



Predicting job offer acceptance of professionals in Taiwan: The case of the technology industry



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ABSTRACT

Corporate social responsibility (CSR) is defined as a firm's behavior that goes beyond its economic interest to benefit stakeholders and is a critical factor for business organizations to implement in order to successfully increase the job offer acceptance of job applicants. This research examines such job offer acceptance by developing a model based on the social signaling theory and expectancy theory. The hypotheses of this research were empirically tested using the data from professional job applicants at three well-known career fairs for the high-tech industry in Taiwan. The test results show that business practice CSR engagement and recruitment procedural justice positively affect both career success expectation and a firm's attractiveness, which consequently influence job offer acceptance. At the same time, due to its insignificant effect on career success expectation, philanthropic CSR engagement only has a significant impact on a firm's attractiveness. The findings of this research complement prior studies by presenting how business practice CSR engagement, philanthropic CSR engagement, and recruitment procedural justice should be simultaneously taken into account to boost job offer acceptance. Lastly, managerial implications and limitations are provided.

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1. Introduction

Recruitment is one of the key success factors for building up a firm's competitive advantages (Lin et al., 2014; Yeh and Hu, 2011). A critical goal for recruitment campaigns is to enhance the job offer acceptance of job applicants so that a firm can successfully hire prospective employees it truly needs (Harold et al., 2016). Job offer acceptance is defined as the degree to which job applicants intend to accept job opportunities offered by a specific firm. Despite the fact that much literature has studied how and why firms choose job applicants, this study fills in a gap by looking at the other side of the coin – why a specific job offer is accepted by job applicants instead of being turned down. Being turned down by job applicants can seriously frustrate the hiring and personnel managers of firms, because the recruitment process takes a great deal of energy, lots of time, and spent opportunity costs to search for the right applicants to fill a specific job position. It would

be a great waste of organizational time and resources if prospective job applicants for a firm turn out to reject a job offer.

Corporate social responsibility (CSR) is very important for helping business organizations to successfully increase the job offer acceptance of job applicants (e.g., Harold et al., 2016; Lin et al., 2011; Shova, 2014). CSR is defined as a firm's behavior that goes beyond its economic interest to benefit stakeholders. Prior theoretical discussions about CSR and recruitment lead to three key traits that are regarded as business practice CSR engagement (business-focused engagement), philanthropic CSR engagement, and recruitment procedural justice (e.g., Nabi et al., 2014; Harold et al., 2016; Lin et al., 2011). These three traits are crucial for the efficient communication and understanding between a firm and its job applicants.

Business practice CSR engagement is defined as engaging in activities within a firm's core operations targeted at stakeholders among whom a market exchange exists (i.e., employees and customers) (Homburg et al., 2013), by simultaneously fulfilling the firm's economic obligations and taking business ethics into account. Complementarily, philanthropic CSR engagement is defined as participating in CSR activities targeted at philanthropic interaction with the community and non-profit organizations, which are secondary stakeholders outside a firm's core business operations (Homburg et al., 2013). Recruitment procedural justice is defined as the perceived fairness of the recruitment process.

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Drawing upon the social signaling theory, this study demonstrates that these three factors can jointly predict job offer acceptance.

Previous studies have called for more research to investigate critical mediators that facilitate or hinder job offer acceptance (Becker et al., 2010). Nevertheless, the job-seeking literature based on meta-analysis (e.g., Liu et al., 2014) or field surveys (e.g., Becker et al., 2010) has not reported results concerning any pre-hire expectation variable (e.g., career success expectation) in technology contexts. The purpose of this study is to fill this gap in the literature. It would be too arbitrary and assertive to conclude that job offer acceptance is simply increased by its predictors (e.g., CSR) without considering key mediators. For that reason, this study proposes two key mediators of career success expectation and firm attractiveness based on the expectancy theory and verifies their mediating roles in the development of job offer acceptance. Collectively, this study contributes to the literature on job offer acceptance by examining not only its exogenous predictors, but also its key mediators.

