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HOTEL MANAGERS' PERCEPTIONS OF HOMELESS JOB APPLICANTS

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ABSTRACT

One of the leading causes of homelessness is the lack of employment for individuals. The hotel industry is growing, providing employment opportunity for entry-level workers. This study used a 2 (homelessness vs. non-homelessness) \times 2 (male vs. female) between-subjects experimental design to examine the stereotypes and perceptions that exist when a hotel manager considers hiring a job applicant (that identifies as homeless) for a front desk position. Using the Stereotype Content Model, the roles of warmth and competence were tested to evaluate how the stereotypes and perceptions affect the hiring manager's assessments of the applicant and ultimately their decision to hire or not hire the individual. This study found that gender moderated the effect of homeless status on perceptions of warmth. When the job applicant was male, perceptions of warmth were lower when the individual was homeless (vs. not homeless). There was no significant difference in perceptions of warmth across homeless and non-homeless female applicants. Further, the effect of homeless status on managers' general perceptions of the applicant, the applicant's hirability, and the managers' intent to hire for males (vs. females) was mediated by perceptions of warmth. When a job applicant identified as homeless and male, they were more likely to be perceived as less warm (than non-homeless males), which ultimately yielded lower managers' general perceptions of the applicant, the applicant's hirability, and the managers' intent to hire.

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Chapter 1

Introduction

Homelessness is found in cities and towns widespread across the United States of America (USA). In their most recent report in 2016, The Homelessness Research Institute (HRI) found that 564,708 people were experiencing homelessness in the USA (National Alliance to End Homelessness, 2016). The National Law Center on Homelessness & Poverty (2014) identifies a number of factors that lead an individual to homelessness, one major cause being the loss or lack of employment. Because of this, businesses have the opportunity to greatly influence the homeless population and their ability to create a more sustainable future by providing increased employment opportunities for those that are both unemployed and homeless. Although it seems simple in writing, there are a number of barriers of entry to employment for the homeless. This study expands upon one specific barrier of entry to the working world for homeless individuals – the perceptions and potential biases of hiring managers when considering an individual for employment that identifies as homeless.

The basis of this research stems from the expectation of all companies to dedicate time and resources to local and global societies, commonly referred to as corporate social responsibility. Corporate social responsibility (CSR) has been recognized by managers and organization leaders, emphasizing that “not only is it the right thing to do, but it also leads to doing better” (Bhattacharya & Sen, 2004). CSR (or commonly referred to as “social responsibility before the 1950s) has existed for over a century in some form or another (Carroll, 2008). It first began to emerge in the late 1800s when businesses began to pursue philanthropic

efforts, for example donating money for the construction of a church or orphanage (Carroll, 2008). Over time, CSR quickly evolved to becoming more than just philanthropy. Now, leading companies and corporations include social responsibility efforts into their daily operations. First-ranked Fortune 500 company, Walmart, for example, creates an annual Global Responsibility Report that measures and analyzes their contributions to the communities they impact around the world. This is no different for companies ranging across the board, from hospitality groups to consulting firms.

As time has evolved, however, the consideration of how companies provide resources to local communities and organizations is being considered, and whether or not their efforts are consistent with the most beneficial outcomes. The United Nations formed the Sustainable Development Goals (SDGs) for 2030, which is a set of 17 goals that, if achieved collectively, would place the world in a position that creates a sustainable future for all members of society. Each SDG has a specific purpose that contributes to the betterment of the world. Specific to this study is Sustainable Development Goal 8, which aims to “Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all” (Sustainable Development Knowledge Platform, 2016). Additionally, each goal has specific targets to help align individual societies to the global mission. Also relevant to this study is target 1.2 (underneath Goal 1), which hopes to “reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definition” (Sustainable Development Knowledge Platform, 2016). Through these SDGs, the United Nations hopes to see a shift in how the private sector expands its efforts to contribute to a more holistic approach that betters the economy full circle. For example, businesses will frequently partner with nonprofit organizations to provide resources and funding. Last year, Olive Garden partnered

with Feeding America to provide more than 5,500,000 meals to those in need across the United States. As noteworthy as this act is, it does not align to the SDGs in terms of providing resources to creating a more sustainable future. A better model that is relevant to the research presented in this study is Days Inn's effort to employ the homeless. The hotel brand partnered with shelters in the Atlanta, Georgia region and established a project to provide entry-level employment opportunity to individuals that stay at the shelter. This is a prime example of how the private sector can contribute to sustainable development of societies.

As mentioned earlier, this study focuses on the employment opportunity for individuals that identify as homeless. There are a number of barriers to entry to the workforce (specific to the homeless) that need to be overcome in order to increase employment opportunity for these individuals. The National Coalition for the Homeless identifies eight barriers to employment. They are as follows: low educational attainment levels, having young children with no access to child care, limited or no past work experience or marketable job skills, mental health or substance abuse problems, chronic health problems or disability, lack of access to transportation, bad credit (which can make both finding a job and a house difficult), and criminal histories (National Law Center on Homelessness & Poverty, 2014).

One of the barriers that is not identified on the list is that of individual perceptions and potential biases toward the homeless. The biases that are present during hiring processes have been researched before; however, research on biases against the homeless is limited. Perceptions and bias can cause prejudicial thoughts and decisions when considering an applicant for hire (Purkiss et al., 2006). These thoughts, even when suppressed, can ultimately affect the decisions of a hiring manager when considering an applicant (Frazer & Wiersma, 2001).

Through this study, the perceptions of hiring managers specific to candidates that identify as homeless are analyzed. In addition to the analysis of the managers' perceptions, the Stereotype Content Model (SCM) (Fiske et al., 2002) is employed to evaluate how these perceptions affect the managers' hiring decisions. The SCM identifies warmth and competence as the two dimensions of group stereotypes (Fiske et al., 2002). The SCM finds that males and females experience different levels of perceived warmth and competence due to their gender, so for the purpose of this study, the effect of gender on hiring managers' perceptions of job applicants' housing status will be evaluated as well.

Unpublished research suggests that consumer and employee interactions are actually viewed as more positive when the consumer is led to believe that the employee is currently homeless (Smith, Martinez, Mattila, & Gao, 2017). Specifically, the customer rating of satisfaction with the front desk agent and their behavioral intentions to patronize the hotel were higher when the front desk agent was homeless compared to non-homeless. Further, Smith et al. (2017) found that the higher evaluation score was attributable to the consumer's belief in the level of engagement the hotel had in CSR. In a second study, they found that neither employee gender nor hotel quality affected these outcomes. The research in this study creates an argument for why hotel companies should consider hiring individuals that are homeless – it leads to positive consumer evaluation for both the employee and the hotel's engagement in CSR. However, the research does not take into consideration what specific barriers homeless people face when they try to obtain a job, specifically within hotels.

Perceptions and potential biases exist in all industries when management considers an applicant for hire, but to narrow the focus of this research, I decided to concentrate this study within the hotel industry. The travel and tourism industry is the leading industry for employment

opportunity, contributing one in every ten jobs worldwide. According to the World Travel & Tourism Council (2017), the hospitality industry saw a 3.3% sector growth increase last year and will see an increase in job positions, particularly at an entry-level.

