



# The Mediating Effects of Organizational Reputation in Predicting Job Seekers Attraction from Third-Party Organizational Justice Perspective

Hasnun Anip Bustaman , Mohammad Nazri Mohd Nor, Azni Zarina Taha, Maheran Zakaria

**Abstract:** *This paper seeks to investigate the stipulation individuals' perceptions of organizational justice, organizational reputation, and its effects to job seekers' attractiveness. A total of 327 accounting and finance interns were assumed the role of job seekers. We wanted respondents to assess organizations in which they are currently undergoing internship to increase the likelihood that they had experience during the internship and knowledge gained about the organization; thus, held informed opinions about organizational justice and reputation, and its attractiveness as job seekers. We found each organizational justice dimensions (procedural, distributive, interpersonal and informational justice) influence job seeker attraction while organizational reputation role as mediator is significant. We suggested that organizations pay more attention on the informational justice and distribution justice following the empirical contribution is above than other dimensions either in direct or mediator impact of organizational reputation. Moreover, we else well highlighted the empirically evident that recognized the notion of signaling theory incorporated with social identity theory to publicize a deeper explanation of the job seeker attraction process. This is the first study to show that organizational justice is an instrumental characteristic, organizational reputation is a symbolic characteristic drawn from signaling theory and social identity theory and, this combination is better to comprehend on the job seeker attraction concept.*

**Keywords :** *Job seeker Attraction, Third-Party Organizational Justice, Organizational Reputation, Recruitment, Signaling Theory and Brand Equity*

## I. INTRODUCTION

Over the last two decades, the signaling theory advocated a lens to understand attractiveness of job seeker to organizational characteristics (Rynes & Barber, 1990). Job seekers, generally, have incomplete information of organizational characteristic. Scholars have proposed that job seekers decipher information being obtained as signals about organizations' membership situation in overcome

insufficiency information (Turban, 2001). The understanding derived from signalling theory proposition indicates that organizational characteristics signal information about the organization's membership situation. For example, corporate social performance (Turban & Greening, 1997), ethnic identity (Kim & Gelfand, 2003), type of work (Turban, James, & Alison, 1995), work environment (Trank, Rynes, & Bretz, 2002) transmitting signals regarding the organization's working environment. The working condition that having value and norm people deem important for their life is significant sources to attract individual to apply job (Turban and Greening, 1997)..

Nowadays, organizational workforce diversity, technology improvement, globalization and educational change caused the organization workplace environment changes dramatically (Cascio, 2003). Accordingly, it was drives organization to demand on the knowledge, skills and abilities (KSA) as well as individual qualities that organizations require to stay competitive through human capital in the challenging environment. To deal with the recent demand, research in job seeker attraction has discussed on the integration theories, for example signaling theory and other theory that may give a better comprehension of the concept of organizational characteristics and job seeker attraction association (Celani & Singh, 2011). Researchers have support the signalling theory integrated with other theory which providing deeply understand on job seeker's attraction (see Table 1).

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**Table 1: Researches on Signaling Theory Integrated with other Theories**

No.	Researchers	Topics	Theories	Contexts
1.	Behrend, Baker, & Thompson (2009)	<i>“Effects of pro-environmental recruiting messages: The role of organizational reputation”.</i>	Signaling Theory and Social Identity Theory	Organizational Environmental
2.	Duarte, Gomes, & das Neves (2014)	<i>“Tell me your socially responsible practices, I will tell you how attractive for recruitment you are! The impact of perceived CSR on organizational attractiveness”</i>	Signaling Theory and Social Identity Theory	CSR
4.	Thompson, Payne, & Taylor (2015)	<i>“Job seeker attraction to flexible work arrangements: Separating the influence of flextime and flexplace”</i>	Signaling Theory and Conservation of Resources Theory	Flexible work arrangements
5.	Baum & Kabst (2014)	<i>“The effectiveness of recruitment advertisements and recruitment websites: Indirect and interactive effects on job seeker attraction”</i>	Signaling Theory and Congruity Theory	Web advertisements

Literature has clarifying the association between study variables based on the lens of theory. However, how does the theories interrelated has not yet thoroughly been discussed. For example, social identity theory describes the role of organizational reputation in associated with job seeker attraction; conservation of resources theory explains the role of perceive organizational support to job seeker attraction. Both examples overlooked to discuss on the how a theory (e.g social identity or conservative of resources theory) related to signalling theory to form the integration. As such, our first study purpose is to clarify signalling theory integration process with other theory, we emphasized on the social identity theory in understanding job seeker attraction more deeply.

In additional, present study as well investigates the mediating concept of organizational reputation in associated with organizational justice as our central and job seeker

attraction relationship. The intrigue part of the organizational justice is the concept just find a new touch from scholars that narrowing the perspective on the third-party individuals perception of organizational justice (Crawshaw, Cropanzano, Bell, & Nadisic, 2013). The relevance of and scholarly interest in the concept have been demonstrated by recently reviewed papers by Skarlicki, O’Reilly and Kulik (2015). According to scholars, justice is a universal concept that seems to be an important characteristic even to the outsiders (see Table 2). Being an essential characteristic to people outside organization, the concept is expected significant to job seekers in selecting a place of work. Therefore, the characteristic named as the central of this study is our study second purpose. In review, our concept rather emphasizes on the third-party organizational justice concept than the general concept of organizational justice, more accurate to understand outsiders from organization.

**Table 2: Third-party Organizational Justice Researches**

No.	Researchers	Topics	Third-party Organizational Justice
1.	Zoghbi-Manrique-de-Lara, Aguiar-Quintana, & Suárez-Acosta (2013)	<i>“A justice framework for understanding how guests react to hotel employee (mis) treatment”</i>	Customer
2.	Porath, MacInnis, & Folkes (2010)	<i>“Witnessing incivility among employees: Effects on consumer anger and negative inferences about companies”</i>	Customer
3.	Blader, Wiesenfeld, Fortin, & Wheeler-Smith (2013)	<i>“Fairness lies in the heart of the beholder: How the social emotions of third parties influence reactions to injustice”</i>	Member of general public
4.	Kulik et al. (2012)	<i>“The electronic water cooler: Insiders and outsiders talk about organizational justice on the internet”</i>	Member of general public
5.	Zoghbi-Manrique-de-Lara, P., & Suárez-Acosta, M. A. (2013).	<i>“Employees’ reactions to peers’ unfair treatment by super- visors: The role of ethical leadership”</i>	Coworker

## II. LITERATURE REVIEW

### A. Organizational Justice and Job Seeker attraction

The last published paper in this concept was about two decades ago. The study was done by Ployhart and Ryan (1997), with a total of 297 undergraduates interested to apply for further study at an university. The participants respond to

mail questionnaires in collecting data. The outcomes revealed the fair process is one of the organizational justice dimensions has a significant relationship with job seeker attraction. Nevertheless, the study also tested other aspects of recruitment outcomes including job choice and recommendation intention simultaneously.



As such, this had made the reliability of the study questionable as principles of recruitment study demanded a separate study to investigate each of the outcomes (Uggerslev, 2012). Besides that, in the last 20 years, there were two new additions to the previously known two dimensions of organizational justice. Knowledge advancement had contributed to the quite recently developed concept which included the four dimensions of organizational justice (Colquitt, 2001). Overall, this present study is an initiative of an all-in study to understand the organizational justice with the new dimensions related to job seeker attraction.

