ABSTRACT

BRADDY, PHILLIP WAYNE. Internet Recruiting: The Effects of Website Features on Viewers' Perceptions of Organizational Culture. (Under the direction of Joan J. Michael, Ph.D., and Adam W. Meade, Ph.D.)

This study examined the effects that features (pictures, testimonials, organizational policies, and awards won) on "careers" websites had on shaping people's perceptions of nine organizational culture attributes. Results indicated that these website features can be used to effectively convey these different aspects of culture to job seekers. Specifically, participants formed stronger impressions of outcome-orientation, diversity, supportiveness, and team-orientation when exposed to "careers" websites containing culture-specific, or culture-relevant, pictures and testimonials than when exposed to websites containing null, or culture-neutral, pictures and testimonials. These findings indicated that the attention-to-detail culture attribute was strongly portrayed by using either culture-specific pictures or culture-specific testimonials; however, using both features simultaneously did not more strongly convey this culture attribute than did relying exclusively on culture-specific testimonials. While culture-specific testimonials effectively conveyed innovation, culture-specific pictures did not. In addition, the use of culture-specific organizational policies and testimonials more strongly portrayed decisiveness and emphasis on rewards than did null policies and testimonials; however, the use of testimonials and policies only conveyed emphasis on rewards slightly better than when relying exclusively on culture-specific testimonials. Websites including culture-specific awards won and testimonials better depicted aggressiveness than did websites containing no awards and null testimonials. Finally, this study found support for a partial mediated-moderation model. This model illustrated that individuals with low preferences for a culture attribute formed lower person-organization (P-O) fit impressions as

they perceived an organization to more strongly convey that culture attribute, whereas individuals with high preferences for a culture attribute formed stronger P-O fit perceptions as they perceived an organization to more strongly portray the culture attribute under consideration. Regardless of culture preferences, individuals with stronger P-O fit perceptions also reported stronger organizational attraction.

INTERNET RECRUITING: THE EFFECTS OF WEBSITE FEATURES ON VIEWERS' PERCEPTIONS OF ORGANIZATIONAL CULTURE

by
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Biography

Phillip W. Braddy was born on June 27, 1979 in Scotland Neck, NC. While growing up, Phillip resided in Hobgood, NC and attended elementary, middle, and high school at Hobgood Academy. Upon completing high school in1997, Phillip spent two years taking general college courses at both Edgecombe and Pitt Community College. In 1999, he transferred to East Carolina University (ECU) where he earned a Bachelor of Arts degree in Psychology (with a minor in Business Administration) in the Spring of 2001.

In the Fall of 2001, Phillip enrolled in the Industrial/Organizational (I/O) Psychology graduate program at ECU. He finished his Master of Arts degree in the Spring of 2003. Phillip subsequently enrolled in the I/O Psychology doctoral program at North Carolina State University in the Fall of 2003.

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Organizational Culture

Employee recruitment is the process by which companies advertise their job openings

and attract qualified candidates who are capable of filling their vacancies (Barber, 1998;

Boudreau & Rynes, 1985; Riggio, 2002). Employee recruitment is a critical human resource

tool because it has a direct bearing on the number of applicants who apply for a job opening.

When organizations are able to recruit many individuals to apply for their jobs, their job

vacancies will have low selection ratios, meaning numerous job seekers will have to compete

for each job opening. This increases the likelihood of having many more qualified

individuals available for selection than when utilizing smaller applicant pools. Thus, using

valid selection tools to select new hires among applicant pools with low selection ratios

yields much higher success ratios (i.e., proportion of people selected who can perform the job

successfully) than would be feasible if using the same selection tools in applicant pools with

high selection ratios (Cascio, 1998; Spector, 2000). Not surprisingly, most organizations

attempt to portray a positive recruitment image to job seekers to attract many qualified

applicants for their job openings so that they can enhance the effectiveness of their selection

systems. (Braddy, Thompson, Grossnickle, & Wuensch, 2003; Gatewood, Gowan, &

Lautenschlager, 1993).

In the past, organizations have pursued these recruitment goals by relying exclusively

on newspaper advertisements, recruiters, employee referrals, walk-ins, and other similar

media (Breaugh, 1992). Recently, however, they have also begun to use Internet recruiting

tools, placing a heavy reliance on the "careers" sections of their websites (Cappelli, 2001).

Despite the increased use of recruiting websites, little is currently known about the effects

this medium has on job seekers. While research has made some progress in exploring the effects of website features (usability and appeal) on applicants' perceptions of organizations (e.g., Zusman & Landis, 2002), only a few studies have investigated the role of website features in conveying organizational culture to job seekers (Braddy, Meade, & Kroustalis, 2006; Kroustalis, 2006). The present study addressed this void by examining the effects website features, such as employee testimonials and pictures, had on people's perceptions of nine organizational culture attributes (e.g., innovation, diversity, and team-orientation) that are fairly widely discussed in the recruitment literature. In addition, this study tested a mediated-moderation model, which examined whether P-O fit mediated the relationship between job seekers' culture perceptions and their organizational attraction for individuals with low and high culture preferences.

Traditional Recruitment Methods

Before the advent of the Internet, organizations primarily recruited applicants for their job openings using newspaper advertisements, recruiters, employee referrals, and walk-ins (Breaugh, 1992). Organizations currently rely less on these recruitment media than in the past (Braddy et al., 2003), but many organizations continue to use some of these methods in conjunction with Internet recruiting tools. Moreover, research conducted on these media has influenced the research on Internet recruiting. Thus, these methods and the research regarding their effectiveness are discussed below.

Newspaper Advertisements. Newspaper advertisements have long been used by organizations to convey job information to prospective applicants, especially for blue-collar jobs that are geared towards attracting local individuals (Breaugh, 1992). These advertisements have generally provided brief descriptions of job openings with virtually no

information on the respective hiring organizations. It has also been hypothesized that newspaper ads provide less accurate job information than do other sources, which perhaps explains why newspaper ads are associated with higher turnover rates than many other recruitment tools (Breaugh & Mann, 1984; Ulman, 1966). Many recommendations for increasing the effectiveness of newspaper ads exist, but only a few empirical studies have investigated such claims. Extant research suggests that the amount of white space in ads, the presence of borders, and the use of illustrations increase the degree to which applicants are responsive to recruitment advertisements (Kaplan, Aamodt, & Wilk, 1991). Holbrook and Lehman (1980) suggested such variables might have an impact on applicants because they affect the readership of job ads.

Recruiters. Organizations often send recruiters to career fairs at local high schools, community colleges, colleges, and universities to increase applicants' awareness of their companies and to recruit individuals who are close to graduating (Breaugh, 1992). There is little evidence as to how effective recruiters are relative to other recruitment sources, but previous research has explicated numerous characteristics that recruiters should possess in order to successfully accomplish their jobs. These include showing concern for recruits, possessing sufficient job-related information, and being enthusiastic (Connerley & Rynes, 1997), personable (Rynes, Heneman, & Schwab, 1980), and articulate (Rogers & Sincoff, 1978). Recruiters also need to project self-confidence and display patience when interacting with recruits (Hawk, 1967). Finally, recruiters with similar backgrounds as recruits (same alma mater and/or gender) may positively influence recruits' decisions to accept a job offer (Turban & Dougherty, 1992).

Employee Referrals. Organizations also heavily rely on their present employees to fill job vacancies by requesting that their employees notify their friends and acquaintances of job opportunities. Many organizations have bonus referral programs that monetarily reward employees who make successful referrals (Castilla, 2005). Employee referrals have proven to be one of the most effective recruiting tools (Zottoli & Wanous, 2000). For example, compared to other recruiting methods, applicants recruited via this medium are more likely to receive job offers (Breaugh, Greising, Taggart, & Chen, 2003), have more realistic expectations about their jobs (Breaugh & Mann, 1984), have better person-organization (P-O) fit, higher initial job performance (Castilla, 2005), higher job satisfaction (Breaugh, 1992), and stay with their employers for longer periods of time (Aamodt & Carr, 1988; Taylor, 2001; Ulman, 1966). There is also some evidence that applicants recruited by current employees are of higher quality than applicants recruited with more formal means (Kirnan, Farley, & Geisinger, 1989). One explanation for the superior effectiveness of this recruiting medium, especially in terms of enhanced P-O fit and lower turnover, is that employees may receive more accurate information (i.e., realistic job previews) when recommended by a friend or acquaintance (Taylor, 2001). In addition, lower turnover may be achieved when employees are recruited via this medium because they may have a greater attachment to the firm, which may stem in part from the social bonds new hires have with the employees who recommended them (Castilla, 2005).

Walk-ins. Many organizations encourage job applications from individuals who show up on site and ask to apply for vacancies. Walk-ins are considered an informal recruiting source and offer organizations several benefits, such as longer tenure than applicants who are generated with all other methods, excluding employee referrals (Aamodt & Carr, 1988;

Breaugh, 1992). This method has also been found to produce applicants who are as satisfied with their jobs as those generated by employee referrals (Breaugh, 1992). Finally, walk-ins typically have higher job performance than applicants recruited via other methods (Breaugh, 1981; Breaugh & Mann, 1984).

Internet Recruiting

In addition to using traditional recruitment methods, many organizations use the Internet to recruit prospective applicants. These organizations have typically sought the services of third-party sites, relied on their own organizational "careers" websites, or used a combination of third-party sites and their own websites to recruit job applicants (Braddy et al., 2003; Zusman & Landis, 2002). Organizations that post their job vacancies to third-party sites (e.g., Hotjobs.com) do so in exchange for a fee that is based on the amount of content contained by their job ads (Braddy et al., 2006). Many applicants worldwide are able to search these well-known third-party sites for job opportunities and are often able to electronically submit their resumes for job openings that interest them. Third-party sites collect these resumes and pass them along to the respective hiring organizations (Recruiting, 1999; Zusman & Landis, 2002). Moreover, job seekers who pay service fees can typically post their resumes to third-party sites to be viewed by hiring organizations. Thus, on some sites, organizations can scan resumes to identify individuals who are particularly suitable for their job vacancies, even when such individuals have not directly applied for their available job openings (Zall, 2000; Zusman & Landis, 2002).