2. Research model and development of hypotheses

This study develops a research model that verifies job offer acceptance, its mediators, and its antecedents. Based on the signaling theory and expectancy theory, this study hypothesizes that the perceived signals of business practice CSR engagement, philanthropic CSR engagement, and recruitment procedural justice are indirectly associated with job offer acceptance via the full mediation of career success expectation and firm attractiveness. The literature has indicated that career development expectation (e.g., Ford et al., 2013) and firm attractiveness (Sohn et al., 2015) are major motivators for job applicants' decision to accept an offer. How job offer acceptance relates to these motivators can be principally explained by the expectancy theory.

A firm's attractiveness is defined as the degree to which job applicants would personally seek the firm out as their employer, whereas career success expectation is defined as the expectation of job applicants regarding their future accomplishment of desirable work-related outcomes in the firm (Lin et al., 2012). The expectancy theory is a process theory of motivation, according to which motivation (e.g., job offer acceptance) is a function of individuals' perceptions of a potential employer and the expectations they form based on these perceptions (Fudge and Schlacter, 1999).

Job applicants tend to accept an offer from a firm that they like, adore, or admire (Cable and Graham, 2000), implying a positive relation between firm attractiveness and job offer acceptance. This is understandable, because a firm's attractiveness substantially bolsters the enthusiasm with which job applicants actively pursue job openings (Lee et al., 2013). At the same time, if job applicants expect that working for a firm represents great opportunities for their future success in their career, they are more likely to accept its job offer. Previous research suggests that firms should emphasize employees' job career development and opportunities for future success so as to attract quality workers to join the firms (e.g., Liu et al., 2015). Collectively, the hypotheses regarding the positive effects of firm attractiveness and career success expectation can be summarized into one below.

H1. Firm attractiveness and career success expectation positively relate to job offer acceptance.

In addition to its direct effect on job offer acceptance, firm attractiveness also has an indirect effect on job offer acceptance through career success expectation. As a firm's attractiveness is often based on people's perceptions of the firm's work values and visions (Tsai et al., 2015), job applicants who are more attracted by a specific firm are likely to have a higher expectation about their future career development in the firm. Previous research has found that job applicants are more likely to accept jobs from a firm with stronger attractiveness concerning its social and

environmental values (Gully et al., 2013). Therefore, the hypothesis regarding the indirect relation between firm attractiveness and job offer acceptance is described below.

H2. A firm's attractiveness indirectly relates to job offer acceptance via the partial mediation of career success expectation.

Business practice CSR engagement represents a firm's conduct regarding CSR and characterized by its business expertise and ability, such as the capability to improve the quality of a product (or service) for customers, to develop new product (or service) innovations (e.g., Lin et al., 2011), or to maintain high ethical standards in its business operations (e.g., Uen et al., 2011). Such engagement is likely to satisfy job applicants' needs and expectations for future self-enhancement in career development (Dawkins et al., 2014). In other words, working in a highly-capable firm in terms of business practices can increase the possibility of individuals' future success in their career, leading to a positive relation between business practice CSR engagement and career success expectation.

Mayer et al.'s (1995, p.717) conceptual model suggests that a firm's overall characteristics, such as competencies and corporate ability within its specific business domain, can straightforwardly increase the firm's attractiveness for job applicants. This is theoretically justifiable, because job applicants are likely to interpret business practice CSR engagement as a signal or cue about the firm's (or the recruiter's) superior strength or advantages (Einhorn and Hogarth, 1981), thus resulting in the increased firm attractiveness. To sum up, business practice CSR engagement is seen as a critical determinant of career success expectation and a firm's attractiveness.

H3. Business practice CSR engagement positively relates to both career success expectation and a firm's attractiveness.

Philanthropic CSR engagement represents a firm's humanitarian or altruistic promise that analogously signals the future opportunities of an employee's career development (Ensher and Murphy, 1997). The expectation of career success for job applicants is often based on their perceptions of the firm's defining characteristic (Dutton et al., 1994). Firms with philanthropic CSR engagement often have excelled in providing specialized training for employees, such that philanthropic CSR can be effectively implemented by their qualified workforce (Lê and De Nanteuil, 2015). For this reason, job applicants are more likely to expect successful career development in a firm if the firm shows strong philanthropic CSR engagement (Lin et al., 2012), suggesting a positive association between philanthropic CSR engagement and career success expectation.