The following research questions are addressed in the study:

1. What are the effects (if any) of housing status and gender on a hiring manager's perceptions of a job applicant?
2. Do housing status and gender have an effect on perceived warmth and competence of job applicants, and if so, how does this influence the hiring manager's overall perceptions and intent to hire?

Chapter 2

Literature Review

In this chapter, the literature relevant to employment opportunity for the homeless and the stereotypes that the homeless face are presented. Further, the Stereotype Content Model is introduced to explain the roles of competence and warmth in hiring managers' reactions to housing status.

Employment Opportunity for the Homeless

Past research on employment opportunity for those that are homeless is limited; however, there is research on barriers to workplace entry for those that do not have a sustainable place of living. Kossek et al. (1997) emphasize the concept of underconsumption. Underconsumption occurs when workers' wages do not rise at the same rate as the costs of living, services, and goods. Frequently, businesses try to maximize profits by increasing prices and lowering labor costs. This makes it difficult for the "working poor" to purchase goods and services, which, in turn, hurts the overall sales and revenue streams of the business. Kossek et al. (1997) argue that employing the "working poor" and raising wages will overall increase the economic benefit of the business.

Kossek et al. (1997) identify a number of additional reasons that businesses should want to hire the "working poor," mostly due to the economic and organizational benefits. Refer to Table 1 for a description of some of these major benefits. Kossek et al. (1997) go on to identify ways to overcome the barriers to hiring the "working poor," which included investing in urban labor markets, changing the way candidates are assessed, and forming partnerships with the

government. These strategies would also assist in the increased hiring of homeless individuals; however, they do not pinpoint the specific barriers for those without housing.

Table 1 Why Employees Should Act to Help the Working Poor

Economic Benefits	Organizational Benefits
<ol style="list-style-type: none"> 1. Growing pool of potential consumers with discretionary income 2. Value-based organizational practices are attractive to consumers 3. Low-wage workers are increasingly the gatekeepers of future revenue (i.e., repeat business from good service) 4. A growing underclass impedes employers' growth potential in a global economy 	<ol style="list-style-type: none"> 1. Enhance adaptation to the new career context for all employees 2. Increasing numbers of managers will be supervising the working poor 3. Pygmalion effect – viewing low-wage workers negatively can result in dysfunctional employee behaviors

The National Coalition for the Homeless identified specific barriers to employment for those that are homeless. The Coalition notes that “in such a competitive environment, the difficulties of job seeking as a homeless person can be almost insurmountable barriers to employment” (Employment and Homeless 2009). Some of these barriers include limited transportation and access to education, mental or physical illness, and past incarceration. They concluded that in order to overcome homelessness, they would not only need to find solutions to overcoming these barriers, but also would need to be able to close the gap that exists between income and housing costs.

It is important to note that employing the homeless is an initiative that has been emphasized before. When looking at the United States of America government, there are states that offer tax credit for employers that identify the homeless. Utah, for example, offers a tax credit of \$2,000 per homeless individual that a company decides to employ. There are also

businesses that have pursued programs that partner with non-profit organizations to assist in the housing and employment of the homeless, such as the Days Inn mentioned earlier.

Stereotypes and Biases Associated with the Homeless

It is widely accepted by members of society that the cause of homelessness is attributable to the actions and decisions of homeless individuals themselves and not external factors outside of the control of the individuals (Hopper, 2003). Further, homeless individuals are often viewed to be a negative side effect of societal structures, and are ultimately considered reflection of the failure of society (Belcher, 2012). From these widely accepted beliefs, stereotypes form. The specific stereotypes that members of society hold against an individual that identifies as homeless have been researched extensively. According to research by Hocking and Lawrence (2000), the stereotypical homeless person is “male, lazy, morally bankrupt, and potentially dangerous”. He is homeless because of his own actions - essentially his homeless status is his own personal fault. The homeless are also commonly viewed as “unmotivated and work-averse; uneducated and lacking in marketable skills and talents; likely to abuse alcohol or drugs; or mentally ill” (Buch & Harden, 2011). Ultimately, members of society associate less positive traits to homeless individuals in comparison to individuals that have a permanent residency (Leibowitz & Krueger, 2005). However, it is widely recognized that contact or interaction with a homeless individual positively alters one’s perceptions and biases of the homeless (Aberson & McVean, 2008).

Research within the population of homeless individuals is limited. The majority of research focusing on this population breaks it into subpopulations, the most popular being youth, veterans, and those that identify as LGBT (lesbian, gay, bisexual, transgender). The research on these populations focuses heavily on the systemic issues of homelessness and what these

subpopulations face (Shier, Jones, & Graham, 2010). Specific to this study, the subpopulations of male and female homeless individuals are considered. Although there are limited studies that consider stereotypes specific to the gender of a homeless person, there is considerable research that examines the different causes of homelessness based on gender. A study conducted by Kisor and Kendal-Wilson (2002) found that the leading causes of homelessness for women included insufficient income, mental health issues, spousal abuse, disagreements with family/friends, family violence, and inadequate social support. Kisor and Kendal-Wilson (2002) relate these findings to a former study that identified strong beliefs of substance abuse, mental illness, irresponsibility and incompetence for the causes of older women to become homeless (Snow, Anderson, & Koegel, 1994). In a different study, it was found that homeless men were more likely than homeless women to have been condemned for a lawbreaking, in addition to being more likely to have a drinking problem (Calsyn & Morse, 1990). While these findings are related to causes of homelessness and not precisely the stereotypes associated with the condition, these causes serve as stereotype activations (utilizing the knowledge one has about a social group) and thus transcribes the causes into stereotype applications (using the information one knows to judge others; Krieglmeier & Sherman, 2012).

The Stereotype Content Model

There is extensive research on stereotypes and how they play a role in individual and group interactions. Stereotypes form from individual/group interactions where one person attempts to assess the goals or motives of another individual of whom they are speaking. More specifically, the individual wants to identify if their intentions are positive or negative (Fiske, 1992). These positive and negative intentions correspond to the perceptions of warmth and competency. Essentially this demonstrates that an individual wants to know a person's intent

(warmth) and how capable the person is of pursuing that intent (competency) (Fiske et al. 2002), as evaluated in the Stereotype Content Model (SCM). Warmth is characterized by feelings of friendliness, trustworthiness, and sincerity (Fiske et al., 2002). Competence is characterized by feelings of intelligence, independence, and skill (Fiske et al., 2002). The SCM creates four possible combinations for groups to be considered: high in warmth and high in competence, low in warmth and low in competence, high in warmth and low in competence, low in warmth and high in competence. Although the majority of groups are stereotyped as either positive in both warmth/competence or negative in both warmth/competence, the SCM accounts for mixed stereotype groups as well (Fiske et al., 2002). For example, Asians are perceived to have high competence and low warmth, whereas a group such as elderly people are perceived to have low competence and high warmth.

Significant to this research, Cuddy et al. (2009) completed a pilot-study to allow participants to identify who they believe are “low-status groups.” In response to the question, “What groups are considered to be of very low status by American society,” 26% of respondents ($n=75$) spontaneously identified “homeless people.” Further, out of 24 “high and low status groups,” homeless people were ranked lowest for warmth and lowest for competence (the other 23 groups include Asians, Educated people, Jews, Men, Professionals, Rich people, Disabled people, Elderly people, Retarded people, Poor People, Welfare people, Christians, Middle-class people, Students, White People, Women, Black people, Blue-collar workers, Gay men, Muslims, Native Americans, Young people, Hispanics). In a different study, it was determined that the perceptions one holds of a person or group depend upon the perceiver’s task dimension and social dimension (Bales, 1970). The SCM demonstrates that warmth and competence have a

significant role in shaping an individual's perceptions of others, especially when group affiliation is taken into consideration.