In short, third party sites are well-known clearinghouses that can reach many applicants in both the United States and abroad. Third-party sites can thus provide a major benefit to all organizations, especially those that are not well known, such as small and mid-

sized organizations. The drawback to this tool, however, is that job seekers are generally limited in the amount of information they can directly obtain about hiring organizations from the third-party site (Braddy et al., 2006). One partial way an organization may overcome this limitation is to include a link to the organization's website in the job ads they post to third-party sites.

Results of a recent survey suggested that 90% of large organizations post job ads to the "careers" sections of their websites (Cappelli, 2001). This option enables organizations to provide a wealth of information about their cultures, products and services, and news and events to job applicants. This in turn allows applicants to gain a sense of whether their values are consistent with an organization's values and thus helps them determine if they would fit in well with a given company (Braddy et al., 2006). In addition, organizations' "careers" websites often allow applicants to apply for positions directly with the organization by electronically submitting their resumes (Zusman & Landis, 2002). Organizations may then have software in place that scans resumes for keywords and eliminates resumes that do not meet certain criteria. Software is also available to allow organizations to generate automatic replies to job candidates (HRsmart.com).

Finally, some organizations post job ads to their own websites as well as third-party sites. This option allows organizations to target a much broader applicant population than they could have if relying only on their own recruiting websites, while organizations have the advantage of providing job seekers with a lot of information about their organization (Braddy et al., 2006).

It is not surprising that many organizations currently use the Internet recruiting tools described above given the many benefits they provide. Internet recruiting reduces the amount

of time organizations spend processing resumes and application materials (HRsmart.com), expedites the process of filling positions (HRsmart.com, 2001; Zall, 2000), and enables organizations to target applicants who are geographically dispersed (Crispin & Mehler, 1997). Moreover, many authors have argued that Internet recruiting reduces organizations' expenses (Cober, Brown, Blumental, Doverspike, & Levy, 2000; Marcus, 2001). As one example, Kay (2000) estimated organizations save $1,200 per employee when recruiting via the Internet compared to using traditional recruitment media. Finally, organizations that use the Internet to recruit applicants may be perceived as more technologically savvy than companies who do not use this recruitment medium (Fister, 1999). This may be a very important issue when attracting applicants for technology-driven jobs.

Signaling Theory and the Formation of Applicants' Perceptions of Organizations

Signaling theory (Spence, 1973; 1974) provides an explanation as to why recruitment media may influence job seekers' perceptions of organizations. Signaling theory postulates that when individuals have little knowledge relevant to making an important decision, they formulate opinions based on cues from any available information. Because job seekers often have limited knowledge about prospective employers (Rynes & Miller, 1983), signaling theory suggests that any information obtained by job seekers will partially shape their impressions of a hiring organization. In many cases, variables that provide job seekers with an indication of what it would be like to work for an organization may appear to be only remotely related to relevant jobs or the organization (Rynes, Bretz, & Gerhart, 1991; Turban, 2001; Turban, Forret, & Hendrickson, 1998). As one example, job seekers may form opinions about organizations based on the personal characteristics (e.g., knowledge,

competence, attitude, appearance, etc.) of recruiters (Rynes et al., 1991; Rynes & Miller, 1983).

In the context of Internet recruiting, signaling theory suggests job seekers will draw inferences about an organization based on the available cues on a potential employer's recruitment website. This is presumed to occur because applicants assume these characteristics are indicative of the entire organization (Braddy et al., 2003). For example, an organization that maintains a website that is difficult to navigate may be perceived negatively by job seekers in general, or job seekers may form a specific impression that the hiring process will be cumbersome to complete. Similarly, job seekers may assume all workers have similar opinions as employees who are cited in employee testimonials. For example, if testimonials attest to the organization's value of diversity, applicants may assume all workers, and the organization as a whole, value diversity. According to signaling theory, peripheral cues of the recruiting medium exert a greater influence on applicants when they have little knowledge about an organization (Rynes et al., 1991). Importantly, when applicants apply for jobs that span diverse geographical regions, they may very frequently have little to no exposure to an organization when they first view its website; thus, website features generally considered to be relatively unimportant have the potential to exert much more influence on job seekers than do peripheral cues associated with more traditional recruitment media.

Effects of Website Design Features on Applicants' Perceptions of Organizations

In light of the findings with traditional recruitment media and signaling theory's applicability to the Internet recruiting domain, many researchers have begun to explore the effects of website design features on job seekers' perceptions of organizations (e.g., Braddy

et al., 2003; Sinar, Reynolds, & Paquet, 2003; Zusman & Landis, 2002). The primary website design features investigated in this research include website usability and the use of appealing fonts, layouts, bulleted text, and pictures. More recently, research has also begun to investigate the impact of including employee testimonials, organizational awards won, and organizational policies on organizational "careers" websites.

In the context of recruitment websites, website usability can be defined in terms of how easily job seekers are able to locate important information (e.g., job advertisements; Karat, 1997; Nielson, 2000). Research in this area has consistently revealed that job seekers view organizations more favorably if they maintain websites that can be easily navigated. For example, job seekers generally express more favorable evaluations of the hiring organization when they do not have to traverse many web pages to locate job ads (Braddy et al., 2003), the time required to load websites is low (Sinar et al., 2003), and websites are designed in a user-friendly fashion (Braddy, Meade, & Kroustalis, 2005; Sinar et al., 2003; Williamson, Lepak, & King, 2003). Likewise, job seekers' usability perceptions have been found to positively relate to their job-pursuit intentions (Braddy et al., 2003; Cober, Brown, Levy, Cober, & Keeping, 2003) and their intentions to recommend hiring organizations to their friends (Cober et al., 2003).

Research has investigated the role that appealing fonts, layouts, bulleted text, and pictures play in influencing viewers' impressions of organizations (e.g., Cober et al., 2003). This research has consistently demonstrated that job seekers express a greater interest in, and willingness to work for, companies when they maintain websites that contain these attractive features (Braddy et al., 2005; Cober et al., 2003; Thoms, Chin, Goodrich, & Howard, 2004; Zusman and Landis, 2002). Moreover, in light of findings in consumer research that indicate

that pictures more strongly influence memory than text (sometimes called the picture superiority effect; Childers & Houston, 1984; Cober et al., 2000; Miniard, Bhatla, Lord, Dickson, & Unnava, 1991), one can perhaps infer that incorporating pictures on a "careers" website has the added benefit of enhancing an organization's ability to convey information about its culture to job seekers compared to situations when they rely exclusively on website text. One explanation for the picture-superiority effect in the consumer research literature is that the use of text in conjunction with pictures better stimulates people from a cognitive standpoint (Edell & Stalein, 1983), which in turn increases the amount of attention they pay to the information in advertisements. It appears that this same explanation would also be applicable to website advertisements used for recruiting purposes.

Finally, organizations may also use many other website features to influence job seekers. For example, organizations often include on their websites testimonials from their employees and customers, statements regarding their organizational policies, and/or information about organizational awards that they have won. Signaling theory suggests that these features, like usability and pictures, should partially shape job seekers' impressions of hiring organizations. While no known published research has investigated how these features affect participants' impressions of organizations, their organizational attraction, or their job pursuit intentions, recent research has indicated that these features are particularly important for conveying an organization's culture and values to job seekers (Braddy et al., 2006; Cober et al., 2000).

A Taxonomy of Organizational Culture Attributes

There are nine dimensions of culture (or culture attributes) that organizations can convey to applicants via their websites, depending upon which attributes they believe are

most descriptive of their values, beliefs, and preferences (Braddy et al., 2006). These attributes include innovation, emphasis on rewards, supportiveness, outcome-orientation, attention-to-detail, team-orientation, aggressiveness, decisiveness (O'Reilly, Chatman, & Caldwell, 1991), and diversity (Braddy et al., 2006). The first eight culture attributes were developed using Q-sort methodology and constitute the well-known Organizational Culture Profile Instrument (O'Reilly et al., 1991). This taxonomy and instrument were created for the purpose of assessing individual and organizational value and preference profiles, with the idea being that these profiles could in turn be correlated to determine job seekers' P-O fit (O'Reilly et al., 1991). Recently, Braddy et al. (2006) expanded this taxonomy to include a ninth culture attribute that they labeled diversity. Support for the diversity dimension is readily apparent on organizations' websites as many organizations explicitly acknowledge the value of a diverse workforce or actively encourage minority applicants to apply for their job openings. Several authors (e.g., Judge & Cable, 1997; O'Reilly et al., 1991) have clearly delineated the organizational characteristics that constitute the nine culture attributes. These culture attributes and their defining characteristics can be reviewed in Table 1.

Applicants' Formation of Organizational Culture Perceptions

Though the literature has clearly defined the different dimensions of culture that organizations can convey to job seekers, researchers have just begun to demonstrate how organizations should go about creating these culture perceptions via their websites. In fact, only two known studies have investigated this issue. The first study in this area was conducted by Braddy et al. (2006). In their experiment, they asked research participants to explore the "careers" sections of pairs of Fortune 500 organizations' websites. Afterwards, they asked these participants which organization in each pair best portrayed each of the nine

dimensions of culture described previously. Once participants chose an organization from the pair, they were asked to cite three aspects of the organization's website that conveyed the particular culture attribute under consideration. A content analysis of statements made by participants was conducted for each of the culture attributes and revealed four categories of variables that influenced viewers' perceptions of culture. These included website design features, organizational policies, miscellaneous but relevant website content (e.g., organizational awards won), and specific references to organizational culture attributes. Results from Braddy et al.'s study indicating which website features were relevant to each of the nine culture attributes are discussed individually below.

Innovation. Braddy et al. (2006) found that organizations were best able to convey this culture attribute by making specific references to the value they placed on risk taking and by mentioning that they offered a diversity of jobs and products. Pictures of innovative products, production facilities, and employee testimonials attesting to the fact that jobs required worker creativity and innovation were also instrumental in creating this culture perception. In addition, large companies that had won awards for innovation and that emphasized the importance of continuous education were also viewed as being innovative.

