or why did the non-smoking policy affect your intentions to apply?)

Q1 - Intentions to Apply			Non-Directional (n = 86)		
Positive	92	31.51%	no affect	72	83.72%
Negative	57	19.52%	not interested	11	12.79%
non-directional	86	29.45%	indifferent	3	3.49%
irrelevant	5	1.71%	more money	0	0.00%
total responses	240		TOTAL	86	

Breakdown of
Positive Responses
(n=92)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percent age
	λ	%	λ	%	λ	%	λ	%		
Non-specific	8	12.70	7	29.17	5	33.33	0	0.00	20	18.87
Benefits	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Productivity	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Assistance/health	12	19.05	3	12.50	2	13.33	0	0.00	17	16.04
NS environment	31	49.21	14	58.33	5	33.33	0	0.00	50	47.17
Implementation/policy	0	0.00	0	0.00	3	20.00	0	0.00	3	2.83
Save money	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Smoker, wants to quit	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Environment	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Regardless	2	3.17	0	0.00	0	0.00	0	0.00	2	1.89
Total	53		24		15		0	0.00	92	
Percentage	57.61		26.09		16.30					

Breakdown of
Negative Opinions
(n=57)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific	8	18.60	4	57.14	1	16.67	0	0.00	13	14.61
Health/qualification	2	4.65	0	0.00		0.00	0	0.00	2	2.25
Future	4	9.30	0	0.00	1	16.67	0	0.00	5	5.62
Assistance	5	11.63	1	14.29	1	16.67	0	0.00	7	7.87
Limited to the workplace	0	0.00	0	0.00		0.00	0	0.00	0	0.00
Implementation/policy	7	16.28	0	0.00	2	33.33	1	100.00	10	11.24
Personal choice	15	34.88	2	28.57		0.00	0	0.00	17	19.10
Smoker, doesn't want to quit		0.00	0	0.00		0.00	0	0.00	0	0.00
Discrimination	2	4.65	0	0.00		0.00	0	0.00	2	2.25
Productivity	0	0.00	0	0.00	1	16.67	0	0.00	1	1.12
Total	43		7		6		1		57	64.04
Percentage	75.44		12.28		10.53		1.75			

Table 12. Non-Smokers' Answers to Open-Ended Question 2
(how did the non-smoking policy affect your likelihood of accepting a job offer?)

Q2 – Accepting a Job Offer			Non-Directional (n = 121)		
Positive	76	32.20%	no affect	2	1.65%
Negative	35	14.83%	not interested	8	6.61%
non-directional	121	51.27%	Indifferent	1	0.83%
irrelevant	4	1.69%	more money	110	90.91%
total responses	236		TOTAL	121	

**Breakdown of
Positive Responses
(n=76)**

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific	9	27.27	25	54.35	1	33.33	0	0.00	35	42.17
Benefits	3	9.09	1	2.17	0	0.00	0	0.00	4	4.82
Productivity	0	0.00		0.00	0	0.00	0	0.00	0	0.00
Assistance/health	1	3.03	5	10.87	0	0.00	0	0.00	6	7.23
NS environment	10	30.30	9	19.57	2	66.66	0	0.00	21	25.30
Implementation/policy	0	0.00	3	6.52	0	0.00	0	0.00	3	3.61
Save money	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Smoker, wants to quit	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Environment	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Regardless	7	21.21	0	0.00	0	0.00	0	0.00	7	8.43
Total	30		43		3				76	
Percentage	39.47		56.58		3.95					

Breakdown of
Negative Opinions
(n=35)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific	0	0.00	9	60.00	0	0.00	1	100	10	28.57
Health/qualification	0	0.00	1	6.67	0	0.00	0	0.00	1	2.86
Future	10	58.82	1	6.67	0	0.00	0	0.00	11	31.43
Assistance	0	0.00	1	6.67	0	0.00	0	0.00	1	2.86
Limited to the workplace	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Implementation/policy	2	11.76	1	6.67	2	66.67	0	0.00	5	14.29
Personal choice	4	23.53	2	13.33	1	33.33	0	0.00	7	20.00
Smoker, doesn't want to quit	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Discrimination	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Productivity	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	16		15		3		1		35	
Percentage	45.71		42.86		8.57		2.86			

Table 13. *Non-Smokers' Answers to Open-Ended Question 3*
(in general, what do you think about a non-smoking policy in the workplace?)