Housing Status and Gender in Relation to the SCM

As discussed earlier, homeless individuals have a number of negative stereotypes associated with their status. These stereotypes correlate to that of perceptions of warmth and competence. The perceived stereotypes of laziness, lack of motivation, and low education of homeless individuals (Hocking & Lawrence 2000; Buch & Harden 2011) relate to the considered low competence of homeless people, as found by Fiske et al. (2002). Further, the perceived stereotypes of dangerousness, mental instability, and alcohol abuse (Hocking & Lawrence 2000; Buch & Harden 2011) of homeless individuals relate to the considered low warmth of homeless people, as found by Fiske et al. (2002).

Men and women (categorized by gender) are another group that are affected by stereotypes and the perceptions of warmth and competence. In today's era, women are still perceived to hold less status and authority than men (Ridgeway, 2011) due to the strong resistance gender stereotypes have to changing (Dodge, Gilroy, & Fenzel, 1995). In the workplace, women are still looked upon to carry out routine work while men are expected to lead. Despite the rapid rise and influence of women's roles in the workplace, a recent study indicates that men are still preferred to be the primary 'breadwinner' for a household (Tinsley, Howell, & Amanatullah, 2015). Consequently, men have increased expectation (in comparison to women) to obtain a job and have a sustainable income. This provides reason to believe that men who violate the norm of being employed and providing a steady income will be especially penalized by stereotype bias, but women will not because the expectation for them to work is not as high. Thus, the following hypotheses are presented:

Hypothesis 1: Gender will moderate the effect of housing status on perceived competence. Specifically, homeless males will be rated lower in perceived competence than non-homeless males and there will be no difference in perceived competence between homeless and non-homeless females.

Hypothesis 2: Gender will moderate the effect of housing status on perceived warmth. Specifically, homeless males will be rated lower in perceived warmth than non-homeless males and there will be no difference in perceived warmth between homeless and non-homeless females.

Perceptions of warmth and competence also play a role in an individual's judgments and behaviors in relation to others (Cuddy, Glick, & Beninger, 2011). For example, the perceived warmth of an individual can influence a person's decision to engage or avoid an interaction with them (Peeters 2002). Additionally, in work settings, competence is highly considered in employee performance evaluations (Smith et al., 2016). Multiple studies found that both the perceived competence and warmth of an individual can affect a hiring manager's perceptions and their intent to hire (Cuddy, Fiske, & Glick, 2004; Cuddy, Glick, & Beninger, 2011; Rudman & Glick, 1999). Thus, the following hypotheses are also presented:

Hypothesis 3a: The effect of housing status on general perceptions of the job applicant when the job applicant is male (vs. female) will be mediated by perceptions of the applicant's competence.

Hypothesis 3b: The effect of housing status on the hirability of the job applicant when the job applicant is male (vs. female) will be mediated by perceptions of the applicant's competence.

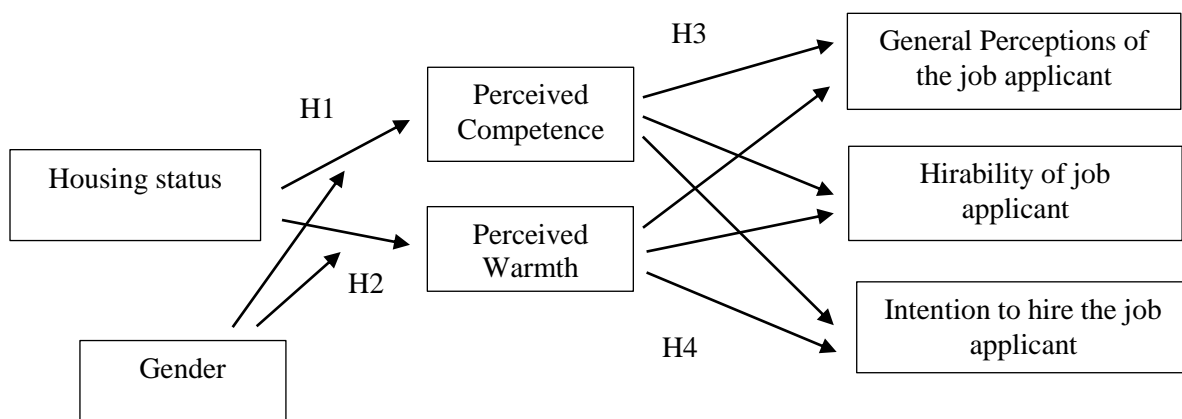
Hypothesis 3c: The effect of housing status on intentions to hire the job applicant when the job applicant is male (vs. female) will be mediated by perceptions of the applicant's competence.

Hypothesis 4a: The effect of housing status on general perceptions of the job applicant when the job applicant is male (vs. female) will be mediated by perceptions of the applicant's warmth.

Hypothesis 4b: The effect of housing status on the hirability of the job applicant when the job applicant is male (vs. female) will be mediated by perceptions of the applicant's warmth.

Hypothesis 4c: The effect of housing status on intentions to hire the job applicant when the job applicant is male (vs. female) will be mediated by perceptions of the applicant's warmth.

Figure 1 Conceptual Model



Chapter 3

Research Methods

An empirical study was designed to test the study's hypotheses. First, however, a qualitative study was conducted to better understand hotel industry hiring managers' general perceptions of the homeless. This pre-study aided in the creation of the design of the experimental study.

Pre-Study to Identify General Perceptions within the Hotel Industry

Corporate managers of a Fortune 500 hotel company were interviewed as a part of the pre-study. Within hotel companies, corporate officials determine all hiring expectations, guidelines, and procedures. Interviewing corporate employees provided the opportunity to understand what is expected of hotel managers when it comes to hiring decisions and provided increased awareness and knowledge on how to best create valid scenarios for the experimental study. Five corporate employees within the human resources department and the CSR department at a large hotel chain were interviewed – four in-person interviews at their offices and one over the phone. Of the participants, four were female and one was male. Each interview was limited to 30 minutes.

A set of identical questions was presented to each of the participants as follows:

1. Would you consider an applicant if they had missing information from their application, whether it be their address, contact information, or an application question?
2. If someone's address information was listed as a public access building and not a place of residency, what would your immediate thought be?

3. What specific hesitations would you have when considering hiring someone that is homeless?
4. Would the fact that they are homeless factor into your decision-making process on whether or not to hire this individual?

All participants stated that they would not automatically disqualify an applicant due to missing information, as long as it was not a substantial amount. All of the participants added in their response that they would ask for the information to be provided at a later point in time. The five participants provided a large number of responses for the hesitations they would have when considering hiring an individual that is homeless. A few of the individuals mentioned the possibility of drug and alcohol abuse, one participant mentioned the concern of the homeless person's mental health, and two mentioned the potential for lack of work ethic. The entire list of the participants' hesitations can be found in Table 2. Out of all of the hesitations, however, there were a number of hesitations mentioned by either all or all but one of the participants. These hesitations include knowledge to understand work expectations, former job experience, high school diploma and/or college degree, place to sleep at night, and quality of being dangerous. Further, four of the five participants stated that they would factor in the fact the individual is homeless when making the hiring decision. The findings from this pre-study were used to design the scale items to measure the constructs of interest in the main study.