Emphasis on Rewards. Organizations were best able to convey this culture attribute by fully discussing organizational policies pertaining to personal development, continuing education, in-house promotions, and reward-based pay structures. Organizations conveying this attribute also typically listed organizational awards won, described stocks and benefits, included employee testimonials that mentioned rewards, provided goal-driven values statements, and specifically mentioned that they placed an emphasis on rewards.

Supportiveness. Organizations best created the perception that they were supportive by revealing that they placed a lot of value on creating and maintaining a diverse but cohesive workforce characterized by mutual employer-employee trust and respect and that has open lines of communication among all employees. Organizations conveying this attribute also typically described organizational policies such as those pertaining to continuing education and developmental opportunities. Finally, many organizations perceived as being supportive included pictures and employee testimonials that portrayed their values on employee collaboration and teamwork.

Outcome-Orientation. Organizations viewed as being outcome-oriented generally explicitly mentioned that they valued winning, succeeding, setting challenging goals, and recruiting only the top applicants. They also described policies such as those pertaining to bonus systems, continuing education, and developmental opportunities. Moreover, many organizations high on this dimension made their financial reports available to job seekers and included employee testimonials that attested to the fact that they promoted from within the organization.

Attention-to-Detail. Organizations best created the perception that they were attentive to details via their website features; specifically, these organizations maintained orderly and professional websites, provided many details about their existing jobs, and used pictures in conjunction with text. In addition, most organizations conveying this image explicitly mentioned that they valued or emphasized paying attention to details and that most decisions were made only after consulting the facts. They also typically indicated they used sophisticated technology and that their jobs required workers who were attentive to details.

Team-Orientation. This culture perception was best conveyed when organizations explicitly stated their jobs required teamwork and collaboration and that they valued teamwork. Organizations conveying this dimension also used employee testimonials and pictures that illustrated the collaborative nature of their jobs.

Aggressiveness. Large organizations that listed the awards they had won and/or those who cited sales and production information were effective in creating the perception they were aggressive. In addition, some organizations conveyed an image of aggressiveness by presenting plans for growth and expansion and mentioning they valued winning and being the best in their industry. Some organizations also conveyed this image by describing their policies on performance-based pay systems.

Decisiveness. Organizations created the impression they were decisive by stating that employee conduct was governed by rules and guidelines, that they valued low conflict among employees, and that they strived to achieve clearly articulated objectives. Using pictures of structured workstations and happy workers and testimonials that attested to the fact that low conflict was a major organizational value were also useful in portraying an organization as being decisive. Finally, organizations conveyed this image by ensuring their websites were well organized.

Diversity. This culture dimension was best conveyed to applicants when organizations explicitly stated they valued employing a diverse workforce, being an equal opportunity employer, and being part of a global community. This culture attribute was also effectively depicted via listing advantages of diversity, using pictures of diverse workers, and including employee testimonials that were from individuals with diverse backgrounds or that attested to the value the company placed on diversity. Finally, organizations conveyed this

image by discussing relevant organizational policies (sponsoring diversity events) and by citing statistics on minority employment.

Although Braddy et al. (2006) made significant progress in explicating ways in which organizations can potentially convey their culture attributes to job seekers, this study was exploratory in nature and thus prevents one from drawing causal conclusions regarding the relationships among website features and job seekers' perceptions of culture. Moreover, this study used a forced-choice design (i.e., participants had to choose between pairs of companies) and participants were pressed to provide three reasons for their choice of the organization that was more indicative of each culture type. These methods may have prompted study participants to cite some website features that were irrelevant to the culture dimensions. Braddy et al. acknowledged this limitation and recommended that future studies examine their findings in a controlled laboratory environment without relying on forced-choice methodology.

One study to date has answered this call for additional research. Kroustalis (2006) exposed participants to recruitment websites that conveyed different degrees of three culture attributes (innovation, diversity, and team-orientation) using a 2 X 2 experimental design for each culture attribute. In the first of the four conditions in this study, participants viewed a null website in which both pictures and employee testimonials were neutral and unrelated to culture. Participants in the second condition viewed a website that contained pictures that were culture-specific but testimonials that were not. Participants in the third condition viewed a website that contained testimonials that were culture-specific but pictures that were not. Finally, in the fourth condition, participants viewed a website that contained both culture-specific pictures and testimonials.

Kroustalis (2006) used pilot test ratings provided by graduate students to determine whether pictures and testimonials portrayed low or high levels of each culture attribute. Generally speaking, pictures and testimonials that were not culture specific were neutral in that they said or portrayed nothing related to the three culture attributes. Conversely, culture-specific pictures strongly representing the innovation dimension largely showed workers using technology, pictures depicting a strong sense of diversity included a mixture of male and female workers and workers of various races and ethnicities, and pictures strongly conveying team-orientation depicted employees who appeared to be working collaboratively. Testimonials strongly depicting innovation attested to the recruiting organization's emphasis on risk taking, experimenting, and being creative, whereas testimonials strongly depicting diversity revealed the recruiting organization's focus on creating and maintaining a diverse set of employees that mirrored the markets it served; finally, testimonials strongly conveying team-orientation indicated that the recruiting organization promoted a team atmosphere, collaboration, and shared communication.

Results of this study revealed that participants exposed to culture-specific pictures or both culture-specific pictures and employee testimonials had significantly greater perceptions of innovation than those in the null condition where participants viewed culture-neutral pictures and testimonials; on the other hand, participants who viewed employee testimonials alone did not have a significantly greater perception of innovation than those in the null condition. Identical results were obtained for the diversity dimension of culture. There were no significant effects of culture-specific testimonials, pictures, or the combination of these features on job seekers' perceptions of team-orientation.

Though Kroustalis' study was well designed, her hypotheses pertaining to testimonials were not well supported, and the effect sizes associated with her picture manipulations were relatively small. Kroustalis argued that the testimonial manipulations may have been ineffective because participants did not cognitively process them as deeply while viewing the "careers" web pages as they would have done had they been actively seeking employment with the company. For similar reasons, the picture manipulations may not have been as salient to participants as one may have anticipated. Moreover, a between-subjects design as used in the Kroustalis' study may not have been as effective as employing a within-subjects design when trying to detect how effectively different website manipulations affected people's perceptions of organizational culture. That is, if exposed to all experimental conditions using a within-subjects design, participants may have been able to more carefully consider the relative effectiveness of each website manipulation than would participants viewing these website manipulations in a between-subjects design. In addition, it is well known that the power of statistical analyses is generally greater in within-subjects designs.

Due to the dearth of research that has examined the effects of website features on applicants' perceptions of culture, and the methodological shortcomings of the Kroustalis (2006) study, there is still a great need for further research to be done in this area. As such, the present study examined a series of hypotheses regarding the relationships among website features and participants' perceptions of all nine culture attributes (see below). To overcome the limitations of Kroustalis' between-subjects study design, the present study tested its hypotheses by employing a within-subjects design. Moreover, this study included

manipulation checks after the viewing of each website to ensure that participants did in fact pay careful attention to important website feature manipulations.

Hypothesis 1: "Careers" websites that contain culture-specific, or relevant, *testimonial*s and/or *organizational policies* would more strongly convey culture perceptions to job seekers than would websites containing null testimonials and policies. This was tested for two culture attributes:

Hypothesis 1a: Emphasis on Rewards

Hypothesis 1b: Decisiveness

Hypothesis 2: Testimonials and *organizational policies* would have an interaction effect on participants' perceptions of culture. This was tested for two culture attributes:

Hypothesis 2a: Emphasis on Rewards

Hypothesis 2b: Decisiveness

Hypothesis 3: "Careers" websites that contain culture-specific *testimonial*s and/or *organizational awards won* would more strongly convey perceptions of aggressiveness to job seekers than would websites containing null testimonials and policies.

Hypothesis 3a: Testimonials and *organizational awards won* would have an interaction effect on people's perceptions of aggressiveness.

Hypothesis 4: "Careers" websites that contain culture-specific *testimonials* and/or *pictures* would more strongly depict culture to job seekers than would websites containing null testimonials and pictures. This was tested for six culture dimensions:

Hypothesis 4a: Innovation

Hypothesis 4b: Outcome-Orientation

Hypothesis 4c: Supportiveness

Hypothesis 4d: Attention-to-Detail

Hypothesis 4e: Team-Orientation

Hypothesis 4f: Diversity

Hypothesis 5: Testimonials and *pictures* would have an interaction effect on people's perceptions of the following culture attributes:

Hypothesis 5a: Innovation

Hypothesis 5b: Outcome-Orientation

Hypothesis 5c: Supportiveness

Hypothesis 5d: Attention-to-Detail

Hypothesis 5e: Team-Orientation

Hypothesis 5f: Diversity

Culture Perceptions, Person-Organization Fit, and Organizational Attraction

Schneider's (1987) Attraction-Selection-Attrition (ASA) model explains the basics of how recruiting, selection, and retention/attrition work in organizations. The attraction-selection components of this model imply that job seekers obtain information about a company's culture (its values and goals) via its recruitment materials primarily to determine if they should continue pursuing a position with a hiring company. One factor that is purported to strongly influence job seekers' decisions in this process is their perceptions of the congruence between the company's values and goals with their own, which is called person-organization (P-O) fit. Importantly, job seekers are generally more attracted to a

hiring organization when they believe their values and goals are congruent with those endorsed by that potential organization.

Schneider's (1987) ASA model implies a mediated-moderation model (See Figure 1). In the first step of this model, people's impressions of a company's culture are purported to strongly influence their P-O fit perceptions when they have a preference for the values reflected in the company's culture. Thus, individuals' culture preferences are thought to interact with their culture perceptions to determine their P-O fit. This interaction is similar, though not identical, to objective P-O fit. Both imply congruence between individual and organizational values, but "congruence" is established differently in each case. Objective P-O fit is determined by comparing individuals' ratings on a list of value statements to the average ratings on these value statements made by multiple members of an organization. By contrast, this part of the model indicates congruence between individual and organizational values when individuals report a strong preference for values that they perceive an organization to strongly portray. In the second step of the model, individuals' P-O fit perceptions in turn influence their organizational attraction.