Philanthropic CSR engagement also helps job applicants gain confidence about their working for a specific firm in the future, because philanthropic CSR engagement is regarded as a credible signal about its quality job environment (Lin et al., 2011, 2012) and thus strengthens the firm's attractiveness during applicants' job-selecting assessment (e.g., Maheshwari and Yadav, 2015). In other words, during the initial stage of job selection when there has been no prior employment relationship between job applicants and a potential employer, a firm's philanthropic CSR engagement signals the firm's high reliability (Lee et al., 2013), which substantially attracts job applicants (e.g., Jones et al., 2014; Van Hove and Lievens, 2007). Collectively, the hypothesis about philanthropic CSR engagement is derived as below.

H4. Philanthropic CSR engagement positively relates to both career success expectation and firm attractiveness.

Recruitment procedural justice refers to a firm's fairness to job applicants in its recruitment process. Previous literature (e.g., Gilliland, 1993; Harold et al., 2016) indicates that compared to job applicants who perceive the recruitment-selection process as fair, those who perceive the process as unfair are likely to have serious doubts about future career development in the recruiting firm. On the contrary, the fairness of a

firm's recruitment signals the firm's justice towards its employees and can therefore boost job applicants' expectation of potential career advancement, suggesting a positive relation between recruitment procedural justice and career success expectation.

In addition to career success expectation, a firm's attractiveness can also be influenced by recruitment procedural justice. A firm's favorable degree of fairness in its recruitment process delivers an important signal that the firm is a safe place to work (Tonidandel and LeBreton, 2010). Conversely, perceived unfairness in the recruitment process signals that the long-term affiliation between job applicants and the potential employer is likely repulsive and may lead to later mistreatment (Harold et al., 2016; Tonidandel and LeBreton, 2010). Previous literature (Harold et al., 2016) has stressed that high standards of fairness in an organization are most crucial for long-term employment relationships. For that reason, fairness is a key factor observed by job applicants when they go through the recruitment process, consequently exerting a strong effect on their attitudes and perceptions (Harold et al., 2016). These rationales suggest the important role of recruitment procedural justice as a predictor, which is noted below.

H5. Recruitment procedural justice positively relates to both career success expectation and firm's attractiveness.

3. Methods

3.1. Subjects and measures

The hypotheses derived by this study were tested using a survey of working professionals at three well-known career fairs for the high-tech industry in Taipei, Taiwan. We first approached those who had just gone through an interview at the career fairs and invited them to take part in our investigation. A total of >900 interviewees were initially contacted and asked about their interest in participating in our survey. It turned out that 400 job applicants agreed to fill out the questionnaire of this study, and a total of 337 usable questionnaires were collected, for a response rate of 84.25%. Note that it is important to exclude those subjects who had no intention to take part in our survey, because they are unlikely to provide accurate and complete information for our empirical analysis.

In our sample that contains 337 job applicants, 126 subjects are male (33.4%) and 211 subjects are female (66.6%). The average age for the sample subjects is 27 years old. A total of 282 subjects had a higher education background with a bachelor degree or above (82.7%). Regarding their current employment status, 190 subjects still have a full-time job (56.4%), 49 subjects have a part-time job (14.5%), and 98 subjects have quit their job and are not working during the time they are seeking a new job (29.1%).

The variables in this study were measured using 5-point Likert scales drawn from prior studies and refined by a focus group of three researchers (i.e., two professors who specialize in business ethics and technology management, and one part-time MBA student working as a professional in the technology industry). Before the actual survey, this study performed a pilot test to improve the quality of our scale items. A total of 62 respondents for the pilot test were drawn from part-time MBA students who concurrently work in the technology industry. These respondents were eventually excluded from our actual survey. All improper items due to their cross loadings or poor loadings in the pilot testing based on exploratory factor analysis were reworded or removed. The Appendix lists all the measurement items and their literature sources.