Recently, researchers' interest on the concept has escalated after studies demonstrated that people from outside the organization were concerned about organizational justice (Hillebrandt & Barclay, 2017). For example, customers' responses to an organization is significantly predicted from the way hotel management treated its staff (Zoghbi-Manrique-de-Lara, Aguiar-Quintana, & Suárez-Acosta, 2013). Moreover, the biases in organization which also showed significant impact to outsider's responses (Blader, Wiesenfeld, Fortin, and Wheeler-Smith, 2013). Study also examined how social media can engage outsiders to respond to organizational wrongdoing (Kulik, Pepper, Shapiro, & Cregan, 2012). Even organizational justice gossip that spreads beyond the organization fence significantly affects organizations' customers (Beersma & Van Kleef, 2012). Therefore, our study expects that the concept of justice may transmitting organization significant positive signal to job seekers as one of the organization outsiders and triggers the attractiveness.

Thus, the following hypothesis is developed:

*H1: Perceived organizational justice is positively related to job seeker attraction.*

Specifically, sub-hypotheses linked to H1 are:

*H1a: Perceived procedural justice is positively related to job seeker attraction.*

*H1b: Perceived distributive justice is positively related to job seeker attraction.*

*H1c: Perceived interpersonal justice is positively related to job seeker attraction.*

*H1d: Perceived informational justice is positively related to job seeker attraction.*

## B. The Integration of Signalling Theory and Brand Equity

This study anticipates that organizational justice influences job seeker attraction which is grounded from signaling theory (Bustaman & Tambi, 2018; Ployhart & Ryan, 1997; Shanmugam et al. 2019a, 2019b; Shanmugam & Nadesan 2019). The theory anticipates that organizational justice relates to signal working conditions in organization, in turn affects job seeker attractions. Recently, researchers have suggested that the organizational characteristic signals symbolic meaning of working condition in organization (Highhouse, Thornbury, & Little, 2007). The concept is derived from the brand equity concept of marketing study.

The idea of embracing brand equity to understand job seeker attraction was emanated after researchers noticed that job seeker attraction's study was parallel to marketing study. Brand equity refer to the brand that customers strongly belief or value of customers' knowledge about a brand (Aaker, 1996). The procedure is coined from Keller (1993) is a renowned model in psychology of models of memory (Yi,

1990). The conceptualization of the model proposed that the memory structure as associative network involved nodes as information stored and link between the nodes that vary in strength. The activation of memory is when the new information being encoded or retrieved from the long-term memory the nodes activated the connection between the nodes in memory in translating the information (Kotler, 1994). For example, a customer choosing a shoe found Adidas tag at the tongue of the shoe (node). The product is then associated to brand equity (activation) retrieving from customer memory, that is product durability from the renowned company for sport attire (brand knowledge). Meaning, customers' brand knowledge may activate the brand equity. Establishing the positive brand knowledge in consumers' minds is a main objective in developing brand equity (Kotler, 1994).

In job seeker attraction study perspective, researches have compared brand knowledge to employer knowledge. Researchers conceive that employer knowledge impacts how job seekers process and respond to data about the organization. Setting up the appropriate employer knowledge in job seekers' brains is an essential goal of recruitment as company brand equity depends on it. It means that establishing positive employer knowledge generates brand equity, in turn effectiveness of the organization recruitment. For example, job seeker searched for a job and found company information (nodes). The activation process started instantly whereby job seeker recalled her/his memory of the organization; for example, corporate social responsibility that the company was involved (employer knowledge). The positive employer knowledge is subsequently associated to company brand equity as a symbolic signal.

The concept has been supported from many researchers who asserted that brand equity approach is not just associated with products and services information. Nevertheless, organizational information (employer knowledge) is likewise essential to produce a judgement of trust and credibility (Baum & Kabst, 2014; Collins & Kanar, 2013). The organizational information such as corporate social performance (Jones, Willness, & Madey, 2014), pro-environment recruiting message (Behrend et al., 2009), media expose and media richness (Baum & Kabst, 2014) and others have shown that organizational information is significantly associated to brand equity. Indeed, a positive employer's knowledge is just like a positive brand knowledge that will ultimately contribute to the organization's brand equity.

## C. Brand Equity and Job Seeker Attraction

Brand equity in the job seeker attraction concept has outlined three (3) essential dimensions (Cable & Turban, 2001). The first is familiarity with organization, refers to job seekers' perspective perceived the organization as a potential place of work (Collins, 2007). The subsequent dimension is organizational reputation which incorporates job seekers' perception perceives an organization not just from their own perspective as well as from people in the environment in the assessment process. At the last, employer image is characterized as individuals' perceptions, attribution, and associations associated with brand equity of an organization.

Fundamentally, the job seeker should have more concern on organization reputation when they have imperfect information (Cable & Turban, 2001). The characteristic is “bonding signals” that transmitting an organization’s competitive level. Such a strong signal about organizational reputation is a source for job seekers make a trait inference for example attracted place of work (Highhouse et al., 2007; Lievens & Highhouse, 2003). Additionally, empirically, the idea has affirmed that employers’ reputations are unmistakable and significant parts of job seekers’ employer knowledge. For instance, an investigation found that friends’ assessments of firms influence potential workers since they “validate” organizations as reasonable employers (Kilduff, 1990). Likewise, other studies have demonstrated that friends assess a value organization and the conclusions influence job seekers perception (Cable & Turban, 2001). Therefore, our study is tapering into the organizational reputation of brand equity dimensions associated with job seeker attraction, rather than employer familiarity and employer image.

#### **D. Organizational Reputation and Job Seeker Attraction**

Generally, the organizational reputation is a people evaluation compare between a company to other companies (Cable & Turban, 2001; Fombrun & Shanley, 1990). Fombrun (1996) associated the organizational reputation with the “affective or emotional reaction – good or bad, weak or strong of the general public to the company’s name”. Another scholar defined the concept as “stakeholder group’s (e.g., clients, speculators, representatives, job seekers) impression of an element’s social standing or in general relative intrigue” (Rindova, Williamson, Petkova, and Sever, 2005). To put it plainly, the definitions recognize two parts of organizational reputation: the apparent nature of explicit parts of an organization and the general noticeable quality of an organization in people in general eye. The two points of view inclusion is in the present study’s measurement of organizational reputation.

The organizational reputation in job seeker study has three dominant conceptual streams which comprise of social expectations, corporate personality, and trust (Berens & van Riel, 2004). Firstly, social expectations that emphasis on the behavior of organizations in the general public. Things could be the nature of items and administrations, more on something useful for the general public (Berens & van Riel, 2004). A generally recognized term these days is corporate social responsibility (CSR). Turban and Greening (1997) is among the principal researchers who empirically prove the impact of CSR on the job seekers attraction. Indeed, organizations involve with corporate social responsibility would perceive as reputable organization and would be seen as more attractive employers.

Trust is a complicated aspect of organizational reputation whereby the comprehends is narrowed in the prediction of organization behavioral. The basis on the understanding of the concept laid down on three fundamental concept which are honesty (fulfills promised obligations), benevolence (behave beneficial for both parties) as well as reliability (the ability to keep a promise).

Finally, corporate personalities center around the various qualities that individuals ascribe to an organization (Lievens, Van Hoye, & Schreurs, 2005). As indicated by scholars, traits

give people a more symbolism perspective on the organization (Lievens et al., 2005).

Indeed, the organizational reputation is a relatively very important concept for job seeker attraction, and this was discovered since more than two decades ago (Turban & Greening, 1997). In fact, the concept is the most influence variable to job seeker attraction (Lis & Bettina, 2012). The understanding to what extent the concept influence job seeker attraction is universal, and has appeared in many studies across time and countries (Anderson, Haar, & Gibb, 2010; Cable & Turban, 2003; Rindova et al., 2005; Williamson, King, Lepak, & Sarma, 2010). Therefore, is an important concept in understanding the attractiveness of job seekers.