Table 2 Hesitations to Hiring Someone that Identifies as Homeless

Drug use Educated Lack of job experience Alcohol abuse Unmotivated	Lack of place to sleep Competent Lazy Mental health Lack of work ethic	Access to food Access to water Graduated high school
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Experimental Study Design and Procedure

The design for this study was a 2 (homeless vs. non-homeless) \times 2 (male vs. female) between-subjects experimental design. Qualtrics software was utilized to create the survey. Participants were informed at the beginning of the survey that they would be considering a hypothetical job applicant for a position at the front desk. Then, all participants were provided a generic resume to review for 30 seconds (seen in Appendix A). After they reviewed the resume, participants were randomly assigned to one of four different audio recordings of the job applicant's interview: the interview of a homeless male job applicant; the interview of a non-homeless male job applicant; the interview of a homeless female job applicant; and, the interview of a non-homeless female job applicant. The content of the audio recordings for all four conditions were identical, with the exception of the manipulated response to identify the applicant as either homeless or non-homeless. Once assigned an audio recording, the participant listened to the 2 minute and 15 seconds audio recording of the interview between the hiring manager and the job applicant.

On the job applicant's resume, their home address was not listed. During the audio recording of the interview, the hiring manager asks the applicant if they could provide their address for their records. Depending on whether or not the job applicant was homeless, their

response varied. Below are the two different responses (see Appendix B for the complete interview scripts):

Non-Homeless Job Applicant:

Interviewer: Thank you. Let me look back over your resume. *pauses for a moment* Now I see here at the top that you did not list a current place of residency. Did it accidentally get cut off?

Applicant: My apologies. *I just moved into a new apartment and meant to update my address. I must have deleted the old one and forgotten to add my new one. I can provide that for you if you would like.*

Interviewer: That would be excellent, thank you so much. We need it for our documentation of your application.

Applicant: I completely understand. That is not a problem.

Homeless Job Applicant:

Interviewer: Thank you. Let me look back over your resume. *pauses for a moment* Now I see here at the top that you did not list a current place of residency. Did it accidentally get cut off?

Applicant: My apologies. *I actually do not have a current place of residency. I am working to get back into a steady place of living soon, but I am trying to find a job before doing so.*

Interviewer: I see. So you currently do not have a permanent address?

Applicant: That is correct, I do not.

No references to warmth or competence were included in the resume or interview. In order to allow participants to draw their own conclusions on whether or not the applicant was warm, competent, and qualified for the job, both positive and negative statements were included

in the applicant's responses throughout the audio recording of the interview. For example, the hiring manager asks the applicant to elaborate on an instance when they had to handle a guest issue. In their response, the applicant admits that they have previously argued with guests, but ultimately they were able to resolve the guest's concerns. With this response, the survey participant has the opportunity to view the applicant's response negatively or positively. The participant could focus on the aspect that the applicant was able to resolve the guest issue, or they could focus on the aspect that the applicant argued with the guest. Additionally, the applicant's experience of working at a front desk was limited to allow the participant to determine whether or not their limited experience was adequate for hire.

After reviewing the resume and listening to the audio recording, participants responded to a number of survey questions. These survey questions evaluated the participant's assessment on the warmth and competence of the individual, in addition to their overall perceptions, hirability of the applicant, and intent to hire.

Measures

Warmth

Participants assessed the job applicant's warmth using a 7-point Likert scale, asking the participant to rate the extent to which they agreed to each statement: not at all agree, slightly agree, somewhat agree, moderately agree, agree, strongly agree, completely agree. The warmth scale items used were adapted from Fiske et al. (2002) study on the stereotype content model.

Items included:

1. Did the candidate seem warm?
2. Did the candidate seem sincere?
3. Did the candidate seem good-natured?

4. Did the candidate seem tolerant?
5. Did the candidate seem trustworthy?

Competence

Participants assessed the job applicant's competence using a 7-point Likert scale, asking the participant to rate the extent to which they agreed to each statement: not at all agree, slightly agree, somewhat agree, moderately agree, agree, strongly agree, completely agree. The competence scale items used were adapted from Fiske et al. (2002) study on the stereotype content model. Items included:

1. Did the candidate seem confident?
2. Did the candidate seem competent?
3. Did the candidate seem intelligent?
4. Did the candidate seem capable of performing job duties?
5. Did the candidate seem competitive?

General Perceptions

The participant's general perceptions of the applicant were assessed using seven items created for this study. The items were measured using a 7-point Likert scale, asking the participant to rate the extent to which they agreed to each statement: not at all agree, slightly agree, somewhat agree, moderately agree, agree, strongly agree, completely agree. The items created for this study included:

1. The applicant was qualified.
2. The applicant was honest.
3. The applicant had adequate experience.

4. The applicant responded effectively in the interview.
5. The applicant was trustworthy.
6. The applicant was a good fit for the job.
7. The candidate is well liked by others.

Hirability

Participants assessed the job applicant's degree of hirability using a 7-point Likert scale, asking the participant to either rate the extent to which they agreed to each statement (not at all agree, slightly agree, somewhat agree, moderately agree, agree, strongly agree, completely agree) or to rate their overall satisfaction (extremely dissatisfied, somewhat dissatisfied, slightly dissatisfied, neither satisfied nor dissatisfied, slightly satisfied, moderately satisfied, extremely satisfied). The hirability scale items used were adapted from Madera, Hebl, & Martin (2009).

Items included:

1. To what level do you agree that the candidate matches the criteria for the position?
2. To what level do you agree that this is a top-notch candidate?
3. To what level do you agree that this candidate lacks the necessary skills to fill this role?
(reverse coded)
4. To what level do you agree that the candidate seems capable of performing all job duties?
5. To what level do you agree that this candidate is excellent based on their resume and interview?
6. To what level do you agree that you would be likely to hire this candidate for the job?

Intent to Hire

Participants assessed their intent to hire the hypothetical job applicant using a 7-point Likert scale, asking the participant to either rate their likeliness to respond to the statement (not at all, possibly likely, somewhat likely, moderately likely, likely, very likely, definitely) or rate their level of satisfaction (extremely dissatisfied, somewhat dissatisfied, slightly dissatisfied, neither satisfied nor dissatisfied, slightly satisfied, moderately satisfied, extremely satisfied). The items used to measure the participant's intent to hire were created for the study. Participants responded to the following questions:

1. How likely are you to hire this individual for a position at the front desk?
2. Given the resume and portion of the interview, how would you rate your overall satisfaction with the quality of the applicant for the front desk?
3. Based on the information provided to you, would you would hire this candidate?

Participants

Participants were recruited through two separate channels in order to increase the validity of the data. The first channel was direct email contact to 140 currently employed hotel managers from the same Fortune 500 Company that was used for the pre-study. The survey was also distributed through Amazon Mechanical Turk. All participants were asked to provide consent before taking the survey. A description of the survey informed participants that they would be considering a hypothetical job applicant for hire at the front desk. Before the participant was allowed to proceed with the survey, a qualifier question was put in place to ensure that all respondents had management experience in the hotel industry. Additionally, two attention checks were included in the survey to ensure valid responses.