3.2. Data analysis

The data collected by this study were assessed and tested using the statistical technique of two-step structural equation modeling

(Anderson and Gerbing, 1988) for testing the hypotheses derived herein. The test results from each step are exhibited as follows.

3.2.1. Testing of the measurement model

In the first step of SEM, this study conducted CFA analysis for verifying the measurement model with items corresponding to the six factors. The test results showed that the normalized chi-square (i.e., 784.89/284) was 2.76 (smaller than the recommended value of 3.0) (Lu et al., 2014). The root mean square residual (RMR) was 0.04 (smaller than the recommended value of 0.05). The root mean square error of approximation (RMSEA) was 0.07 (smaller than the recommended value of 0.08). The comparative fit index (CFI = 0.94), the non-normed fit index (NNFI = 0.93), and the normed fit index (NFI = 0.90) all exceeded or equaled 0.90. All in all, these figures displayed that the measurement model hypothesized in this research fitted well with the empirical data.

This study confirmed convergent validity in light of the following three conditions. To begin with, all factor loadings in the measurement model were significant at $p < 0.001$ (see Table 1). Second, the values of average variance extracted (AVE) herein range between 0.61 and 0.81 (higher than the recommended value of 0.50). Third, the reliability for each factor ranges between 0.85 and 0.95 (higher than the criterion of 0.70). At the same time, discriminant validity was confirmed by chi-square difference tests based on the Bonferroni method (see Table 2). Given the controlled experiment-wise error rate by our setting the overall significance level to 0.01, the Bonferroni method showed that the critical value of the chi-square difference should be 12.21. Because chi-square difference statistics for all pairs of factors in this study range between 235.71 and 818.84 (much higher than 12.21) (see Table 2), discriminant validity of the data was therefore confirmed.

3.2.2. Testing of the structural model

In the second step of SEM the above measurement model was transformed to a structural model that reflected the paths hypothesized in this study. This study included gender, age, and tenure as control variables to reduce any error that could arise by omitting variables associated with the research constructs in this study. Fig. 1 illustrates the test results of the structural model. According to these results, career success

Table 1
Standardized loadings and reliabilities.

Construct	Indicators	Standardized loading	AVE	Cronbach's α
Job offer acceptance	JOA1	0.89 ($t = 20.72$)	0.81	0.95
	JOA2	0.89 ($t = 20.60$)		
	JOA3	0.91 ($t = 21.59$)		
	JOA4	0.92 ($t = 22.09$)		
Career success expectation	CSE1	0.88 ($t = 20.21$)	0.77	0.93
	CSE2	0.80 ($t = 17.60$)		
	CSE3	0.93 ($t = 22.15$)		
	CSE4	0.90 ($t = 20.93$)		
Firm attractiveness	CSE1	0.83 ($t = 18.31$)	0.73	0.91
	CSE2	0.89 ($t = 20.57$)		
	CSE3	0.90 ($t = 21.02$)		
	CSE3	0.80 ($t = 17.33$)		
Business practice CSR engagement	BCE1	0.80 ($t = 17.19$)	0.61	0.89
	BCE2	0.78 ($t = 16.67$)		
	BCE3	0.81 ($t = 17.35$)		
	BCE4	0.77 ($t = 16.22$)		
Philanthropic CSR engagement	BCE5	0.75 ($t = 15.69$)	0.76	0.93
	PCE1	0.81 ($t = 17.75$)		
	PCE2	0.94 ($t = 22.44$)		
	PCE3	0.85 ($t = 19.20$)		
Recruitment procedural justice	PCE4	0.89 ($t = 20.74$)	0.61	0.85
	RPJ1	0.81 ($t = 17.44$)		
	RPJ2	0.78 ($t = 16.40$)		
	RPJ3	0.76 ($t = 15.98$)		
	RPJ4	0.86 ($t = 19.05$)		
	RPJ5	0.69 ($t = 13.92$)		

Goodness-of-fit indices ($N = 337$): $\chi^2_{284} = 784.89$ (p -value < 0.001); NNFI = 0.93; NFI = 0.90; CFI = 0.94; RMR = 0.04; RMSEA = 0.07.