Q3 – Opinion about a non-smoking policy in the workplace			Non-Directional (n = 14)		
Positive	109	45.42%	no affect	7	50.00%
Negative	111	46.25%	not interested	0	0.00%
non-directional	14	5.83%	indifferent	7	50.00%
irrelevant	6	2.50%	more money	0	0.00%
total responses	240		TOTAL	14	

Breakdown of
Positive Responses
(n=109)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific Benefits	70	56.45	0	0	0	0.00	0	0.00	70	64.22
Productivity	4	3.23	0	0	0	0.00	0	0.00	4	3.20
Assistance/health	10	8.06	0	0	0	0.00	0	0.00	10	8.00
NS environment	19	15.32	1	100	0	0.00	0	0.00	20	16.00
Implementation/policy	0	0.00	0	0	0	0.00	0	0.00	0	0.00
Save money	4	3.23	0	0	0	0.00	0	0.00	4	3.20
Smoker, wants to quit	0	0.00	0	0	0	0.00	0	0.00	0	0.00
Environment	1	0.81	0	0	0	0.00	0	0.00	1	0.80
Regardless	0	0.00	0	0	0	0.00	0	0.00	0	0.00
Total	108		1	0	0				109	
Percentage	99.08		0.92							

Breakdown of
Negative Opinions
(n=111)

	Positive ND		Positive Increases		No Affect		Not Interested		Total	Percentage
	λ	%	λ	%	λ	%	λ	%		
Non-specific	14	12.73	0	0	0	0.00	0	0	14	9.79
Health/qualification	3	2.73	1	100	0	0.00	0	0	4	2.80
Future	0	0.00	0	0	0	0.00	0	0	0	0.00
Assistance	4	3.64	0	0	0	0.00	0	0	4	2.80
Limited to the workplace	34	30.91	0	0	0	0.00	0	0	34	23.78
Implementation/policy	23	20.91	0	0	0	0.00	0	0	23	16.08
Personal choice	26	23.64	0	0	0	0.00	0	0	26	18.18
Smoker, doesn't want to quit	0	0.00	0	0	0	0.00	0	0	0	0.00
Discrimination	5	4.55	0	0	0	0.00	0	0	5	3.50
Productivity	1	0.91	0	0	0	0.00	0	0	1	0.70
Total	110		1		0		0		111	
Percentage	99.10		0.90							

Table 14. *Non-Smokers' Answers to Open-Ended Question 4*
(are there other behaviors that you would quit in order to get a job?)

Q4- NON-SMOKERS

No	109	49.55%
Yes	66	30.00%
don't know/depends	22	10.00%
Other	9	4.09%
Irrelevant	14	6.36%
number of response	220	

NO *n* = 109

No	72	66.06%
won't give up behavior	3	2.75%
I don't have any bad behaviors	22	20.18%
professionalism	1	0.92%
personal choice	11	10.09%
TOTAL	109	

YES *n* = 66

yes	3	4.55%
anything	4	6.06%
alcohol	20	30.30%
drugs	3	4.55%
caffeine	1	1.52%
physical appearance	9	13.64%
unhealthy behaviors	4	6.06%
if harmed other	4	6.06%
if work related	12	18.18%
best opportunity	6	9.09%
TOTAL	66	

DEPENDS *n* = 22

depends	8	36.36%
probably not, depends on job/behavior	11	50.00%
maybe	1	4.55%
if employer is looking out for me	2	9.09%
TOTAL	22	

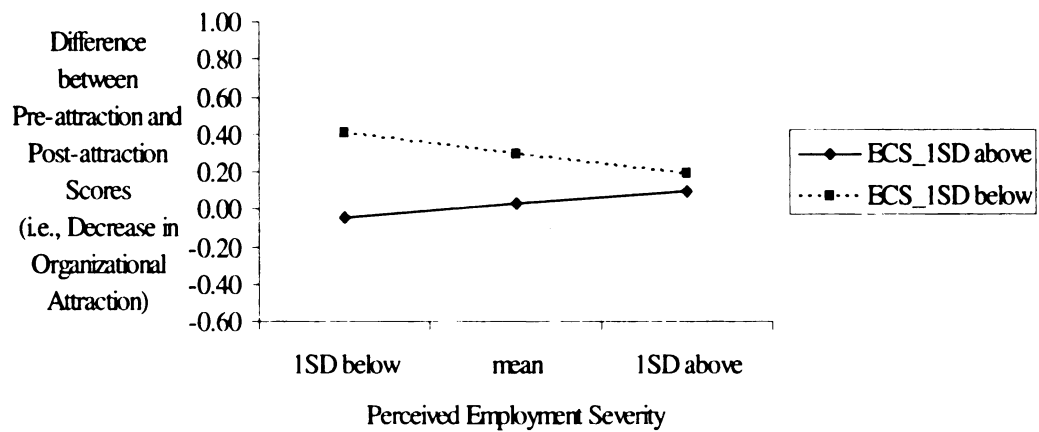


Figure 1. Two way interaction between severity and employer controllability of smoking behaviors for predicting decrease in organizational attraction