After all responses were received, 863 individuals participated in the study. Of those 863 individuals, 171 individuals qualified for the survey (meaning that they had hotel managerial experience) and completed the survey in full. Of the 171, 148 participants passed both attention checks (43 responses from direct email responses and 105 responses from Amazon Mechanical Turk). The average age of the participants was 32.9, with the majority of participants reporting that they were white/Caucasian (68.2%). There was almost an equal distribution between male and female responses (54% male, 45% female). Of the participants, 35.1% reported that they currently hold (or formerly held) a management position at the front desk, followed by 20.3% holding a general manager position. An overview of the demographics of the participants is provided in Table 3.

Table 3 Participants Demographics

Participant Demographics		
	Frequency	Percentage (%)
Gender		
Male	80	54%
Female	66	45%
Gender Queer	1	0.5%
Other	1	0.5%
Age		
18-24	29	19.6%
25-34	75	50.7%
35-44	22	14.9%
45-54	10	6.6%
55-64	10	6.6%
65+	2	1.4%
Race/Ethnicity		
White/Caucasian	101	68.2%
Black/African American	16	10.8%
Hispanic/Latino	9	6.1%
Asian	13	8.8%
Native American	2	1.4%
Pacific Islander	1	0.5%
Middle Eastern	1	0.5%
Other	5	3.4%
Management Title		
General Manager	30	20.3%
Front Desk/Office	52	35.1%
Food and Beverage	17	11.5%
Housekeeping	9	6.1%
Revenue	11	7.4%
Other	29	19.6%
Hotel Chain Classification		
Luxury	13	8.8%
Upper Upscale	15	10.1%
Upscale	49	33.1%
Upper Midscale	26	17.6%
Midscale	39	26.4%
Economy	6	4.0%
Experience in Hotel Industry (# of years)		
0-4	59	39.9%
5-9	52	35.1%
10-14	23	15.5%
15+	14	9.5%

Chapter 4

Results

Hypothesis 1 stated that gender would moderate the effect of housing status on perceived competence. Results of an analysis of variance (ANOVA) indicated that this hypothesis was not supported. Specifically, the moderating effect of gender on the housing status-perceived competence relationship was not significant ($F(1, 144) = 2.38, p = .13, \eta^2 = .02$).

Hypothesis 2 predicted that gender would moderate the effect of housing status on perceived warmth. Results of an ANOVA indicated that this hypothesis was supported. Specifically, the moderating effect of gender on the housing status-perceived warmth relationship was significant, $F(1, 144) = 4.61, p = .03, \eta^2 = .03$. Examination of the means indicates that male homeless applicants were rated the lowest compared to the other types of applicants (see Figure 2 and Table 4).

Figure 2 Means for Perceived Warmth by Gender and Housing Status

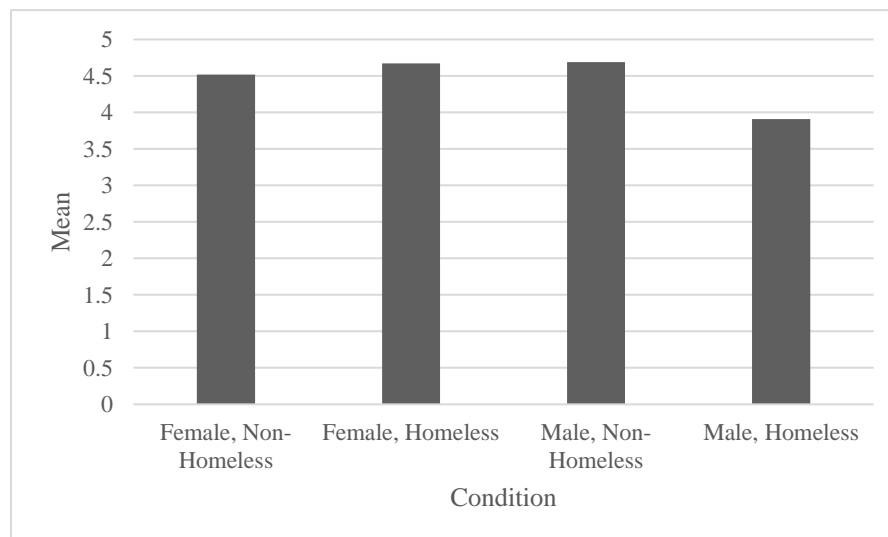


Table 4 Measures of Average Warmth

Dependent Variable: Average Warmth					
Gender	Housing Status	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Female	Non-Homeless	4.517	0.199	4.123	4.911
	Homeless	4.674	0.22	4.238	5.109
Male	Non-Homeless	4.689	0.23	4.235	5.144
	Homeless	3.907	0.223	3.466	4.349

Hypotheses 3a through 3c predicted that the effect of housing status on general perceptions of the job applicant, hirability, and intent to hire a when the job applicant was male (vs. female) would be mediated by perceptions of the applicant's competence. These hypotheses were tested using Hayes' (2013) PROCESS Model 7. For female applicants, the indirect effect of competence in the relations between housing status and outcomes was not significant (General perceptions, $b = 0.01$, $SE = 0.11$, 95% CI [-0.21, 0.28]; Hirability, $b = 0.01$, $SE = 0.01$, 95% CI [-0.18, 0.20]; and, Hiring intentions, $b = 0.01$, $SE = 0.08$, 95% CI [-0.14, 0.21]). However, for male applicants, the indirect effects of competence were significant (General perceptions, $b = -0.25$, $SE = 0.14$, 95% CI [-0.58, -0.01]; Hirability, $b = -0.21$, $SE = 0.12$, 95% CI [-0.50, -0.01]; and, Hiring intentions, $b = -0.18$, $SE = 0.11$, 95% CI [-0.46, -0.01]). These results suggest that the indirect effect of competence for male applicants in the relation between housing status and outcomes are significantly different from zero. However, they do not provide a test of whether the effect of competence differed for male versus female applicants. The index of moderated mediation, which tests this comparison directly, was not significant, $b = -0.22$, $SE = 0.15$, 95% CI [-0.58, 0.04], which suggests that the indirect effect of competence was not different for male versus female applicants. Thus, Hypothesis 3a through 3c were not supported.

Hypotheses 4a through 4c predicted that the effect of housing status on general perceptions of the job applicant, hirability, and intent to hire a when the job applicant was male (vs. female) would be mediated by perceptions of the applicant's warmth. For female applicants, the indirect effects of warmth in the relations between housing status and outcomes were not significant (General perceptions, $b = 0.05$, $SE = 0.10$, 95% CI [-0.12, 0.28]; Hirability, $b = 0.09$, $SE = 0.17$, 95% CI [-0.24, 0.44]; and, Hiring intentions, $b = 0.10$, $SE = 0.19$, 95% CI [-0.27, 0.51]). However, for male applicants, the indirect effects of warmth were significant (General perceptions, $b = -0.27$, $SE = 0.12$, 95% CI [-0.55, -0.06]; Hirability, $b = -0.45$, $SE = 0.20$, 95% CI [-0.90, -0.09]; Hiring intentions, $b = -0.52$, $SE = 0.23$, 95% CI [-1.03, -0.10]). These results suggest that the indirect effect of warmth for male applicants in the relation between housing status and outcomes are significantly different from zero. The index of moderated mediation, which tests this comparison directly, was significant for general perceptions, $b = -0.32$, $SE = 0.16$, 95% CI [-0.70, -0.06], hirability, $b = -0.54$, $SE = 0.27$, 95% CI [-1.14, -0.07], and for hiring intentions, $b = -0.62$, $SE = 0.30$, 95% CI [-1.28, -0.07]. This suggests that the indirect effect of warmth was different for male versus female applicants such that male homeless applicants were perceived as being less warm than male non-homeless applicants, which in turn predicted worse outcomes (with no effect for female applicants). Importantly, this gender difference was statistically significant. Thus, Hypotheses 4a through 4c were supported.