Table 2
Chi-square difference tests for examining discriminate validity.

Construct pair	χ^2_{284} (unconstrained model)	χ^2 difference
	χ^2_{285} (constrained model)	
(F1, F2)	1204.18	419.29***
(F1, F3)	1020.60	235.71***
(F1, F4)	1134.52	349.63***
(F1, F5)	1570.52	785.63***
(F1, F6)	1241.53	456.64***
(F2, F3)	1140.92	356.03***
(F2, F4)	1134.07	349.18***
(F2, F5)	1603.73	818.84***
(F2, F6)	1183.64	398.75***
(F3, F4)	1033.33	248.44***
(F3, F5)	1415.83	630.94***
(F3, F6)	1133.17	348.28***
(F4, F5)	1351.21	566.32***
(F4, F6)	1022.41	237.52***
(F5, F6)	1429.12	644.23***

Note: F1 = Job offer acceptance; F2 = Career success expectation; F3 = Firm attractiveness; F4 = Business practice CSR engagement; F5 = Philanthropic CSR engagement; F6 = Recruitment procedural justice

*** Significant at the 0.001 overall significance level by the Bonferroni method.

expectation and firm attractiveness significantly relate to job offer acceptance with the coefficients of 0.28 ($p < .01$) and 0.64 ($p < .01$), respectively (thus, H1 is supported). Moreover, a firm's attractiveness significantly and indirectly relates to job offer acceptance with the coefficient of 0.43 ($p < .01$) via career success expectation (thus, H2 is supported). While business practice CSR engagement significantly relates to both career success expectation and firm attractiveness with the respective coefficients of 0.24 ($p < .05$) and 0.48 ($p < .01$) (H3 is therefore supported), philanthropic CSR engagement only significantly relates to firm attractiveness with the coefficient of 0.20 ($p < .01$) rather than career success expectation (thus, H4 is not supported). Lastly, recruitment procedural justice significantly relates to both career success expectation and a firm's attractiveness with the coefficients of 0.21 ($p < .01$) and 0.26 ($p < .01$), respectively (H5 is hence supported). Table 3 summarizes that four out of our five hypothesized model paths (i.e., H1, H2, H3, and H5) are supported, whereas one hypothesis (i.e., H4) is not. Our test results also show that gender does not have a significant effect on job offer acceptance with the coefficient of -0.06 ($t = -1.35$), indicating that gender differences among job applicants are irrelevant to their job offer acceptance.

The insignificant relation between philanthropic CSR engagement and career success expectation could occur owing to the possibility that philanthropic CSR is more critical to individuals' social needs than

Table 3
Results of hypotheses.

Hypothesis	Results
H1: Firm's attractiveness and career success expectation positively relate to job offer acceptance.	Supported
H2: Firm's attractiveness indirectly relates to job offer acceptance via the partial mediation of career success expectation.	Supported
H3: Business practice CSR engagement positively relates to both career success expectation and firm's attractiveness.	Supported
H4: Philanthropic CSR engagement positively relates to both career success expectation and firm's attractiveness.	Unsupported
H5: Recruitment procedural justice positively relates to both career success expectation and firm's attractiveness.	Supported

to their self-actualization needs (i.e., career advancement and success). Nonetheless, the insignificant relation in Fig. 1 warrants future research in order to find and explain the real causes behind the insignificance.

To further confirm if there exists a direct relation between the outcome and its exogenous determinants, this study performed post-hoc tests for verifying the mediating mechanism in the research model. The test results in Fig. 2 show that the direct paths between the outcome and its three exogenous predictors are all insignificant, supporting the full mediation of career success expectation and firm attractiveness in the formation of job offer acceptance. More specifically, the direct effects of business practice CSR engagement, philanthropic CSR engagement, and recruitment procedural justice on job offer acceptance are all insignificant with respective coefficients of 0.04 ($t = 0.67$), 0.09 ($t = 0.42$), and 0.01 ($t = 0.01$).