#### **E. Mediating Role of Organizational Reputation in Studying Organizational Justice and Job Seeker Attraction**

As per study’s understanding, organizational justice is thought to signal positive moral, values and norms of employer knowledge; thus, establishing the knowledge will fundamentally contribute to organization’s strong organizational reputation (Skarlicki et al., 2015). The empirical studies have proven the relationship (eg. Beduk, Unsacar, & Eryesil, 2016; Mutch & Aitken, 2009; Nikbin, Armesh, Heydari, & Jalalkamali, 2011). The organizational reputation sends positive signals as an inference from job seeker make about and associated with the organization expressing a positive self-concept. The positive self-concept is underlying concept of attractiveness (Banks, Kepes, Joshi, & Seers, 2015; Kreiner & Ashforth, 2004). The concept drawn from the proposition of social identity theory describes that individuals are interested in belonging to an organization to which positive signal is ascribed. This is because the signal informs job seeker the positive self-concept that is anticipated from being associated with the organization. Rabl (2015) in an empirical study supported the theory found that the trait inferences contribute to maintaining and expressing a positive self-concept, its foster job seekers’ attraction.

In conclusion, fundamentally organizational justice associated with organizational reputation even can be understood through empirical studies. Subsequently, the present study postulates that applicants belong to reputable organization, it fosters positive self-concept from associated with reputable company drawn from social identity theory. The positive self-concept from association with reputable organization is underlying concept of attractiveness. In short, organizational justice is related to organizational reputation, and in turn influences applicant attraction. Scholars have drawn on identity-based theory to develop hypotheses about the mediator effects of positive self-concept of recruitment outcomes, but they have not tested specific mechanisms (Banks et al., 2015; Behrend et al., 2009; Duarte et al., 2014; Jones et al., 2014).

Thus, the following hypothesis is developed:

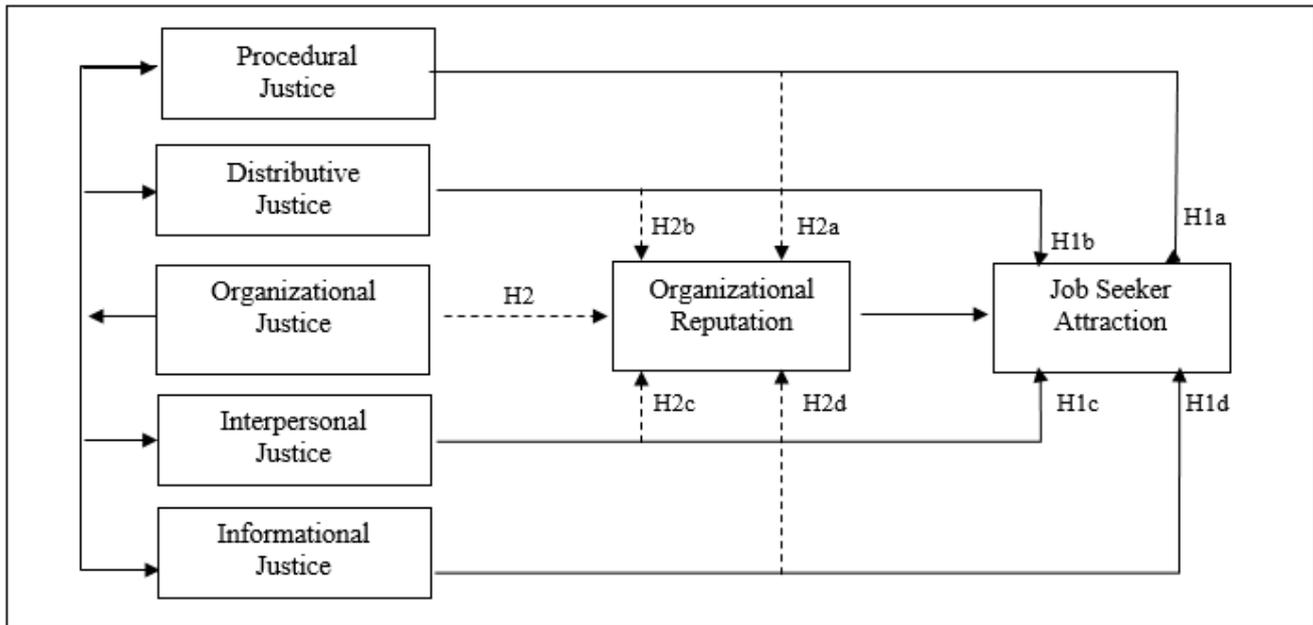
*H2: Organizational reputation mediates the relationship between organizational justices and job seeker attraction.*

Specifically, sub-hypotheses linked to H2 are:

- H2a: Organizational reputation mediates the relationship between procedural justice and job seeker attraction.
- H2b: Organizational reputation mediates the relationship between distributive justice and job seeker attraction.
- H2c: Organizational reputation mediates the relationship between interpersonal justice and job seeker attraction.
- H2d: Organizational reputation mediates the relationship between informational justice and job seeker attraction.

- H2c: Organizational reputation mediates the relationship between interpersonal justice and job seeker attraction.
- H2d: Organizational reputation mediates the relationship between informational justice and job seeker attraction.

**Hypothesized Theoretical Model**



**Figure 1: Model of Organizational Justice Inference and Job Seeker Attraction (MOJA)**

**III. METHODOLOGY**

A total of 327 accounting interns participated in our study. Their demographics are as follows: 78 percent female; 45 percent Malay, 44 percent Chinese, 10 percent Indian, and 1 percent others. Participants who aged below 22 years old are 23 percent while 22 years old and above are 77 percent. There are only two courses involved which are accounting with 56 percent and 44 percent for finance course. The tenure in organization ranged from 1 to 7 months (M [SD] = 5.36 [1.58]), at big four Malaysia accounting companies: 32 percent for Ernst & Young, 23 percent for KPMG, and 22 percent for Deloitte and PricewaterhouseCoopers.

**A. Design and Procedure**

A total of 327 participants from Malaysia’s big four accounting firms were identified and completely answered the questionnaire. The firms were selected for two specific reasons. Firstly, the firms provide privilege opportunity and space for internship with accounting and financial disciplines. According to ManpowerGroup (2015), the disciplines have been categorized as Critical Occupational List (COL) whereby Malaysia’s employers have difficulty to filling job vacancy because of choosiness attitude. Our research is particularly designed to advance the understanding of undergraduates in the particular field, which is one way to assist employers in recruitment process. Moreover, the big four firms’ procedural for hiring interns is relatively strict, high pre-conditions and criteria, that convinced the quality and competency of job seekers at the firms. Meaning to say, our finding will be highly valued and appreciated by the employer

as it is related to specific group of competent job seekers. Therefore, interns from the firms become participant of our study.

The participants answered the questionnaire while they were at the organization. Present study intended respondents to assess organizations in which they are currently undergoing internship to increase the likelihood that they had experience during the internship and knowledge gained about the organization, thus held informed opinions about organizational justice and reputation, and its attractiveness as an employer. The participants assumed as job seekers were instructed to answer attractiveness and organizational reputation in the respective section. The section required participants to express their feelings regarding the organization where they are undergoing internship. The participants also have to answer organizational justice items by evaluating interned company in a different section. Finally, they answered the demographic items. We realized that the use of single participant for all study variable may increase the likelihood of common method variance, thus, jeopardized internal validity of our study. Therefore, we undertaken proactive action to reduce the effect of CMV by implementing the psychological separation as suggested by Podsakoff, Mackenzie, Lee, & Podsakoff (2003). The method whereby we presented variables in different section to ensure that it did not appear as interrelated. Between the independent variable, mediator and dependent variable, each variable appeared in different sections.