Chapter 5

Discussion and Implications

Discussion

Although there is substantial research regarding the effect of stereotypes and management's perceptions on hiring decisions, examination of the barriers that homeless individuals face when seeking employment due to stereotypes and perceptions is lacking. The findings of this study provide insights that can help expand upon the current research that exists regarding homelessness, in addition to the research on the SCM.

First, the study demonstrates that perceptions of warmth are not only affected by one stereotype ascribed to an individual (i.e., housing status or gender), but can be affected by both. The finding that homeless male applicants are rated lowest in perceived warmth out of the four possible conditions (female homeless, female non-homeless, male homeless, and male non-homeless) demonstrates that the perceptions of an individual can vary significantly based upon the combination of the two separate group affiliations (i.e., gender and housing status). Further, this finding suggests that, regardless of one's competency and applicability for a position, job applicants who are male and homeless are significantly less likely to be regarded as warm.

It is often debated whether or not competence or warmth has a more influential role in shaping perceptions. Literature has pointed to both; however, Hurley's (1998) qualitative and quantitative analyses suggest that qualities of warmth have a greater effect on perceived service performance than competence. Further, Smith et al. (2017) explicitly perceptions of warmth and competence within the hotel industry and found that warmth was a greater predictor of guest

satisfaction with service than competence. The current study found that gender did not influence the effect of housing status on the hiring manager's perceptions of the competence of the applicant. However, gender did influence the effect of housing status on the hiring manager's perceptions of the warmth of the applicant. Most notably, male homeless applicants were rated to have the lowest warmth out of any other group. This finding contributes to the argument that competence has less of an effect than warmth on the general perceptions and determinations of hiring managers.

The study's findings in relation to the mediating effect of warmth in hiring managers' reactions to housing status when job applicants are male may be explained by previous research on the different causes of homelessness for male (vs. female) individuals. Calsyn and Morse (1990) found that homeless men were more likely than homeless women to have been condemned for lawbreaking, in addition to being more likely to have an alcohol problem. Drawing upon the work of Krieglmeier and Sherman (2012), stereotype activations transcribe into stereotype applications. Thus, the statistical evidence demonstrating the likelihood of criminal offenses and drinking problems for homeless males causes stereotypes of criminals and alcohol abusers (as noted by Hocking & Lawrence, 2000). As both a criminal offense and alcohol abuse are two qualities that would lower the perceived warmth of an individual, it is notable that, for males specifically, the perception of perceived warmth has a mediating effect on the outcomes of general perceptions, hirability, and intent to hire of the manager. These findings suggest that due to stereotypes held against homeless male individuals (such as lawbreaking and alcohol abuse), in comparison to female homeless individuals, the individual is inherently operating at a disadvantage when applying for a job position. This research demonstrates that housing status and gender greatly influence the perceptions of hiring managers within the hotel

industry. Further, it shows the direct and indirect effect the perception of warmth can have on the outcomes of thought and decision-making.

Implications

There are differing views regarding the employment of a homeless vs. non-homeless individual at the front desk within the hotel. Smith et al. (2017) found that customer satisfaction with a front desk agent was higher when the agent was homeless (vs. non-homeless). Essentially, this suggests that, from the perspective of the external consumer there is an overall positive view of employing the homeless. However, the findings of the current research suggest that this does not hold from an internal management perspective. Not only did the pre-study identify some of the concerns corporate officials have of regarding hiring homeless individuals, but the study also identifies lower perceptions of warmth for homeless male applicants (vs. other applicants). This suggests that, to some degree, management hold an overall negative view of employing the homeless. There is a need to address these perceptions and biases of hiring managers against the homeless so that negative views can be eliminated to allow more employment opportunity for homeless individuals and reduce the barriers to entry.

One way of eliminating these perceptions would be to provide stereotype/bias discrimination training to managers within the industry. Through these trainings, managers would learn how to recognize stereotypes and how they have the ability to influence perceptions. Managers could be educated on how to set aside stereotypes so that they can judge a job applicant on their hirability alone. Additionally, companies' human resource departments should create policies informing managers that stereotyping against potential employees and current employees will not be tolerated. Diversity and inclusion is a major focus for human resource departments, yet many companies do not address the influence of stereotypes and how they can

be discriminatory in nature. Companies need to ensure that hiring managers are accepting of diverse qualities so that the organization can be as inclusive as possible.

Chapter 6

Limitations and Future Research

With this research, limitations were present that restrict the generalizability of the findings. The first limitation was that scripted audio recordings, rather than real-life interviews, were used as stimuli for the study. Although it would have been ideal to use a real-life interaction for the research, practical issues limiting the identification, and participation, of homeless individuals in an interview for a front desk position within a hotel exist. An additional limitation of the experimental design employed for this study was the lack of imaging. Dotsch et al. (2008) found that traits relating to the warmth of an individual are often interpreted from facial representations of specific social groups. In a real-life situation, the hiring manager would have the ability to, not only form perceptions of the job applicant from dialogue, but also from facial cues and representations. The lack of imaging in this study limited the ability of the participant to form complete perceptions of the applicant as they would in real-life.

In this study, the hypothetical job applicant was considered for a position at the front desk. A front desk employee is deemed consumer-facing, meaning that he or she has direct interactions with consumers. Prior research suggests that, for industries that have high customer-employee contact (e.g., the hotel industry), the consumer's experience of interacting with employees serves as a reflection of the organization itself (Hartline, Maxham, and McKee 2000). Because of this, participants may have judged a homeless job applicant for a consumer-facing front agent position more harshly than they would have judged that individual for a non-consumer-facing position (e.g., housekeeping, maintenance, or kitchen staff). Future research that considers homeless job applicants for positions, other than a consumer-facing front desk position would provide increased opportunity to better understand the barriers of entry to employment for homeless individuals.

The race/ethnicity of the job applicant is another condition that could be considered for future research, specifically assessing how it affects biases and perceptions of the homeless when seeking a job. Previous research suggests that the stereotypes associated with homelessness are amplified and altered when the homeless individual identifies as African-American (Whaley 1998). This finding is not surprising given evidence of the negative perceptions of African-American employees identified by Kirschenman & Neckerman (1991). They found that employers view African-American workers, specifically men, as “unstable, uncooperative, dishonest, and uneducated”. They also indicated perceptions that these workers were “unskilled, illiterate, lacking initiative, unmotivated, involved with drugs and gangs, and lacked a work ethic” (Kirschenman & Neckerman 1991). The findings in these studies suggest that research regarding the effect of race on managers’ perceptions of homeless job applicants is merited.