To explore the indirect and total effects of the hypothesized antecedents in the research model, this study finally conducts post-hoc analyses to test the magnitude of the indirect and total effects (see Table 4). The test results show that all the indirect effects of individual antecedents are significant with the respective estimates of 0.50 ($p < .01$), 0.16 ($p < .01$), and 0.28 ($p < .01$), and the total effect of the three antecedents is also significant with the estimate of 0.93 ($p < .01$). These indirect effects represent low (indirect effect = 0.16), medium (indirect effect = 0.28), and high (indirect effect = 0.50) magnitudes, suggesting their respective leverage can be adjusted differently by management. The pair-wise significant difference only appears when high and low magnitudes are compared (the indirect effect of BCSR vs. the indirect effect of PCSR).

4. Discussion

This research first confirms the positive and indirect influences of three proposed antecedents (i.e., business practice CSR engagement,

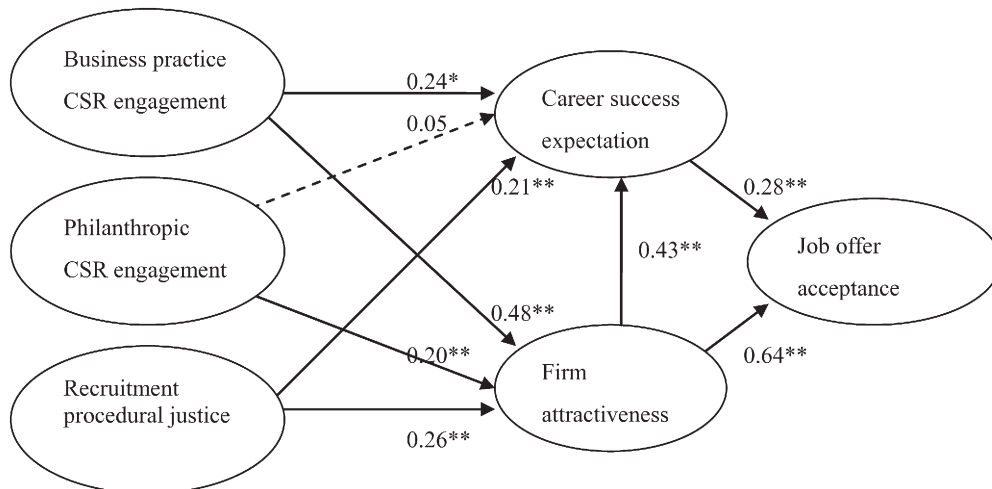


Fig. 1. Test results. * $p < 0.05$; ** $p < 0.01$. Note: Gender, age and tenure are included as control variables in the model.

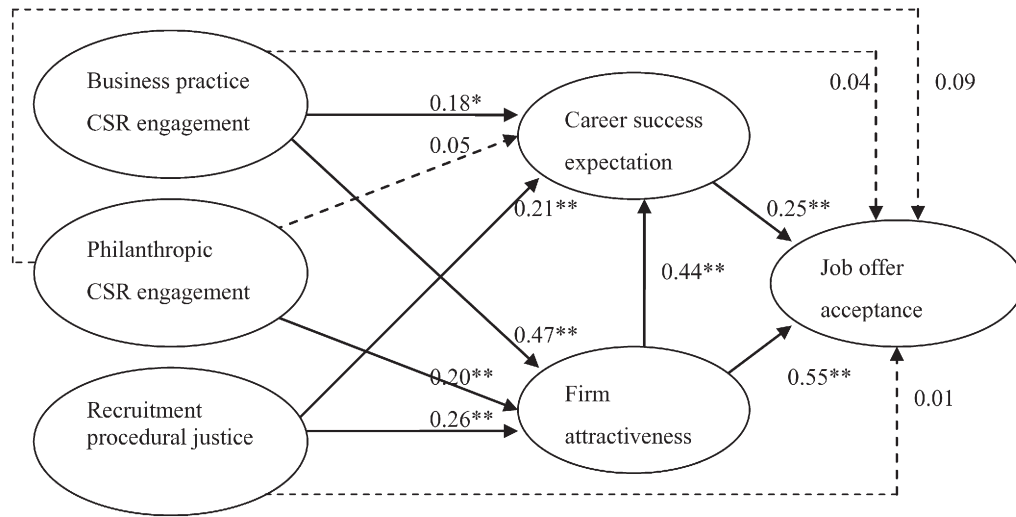


Fig. 2. Post-hoc tests for confirming full mediation effects. * $p < 0.05$; ** $p < 0.01$. Note: Gender, age and tenure are included as control variables in the model.