Research has supported the first linkage in this model. Specifically, Cable and Judge (1996) directly examined this linkage by collecting data from job seekers in an undergraduate industrial relations program who were applying to 35 different organizations and the recruiters of these organizations using the Organizational Culture Profile (OCP). Their results revealed that job seekers' perceived congruence between their values and an organization's values positively related to their perceived P-O fit. Some indirect evidence exists for the first linkage in the mediated-moderation model as well. For instance, O'Reilly et al. (1991) found that specific personal characteristics were significantly related to seven of the eight culture

attributes assessed with their OCP. For example, they found people with a high need for achievement preferred aggressive and outcome-oriented cultures, whereas individuals who had a high need for autonomy showed a preference for innovative cultures and were disinterested in supportive and team-oriented cultures. Similarly, Judge and Cable (1997) demonstrated linkages among the Big Five personality traits and people's preferences for specific types of culture. For example, they found people who were highly agreeable were attracted to supportive and team-oriented cultures, people who were very open to experiences were attracted to innovative and attention-to-detail type cultures, and extraverted individuals were attracted to team-oriented and aggressive cultures. In short, both studies provide indirect evidence of the first linkage in the mediated-moderation model because they suggest people with certain characteristics are drawn to specific types of cultures presumably because they believe they would have a good P-O fit with the respective organizations.

Research has also supported the second the linkage in the mediated-moderation model implied by Schneider's (1987) ASA model. A policy-capturing study by Rentsch and McEwen (2002) asked individuals to view descriptions of hypothetical organizations and to indicate their organizational attraction and perceived P-O fit with these companies on three points of comparison – goals, values, and personality dimensions. Positive correlations between people's P-O fit perceptions and their organizational attraction ratings were found using all three operationalizations of P-O fit. In addition, Dineen, Ash, and Noe (2002) examined a mediation model that included perceived P-O fit by exposing undergraduates to different versions of a fabricated "careers" website. They too found a strong positive relationship between participants' P-O fit perceptions and their attraction to the hypothetical organization maintaining these websites. In fact, their results indicated that perceived P-O fit

was a critical link in the relationships between objective P-O fit and level of P-O fit feedback agreement with organizational attraction. That is, when statistically controlling for perceived P-O fit, objective P-O fit and P-O fit feedback agreement no longer predicted organizational attraction. Finally, a recent meta-analysis including both published and unpublished studies from the traditional recruiting and web-recruiting literature revealed a moderate positive correlation between perceived P-O fit and organizational attraction (Kristof-Brown, Zimmerman, & Johnson, 2005).

In sum, the ASA model implies people's impressions of organizational culture influence their P-O fit perceptions, which in turn influences their attraction to organizations. It also implies that the relationships among these variables are different for individuals with low versus high culture preferences. While previous research has investigated these links separately, no known published study has simultaneously tested these links in a complete mediated-moderation model. Thus, the following hypotheses were proposed:

Hypothesis 6: Individuals' culture preferences would moderate the relationship between their culture perceptions and P-O fit such that this relationship was positive for individuals who exhibited strong culture preferences and negative for those who exhibited weak culture preferences.

Hypothesis 7: P-O fit would correlate positively with organizational attraction for all participants.

Hypothesis 8: The Culture Perceptions X Culture Preferences interaction effect on organizational attraction would be completely mediated by P-O fit.

Method

Participants

The participants in the current study were 177 undergraduate students enrolled in psychology classes at a large southeastern university. The sample was comprised of 8.52% African Americans, 7.95% Asians, 76.70% Caucasians, 3.41% Hispanics, and 2.14% Native Americans, while 2.27% indicated "other." The sample consisted of 62.15% freshmen, 23.33% sophomores, 6.21% juniors, 6.78% seniors, and 1.12% indicated "other." Fifty-six percent of the respondents were female, and their mean age was 19.50 ($SD = 3.12$). Approximately half of the participants had part-time (45.76%) or full-time (1.69%) jobs, and participants indicated that they spent an average of 18.08 hours ($SD=13.39$) on the Internet per week.

Experimental Stimuli

Participants viewed websites that were fabricated to simulate multiple versions of an organization's "careers" website that were similar to those maintained by large, well-known pharmaceutical companies. These "careers" websites included the fabricated company's name (Concord Pharmaceuticals, Inc.), three pictures per web page, and links to several additional web pages (e.g., "About Us" and "Products"), which provided basic information about the fabricated company and gave the "careers" websites an authentic appearance and feel (See Appendix A for a sample "careers" website). The basic appearance of the "careers" websites and the information provided about this study's fabricated company were virtually identical across all experimental conditions.

Experimental Design

On the fabricated company's "careers" websites, two website features were manipulated to convey either a weak or strong sense of one of the nine culture attributes to participants. These website manipulations created nine separate 2 X 2 within-subjects experimental designs (i.e., one for each culture dimension) where the dependent variable in each design was participants' perceptions of the extent to which a given culture dimension was portrayed via the organizational websites. While the same participants took part in all four experimental conditions for a given culture attribute, different sets of respondents participated across the nine culture attributes. The four conditions for each culture dimension were counterbalanced and were created using the following general guidelines: The first condition included a website that contained two null website features that conveyed a weak sense of the culture dimension under consideration; the second condition included a website in which Website Feature #1 conveyed a strong sense of a given culture dimension and Website Feature #2 conveyed a weak sense of that culture dimension; the third condition included a website in which Website Feature #1 conveyed a weak sense of a given culture dimension and Website Feature #2 conveyed a strong sense of that culture dimension; and finally, the fourth condition included a website that contained two culture-specific website features that conveyed a strong sense of the culture attribute under consideration. Note that the only deviation from these guidelines was for the aggressiveness dimension. Instead of including organizational awards won on the "careers" websites that conveyed either a strong or weak sense of aggressiveness, websites for this dimension were manipulated by either including awards that strongly conveyed aggressiveness or by not including any awards at all.

The two website features manipulated to create the four conditions for each of the nine culture attributes were chosen based on the results of a study by Braddy et al. (2006). More specifically, website features were chosen to be manipulated only if they were deemed important for conveying a given culture dimension in the Braddy et al. study. Though numerous website features met this criterion, the two website features thought to be the most feasible for organizations to manipulate on their own "careers" websites were ultimately the ones selected for inclusion in the present study. Using these criteria, employee testimonials and organizational policies were linked to the "careers" websites and manipulated for the emphasis on rewards and decisiveness culture attributes, while employee testimonials and organizational awards won were embedded in the "careers" websites and manipulated for the aggressiveness dimension. Finally, employee testimonials linked to the "careers" websites and pictures embedded on each of the pages of the "careers" websites were manipulated for the innovation, outcome-orientation, supportiveness, attention-to-detail, team-orientation, and diversity dimensions of culture.

Pilot Testing and Manipulations

Pilot testing was done with 23 graduate students to determine how to effectively manipulate the specified website design features for the four experimental conditions associated with each of the nine culture dimensions. Pilot participants used a 7-point Likert scale (*1=not at all; 7 = very much*) to rate potential manipulations (ranging in number from 4 to 24) for each of the four website features (testimonials, pictures, policies, and awards won) in terms of how influential they were in creating the intended organizational culture perceptions. Whereas some of these website features were constructed or chosen because

they were believed to be strongly related to specific culture dimensions, other features were created or chosen so that they would be weakly related to the culture attributes.

After participants rated the pilot materials, means and standard deviations were computed separately for the website feature ratings per culture dimension, and absolute cutoffs were employed to select website features to be used in constructing the manipulations of the study's "careers" websites. Website features with ratings greater than or equal to 5.5 were considered to be culture-specific or to convey a strong sense of culture, whereas website features with ratings less than or equal to 2.5 were considered to be null or to convey a weak sense of culture. In addition to surviving these criteria, repeated measures t-tests indicated that significant differences existed between respective null and culture-specific mean ratings per culture dimension for all materials used in this study's manipulations (See Tables 2 and 3). The descriptive statistics and actual content of the organizational policies, awards won, and employee testimonials used in manipulating the study's "careers" websites are shown in Tables 4-20. See Tables 21-24 for the descriptive statistics of the pictures used in these manipulations and Appendices B-I for the actual pictures.

Procedure

Data collection took place in a small research laboratory. Each data collection session consisted of 1 to 4 participants and lasted approximately thirty-five minutes. When participants arrived to the lab, they were given task instructions (See Appendix J), which provided them with a brief overview of the purpose of the study (i.e., to determine how organizations can best structure their "careers" website), the experimental procedures, and assumptions they should make throughout the experiment. Participants then completed a pre-task survey that assessed their impressions of, and their willingness to pursue employment

with, companies in the pharmaceutical industry. This survey also evaluated their preferences for working with organizations that were characterized by nine culture attributes.

Next, participants were instructed to spend five minutes exploring the first of four "careers" websites that corresponded to the experimental condition (i.e., the type of culture attribute being rated) to which they were assigned[1]. Immediately before performing this task, participants were also reminded to make the assumptions that were outlined in their task instructions. Specifically, they were told to assume that they recently graduated (or were about to graduate) from college and that they were interested in obtaining full-time employment, that the hiring company had a vacancy for at least one job that was of interest to them, and that the company was located in a geographical region that was attractive to them. In other words, with these assumptions in mind, they were instructed to evaluate this company strictly based on what they learned about the organization while viewing its "careers" website.

After viewing the first website, participants completed several post-task measures. These measures assessed participants' perceptions of how strongly the study's fabricated company depicted the culture attribute associated with their experimental condition and the level of confidence that they had in making their culture perception ratings. Participants also responded to measures that evaluated their perceived global P-O fit and their attraction to the hiring organization. Finally, participants responded to two manipulation check items.

After participants viewed the first of four "careers" websites and completed all relevant survey measures, they repeated the procedure previously described for three remaining websites with two exceptions: (a) participants did not complete the pre-task survey, and (b) they only viewed these "careers" websites for 2.5 minutes each due to the

redundancy of information contained across the sites[1]. Next, participants completed a

measure that assessed their demographic characteristics and the influence that the types of

jobs offered on the organization's "careers" websites had on shaping their impressions of

company culture. Finally, participants were given a debriefing form, they were thanked for

their participation, and they were dismissed.