This was done to decrease the probability of them in attempting to relate the factors of the examination and provide favorable responses as likely expected by the researcher.

**B. Measures**

Six questions related to demographics were presented in this section; i.e. gender, ethnicity, age, experience, study course and interned company. This section was allocated at the last part of questionnaire design simply because to keep away from pessimistic emotions about the arrangement of individual data affecting on the answering behaviour or participation (Lietz, 2010).

**Job seeker Attraction.** Participants expressed their interest in applying for a position at the interned companies through five items adopted from Highhouse et al. (2003) that measured the attractiveness of potential job seekers (Cronbach’s  $\alpha = 0.88$  in the study). The items were as follows:

- “For me, this company would be a good place to work.”
- “I would be interested in applying for a job in this company.”
- “This company is attractive to me as a place of employment.”
- “I am interested in learning more about this company.”
- “A job at this company is very appealing to me.”

(The items were rated on a scale ranging from 1 = “Strongly disagree” to 7 = “Strongly agree”).

**Organizational Justice.** The new model in investigating organizational justice perception are aptly conceptualized with four dimensions outlined as distributive justice, procedural justice, interpersonal justice and informational justice (e.g. Cohen-Charash & Spector, 2001; Colquitt, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Cropanzano, Bowen, & Gilliland, 2007). The model received more than 4,000 citations since it was released in 2001 (Colquitt, 2001). The constructs measuring organizational justice indirectly asked participants to evaluate the prevalence of 20 known items of justice, which were also employed in the present

study. The response options ranged from 1 = “Strongly disagree” to 7 = “Strongly agree”.

**Organizational Reputation.** Highhouse et al. (2003) proposed to use five items in measuring the organizational reputation. According to the scholars the items were intended to evaluate how much organizations were seen as being admirably well-regarded and reputable. Acceptable level of Cronbach’s alpha was found in the study which is 0.83. The items were as follows:

- “Employees are probably proud to say they work at this company.”
- “This is a reputable company to work for.”
- “This company probably has a reputation as being an excellent employer.”
- “I would find this company a reputable place to work.”
- “There are probably many who would like to work at this company.”

(Response options ranged from 1 = “Strongly disagree” to 7 = “Strongly agree”).

**IV. DATA ANALYSIS AND RESULT**

We begin our analysis with assessment on the level of CMV from our set of study data. The assessment using proposed model by Podsakoff, Mackenzie, Lee, & Podsakoff (2003) of Harman Single Factor test. To execute the analysis, all 30 items of all the 6 factors "procedural justice, distributive justice, interpersonal justice and informational justice, job seeker attraction and organizational reputation" in this study being evaluated using unrotated factor solution. The twofold significant outcomes highlighted are the first factor explained 46% of the variance and four-factor solution with an absolute fluctuation of 82.4% (Podsakoff et al., 2003). The two underlying presumptions didn't meet; no single factor rose, and the main factor didn't catch most of the change. In conclusion, the CMV was not a problem in our study.

**Table 3: Correlations, means, and standard deviations of study variables**

No.	Variables	Mean	SD	1	2	3	4	5	6	7
1.	Organizational Justice	5.9174	.68009							
2.	Procedural Justice	5.7881	.72255	.927**						
3.	Distributive Justice	5.9350	.72066	.888**	.795**					
4.	Interpersonal Justice	6.0558	.80125	.886**	.740**	.713**				
5.	Informational Justice	5.9737	.77486	.906**	.747**	.746**	.787**			
6.	Job Seekers Attraction	5.9462	.78062	.734**	.641**	.670**	.657**	.698**		
7.	Organizational Reputation	5.9590	.78430	.766**	.684**	.720**	.674**	.703**	.802**	

**Note:** Means, SDs, and correlations below the diagonal are for job Seeker \*p < 05. and \*\*p < 01.

Our study analyzes data using SmartPLS 3.0. Adhering to the principles and procedurals of the tool is essential in producing reliable and accurate result; thus, we decided to follow testing procedures suggested by Hair, Sarstedt,

Hopkins, and Kuppelwieser (2014). According to the scholars in SmartPLS outlined measurement model, structural model and mediating model as a guideline in completing the analysis.



**A. Measurement Model: Assessment of CFA**

We first identified whether each study constructs are reflective or formative measurement. The identification is important because each type need to adhere measurement procedure differently. All constructs indicated reflective characteristic. The internal consistency reliability, indicator reliability, convergent validity and discriminant validity were calculated in measurement model.

**1) Internal Consistency Reliability**

The degree of composite reliability inspected to examine the internal consistency (Chin, 2010) utilizing PLS Graph. The outcome of the examination reported that the composite reliabilities range from 0.897 to 0.942 (see Table 4) is well over the prescribed cut-off of 0.70 (Chin, 2010; Hair et al., 2014). This showed that the level of internal consistency is acceptable and reliable.

**2) Factor Loading**

An examination of the factor loadings showed that factor loadings ranged from 0.739 to 0.909, except for three items (pro3, pro4 and inter4), which exceeded the recommended thresholds of 0.708 (Chin, 2010) as shown in Table 4. The items pro3 (0.699), pro4 (0.685) and inter4 (0.677) were below than the thresholds, we weighed the average variance extracted (AVE) scores before any further action was executed. Our study’s AVEs for procedural justice and interpersonal justice were 0.555 and 0.714 respectively. Loading values that equivalent and more noteworthy than 0.5 are worthy, and if the summation of loadings result has high loading scores, it adds to AVE scores of more prominent than 0.5 (Byrne, 2016). The conclusion is that those items (pro3, pro4 and inter4) are remained in respective constructs that are procedural justice and interpersonal justice as the items contributed to AVE scores greater than 0.5 (see Table 4).

**3) Convergent Validity**

**Table 4: Factor Loadings, CR and AVE**

Latent Variables	Items	Factor Loading	Cronbach Alpha	rho	CR	AVE
Job seeker attraction	AA1	0.854	<b>0.918</b>	<b>0.921</b>	<b>0.938</b>	<b>0.753</b>
	AA2	0.892				
	AA3	0.871				
	AA4	0.864				
	AA5	0.856				
Procedural justice	Pro1	0.796	<b>0.866</b>	<b>0.869</b>	<b>0.897</b>	<b>0.555</b>
	Pro2	0.739				
	Pro3	0.699				
	Pro4	0.685				
	Pro5	0.775				
	Pro6	0.734				
	Pro7	0.781				
Distributive Justice	Dis1	0.831	<b>0.866</b>	<b>0.867</b>	<b>0.909</b>	<b>0.713</b>
	Dis2	0.841				
	Dis3	0.869				
	Dis4	0.836				
Interpersonal justice	Inter1	0.876	<b>0.861</b>	<b>0.873</b>	<b>0.908</b>	<b>0.714</b>
	Inter2	0.909				
	Inter3	0.896				
	Inter4	0.677				
Informational justice	Info1	0.827	<b>0.898</b>	<b>0.902</b>	<b>0.925</b>	<b>0.711</b>
	Info2	0.881				
	Info3	0.877				
	Info4	0.852				
	Info5	0.775				
Organizational reputation	OR1	0.849	<b>0.923</b>	<b>0.925</b>	<b>0.942</b>	<b>0.765</b>
	OR2	0.899				
	OR3	0.897				
	OR4	0.887				
	OR5	0.840				