This study utilized two different sample populations for responses. The first population was hotel managers within a specific company. Although validity increases, the participants could be swayed by the corporate culture, ethics, and code that it has in place. The unique views the one company holds could influence the participants and cause more uniform thinking than participants from across numerous companies. For the second population, Amazon Mechanical Turk was utilized. Although attention checks were included to ensure validity and Amazon Mechanical Turk has been tested to verify its reliability, there is the possibility of error in the responses obtained through the service (Buhrmester, Kwang, & Gosling, 2011).

Conclusion

As the world continues to rapidly develop, homelessness still exists as a pervasive issue in all societies. Due to the stereotypes and perceptions that exist against homeless individuals, employment opportunity is limited. It is important to recognize these limitations and to understand how they influence decision-making. There is a need for further research in not only the barriers to entry for the homeless, but for all minority populations. As noted in this research,

stereotypes often exist due to statistical evidence that contribute to a certain quality or aspect of a population. These contributable qualities form into stereotype applications, creating a certain beliefs about a group (or groups) rather than relying on the facts. This is one of the problems the homeless population faces. Without mitigating the association of specific stereotypes with the homeless population, homeless individuals will continue to face biases that hinder their ability to grow and transition into a sustainable form of living. I hope that this research leads to future research on the topic of homelessness, specifically evaluating the barriers they face and how to overcome them.

Appendix A

Resume of Job Applicant

Sam Baker

(814) 123-4567 | sambaker1@gmail.com

Objective

To obtain a career in the hotel industry so that I can gain more knowledge and experience within the hotel setting.

Education

DIPLOMA | MAY 2012 | MIDLAND HIGH SCHOOL

Skills & Abilities

COMMUNICATION

- Developed excellent communication skills in the various roles that I have held.
- Succeed in thinking under pressure when presented a problem directly and can effectively communicate the solution to that problem.

LEADERSHIP

- Selected to serve in leadership positions at the former hotel and restaurant where I have worked for a total of four years.
- Established the fundamental skills necessary to be a leader within the workplace, including but not limited to patience, empathy, determination, and leading by example.

Experience

FRONT DESK AGENT | THE MIDLAND HOTEL | SEPTEMBER 2017 - NOVEMBER 2017

- Executed the appropriate actions to handle and resolve all guest needs as a trained Front Desk Agent.
- Acquired the communication, problem solving, and multitasking skills necessary of a Front Desk Agent.
- Began to master the skills of the Property Management System.

ROOM ATTENDANT | THE MIDLAND HOTEL | JANUARY 2014 - SEPTEMBER 2017

- Collected experience in various roles within the housekeeping department, including public area, room attendant, and turn-down attendant.
- Served as a Supervisor on Duty to lead the housekeeping team and instruct employees when needed.

WAIT STAFF | DARDEN RESTAURANTS | SEPTEMBER 2013 - DECEMBER 2014

- Mastered jobs of kitchen prep, expediting, bussing, serving, and hosting.
- Designated to be a Wait Staff Supervisor, overseeing the side work and end-of-day responsibilities of all wait staff.

Appendix B

Audio Recording Scripts for Mock Interviews

Scripts of Interview (including the control and the variable; both scripts will be conducted with a female applicant and a male applicant)

Interview with Control (male and female)

Interviewer: Sam, have you ever worked in a hotel before?

Applicant: Yes I have. I worked in a hotel for three years prior to this interview.

Interviewer: Thank you. Did you have any experiences there that you believe have prepared you to work at this hotel?

Applicant: During my three years there, I have had a number of experiences that have prepared me for this job. Working full-time, every day presented itself with new challenges and experiences that helped me to grow as an employee. Whether it was having to take on additional work because a co-worker called out sick or interacting with guests, I have learned from my former job to prepare me for this one.

Interviewer: And what specific experience do you have working at a front desk?

Applicant: I do have limited experience at the front desk. My work in hotels have mostly been in the back-of-the-house, but I did end up working at the front desk at my last job for a few months and gained a little bit of experience.

Interviewer: And how did you handle guest interactions while working at the front desk?

Applicant: Most of my interactions were pleasant. Of course there can always be one or two interactions where it is hard to maintain a positive attitude and you end up arguing with the guest, but other than one or two instances I believe it was good overall.

Interviewer: Would you be able to elaborate on those one or two instances?

Applicant: Well, you know how it can be with guests. They always believe that they are right and it is important to remember that, generally speaking, that belief holds true. But occasionally it gets to a point where you have to put your foot down and not give in to what they are claiming. That is what I had to do in those instances.

Interviewer: Thank you. Let me look back over your resume. *pauses for a moment* Now I see here at the top that you did not list a current place of residency. Did it accidentally get cut off?

Applicant: My apologies. I just moved into a new apartment and meant to update my address. I must have deleted the old one and forgotten to add my new one. I can provide that for you if you would like.

Interviewer: That would be excellent, thank you so much. We need it for our documentation of your application.

Applicant: I completely understand. That is not a problem.

Interviewer: Alright, and if hired, what would you hope to gain from this position?

Applicant: I would hope to gain a stronger knowledge and understanding of providing guests the best experience they can receive at the hotel. I would also hope to get to know the team members better and see how they work together to help each other achieve their goals.

Interviewer: Thank you very much.

Interview with Variable of Homeless (male and female)

Interviewer: Sam, have you ever worked in a hotel before?

Applicant: Yes I have. I worked in a hotel for three years prior to this interview.

Interviewer: Thank you. Did you have any experiences there that you believe have prepared you to work at this hotel?

Applicant: During my three years there, I have had a number of experiences that have prepared me for this job. Working full-time, every day presented itself with new challenges and experiences that helped me to grow as an employee. Whether it was having to take on additional work because a co-worker called out sick or interacting with guests, I have learned from my former job to prepare me for this one.

Interviewer: And what specific experience do you have working at a front desk?

Applicant: I do have limited experience at the front desk. My work in hotels have mostly been in the back-of-the-house, but I did end up working at the front desk at my last job for a few months and gained a little bit of experience.

Interviewer: And how did you handle guest interactions while working at the front desk?

Applicant: Most of my interactions were pleasant. Of course there can always be one or two interactions where it is hard to maintain a positive attitude and you end up arguing with the guest, but other than one or two instances I believe it was good overall.

Interviewer: Would you be able to elaborate on those one or two instances?

Applicant: Well, you know how it can be with guests. They always believe that they are right and it is important to remember that, generally speaking, that belief holds true. But occasionally it gets to a point where you have to put your foot down and not give in to what they are claiming. That is what I had to do in those instances.

Interviewer: Thank you. Let me look back over your resume. *pauses for a moment* Now I see here at the top that you did not list a current place of residency. Did it accidentally get cut off?

Applicant: My apologies. I actually do not have a current place of residency. I am working to get back into a steady place of living soon, but I am trying to find a job before doing so.

Interviewer: I see. So you currently do not have a permanent address?

Applicant: That is correct, I do not.

Interviewer: Alright, and if hired, what would you hope to gain from this position?

Applicant: I would hope to gain a stronger knowledge and understanding of providing guests the best experience they can receive at the hotel. I would also hope to get to know the team members better and see how they work together to help each other achieve their goals.

Interviewer: Thank you very much.

Appendix C

Survey

Please carefully evaluate the resume for the applicant below.

Please listen to a portion of the applicant's interview. The recording can be found below. After listening to the recording, please continue to the next page to complete the survey.