philanthropic CSR engagement, and recruitment procedural justice) on job offer acceptance via the full mediation of career success expectation and firm attractiveness, complementing prior research that mainly emphasizes the direct relation between CSR and job pursuit intention (e.g., Tsai et al., 2014). This study establishes a theoretical bridge between the social signaling theory and expectancy theory by opening the mediating black box (i.e., career success expectation and firm attractiveness) between job offer acceptance and its antecedents (e.g., recruitment procedural justice). Moreover, including CSR engagement and recruitment procedural justice in the single research model setting herein is a critical added value that contributes to the literature. From the academic aspect, this research demonstrates that CSR engagement and recruitment procedural justice signal a positive message that influences job applicants' decision about job offer acceptance. From the practical aspect, this research indicates that managers hiring superior job applicants should extend their CSR engagement from business practice to philanthropic actions.

The significant effect of business practice CSR engagement on both career success expectation and firm attractiveness shows that job applicants are often fascinated by a firm's strategic CSR linked to its business applications. By contrary, low levels of business practice CSR engagement can become a major weakness in recruitment campaigns. If a firm has no clear strategy to incorporate CSR deeds into its core business operations by performing activities that are advantageous to the community as well as by creating profit through CSR deeds, then a firm even with a good CSR image may still somewhat struggle to find great employees.

The significant effect of philanthropic CSR engagement on firm attractiveness (instead of career success expectation) suggests that a

firm should plan out a marketing strategy that displays its efforts on CSR activities (e.g., charities, social issues, or environmental protection). Job applicants can be highly attracted to a firm if they recognize, for instance, that it has a concrete role in compelling or heart-stirring incidents. Many job applicants perceive philanthropic CSR engagement as a benevolent and unconditionally laudable activity. This perception leads to a "halo effect" over corporate philanthropy, which boosts firm attractiveness.

The significant effect of recruitment procedural justice on both career success expectation and firm attractiveness reveals that job applicants can be very sensitive to what they have encountered during their job interviews. Managers should ensure that the job description, personnel specification (i.e., the skills, experience, abilities, and expertise that are required to do the job), and fair selection procedures are clearly elaborated to job applicants so as to avoid any misunderstanding. By presenting recruitment procedural justice, a firm is likely to create an image of an organization that is supportive of its employees' efforts in the workplace, consequently enlarging firm attractiveness.

The full mediating roles of career success expectation and firm attractiveness in this study suggest that both mediators are critical sensors for gauging how their predictors influence job offer acceptance through different mediating channels. Without observing and measuring the mediators consecutively, managers could ineffectively put forth efforts in their recruiting campaigns by concentrating on uncritical topics (e.g., cafeteria, leisure facilities).

In summary, the findings of this study show that job offer acceptance is indirectly increased by the firm strengthening both CSR engagement and recruitment procedural justice. It is important to learn that job offer acceptance cannot be arbitrarily enhanced merely through recruiting campaigns, but rather can be boosted only if managers design an appropriate strategy to improve CSR and recruitment procedural justice. By understanding different predictors and mediators of job offer acceptance in greater depth, management can efficaciously tailor a variety of corporate policies or tactics to meet job applicants' preferences and eventually hire superior people for the firm.

4.1. Limitations of the study

This study has three major limitations. The first one is associated with its degree of generalizability due to the delimited nature of the sample subjects at career fairs in a single city setting (i.e., Taipei) in Taiwan. The inferences drawn from such sample subjects may not be fully generalizable to job seekers from other countries with different industry focus or national cultures.

Table 4
Post hoc tests for indirect and total effect.