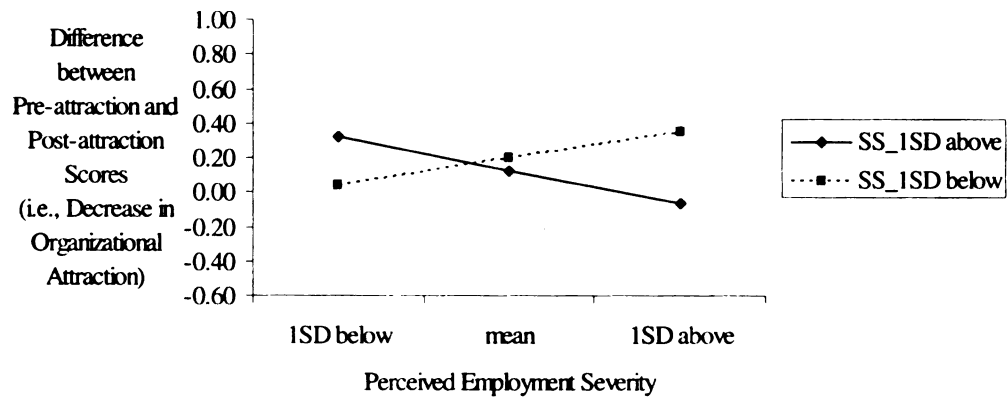


Figure 2. Two way interaction between severity and smoking sensitivity for predicting decrease in organizational attraction

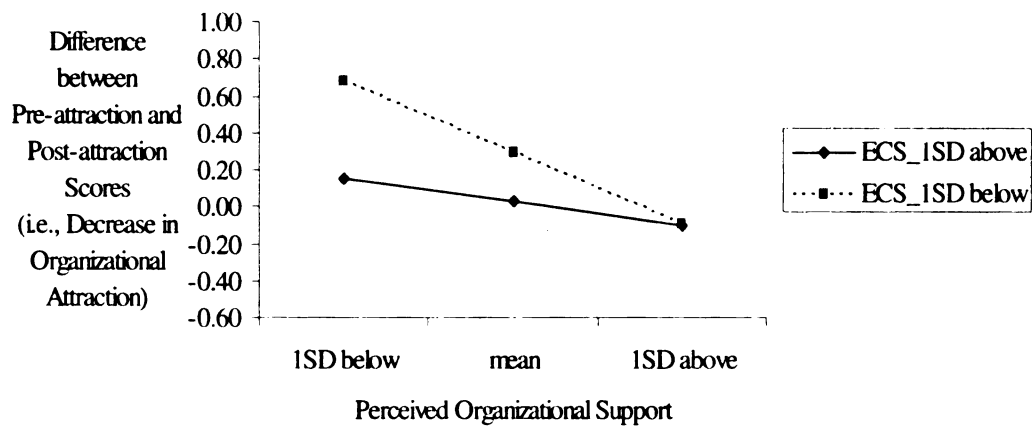


Figure 3. Two way interaction between perceived organizational support and employer controllability of smoking behaviors for predicting decrease in organizational attraction