Measures

       Pharmaceutical Industry Measures. Participants' willingness to accept a job with a

pharmaceutical company was assessed with a three-item measure ($\alpha = .88$), while their global

impressions of companies in the pharmaceutical industry were evaluated using a four-item

scale ($\alpha = .73$; See Appendix K for the actual items). Both measures were developed by the

author of the present study and were rated by participants using a Likert scale[2] ranging from

1 (*strongly disagree*) to 5 (*strongly agree*). These measures were included so that

participants' perceptions of the pharmaceutical industry could be controlled for in the study's

statistical analyses, which helped isolate the effects the study's website design features had

on participants' perceptions of organizational culture.

       Culture Preferences. A 26-item measure was used to evaluate participants'

preferences for working in an organizational culture characterized by each of the nine culture

attributes (See Appendix L). Items assessing diversity were adapted from Braddy et al.

(2006), whereas items assessing the other eight culture attributes were adapted from the

Organizational Culture Profile (OCP; O'Reilly et al., 1991). Specifically, six items were used

to evaluate innovation ($\alpha = .65$), four items were used to measure outcome-orientation ($\alpha =$

.70), three items each were used to evaluate the decisiveness ($\alpha = .50$) and aggressiveness (α

$= .51$) dimensions of culture, and two items each were used to assess the supportiveness ($\alpha =$

.65), attention-to-detail (α = .90), team-orientation (α = .88), diversity (α = .92), and emphasis on rewards (α = .56) culture dimensions. The response scales for all 26 items ranged from 1 (*not at all*) to 5 (*very much*).

 Culture Perceptions. The culture perception measures (See Appendix M) were adapted from the culture preference measures and were comprised of two to seven items (See Table 25 for their coefficient alphas) depending on the experimental condition to which participants were assigned. These measures asked participants to indicate how well the culture attribute associated with their experimental condition was conveyed by the "careers" websites they viewed. The response scales for these items ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). Participants were also asked to state the level of confidence (ranging from 0% to 100%) that they had in making their culture perception ratings. As shown in Table 26, participants expressed a high level of confidence in their abilities to form accurate culture perceptions based on their viewing of the "careers" websites in this study.

 Organizational Attraction. Participants' attraction to this study's fabricated company was assessed with eight items (α = .95; See Appendix N) created by combining existing measures from Turban (2001), Turban and Keon (1993), and Braddy et al. (2005). The response scale for this measure ranged from 1 (*strongly disagree*) to 5 (*strongly agree*).

 Perceived Global P-O Fit. This measure assessed how well participants thought their own values matched the values associated with the hiring organization maintaining the "careers" websites that they viewed. This measure was comprised of two items (α = .88; See Appendix O) that were adapted from Cable and Judge (1996), and its response scale ranged from 1 (*strongly disagree*) to 5 (*strongly agree*).

Manipulation Checks. Two items were used to determine if participants paid attention to the two features manipulated on the "careers" websites they viewed. These items asked participants to describe these website features in their own words. If participants could not provide any relevant details on the website features associated with their conditions or the general theme(s) portrayed by these website features for all four experimental conditions, their data were later discarded, as it was assumed that participants did not take their experimental task seriously. Using these criteria, data for approximately two participants per culture attribute were deleted.

Jobs Offered. Participants used a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert rating scale to respond to a single item ("The job openings on this company's website influenced my impressions of its culture") that assessed the impact that the jobs offered on the fabricated company's "careers" websites had on shaping their perceptions of organizational culture. This item was included so that the types of jobs the company offered could be controlled for in the study's statistical analyses; this helped isolate the effects the study's website design features had on participants' perceptions of organizational culture.

Demographics. The demographic measure consisted of seven items that asked about participants' gender, race, class standing, age, employment status, and Internet usage habits. See Appendix P for the actual items.

<div align="center">Results</div>

Relationships between Website Features and Organizational Culture Attributes

Nine separate 2 X 2 repeated measures ANCOVAs were employed to test hypotheses 1 – 5f. The ANCOVAs tested the main effects and interactions of the two respective website features on shaping participants' perceptions of each organizational culture attribute while

statistically controlling for twelve covariates. These covariates included the two measures assessing participants' perceptions of the pharmaceutical industry, the nine culture preference measures, and the "jobs offered" measure. See Table 27 for the descriptive statistics on these variables.

Hypotheses 1a and 2a stated that testimonials and organizational policies could be used to effectively portray the emphasis on rewards culture dimension. ANCOVA results indicated that both testimonials, $F[1, 64] = 13.83, p < .001$, and organizational policies, $F[1, 64] = 15.03, p < .001$, had significant main effects on people's perceptions of this culture attribute. Specifically, as shown in Table 28, websites containing culture-specific testimonials and/or policies more strongly depicted emphasis on rewards than did websites containing null testimonials and null policies; this supported Hypothesis 1a. The interaction between these website features was also statistically significant, $F[1, 64] = 6.01, p < .05$. As such, additional analyses were conducted and revealed that though there was a significant simple main effect of testimonials on people's perceptions of emphasis on rewards when the websites they viewed also contained null policies, $F[1, 26] = 15.19, p < .01$, the simple main effect of testimonials on emphasis on rewards was not statistically significant when participants viewed websites that contained culture-specific policies instead, $F[1, 26] = 1.01$, $p > .05$. As shown in Figure 2, organizational policies only seemed to make a difference in people's perceptions of emphasis on rewards when they viewed websites that contained null, rather than culture-specific, testimonials (See Table 29 for descriptive statistics). Hypothesis 2a was supported.

Hypotheses 1b and 2b stated that organizational policies and testimonials could be used to effectively convey the decisiveness culture dimension. ANCOVA results revealed

statistically significant main effects of both policies, $F[1, 60] = 11.45$, $p < .01$, and testimonials, $F [1, 60] = 3.28$, $p < .05$, on participants' perceptions of this culture attribute. As shown in Table 28, participants perceived the study's fabricated company to convey a higher degree of decisiveness when exposed to "careers" websites containing culture-specific policies and/or culture-specific testimonials than when they viewed websites displaying null policies and null testimonials; this provided support for Hypothesis 1b. As can be seen by inspecting the cell means presented in Table 29, the interaction between these two website features was not significant, $F[1, 60] = 1.39$, $p > .05$; Hypothesis 2b was not supported.

Hypotheses 3 and 3a stated that organizational awards won and testimonials could be used to effectively convey the aggressiveness culture attribute. Both awards, $F[1, 56] = 4.18$, $p < .05$, and testimonials, $F[1, 56] = 8.61$, $p < .01$, significantly influenced participants' perceptions of this culture attribute. As shown in Table 30, respondents perceived the study's fabricated organization to be more aggressive when they were exposed to "careers" websites that included culture-specific awards won and/or culture-specific testimonials than when exposed to websites displaying no awards and null testimonials; this provided support for Hypothesis 3. As indicated by an inspection of the cell means in Table 31, the interaction between these two website features was not significant, $F[1, 56] = .64$, $p > .05$; thus, Hypothesis 3a was not supported.

Hypotheses 4a and 5a stated that testimonials and pictures could be used to effectively portray the innovation culture dimension. There was a main effect of testimonials on participants' perceptions of this culture attribute, $F[1, 60] = 42.79$, $p < .001$, with culture-specific testimonials more strongly conveying innovation than did null testimonials. However, website pictures did not significantly affect participants' perceptions of innovation,

$F[1, 60] = .59, p > .05$ (See Table 32 for descriptive statistics). Hypothesis 4a was therefore only partially supported. Finally, as revealed by the cell means in Table 33, the interaction between these two website features fell short of statistical significance, $F[1, 60] = .17, p > .05$, so Hypothesis 5a was not supported.

Hypotheses 4b and 5b stated that website pictures and testimonials could be used to effectively depict the outcome-orientation dimension of culture. ANCOVA results revealed that both pictures, $F[1, 60] = 5.21, p < .05$, and testimonials, $F[1, 60] = 35.42, p < .0001$, had significant main effects on participants' culture perceptions. Specifically, participants perceived the study's fabricated company to be more outcome-oriented when exposed to "careers" websites containing culture-specific pictures and/or culture-specific testimonials than when they viewed websites containing null pictures and null testimonials (See Table 32); this provided support for Hypothesis 4b. However, as revealed by the cell means in Table 33, the interaction between these website features was not statistically significant, $F[1, 60] = 1.42, p > .05$; Hypothesis 5b was not supported.

Hypotheses 4c and 5c stated that website pictures and testimonials could be used to effectively depict the supportiveness dimension of culture. Both pictures $F[1, 64] = 3.91, p < .05$, and testimonials, $F[1, 64] = 16.95, p < .001$, significantly influenced people's perceptions of this culture dimension. Participants' perceptions of supportiveness were stronger when they were exposed to "careers" websites containing culture-specific pictures and/or testimonials than when they were exposed to websites containing null pictures and null testimonials (See Table 32); this provided support for Hypothesis 4c. As shown by the cell means in Table 33, the interaction between these website features was not statistically significant, $F[1, 64] = 2.20, p > .05$; thus, Hypothesis 5c was not supported.

Hypotheses 4d and 5d stated that website pictures and testimonials could be used to portray the attention-to-detail dimension of culture. Both pictures, $F[1, 64] = 8.63$, $p < .01$, and testimonials, $F[1, 64] = 74.03$, $p < .0001$, had significant main effects on participants' perceptions of this culture attribute. As shown in Table 32, websites containing culture-specific pictures and/or testimonials more strongly conveyed attention-to-detail than did websites containing null pictures and null testimonials; this provided support for Hypothesis 4d. The interaction between these website features was also statistically significant, $F[1, 64] = 11.20$, $p < .001$. As such, additional analyses were conducted and revealed that testimonials had significant simple main effects on people's perceptions of attention-to-detail in experimental conditions when they viewed websites that also contained null pictures, $F[1, 26] = 70.87$, $p < .0001$, and with websites also containing culture-specific pictures, $F[1, 26] = 19.32$, $p < .001$. Although both simple main effects were significant, it can be clearly seen in Figure 3 that testimonials had a larger impact on participants' attention-to-detail perceptions when they were exposed to websites that contained null, rather than culture-specific, pictures (See Table 33 for descriptive statistics). Hypothesis 5d was supported.