1. Please rate the extent to which you agree with each of the statements below based on the resume and interview of the front desk applicant that you read and heard. (Scale 1-7: 1- Not at all Agree, 2- Slightly Agree, 3- Somewhat Agree, 4- Moderately Agree, 5- Agree, 6- Strongly Agree, 7- Completely Agree)
 - a. The candidate was qualified for the position.
 - b. The candidate seemed honest in their answers.
 - c. The candidate had adequate experience to fulfill the role.
 - d. Please select Agree to this response.
 - e. The candidate was able to effectively respond to the questions.
 - f. The candidate seemed trustworthy.
 - g. The candidate was a good fit for the position.
 - h. The candidate made me feel uncomfortable.
 - i. The candidate is well-liked by others.
 - j. Please select Slightly Agree for this response.
 - k. The candidate had the knowledge and understanding needed to fill the position.

2. Please rate the extent to which you agree with each of the statements below based on the resume and interview of the front desk applicant that you read and heard. (Scale 1-7: 1- Not at all Agree, 2- Slightly Agree, 3- Somewhat Agree, 4- Moderately Agree, 5- Agree, 6- Strongly Agree, 7- Completely Agree)

The candidate seemed...

- a. Warm.
- b. Sincere.
- c. Good-natured.
- d. Tolerant.

- e. Competent
 - f. Competitive
 - g. Intelligent
 - h. Confident
3. Please rate the extent to which you agree with each of the statements below based on the resume and interview of the front desk applicant that you read and heard. (Scale 1-7: 1- Not at all Agree, 2- Slightly Agree, 3- Somewhat Agree, 4- Moderately Agree, 5- Agree, 6- Strongly Agree, 7- Completely Agree)
- a. The candidate matches the criteria for the position.
 - b. This is a top-notch candidate.
 - c. The candidate lacks the necessary skills to fill this role.
 - d. The candidate seems capable of performing all job duties.
 - e. The candidate is "excellent" based on their resume and interview.
 - f. It is likely that this candidate will make an effective front desk employee.
 - g. I would be likely to hire the candidate.
4. Please rate the extent to which you agree with each of the statements below based on the resume and interview of the front desk applicant that you read and heard. (Scale 1-7: 1- Not at all Agree, 2- Slightly Agree, 3- Somewhat Agree, 4- Moderately Agree, 5- Agree, 6- Strongly Agree, 7- Completely Agree)
- The candidate seemed...
- a. Prepared for work.
 - b. Stable to perform job duties.
 - c. Dependable.
 - d. In a position to succeed.
 - e. Secure in life.
5. To what extent do you believe this individual has access to the resources they need in order to succeed.

- They have nothing they need to succeed.
- They have a few things they need to succeed.
- They have half the things that they need to succeed.
- They have most things that they need to succeed.
- They have everything that they need to succeed.

6. Please rate the extent to which you agree with each of the statements below based on the resume and interview of the front desk applicant that you read and heard. (Scale 1-7: 1- Not at all Agree, 2- Slightly Agree, 3- Somewhat Agree, 4- Moderately Agree, 5- Agree, 6- Strongly Agree, 7- Completely Agree)
- a. I would need more information on their housing status before considering the candidate for the position.
 - b. I would need to know where they are currently staying before hiring.
 - c. Based on the information provided to me, I would hire the candidate for the position.
7. Given the resume and portion of the interview, please rate your overall satisfaction with the quality of the applicant for the front desk.

- Extremely dissatisfied
- Somewhat dissatisfied
- Slightly dissatisfied
- Neither satisfied nor dissatisfied
- Slightly satisfied
- Moderately satisfied
- Extremely satisfied

8. How likely are you to hire this individual for a position at the front desk?

- Not at all
- Possibly Likely
- Somewhat Likely
- Moderately Likely
- Likely
- Very Likely
- Definitely

9. Please share a brief explanation of your thoughts about the applicant and why you rated them the way you did. _____

10. What was the housing status of the applicant?

The applicant recently moved to a new residence.

The applicant did not have permanent housing.

I don't know

11. What was the gender of the applicant?

Male

Female

I don't know

12. What is your gender?

Male

Female

Male to Female transgender

Female to Male transgender

Gender Queer

Other _____

13. What is your age? _____

14. What is your race/ethnicity?

White/Caucasian

Black/African American

Hispanic/Latino

Asian

Native American

Pacific Islander

Middle Eastern

Indian/South Asian

Other _____

15. What management position do you currently hold?

General Manager

Front Desk/Office Manager or Assistant Manager

Food and Beverage Manager or Assistant Manager

Housekeeping Manager or Assistant Manager

Revenue Manager or Assistant Manager

Other _____

16. How long have you been in your current role at your respective property?

Less than 1 year

1-3 years

3-5 years

5-7 years

7-9 years

9+ years

17. How do you classify your current place of employment in the following chain scale?

Luxury

Upper Upscale

Upscale

Upper Midscale

Midscale

Economy

18. How many years have you worked in the hotel industry? _____

19. Have you participated in interviewing candidates for a position within a hotel before?

Yes

No

20. If yes, how many interviews have you participated in?

Less than 10

10-20

20-40

40+

21. If yes, have you ever interviewed an individual that did not have a current/permanent place of residency or was homeless?

Yes

No

Unsure

By clicking below, you will have successfully submitted this survey. If you have any further questions, please contact me at alex.shockley@psu.edu.

Click below to submit your survey response.

Thank you so much for your participation!!

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ACADEMIC VITA

Alexander Shockley
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Education

The Pennsylvania State University

Graduation: May 2018

The College of Health and Human Development, B.S. | *Hospitality Management*

The Schreyer Honors College | *Distinguished Honors Student*

Thesis: Hotel Managerial Perceptions When Considering Hiring an Individual that Identifies as Homeless

Thesis Advisor: Breffni Noone

Work Experience

Hilton Global Headquarters- Corporate Intern

June 2017-May 2018

- Map Hilton's 50+ corporate responsibility programs and initiatives to the United Nations Sustainable Development Goals for 2030.
- Assist in oversight of Hilton's social media accounts for content related to Corporate Responsibility and showcase signature events and programs.

The Bayside Skillet- Floor Manager

June 2016-August 2016

- Operated the restaurant five nights a week, serving as the manager of all wait staff, host, and bar employees.
- Performed managerial functions, including the daily accounting and sales reports and closure of the restaurant.

The Mansion Alcazar Boutique Hotel- Rotational Intern

May 2016-June 2016

- Practiced Spanish-speaking skills while learning the culture surrounding hospitality in Cuenca, Ecuador
- Trained in three different sectors of hospitality (restaurant, front desk, and housekeeping) through a rotational position in which I shadowed and assisted workers daily.

Leadership Experience

University Park Undergraduate Association- Vice President

March 2017-April 2018

- Represent and speak on behalf of the undergraduate student body, consisting of over 40,000 students
- Foster discussion with administration on student issues and implement plans to better student life.

University Park Student Fee Board- Member

December 2016-May 2018

- Assist in the allocation of over 21 million dollars towards student activities, recreation, facilities, and services.
- Provided over \$800,000 for mental health services for all University Park students.

University Smoke Free/Tobacco Free Task Force- Member

December 2016-August 2017

- Headed the initiative to transition all Pennsylvania State University campuses to enforce a tobacco-free policy on all University property.