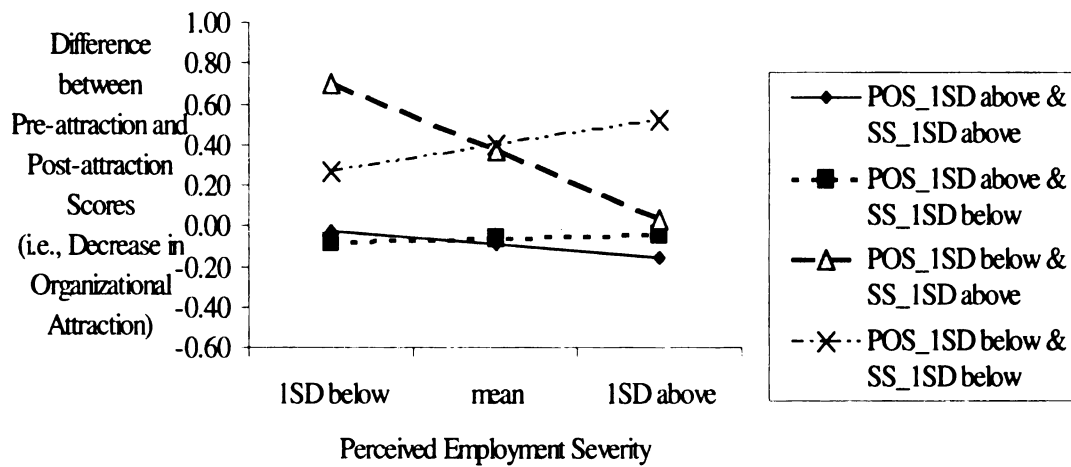


Figure 4. Three way interaction among severity, pos, and smoking sensitivity for predicting decrease in organizational attraction

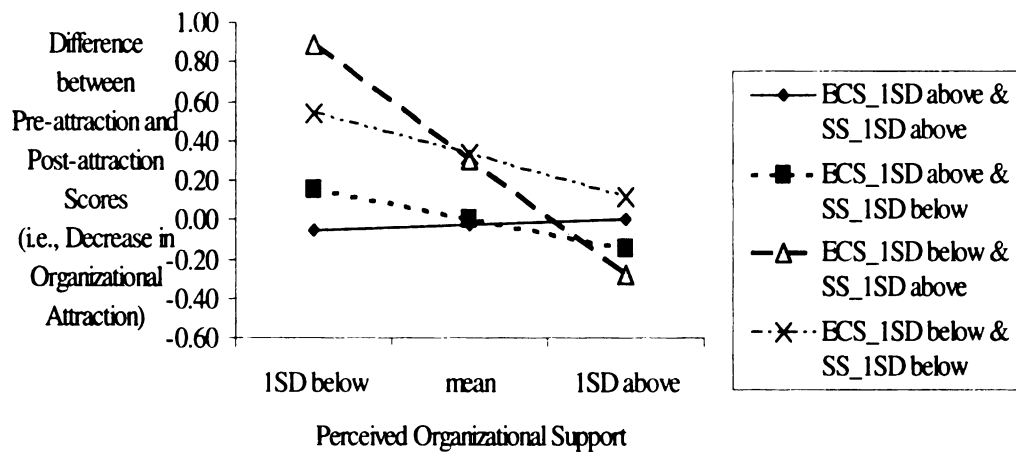


Figure 5. Three way interaction among pos, employer controllability of smoking behaviors, and smoking sensitivity for predicting decrease in organizational attraction

Appendix A– Job Advertisements

Please imagine that you are applying for a job. Read the following job ads by these two companies. After reading these job ads, please answer the questions that follow.

A. Company: Bradley & Associates

Title: Account Associate (Entry-level)

Full Time

Location: Detroit, MI

Pay: \$45,000

4 weeks paid vacation

Comprehensive Benefit Plan: includes dental, vision, prescriptions, life-insurance

Bradley & Associates is an advertising agency, our mission is to provide effective communicating and creativity to help clients market their products. This opportunity will provide you with useful experiences, advancing your knowledge of the field of advertising. You will begin working on diverse accounts ranging from beauty products to automotive to retail for Fortune 500 companies. Working with the creative team you'll learn how the agency works as you will be responsible for tracking projects throughout the creative, media, accounting, desktop publishing and production departments. Promotions are likely within the first two years. Requirements: working toward a Bachelors Degree in Communication, Advertising, Public Relations or a related field.

The below statements are about Bradley & Associates. The next page contains statements about Simon & Associates. Please indicate the extent to which you agree with each statement by circling a number that best represents your agreement or disagreement level.

ORGANIZATIONAL ATTRACTIVENESS- BRADLEY

A. General Attraction- Bradley & Associates

1. For me, Bradley & Associates would be a great place to work
2. I would not be interested in Bradley & Associates except as a last resort ®
3. Bradley & Associates is attractive to me as a place for employment
4. I am interested in learning more about Bradley & Associates.
5. A job at Bradley & Associates is appealing to me

B. Job Pursuit Intentions- Bradley & Associates

1. I would accept a job offer from Bradley & Associates.
2. Bradley & Associates would be one of my first choices as an employer.
3. If Bradley & Associates invited me for a job interview I would go.
4. I would exert a great deal of effort to work for Bradley & Associates.
5. I would recommend Bradley & Associates to a friend.