Hypotheses 4e and 5e stated that website pictures and testimonials could be used to effectively portray team-orientation. ANCOVA results indicated that both pictures $F[1, 64] = 9.55$, $p < .01$, and testimonials, $F[1, 64] = 14.15$, $p < .001$, had significant main effects on participants' perceptions of this culture attribute. Websites containing culture-specific pictures and/or culture-specific testimonials led participants to form stronger perceptions of team-orientation than did websites containing null pictures and null testimonials (See Table 32); this provided support for Hypothesis 4e. However, as revealed by the cell means in

Table 33, the interaction between website pictures and testimonials was not statistically significant, $F[1, 64] = 3.05, p > .05$, so Hypothesis 5e was not supported.

Hypotheses 4f and 5f stated that websites pictures and testimonials could be used to portray the diversity dimension of culture. ANCOVA results indicated that both pictures, $F[1, 72] = 16.69, p < .001$, and testimonials, $F[1, 72] = 26.34, p < .0001$, had significant main effects on participants' perceptions of this culture dimension. Specifically, participants formed stronger perceptions of diversity when they viewed websites containing culture-specific pictures and/or culture-specific testimonials than when they viewed websites containing null pictures and null testimonials (See Table 32); this provided support for Hypothesis 4f. However, as revealed by the cell means presented in Table 33, the interaction between pictures and testimonials was not statistically significant, $F[1, 72] = .27, p > .05$, so Hypothesis 5f was not supported.

Mediated-Moderation Model

Hypotheses 6 – 8 proposed a mediated-moderation model. This model specified that people's P-O fit perceptions would completely mediate the relationship between their culture perceptions and organizational attraction, such that: (1) the more strongly a company conveyed the culture attribute under consideration, participants with strong culture preferences would form more favorable P-O fit perceptions and individuals with weak culture preferences would form less favorable P-O fit perceptions; (2) regardless of culture preferences, people with more favorable P-O fit perceptions would in turn form stronger organizational attraction impressions than individuals who have less favorable P-O fit perceptions; and (3) there would be a Culture Perceptions X Culture Preferences interaction effect on participants' organizational attraction perceptions, which would be completely

mediated by their P-O fit perceptions. As recommended in Muller, Judd, and Yzerbyt (2005), the results of a path analysis with manifest variables[3] were used to examine if four requisite conditions were met to determine whether the proposed complete mediated-moderation model was supported (Muller et al., 2005).

In the present study, the first of the four conditions necessary for complete mediated-moderation was that the interaction between people's culture perceptions and culture preferences on organizational attraction must be statistically significant when controlling for the main effects of culture perceptions and culture preferences. This interaction was statistically significant, $F[1, 704] = 77.49$, $p < .0001$, indicating that differential relationships existed between culture perceptions and organizational attraction for respondents with low and high culture preferences. Further analyses were conducted to examine this relationship separately for both culture preference groups[4], and the results revealed that whereas an inverse relationship between culture perceptions and organizational attraction existed for individuals with low culture preferences, $\beta = -.25$, $t(102) = -2.65$, $p < .01$, a large positive relationship between these variables occurred for individuals with strong culture preferences, $\beta = .60$, $t(162) = 9.57$, $p < .0001$. These results illustrated that the more an organization conveyed a given culture attribute, the less individuals with low preferences for this attribute will be attracted to the organization whereas those with high preferences for the attribute were more attracted to the organization.

The second condition necessary for complete mediated-moderation was that the interaction between people's culture perceptions and culture preferences on P-O fit must be statistically significant when controlling for the main effects of culture perceptions and culture preferences. This interaction was statistically significant, $F[1, 704] = 90.86$, $p <$

.0001, implying that the relationship between culture perceptions and P-O fit was different for individuals with different culture preferences. Specifically, further analyses revealed that P-O fit perceptions became less favorable for individuals with low culture preferences as they perceived the organization in the present study to convey higher levels of the culture attribute under consideration, $\beta = -.36$, $t(102) = 3.90$, $p < .001$; conversely, for individuals with high culture preferences, their P-O fit perceptions became more favorable as they perceived this organization to portray higher levels of the culture attribute in question, $\beta = .61$, $t(162) = 9.92$, $p < .0001$. Hypothesis 6 was supported.

The third condition necessary for complete mediated-moderation was that organizational attraction must be predicted by P-O fit when controlling for the main effects of culture perceptions and culture preferences, the interaction between these two variables, and the P-O Fit X Culture Preferences interaction. The results indicated that P-O fit positively predicted organizational attraction as anticipated, $\beta = 0.71$, $t(702) = 17.13$, $p < .0001$. That is, regardless of their culture preferences, people with more favorable P-O fit impressions generally reported having stronger organizational attraction than did individuals with less favorable P-O fit perceptions. Hypothesis 7 was therefore supported.

The final condition necessary for complete mediated-moderation was that the interaction between culture perceptions and culture preferences on organizational attraction, as estimated in the analyses of condition 3 (with P-O controlled), be non-significant. However, this interaction was statistically significant, $F[1, 702] = 11.84$, $p < .01$. Further analysis of the data revealed that while culture perceptions and organizational attraction were unrelated for individuals with low culture preferences, $\beta = .02$, $t(100) = .27$, $p > .05$, there was a statistically significant, positive relationship between these variables for individuals

with high culture preferences, $\beta = .19$, $t(160) = 3.21$, $p < .01$. Thus, for people with low culture preferences, their culture perceptions indicated nothing about their organizational attraction once P-O fit was controlled; on the other hand, individuals with high culture preferences exhibited increasingly stronger organizational attraction the more strongly they perceived the organization to convey the culture attribute under consideration, even after controlling for P-O fit. Because this condition was not upheld, one can conclude that Hypothesis 8, which predicted complete mediated-moderation, was not supported. Though the interaction in condition four was statistically significant, this interaction effect and the simple relationships between culture perceptions and culture preferences in this step were much smaller in magnitude than the interaction effect and simple relationships between these variables as reported in condition one. Thus, these findings provided support for partial mediated-moderation.

Discussion

Despite the increased use of organizational "careers" websites in recruitment, very little is known about the effects these websites may have on job seekers. Following the recommendations in Braddy et al. (2006), the present study began to address this void by testing the effects website features had on shaping people's perceptions of nine dimensions of organizational culture. This study revealed several noteworthy findings. First, the diversity, team-orientation, outcome-orientation, and supportiveness culture attributes were more strongly conveyed to participants via "careers" websites containing culture-specific, or culture-relevant, pictures and/or employee testimonials than websites containing null pictures and null testimonials. These findings also indicated that organizations can effectively convey attention-to-detail by incorporating either culture-specific pictures or culture-specific

testimonials on their "careers" websites; however, there appeared to be no added benefit of using the two features simultaneously to convey attention-to-detail. Finally, while pictures were not useful for conveying innovation, these results indicated that organizations can convey stronger perceptions of innovation if they incorporate culture-specific, rather than generic testimonials, on their websites.

The aforementioned findings reinforced Kroustalis' (2006) results, which indicated that pictures can be used to effectively portray diversity, but they contradict Kroustalis' findings that pictures can be used to convey innovation and that pictures cannot be used to portray team-orientation. Moreover, whereas Kroustalis concluded that testimonials were not effective in conveying team-orientation, diversity, or innovation, the present study found that culture-specific testimonials could be used be to portray high levels of these dimensions of organizational culture. In fact, testimonials had a much larger effect on people's perceptions of culture than did website pictures for these three culture attributes, as well as for the outcome-orientation and attention-to-detail culture dimensions. One potential explanation of the discrepancy in the findings across these two studies is that the testimonials were more effectively manipulated in the present experiment. Specifically, five testimonials were included on each website in this study, whereas Kroustalis only included three testimonials each on her "careers" websites. The testimonials in the present study also tended to be longer and perhaps contained more relevant culture information than did the testimonials included on the websites in Kroustalis' study. In addition, the within-subjects' design used in this study likely enhanced the power of the statistical analyses conducted more so than did the between-subjects' design used in Kroustalis' study; thus, this could have contributed to the differences in the findings across the two studies as well.

The second finding revealed by the present study was that culture-specific organizational policies and employee testimonials could be used to more effectively depict the decisiveness and emphasis on rewards culture attributes than null policies and null testimonials. However, while culture-specific policies and testimonials both strongly portrayed emphasis on rewards when used separately, this study's findings suggested that companies can rely on either policies or testimonials to strongly convey this culture attribute to job seekers as there appears to be little, if any, added benefit of incorporating both features onto a "careers" website. Contrary to the conclusions drawn in Kroustalis' (2006) study, these findings further reinforced the notion that testimonials can be useful in conveying organizational culture. These findings also introduced the first empirical evidence revealed via quantitative analyses that organizational policies and testimonials are important for conveying decisiveness and emphasis on rewards to job seekers. Further, given organizational policies shaped people's perceptions of these two culture attributes, it is likely that policies could be tailored to convey other culture attributes as well. Hopefully, these findings will stimulate future research in this area.

A third finding from the study was that including culture-specific organizational awards won and culture-specific testimonials on a "careers" website transmitted stronger perceptions of aggressiveness than did websites containing no awards or null testimonials. These findings supported the utility of testimonials in terms of using them to convey culture, and this is the first study to demonstrate in a controlled laboratory setting (and via a quantitative approach) that organizations can use awards they have won and testimonials written by their employees to portray their aggressiveness to job seekers.

In sum, organizations wishing to convey any of the aforementioned culture attributes should include relevant features on their "careers" websites as specified above. Generally speaking, these findings imply that pictures, testimonials, organizational awards won, and organizational policies used on websites can be useful to the extent that they strongly depict the major aspects, or sub dimensions, of each culture attribute. For example, if an organization is trying to convey outcome-orientation, then the pictures and testimonials used should emphasize all of its facets, such as illustrating that the company is demanding, results-oriented, and achievement-oriented. Before using such website features, it may be in an organization's best interest to have current employees rate the extent to which potential website features convey a certain culture attribute; this should increase the likelihood that organizations will select effective website features. Moreover, if organizations decide to use testimonials to depict any of the nine culture attributes, findings from this study and Kroustalis (2006) suggested that they should include testimonials from at least five employees on their "careers" websites per culture attribute for them to be effective.