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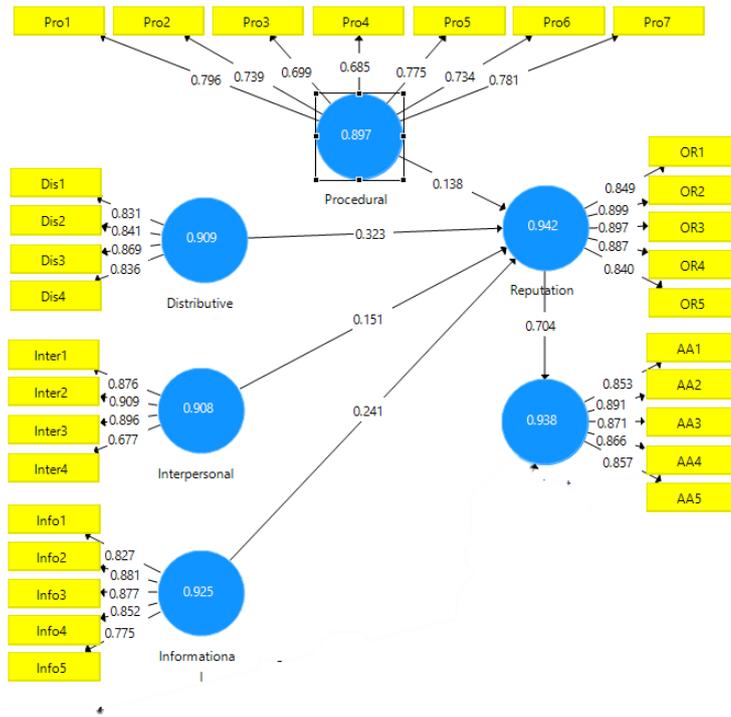


Figure 2: Cross loading and Composite Reliability

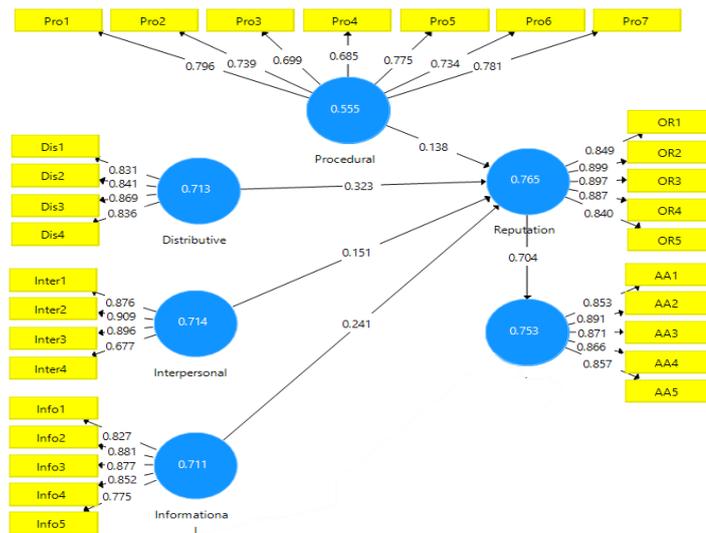


Figure 3: Cross loading and Average Variance Extraction (AVE)

#### 4) Discriminant validity

The discriminant validity is to firm that each variable is difference from other construct based on empirical result. We refer to three rules in determine the result as suggested by Chin (2010); (i) we compare the square root of AVE with the correlation each constructs (ii) evaluating whether everything loads more profoundly all alone construct than on other constructs and (iii) evaluating confidence interval value

under 1. Our study result showed that the result of square root of AVE is loaded more than any other variable fulfilled the criteria of discriminant validity (see Table 5) and the value of confident interval is less than 1. Meaning, each construct substantially more firmly identified with its own indicator than to other construct suggested that met the discriminant validity criteria.

**Table 5: Fornell-Larcker Criterion**

No.		1	2	3	4	5	6
1.	Job seeker Attraction	<b>0.868</b>					
2.	Distributive	0.675	<b>0.845</b>				
3.	Informational	0.704	0.750	<b>0.843</b>			
4.	Interpersonal	0.662	0.711	0.793	<b>0.845</b>		
5.	Procedural	0.652	0.797	0.751	0.731	<b>0.745</b>	
6.	Reputation	0.807	0.721	0.707	0.673	0.687	<b>0.875</b>

The second approach of discriminant analysis evaluates the mean by looking at the cross loadings between construct as showed in Table 6. In this methodology, the value of means must be high in its own construct but low in the other construct. Table 6 showed discriminant validity was accomplished as the value of means high on its own while low on the others.

**Table 6: Cross Loading**

	Job Seeker Attraction	Dis	Info	Inter	Pro	OR
JA1	<b>0.853</b>	0.613	0.660	0.641	0.638	0.706
JA2	<b>0.891</b>	0.657	0.654	0.628	0.644	0.762
JA3	<b>0.871</b>	0.576	0.634	0.581	0.531	0.722
JA4	<b>0.866</b>	0.518	0.524	0.490	0.475	0.654
JA5	<b>0.857</b>	0.552	0.570	0.517	0.526	0.644
Dis1	0.554	<b>0.831</b>	0.621	0.584	0.669	0.586
Dis2	0.542	<b>0.841</b>	0.611	0.579	0.688	0.596
Dis3	0.589	<b>0.869</b>	0.646	0.601	0.674	0.645
Dis4	0.592	<b>0.836</b>	0.656	0.638	0.662	0.606
Info1	0.607	0.656	<b>0.827</b>	0.703	0.672	0.632
Info2	0.621	0.656	<b>0.881</b>	0.694	0.645	0.606
Info3	0.611	0.656	<b>0.877</b>	0.705	0.652	0.623
Info4	0.596	0.656	<b>0.852</b>	0.685	0.646	0.602
Info5	0.522	0.523	<b>0.775</b>	0.538	0.539	0.503
Inter1	0.577	0.585	0.673	<b>0.876</b>	0.603	0.580
Inter2	0.564	0.662	0.709	<b>0.909</b>	0.669	0.596
Inter3	0.604	0.623	0.723	<b>0.896</b>	0.633	0.602
Inter4	0.481	0.524	0.562	<b>0.677</b>	0.561	0.486
OR1	0.664	0.651	0.613	0.596	0.623	<b>0.849</b>
OR2	0.702	0.634	0.619	0.597	0.596	<b>0.899</b>
OR3	0.722	0.640	0.621	0.595	0.605	<b>0.897</b>
OR4	0.769	0.639	0.648	0.603	0.613	<b>0.887</b>
OR5	0.664	0.590	0.589	0.551	0.566	<b>0.840</b>
Pro1	0.539	0.602	0.587	0.553	<b>0.796</b>	0.514
Pro2	0.504	0.556	0.487	0.441	<b>0.739</b>	0.499
Pro3	0.439	0.559	0.485	0.465	<b>0.699</b>	0.499
Pro4	0.405	0.559	0.556	0.627	<b>0.685</b>	0.469
Pro5	0.485	0.610	0.590	0.622	<b>0.775</b>	0.508
Pro6	0.472	0.560	0.508	0.446	<b>0.734</b>	0.486
Pro7	0.539	0.691	0.683	0.648	<b>0.781</b>	0.594

In the last approach, the discriminant validity tested by using HTMT technique developed by Henseler, Ringle, and Sarstedt (2015). The result from Table 7 showed that the values met the criteria of HTMT<sub>.85</sub> and HTMT<sub>.90</sub> as recommended by (Kline, 2005) and (Gold, Malhotra, & Segars, 2001) respectively, to show a valid construct. Moreover, the confident interval result also showed less than 1 on any of the construct, indicated the existing of discriminant validity in our study (Henseler et al., 2015).