Participants are then given additional information pertaining to a health policy.

Appendix B – ADDITIONAL COMPANY INFORMATION

Bradley & Associates was established in 1987, since its conception the agency has continued to grow as our cliental has grown. We work toward one common goal: “to create advertising that will deliver a demonstrable impact to our clients' businesses.” Our experience, breadth of communications expertise, and culture allow us to deliver on this mission for clients. Bradley & Associates is a world where research, creativity, and reason combine to broadcast our message to the right audience at the right time. Here employees develop an understanding in all the areas pertaining to effective advertising. Within the last few years Bradley & Associates has taken steps to ensure and promote the health of their employees. Starting January 1st of this year the company instituted a non-smoking policy for employees.

High Employment Severity Condition

Starting January 1st 2006, we at Bradley & Associates implemented a mandatory non-smoking policy for employees on and off the job. This mandatory policy extends to all new hires. As a new employee of Bradley & Associates your participation in the non-smoking policy is required in order to maintain employment. The President of the Company strictly enforces the non-smoking policy. Once hired, new employees will have a year to quit smoking. To ensure employees' compliance, random smoking tests are administered to ensure compliance after the one year time frame. New employees as well as existing employees who fail their test, employment will be terminated.

Low Employment Severity Condition

Starting January 1st 2006, we at Bradley & Associates implemented a voluntary non-smoking policy for employees on and off the job. This voluntary policy extends to include all new hires. As an employee of Bradley & Associates your participation is optional, but not required by the company. The Personnel Manager oversees the non-smoking policy. It is important that all applicants are aware of this optional policy. We hope that employees will self-select themselves to participate.

High Organizational Assistance Condition

Here at Bradley & Associates, we understand that quitting smoking can be a difficult process. To help support smokers, we provide a diverse range of opportunities for support in the form of smoking cessation classes, medication, and acupuncture and hypnotism appointments. We are prepared to cover all financial costs associated with a smoker's quitting process. Working with us, we will provide continually support through the process of quitting. Here at Bradley & Associates we equally value our employees' health and productivity. Support is provided at no cost to employees. Employees will have the freedom to choose which cessation methods and programs to use and when and how long they participate in the cessation program of their choice. We are extremely accommodating. Which ever method employees choose, we will provide the necessary resources to help them succeed.

Low Organizational Assistance Condition

Here at Bradley & Associates, we understand that smoking can be a difficult habit to quit. We feel that it is crucial that smokers find support throughout this process. If assistance is needed we are prepared to offer recommendations for the appropriate parties to address. It is necessary that smokers seek out the necessary resources to effectively quit smoking and to remain tobacco-free.

The company will not cover the financial costs associated with quitting smoking. It is important to have a support system outside of the company that can assist you through the quitting process. However, an employee's choices are secondary to their work. An employee's choice can not interfere with their work schedule and productivity.

Appendix C – Questions

Please indicate the extent that you agree with each statement by circling a number that best represents your agreement or disagreement level.

ORGANIZATIONAL ASSISTANCE (i.e., perceived organizational support)

1. Bradley & Associates will care about my well-being.
2. Bradley & Associates will value my contributions.
3. Bradley & Associates will show little concern for me. (reverse-code)
4. Bradley & Associates will care about my opinions.
5. Bradley & Associates will strongly consider my goals and values.
6. Help will be available from Bradley & Associates when I have a problem.
7. If given the opportunity, Bradley & Associates would take advantage of me. (reverse-code)
8. I believe Bradley & Associates will offer assistance to smokers to help them quit smoking.
9. I believe Bradley & Associates will want to help smokers quit smoking.
10. I believe Bradley & Associates will be capable of helping smokers quit smoking.
11. I believe Bradley & Associates will follow through with their efforts to help smokers quit.
12. Bradley & Associates is credible in its effort to help employees.
13. Bradley & Associates is genuine in its effort to help employees.
14. Bradley & Associates is sincere in its effort to help employees.
15. I believe Bradley & Associates will assist in helping employees quit smoking.
16. Bradley & Associates will offer assistance in the future to all employees.
17. Bradley & Associates will want me to succeed.

Please indicate your agreement with these statements referring to the non-smoking policy at Bradley & Associates.