Finally, this study investigated the implications of portraying culture to job seekers by testing a mediated-moderation model including people's culture preferences, culture perceptions, P-O fit, and organizational attraction. Findings provided support for partial mediated-moderation in this model. Individuals with lower culture preferences formed less favorable P-O fit impressions the more strongly the organization conveyed the culture attribute under consideration, whereas individuals with higher culture preferences formed more favorable P-O fit perceptions the more strongly culture was portrayed. P-O fit was in turn positively related to organizational attraction for all individuals, regardless of their culture preferences, such that individuals with more favorable P-O fit evaluations formed

stronger organizational attraction than did individuals with less favorable P-O fit impressions. It should also be noted that for individuals with low culture preferences, their culture perceptions only predicted organizational attraction indirectly via influencing their P-O fit impressions (See Figure 4); that is, when removing the effects of P-O fit, their culture perceptions did not predict their organizational attraction. Conversely, for individuals with high culture preferences, their culture perceptions predicted organizational attraction both directly (after controlling for P-O fit) and indirectly via their P-O fit impressions (See Figure 5). The difference in the pattern of the results for individuals with low and high culture preferences most likely accounted for the statistical significance of the interaction between culture preferences and perceptions in condition four. The presence of this interaction was also the reason partial, rather than complete, mediated-moderation was found. For complete mediated-moderation to have been supported as hypothesized, the direct relationship between culture perceptions and organizational attraction, when controlling for P-O fit, would had to have been non-significant for individuals with high culture preferences as it was for people with low culture preferences. In this case, culture perceptions would only have indirectly affected organizational attraction via influencing P-O fit perceptions for both groups.

The statistical analysis employed may have precluded finding complete mediated-moderation. As noted by Kenny (2006), when using path analysis with manifest variables, measurement error in the mediator often makes it difficult to demonstrate complete mediation because it is impossible to completely remove the effects of the mediator on the relationship between two variables of interest. The partial direct relationship between two such variables is therefore typically overestimated in these analyses because the mediator still exerts some influence on it. In the context of the present study, the implication is that the

interaction between people's culture perceptions and preferences, when controlling for P-O fit, could have been overestimated given that P-O fit contained measurement error ($\alpha = .82$) and its effects were not likely completely removed. The beta weight representing the relationship between culture perceptions and organizational attraction for individuals with high culture preferences (when controlling for P-O fit) was only .19. It is possible that if P-O fit's effects were completely removed, as would be possible with path analysis with latent variables, the relationship between culture perceptions and preferences on organizational attraction for individuals with high culture preferences may have been non-significant. If so, the interaction between culture perceptions and preferences would have been non-significant as well and this would have resulted in complete mediated-moderation.

Previous research has provided support for a mediation model similar to the mediated-moderation model tested in the present study. Specifically, Dineen et al. (2002) measured participants' objective P-O fit by correlating the rank orderings of their preferred values with the rank orderings of a fabricated company's values, which were provided by 10 confederates of the study. They subsequently had participants explore "careers" websites for a fabricated company and assessed their subjective P-O fit impressions and their attraction to the company. Their findings indicated that people's subjective P-O fit impressions completely mediated the positive relationship that existed between their objective P-O fit and organizational attraction. This suggests that individuals who have a good fit with a company in actuality typically form strong feelings that they would fit in with a company (presumably based on what they learn via the website) and in turn are generally strongly attracted to the organization. Whereas this finding by Dineen et al. indirectly suggested that individuals were able to accurately glean culture information from a company website, the present study

substantiated this inference by: (1) directly measuring participants' preferences for culture attributes and the extent to which these attributes were actually conveyed via organizational websites and (2) then using the interaction of these variables to predict individuals' subjective P-O fit impressions and their organizational attraction.

In summary, the partial mediated-moderation model findings described previously have important implications for organizations because they illustrate that by accurately conveying culture to job seekers, an organization can deter individuals who would be a poor fit with their company and attract individuals with favorable P-O fit. This is important because researchers have noted many advantages of selecting individuals who fit in well with the culture at the organizations at which they work. These include, but are not limited to, reduced turnover (Caldwell & O'Reilly, 1990), enhanced job satisfaction (Saks & Ashforth, 1997), more effective job performance, and greater organizational commitment from employees (O'Reilly et al., 1991).

Limitations and Future Research

The findings of the current study should be viewed in the context of eight noteworthy limitations. First, participants in this study were relatively young (their average age was 19.5), so it is difficult to infer whether these results would generalize to older job seekers. While the author encourages future research to investigate similar hypotheses with older individuals, especially those actively seeking jobs, it should be noted that many organizations use the web specifically to recruit young, passive job seekers (Galanaki, 2002). Thus, despite this limitation, these findings are useful as they undoubtedly have important implications for organizations trying to achieve the aforementioned recruitment goal.

A second limitation is that participants viewed the "careers" website maintained by a fabricated pharmaceutical company. Though these websites were modeled after Fortune 500 organizations' websites, the degree of realism incorporated in them was certainly lower than would be the case with most "real" company websites. For example, the "careers" websites used in the current study contained much less job and organizational information than would actual "careers" websites. Thus, given fewer pages to traverse and less information to read, one may be inclined to conclude that participants paid more attention to the website features manipulated in this study than would be expected of job seekers conducting real-life job searches. This limitation may be offset, however, by the fact that most individuals doing real job searches may have more motivation than would participants in a research study; as such, actual job seekers may likely spend more time, and be more thorough in, exploring a company's website; if this holds true, job seekers would likely gain comparable exposure to important website features.

A third potential limitation is that participants were overly sensitized to the website manipulations in the present study. Specifically, the manipulation check items respondents were exposed to with the first website caused them to pay more attention to the website feature manipulations when viewing subsequent websites than they likely would have if the manipulation checks had not been included. This fact was clear given that participants more thoroughly described the manipulations on the second, third, and fourth websites than they did for the first website they viewed. One could therefore argue that participants may not have paid much, if any, attention to features such as pictures and testimonials while exploring the organizational "careers" websites had they not been sensitized to them via the manipulation check items. Fortunately, this did not appear to be the case because the vast

majority of participants adequately described the manipulations on the first "careers" website they viewed, which indicated that they did in fact pay attention to these features without having been primed. This is important because it suggests that job seekers conducting real-life searches would likely pay attention to influential website features without receiving such priming. In fact, one would expect job seekers to have more motivation and to more thoroughly explore "careers" websites than would participants in a research study; thus, it is also possible that their sensitivity to such features may be comparable to that of participants in the present study.

A fourth limitation was that the study's ANCOVAs were conducted on relatively small sample sizes. This limitation, in conjunction with the lack of random selection of participants, may somewhat limit the external validity of the study's findings. Small samples such as those used in this study also typically significantly limit one's statistical power. However, this did not necessarily adversely affect the power of the statistical analyses conducted in the present study since the repeated measures design of the study permitted the analyses to be done on effective sample sizes that were much larger than the actual number of participants assigned to each culture attribute.

A fifth limitation was that it was not feasible to employ one MANCOVA to simultaneously test hypotheses 1a-5f because the same independent variables were not specified in all 18 hypotheses. Multiple ANCOVAs had to be employed instead. Given that numerous significance tests were performed in these analyses, there is a large likelihood that at least one or more Type I errors could have been made when formulating the conclusions in this study.

A sixth limitation was the study's narrow scope. It revealed several website features that influenced people's perceptions of different dimensions of organizational culture, but there are many other features and types of information (e.g., company size and growth and expansion plans) that organizations may include on their "careers" websites that were not investigated in this study. It is therefore recommended that future research empirically examine the role of additional website features that may be useful for conveying organizational culture to job seekers. Importantly, many website features that appear to be worthy of further empirical investigation in controlled, laboratory settings were delineated in a qualitative study conducted by Braddy et al. (2006). For example, the researchers recommended testing to see if making explicit references to a culture dimension (e.g., "we encourage our employees to take risks and be innovative.") could enhance people's perceptions of culture; such statements appeared to be important for all nine culture dimensions. Another example is that Braddy et al. suggested examining whether including descriptions of benefits and stock options on a "careers" website can improve people's perceptions of emphasis on rewards or whether citing plans for growth and expansion and/or sales and production figures can enhance people's perceptions of aggressiveness.

A seventh limitation was that complete mediated-moderation in the study's proposed model was not supported as hypothesized. Failure to find complete mediated-moderation may have resulted from the shortcomings (i.e., inability to remove effects of mediator due to measurement error) associated with employing a path analysis with manifest variables as previously described. It is therefore recommended that future researchers examine this relationship and test other mediated-moderation models using path analysis with latent

variables. This analysis permits one to do path analysis on variables purged of measurement error and thus circumvents the limitation of the present study from occurring.

Finally, it should be noted that the Culture Preferences X Culture Perceptions interaction tested in the present study's mediated-moderation model is conceptually similar, though not identical, to the way objective P-O fit has traditionally been defined in the literature. Thus, as noted previously, this study's mediated-moderation model findings are very similar to the findings revealed by Dineen et al. (2002). Nonetheless, this study still makes an important contribution to the literature, as it is the first known study to directly assess individuals' ability to accurately glean culture information from a company's "careers" website and in turn determine how the congruence between their values and the organization's values predict subjective P-O fit and organizational attraction.

Conclusion

In summary, research on the role "careers" websites play in employee recruitment is still very much in its infancy. As noted by Braddy et al. (2006) and Kroustalis (2006), much additional research is needed to adequately discover ways in which organizations can more effectively relay organizational culture information to job seekers via their websites. Importantly, this study partially addressed this void in the literature by revealing website features that can be used to strongly portray each of the nine culture attributes currently widely recognized in the literature. This study also highlighted the importance of conveying organizational culture to job seekers by illustrating the effects their culture perceptions have on their P-O fit perceptions and in turn their attraction to organizations. Despite this study's contributions, many important research questions regarding the use of "careers" websites in employee recruitment still need to be empirically examined.