Parameters	Estimate	Standard Error	t value
Indirect effect of BCSR on JOA (A)	0.50**	0.07	7.21
Indirect effect of PCSR on JOA (B)	0.16**	0.04	4.21
Indirect effect of RPJ on JOA (C)	0.28**	0.06	4.91
A vs. B (difference between the effect of A and the effect of B)	0.34**	0.09	3.93
A vs. C (difference between the effect of A and the effect of C)	0.21	0.11	1.88
B vs. C (difference between the effect of B and the effect of C)	−0.1	0.07	−1.79
Total effect (A + B + C)	0.93**	0.06	16.98

Legend: JOA = Job offer acceptance; BCSR = Business practice CSR engagement; PCSR = Philanthropic CSR engagement; RPJ = Recruitment procedural justice.

** $p < 0.01$

The second limitation in this study relates to a threat of common method variances, because the research constructs were measured using Likert scales by the same subjects. Nevertheless, previous literature (Feng et al., 2010; Helm and Conrad, 2015; Podsakoff et al., 2003) has suggested that common method variances can be substantially reduced if the quality of scale items is good and the survey is conducted anonymously. The criteria of anonymity and quality items have been carefully adopted by this study.

Regarding the third limitation, because this study's specific scope focuses on CSR engagement and recruitment procedural justice from the viewpoints of potential job applicants, this study does not address the influence of individuals' personalities. Job applicants with different personalities may have different ideas and preferences about jobs offered by different firms. Scholars may consider the inclusion of personality factors (e.g., openness, locus of control, extraversion, agreeableness, openness, conscientiousness, etc.) in future studies.

Although the findings of this study provide useful applications for societies with similar cultures, they should be interpreted and employed with great caution in societies with different cultural backgrounds. For example, in case of cultures exhibiting weaker masculinity, business practice CSR engagement may have a lower influence (e.g., Kang and Alcantara, 2011), because masculinity represents the extent of the dominant values in society, including assertiveness, the acquisition of money and things, and so on. Scholars may consider the inclusion of cultural factors (i.e., individualism-collectivism, power distance, uncertainty avoidance, masculinity vs. femininity, and long-term orientation vs. short-term orientation) in future research. To sum up, the findings of this study provide important contributions by showing a new direction for future research to keep exploring different potential antecedents or mediators (e.g., cultural, personal, or job traits) so as to understand multiple mediating mechanisms in the formation of job offer acceptance.

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Appendix A. Measurement items

Job offer acceptance (Source: Wehner et al., in press).

1. I hope my application for this job can be accepted.
2. I would accept a job offer from this company.
3. This is the job I want.
4. It would be great if I can work for the firm.

Career success expectation (Source: Lin et al., 2012).

1. I expect the likelihood of my promotion is high if I can work in the firm.
2. I expect my salary is good if I can work in the firm.
3. I expect my career development can be successful if I can work in the firm.
4. Overall, if I can work in the firm, I expect my future career will be satisfactory.

Firm attractiveness (Source: Highhouse et al., 2003).

1. For me, this company would be a good place to work.
2. I would not be interested in this company except as a last resort.
3. This company is attractive to me as a place for employment.
4. I am interested in learning more about this company.
5. A job at this company is very appealing to me.

Business practice CSR engagement (Source: Homburg et al., 2013). As far as I know,

1. This company follows employee-friendly rules and policies.

2. This company provides working conditions that safeguard the health and safety of its employees.
3. This company provides full and accurate information to all its customers.
4. This company follows high ethical standards in its business operations.
5. This company respects customer rights beyond the legal requirements.

Philanthropic CSR engagement (Source: Homburg et al., 2013). As far as I know,

1. This company gives back to the communities in which it does business.
2. This company integrates charitable contributions into its business activities.
3. Local nonprofits benefit from this company's contributions.
4. This company is involved in corporate giving.

Recruitment procedural justice (Source: Harold et al., 2016). In this career fair,

1. I was treated with respect.
2. I was satisfied with information provided to me.
3. Things were not hidden from me by the recruiter.
4. The questions and information asked of me seemed appropriate.
5. The recruiter showed courtesy for me.

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