EMPLOYMENT SEVERITY – general items

1. I believe the non-smoking policy is severe.
2. I believe the non-smoking policy will be strictly enforced.
3. I believe adherence to the non-smoking policy is required to gain employment.
4. I believe the non-smoking policy has serious negative consequences for employees.
5. I believe the consequences of the policy are harsh.
6. I believe employment is contingent upon adherence to the non-smoking policy.
7. I believe the organization is serious about implementing the non-smoking policy.

Employment severity – smoker-specific items

8. I believe the non-smoking policy is detrimental to smokers' employment.
9. I believe the non-smoking policy is serious to smokers' employment.
10. I believe the non-smoking policy has significant consequences for smokers' employment.
11. I believe the non-smoking policy will prevent smokers from gaining employment.

Please rate your attraction to Bradley and Associates by circling a number that best represents your agreement level with each statement.

ORGANIZATIONAL ATTRACTIVENESS

A. General Attraction

1. For me, Bradley & Associates would be a great place to work.
2. I would not be interested in Bradley & Associates except as a last resort. (reverse-code)
3. Bradley & Associates is attractive to me as a place for employment.
4. I am interested in learning more about Bradley & Associates.
5. A Job at Bradley & Associates is appealing to me

B. Job Pursuit Intentions

1. I would accept a job offer from Bradley & Associates.
2. Bradley & Associates would be one of my first choices as an employer.
3. If Bradley & Associates invited me for a job interview I would go.
4. I would exert a great deal of effort to work for Bradley & Associates.
5. I would recommend Bradley & Associates to a friend.

Open-Ended Questions

Please write your responses to the following questions

1. How or why did the non-smoking policy affect your intentions to apply?
2. How did the non-smoking policy affect your likelihood of accepting a job offer?
3. In general, what do you think about a non-smoking policy in the workplace?
4. Are there other behaviors that you would quit in order to get a job?

Please answer the following questions by circling a number that best represent your agreement or disagreement with each statement.

Employer controllability

1. An employer has the right to tell employees what to do.
2. An employer has the power to tell employees what to do.
3. An employer had control over employees' behavior.
4. An employer can not tell employees what to do. (reverse-code)
5. An employer can regulate employees' actions.
6. Employees have control over their behaviors outside of work. (reverse-code)
7. Employees are free to do whatever they want to do outside of work. (reverse-code)
8. An employer can regulate employees' behaviors outside of work.

Employer controllability of smoking behaviors

1. An employer has the right to tell employees not to smoke.
2. An employer has the power to tell employees not to smoke

3. An employer has control over employees' smoking behavior.
4. An employer can not tell employees to quit smoking.
5. An employer can regulate employees' smoking behavior.
6. Employees have control over their smoking behavior outside of work.
7. Employees are free to smoke outside of work.
8. An employer can regulate employees' smoking behaviors outside of work.

Smoking Sensitivity

1. I don't like being around smokers.
2. I avoid bars that allow smoking inside.
3. I prefer going to a non-smoking restaurant.
4. People should not smoke when others are close-by.
5. Other people's smoking does not bother me.
6. I do not enjoy sitting next to smokers.

Please answer the following questions about yourself.

1. Gender: Male____ Female____
2. Age: _____ years old
3. Your academic standing: freshmen ____ sophomore ____ junior ____ senior ____ graduate ____
4. Ethnicity: _____
5. Do you smoke? Yes____ No____

If Yes, please continue answering the following questions

Self-Efficacy

A. General self-efficacy concerning smoking

1. Quitting smoking is not a problem for me.
2. I can quit smoking at anytime.
3. I am able to quit smoking if necessary.
4. Quitting smoking is not difficult for me.
5. I am capable of quitting smoking.

B. Quitting smoking for employment

1. If it is necessary for getting an ideal job, quitting smoking is not a problem for me.
2. I could quit smoking if my future employer asked me to.
3. I am able to quit smoking if necessary for my employment.
4. Quitting smoking would not be difficult for me, if it was necessary for getting an ideal job.
5. I am capable of quitting smoking if required for employment.

Smoking Status

1. Do you smoke more on the ____ weekdays ____ weekend ____ social situations
2. What purpose does smoking serve for you?

3. Have you tried quitting?
4. If yes to the above questions, what cessation methods have you tried?
5. At what age did you start smoking?
6. How many years have you been smoking?
7. How many cigarettes do you smoke in a week?

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