Table 7: Heterotrait-Monotrait Ratio (HTMT)

	1	2	3	4	5
1 Job Seeker Attraction					
2 Distributive	0.754 CI.90 (0.67,0.811)				
3 Informational	0.771 CI.90 (0.701,0.823)	0.847 CI.90 (0.802,0.889)			
4 Interpersonal	0.742 CI.90 (0.661,0.802)	0.825 CI.90 (0.775,0.870)	0.898 CI.90 (0.856,0.934)		
5 Procedural	0.725 CI.90 (0.659,0.784)	0.918 CI.90 (0.876,0.946)	0.845 CI.90 (0.792,0.882)	0.848 CI.90 (0.796,0.888)	
6 Reputation	0.872 CI.90 (0.823,0.902)	0.806 CI.90 (0.773,0.852)	0.773 CI.90 (0.705,0.828)	0.756 CI.90 (0.687,0.808)	0.766 CI.90 (0.702,0.816)

**B. Structural Model**

The structural model assessment performed following the conditions of convergent validity and discriminant validity are fulfilled. The model specifically to inspect the model predictive capabilities and the connection between constructs in the model. The matrix that we used to assess the model by using SmartPLS path coefficients, the degree of the R2 value, the  $f^2$  impact size, the predictive relevance, and the  $q^2$  impact size. Before we proceed with the assessment of structural model per said, it is critical to look at the lateral collinearity of structural model. The reason is that the result of the structural model generated from the connection using OLS regression of each endogenous latent variable with exogenous. The situation more and less same as in a regular multiple regression whereby impact of huge degree of collinearity among the predictor construct may produce a bias result.

**1) Lateral Collinearity Analysis**

The literal collinearity is important to be assessed despite that discriminant validity has already been achieved in order to achieve appropriate causal effect in our model especially a free from bias result. This normally happens when at least two factors that are hypothesized to be casually related measure a similar construct. In other words, present study needs to look at each arrangement of predictor constructs independently for every subpart of the structural model. We consider resilience level of underneath 0.20 or VIF is above 5.00 in the endogenous latent variable as characteristic of collinearity. In the event that problem is detected either from tolerance or VIF rules, the solutions that researcher can consider are disposing of the constructs, combining the indicators into a solitary construct, or making higher-order constructs to treat the issues.

The two indicators that we refer to examine the collinearity issue (i.e., tolerance and VIF values) which are similar measures as in the assessment of formative or reflective measurement models. In doing as such, we have to look at each arrangement of predictor constructs independently for every subpart of the structural model. Therefore, this study predictor variables are procedural justice, distributive justice, interpersonal justice and informational justice need to inspect on the level of collinearity whether is high or low. Closely resembling the evaluation of formative measurement models, we consider tolerance level of underneath 0.20 (VIF above

5.00) in the exogenous latent variables as demonstrative of collinearity. Table 8 depicts that VIFs for independent variables (procedural justice: 3.321, distributive justice: 3.252, interpersonal justice: 3.078, informational justice: 3.473) were less than 5; thus, it indicated that collinearity was not an issue in the present study (Hair et al., 2014).

Table 8: Lateral Collinearity Assessment (Inner VIF Values)

Latent Variables	Job seeker Attraction
Organizational justice	0.749
Procedural	3.321
Distributive	3.252
Interpersonal	3.078
Informational	3.473

**2) Coefficient of Determination (R<sup>2</sup>)**

The assessment of R<sup>2</sup> value is to assess the degree of dependent variable that is explained by the independent variable. The principle is bigger the R<sup>2</sup> value demonstrates increase the ability to predict dependent variable. We are using SmartPLS algorithm to obtain the value of R<sup>2</sup> while the SmartPLS bootstrapping is used to generates the value of t-statistic. For the bootstrapping, 1000 samples were used to evaluate the condition of the structural paths while the impact of the path evaluated by product indicator approach (Chin, Marcellin, & Newsted, 2003). The outcome of the structural model showed in Table 9. The table showed the independent variables were able to explain 56% of the variance in job seeker attraction. As indicated by the dependable guideline for R<sup>2</sup> by Hair (2014), the value were 0.70, 0.50 and 0.25 which represented substantial, moderate and weak relationships respectively. It implies the R<sup>2</sup> for the present study indicated that a moderate measure of variance was clarified by every single independent variable connected to it.

**3) Path Coefficients**

The path in the structural model connected between two construt to represent a hypothesis of study. The analysis executed on the path in structural model is to confirm or disconfirm each hypothesis and to show the degree of strength of the relationship between two latent variables. To understand the degree of strength, we used SmartPLS algorithm output while SmartPLS bootstrapping utilized to assess the significant level of each path. We refer to the t-statistics as indicator to confirm or disconfirm whether a path is significant. Meaning that the result from the path analysis we would be able to determine whether a hypothesis proposed in this study is acceptance or rejected. The testing of the proposed hypotheses is examined in the following section.

**4) Hypotheses Testing**

As we mentioned earlier, the path assessment analysis used to evaluate our proposed hypotheses. The result (see Table 9) demonstrated all our hypothesis were supported with positive sign direction. The significant lever that we refer at least at the value of 0.05 to support our hypothesis. Meanwhile, we report on the path coefficient value (β) ranging from 0.117 to 0.749. According to Hair et al. (2014), for the path coefficient value (β) below than 0.1 is unacceptable to consider the impact in the model, is unworkable in our model.



Based on the analysis, it showed that job seeker attraction was directly impacted by organizational justice ( $\beta=0.0749$ ,  $t=26.065$ ,  $p<0.01$ ) and procedural justice ( $\beta=0.117$ ,  $t=1.696$ ,  $p<0.05$ ). The result Showed hypothesis H1 and hypothesis H1a were supported. Meanwhile, from the table, distributive justice, interpersonal justice and informational justice of each independent variable recorded ( $\beta=0.230$ ,  $t=3.160$ ,  $p<0.01$ ), ( $\beta=0.169$ ,  $t=2.253$ ,  $p<0.05$ ) and ( $\beta=0.312$ ,  $t=3.700$ ,  $p<0.01$ ) respectively. This means that job seeker attraction was influenced by all independent variable; thus, H1b, H1c and H1d were supported.

The next analysis was on the effect sizes ( $f^2$ ). As asserted by Sullivan and Feinn (2012), "while p-value can inform the reader whether an effect exists, the p-value will not reveal the size of the effect. In reporting and interpreting study, both the substantive significant (effect size) and statistically significant (p-value) are essential results to be reported". As posited by Hair et al. (2014), the change in the R2 value should also be executed and reported. The method proposes the looking at of R2 change be assessing whether the discarded independent variable has substantive effect on the dependent variable. To measure the effect size, Cohen (1988) guideline is used. The value 0.02, 0.15 and 0.35 represent small, medium and large effects respectively (Cohen, 1988). From table 9, it can be observed that organizational justice

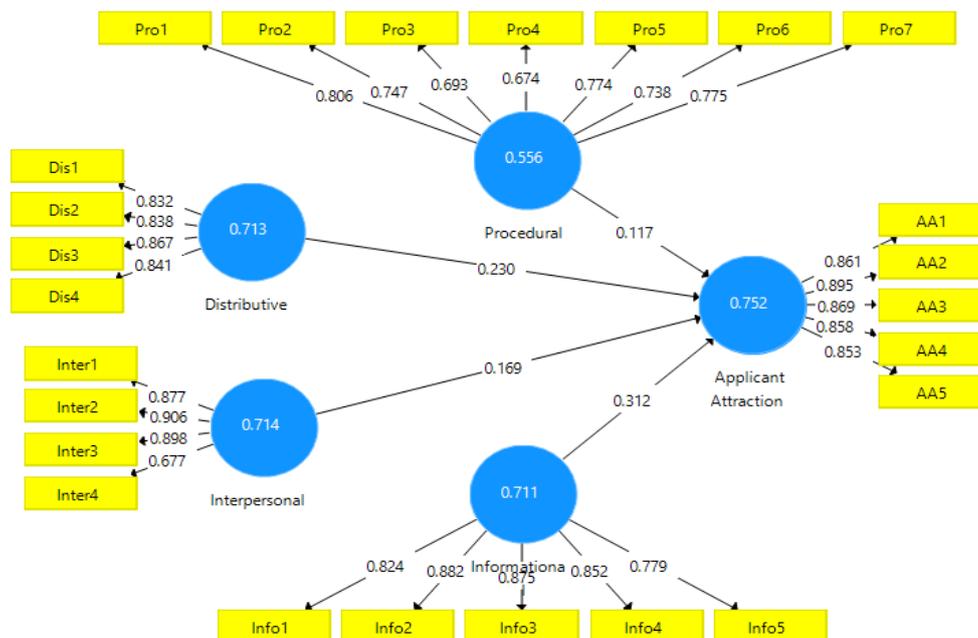
had a large effect in producing the R2 for job seeker attraction. Meanwhile, the independent variables of distributive justice (0.037), interpersonal justice (0.021) and informational justice (0.064) contributed medium effect to R2 while procedural justice (0.009) was exceptional as it contributed only a small effect of R2.

Moreover, using blindfolding procedure the productive relevance of the model was examined. If the Q2 is larger than 0, the model has predictive relevant for a certain dependent variable (Fornell & Cha, 1994; Hair et al., 2014). The Q2 in the present study demonstrated a value more than 0 such as organizational justice ( $Q^2= 0.390$ ), which indicated that the model had sufficient predictive relevance. Hair et al. (2014) also stated that as a relative measure of predictive relevance, the values of 0.02, 0.15 and 0.35 indicate that an independent variable has small, medium and large predictive relevant for a certain dependent variable. The result showed small  $q^2$  effect size for organizational justice (0.390) which is a large predictive to the Q2, while others showed small effect size such as procedural justice ( $q^2 = 0.002$ ), distributive justice ( $q^2 = 0.018$ ) and interpersonal justice ( $q^2 = 0.008$ ). Only informational justice ( $q^2 = 0.031$ ) showed medium predictive to Q2 of the present study.

**Table 9: Structural Analysis Model Results**

Hypotheses	Std Beta	Std Error	t-value	Decision	LL	UL	R <sup>2</sup>	f <sup>2</sup>	Q <sup>2</sup>	q <sup>2</sup>
H1	0.749	0.029	26.065**	Supp	0.678	0.794	0.560	1.274	0.390	0.390
H1a	0.117	0.069	1.696*	Supp	0.005	0.23		0.009		0.002
H1b	0.230	0.073	3.160**	Supp	0.106	0.344		0.037		0.018
H1c	0.169	0.075	2.253*	Supp	0.043	0.285		0.021		0.008
H1d	0.312	0.084	3.700**	Supp	0.170	0.448		0.064		0.031

Note: \*\* $p<0.001$  and \* $p<0.005$



**Figure 4: Structural Model**

**C. Mediating Analysis**

As suggested by Henseler, Ringle, and Sinkovics (2009), examining the direct and indirect connections among dependent and independent variable is another significant assessment of a structural model. This direct and indirect relationship can be inspected by conducting mediating or moderating analysis. In this segment, the evaluation underscores the significance of the intervening connections. This depends on the hypothetical thinking that recommends organizational reputation as an interceding factor that impacts the connection between organizational justice dimensions and job seeker attraction.

To produce the result using SmartPLS, we ran bootstrapping analysis. Table 10 showed mediating analysis result that the organizational reputation effect to the direct relationship. The analysis begun by assessing the mediating effects on the organizational justice and job seeker attraction relationship. From the analysis (see table 10), the indirect effects of organizational reputation positively influenced organizational justice and job seeker attraction ( $\beta=0.621$ ,  $t=17.595$ ). Moreover, referring to the indirect effects of 95% boot CI Bias Corrected [LL = 0.546, UL = 0.686], the values did not straddle 0 which indicated that mediation existed in the relationship (Preacher & Hayes, 2004, 2008).

Subsequently, we assess the organizational reputation mediating effect of organizational justice dimensions and job seeker attraction relationship. The indirect effects result showed that organizational reputation positively influenced the relationship between procedural justice and job seeker attraction ( $\beta=0.111$ ,  $t=2.058$ ). Moreover, referring to the indirect effects of 95% boot CI Bias Corrected [LL = 0.010, UL = 0.210], the values did not straddle 0 which indicated mediation existed in the relationship (Preacher & Hayes, 2004, 2008).

Next, the present study assessed the organizational reputation mediating effect of distributive justice and job seeker attraction relationship. The indirect relation result found that organizational reputation positively influenced the relationship between distributive justice and job seeker attraction ( $\beta=0.261$ ,  $t=4.951$ ). Moreover, referring to the indirect effects of 95% boot CI Bias Corrected [LL = 0.158, UL = 0.349], the values did not straddle 0 which indicated the presence of mediation in the relationship (Preacher & Hayes, 2004, 2008).

We continued the assessment on mediating effect of organizational reputation between interpersonal justice and job seeker attraction. The indirect effects result found that organizational reputation positively influenced the relationship between interpersonal justice and job seeker attraction ( $\beta=0.122$ ,  $t=2.295$ ). Moreover, referring to the indirect effects of 95% boot CI Bias Corrected [LL = 0.017, UL = 0.231], the values did not straddle 0 which indicated mediation existed in the relationship (Preacher & Hayes, 2004, 2008).

Finally, we assessed on the organizational reputation mediating effect of distributive justice and job seeker attraction relationship. The indirect relation effect result found organizational reputation positively influenced the relationship between informational justice and job seeker attraction ( $\beta=0.194$ ,  $t=3.364$ ). Moreover, referring to the indirect effects of 95% boot CI Bias Corrected [LL = 0.079, UL = 0.307], the values did not straddle 0 which indicated mediation existed in the relationship (Preacher & Hayes, 2004, 2008).

Overall result of analysis showed that hypothesis H2 and sub-hypotheses linked to H2 (H2a, H2b, H2c and H2d) were supported.

**Table 10: Hypotheses Testing for Mediating**

Hypotheses	Std Beta	Std Error	T Statistics	LL	UL	Decision
H2	0.621	0.035	17.595**	0.546	0.686	Supported
H2a	0.111	0.054	2.058*	0.010	0.210	Supported
H2b	0.261	0.053	4.951**	0.158	0.349	Supported
H2c	0.122	0.053	2.295*	0.017	0.231	Supported
H2d	0.194	0.058	3.364**	0.079	0.307	Supported

Note: \*\* $p < 0.01$  and \* $p < 0.05$

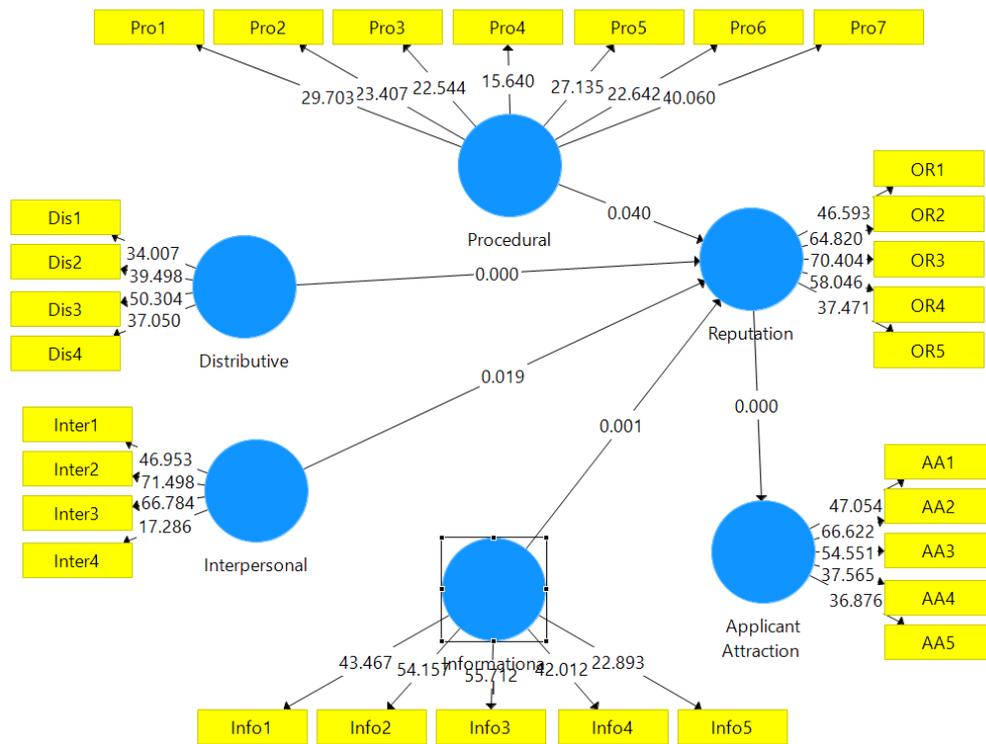


Figure 5: Mediating Analysis Model

V. DISCUSSION

For decades, the mechanisms of signal were understood to have created an impact to job seeker attraction; however, the thought has been shifted which the signals transmit symbolic inference, in turn affects the job seekers attraction. There important implications can be deciphered in dealing with organizational justice and job seeker attraction. Our study asserted that organizational justice signals the symbolic inference of organizational reputation, in turn influences job seeker attraction. We tested the concept to the interns at big four Malaysia accounting companies and found supported evidence, whereby the organizational reputation mediated the organizational justice and job seeker attraction relationship. The mediating impact of organizational reputation was found in literature; for example, pro-environment (Behrend et al., 2009), corporate social responsibility (Jones et al., 2014) and others. Our study reinforces the establishment of the concept and confined in the perspective of organizational justice.

Furthermore, the organizational justice dimensions (eg. “procedural justice, distributive justice, interpersonal justice and informational justice”) were assessed. The result consistent with Colquitt’s (2001) study in terms of distributive justice is an important dimension of organizational justice. The dimension consistently produces satisfactory result across subjects and situations (Bell, Wiechmann, & Ryan, 2006; Colquitt, 2001; Zhao, 2013). Other than that, our result also consistent with Bell, Wiechmann, and Ryan (2006) that outlined the informational justice is an important dimension compare to other dimensions. This convinced us that the two dimensions were worth to be investigated into details. However, the other dimensions should not be forsaken giving for still support job seeker attraction. We already anticipated the relationship during the developments conceptual of study, the result analysis reinforces the important of organizational justice

dimensions to job seeker attraction, even in indirect impact form.

VI. THEORETICAL IMPLICATIONS

Plethora of study on the organizational justice generally focused on workers inside organization for example involve with study on victims of unfair treatment, employees of injustice organization and others. While, some different researchers have examined on transgressor. Massive numbers of these studies on organizational justice were for the most part centered around the previously mentioned perspective. However, little research has been done on how organizational justice influences the third-party individual’s perception/outsider; a part of organizational justice which deems important in order to have a better understanding of the job seekers and organizational justice relationship. The third-party observer is characterized as an individual who isn’t legitimately affected by the injustice in organization yet who regardless may make reasonableness decisions of the occasion. The outsiders being sketched out by the researchers are members of the public, job seekers and company’s customer. Our examination adds to the third-party organizational justice literature by understanding job seeker deeply. Our result reinforces the thought that job seekers are outsiders but also affected by organizational justice.

Comprehending a process of a characteristic influence over other characteristic would be a huge achievement for a concept. In other words, a study does not just know what but also how a characteristic is able to influence over others. Likewise, our study discovered the influencing process of organizational justice to the job seeker attraction that is through organizational reputation, and this would be marked as in-depth understanding and contributions to the literature.

Scholars have drawn about the mediation effects of the organizational reputation to recruitment outcomes, but have not tested specific mechanisms (Banks et al., 2015; Behrend et al., 2009; Duarte et al., 2014; Jones et al., 2014). Therefore, our study contributed to literature by promoting organizational justice.

## VII. MANAGERIAL IMPLICATIONS

Our study insight is for the government of Malaysia. They relentlessly give their effort and allocate a huge amount of budget every year to improvement of graduate competency so that the rate of employment can be improved. Since 2010, an important pillar was marked at 80% employment after six months graduation, ironically, the pillar has never been achieved. The worst part is the rate of employment among fresh graduates has not increased considerably since 2006 (Jayasingam, Fujiwara, & Thurasamy, 2016). The employment rate recorded annually in the last 10 years was between 65% and 75%. Thus, it is timely to venture into new perspectives to achieve the country's inspiration.

Our study accentuated the roles of employer in bridging the gap which is rarely discussed in Malaysia's perspective but surely fruitful, particularly in managing graduates with choosiness attitude. Our study showed that organizational justice and organizational reputation were two important attractiveness characteristics. Malaysia's government should initiate a paradigm shift for organizations in promoting organizational justice and organizational reputation that will attract graduate labor to work as well as increase the rate of employment. Instead of merely collaborate to improve graduate competency, Malaysia's government may extend the intensity of collaboration by promoting good employers. Government may initiate various activities in the collaboration such as career fair, rating organization, documentary and others. Organizational justice and organizational reputation are characteristics that they have to include in promoting organizations.

## VIII. LIMITATION AND FUTURE RESEARCH DIRECTION

Various characteristics showed significant impact to job seeker attraction through organizational reputation. The well-known characteristic refers to corporate social responsibility has been tested in many studies as well as pro environmental organization empirically resulted effect of job seeker attraction through organizational reputation. We learned that most organizations have limited sources to ascertain company profit. The knowledge on which variable should the organization pay more attention to is very much needed. In other words, future study to compare between all characteristic is intrigue study to look into.

## IX. CONCLUSION

The organizational justice impacts job seeker attraction through organizational reputation that decipher how important the organizational justice is. Organizational reputation is the most influence characteristic to job seeker attraction, even more important than remuneration (Turban & Keon, 1993). Therefore, organizations should have extra concern and promote the organizational justice, as a way to

uplift organizational reputation that subsequently influences job seeker attraction.

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