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Appendices

Appendix A

Screen Shot of A Sample "Careers" Website
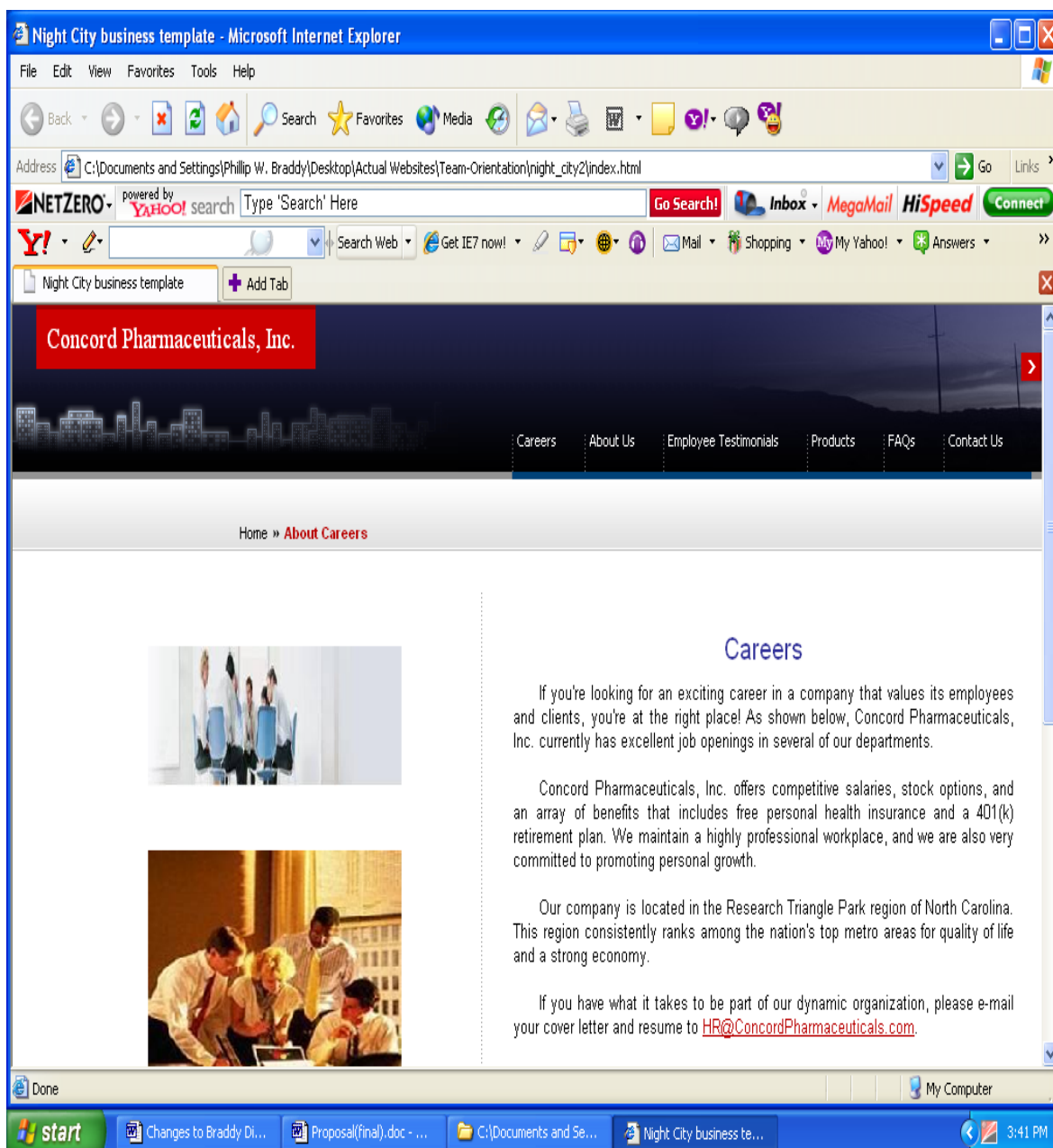
Appendix B

Culture-Specific Pictures for Innovation

Picture 1

Picture 2

Picture 3

Appendix C

Culture-Specific Pictures for Outcome-Orientation

Picture 1

Picture 2

Picture 3

Appendix D

Culture-Specific Pictures for Supportiveness

Picture 1

Picture 2

Picture 3

Appendix E

Culture-Specific Pictures for Attention-to-Detail

Picture 1

Picture 2

Picture 3

Appendix F

Culture-Specific Pictures for Team-Orientation
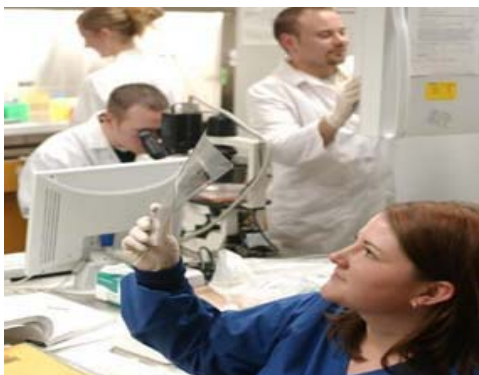
Picture 1

Picture 2

Picture 3

Appendix G

Culture-Specific Pictures for Diversity

Picture 1

Picture 2

Picture 3

Appendix H

Null Pictures for Innovation, Outcome-Orientation, and Attention-to-Detail

Picture 1

Picture 2

Picture 3

Appendix I

Null Pictures for Supportiveness, Team-Orientation, and Diversity

Picture 1

Picture 2

Picture 3

Appendix J

Participants' Task Instructions

Overview of Study

In this experiment, we want to learn more about how organizations can best structure their "careers" websites in order to effectively convey career-related information to job seekers. To assist us with accomplishing this objective, we ask that you fill out a pre-task survey, explore four versions of a single company's "careers" website, complete several post-task surveys, and fill out a demographic measure.

The pre-task survey will assess your perceptions of pharmaceutical (drug) companies and your preferences regarding potential employers. The post-task surveys will assess your impressions of the company maintaining the "careers" websites that you will view in the present study. The demographic measure contains questions about your gender, age, ethnicity, and the like.

While exploring the four "careers" websites in this study and completing the post-task surveys, we need for you to make several assumptions:

1. Please assume that you have recently graduated (or are about to graduate) from NCSU and that you are interested in obtaining full-time employment.
2. Assume that at least one of the jobs posted by this company is in your area of interest, even if it isn't obvious how the companies' products/services fit in with your major.
3. Assume this company is located in a geographical region in which you are interested in living.

With these three assumptions in mind, you will be asked to evaluate this company strictly based on what you learn about it via exploring its "careers" websites. Please note that your perception of the company can change as you view different versions of the company's websites.

To get started with the experiment, please follow the step-by-step instructions provided below. Feel free to ask the experimenter for assistance at anytime if needed.

Step-by-Step Instructions

1. Please click on the link to the "Pre-Task Survey." Read the instructions, fill in the necessary information (e.g., your ID#), and respond to each of the survey items.

2. Click on the link to Website _____ and review its contents for 5 minutes.

3. Click on the "Post-Task Survey" link. Read the instructions and fill in the necessary information (e.g., your ID#, etc.) at the top of the survey. Next, regardless of how you answered the pre-task survey, please respond to each of these survey items based

exclusively on your perceptions of the most recent version of the company "careers" website that you viewed. Please also be sure to keep the study's assumptions in mind while performing this task.

4. Click on the link to Website _____ and review its contents for 2.5 minutes.

5. Repeat step #3.

6. Click on the link to Website _____ and review its contents for 2.5 minutes.

7. Repeat step #3.

8. Click on the link to Website _____ and review its content for 2.5 minutes.

9. Repeat step #3.

10. Click on the "Final Survey," read its instructions, and respond to each of the survey items.

11. Read over the "Debriefing Form." This form will give you additional information regarding the purpose of the present study.

12. Finally, after returning your instruction sheet to the experiment, you are free to leave.

Thank you for your participation!

Appendix K

Pharmaceutical Industry Measures

Please respond to the items below using a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert rating scale.

<u>Willingness to Work for Pharmaceutical Companies:</u>

1. I would pursue employment with a pharmaceutical (drug) company if it offered job opportunities related to my major.

2. I think I would enjoy working for a pharmaceutical company.

3. If given the chance, I would try to get a job with a pharmaceutical company.

<u>General Impressions of the Pharmaceutical Industry:</u>

4. Overall, I view the pharmaceutical industry positively.

5. I think the pharmaceutical industry provides excellent products and services to society.

6. I believe companies in the pharmaceutical industry are more concerned with profits than developing medicines to cure illnesses.

7. I believe pharmaceutical companies would rather develop products to control illnesses than to cure illnesses because this is more profitable for them over the long run.

Appendix L

Culture Preferences

Using a 5-point rating scale (*1 = not at all; 5 = very much*), please indicate the extent to which you would want to work for an organization if it could be described by the items listed below.

Innovation

1. Innovative
2. Experimenting
3. Risk Taking
4. Careful
5. Rule oriented
6. Highly organized

Emphasis on Rewards

7. Professional growth
8. High pay for performance

Supportiveness

9. Shares information
10. Supportive

Outcome-Orientation

11. Achievement-oriented
12. Demanding
13. High expectations
14. Results-oriented

Attention to Detail

15. Attention to detail
16. Precise

Team-Orientation

17. Team-oriented
18. Collaboration

Aggressiveness

19. Opportunities
20. Aggressive
21. Competitive

Decisiveness

22. Predictability
23. Decisiveness
24. Low Conflict

Diversity

25. Diversity
26. Different backgrounds

Appendix M

Culture Perceptions

Innovation

1. This organization is stable.
2. This organization is innovative.
3. This organization likes to experiment with new ideas, approaches to work, products and services, and the like.
4. This organization values risk-taking.
5. This organization is careful.
6. This organization is rule-oriented.
7. This organization is highly organized.

Emphasis on Rewards

8. This company puts an emphasis on the professional growth of its employees.
9. This company pays its employees well for performance.

Supportiveness

10. This organization promotes the sharing of information among its employees.
11. This organization is supportive of its employees.

Outcome-Orientation

12. This organization is achievement-oriented.
13. This organization can be characterized as demanding.
14. This organization sets high expectations for itself and its employees.
15. This organization is results-oriented.

Attention to Detail

16. This organization is analytical.
17. Work at this organization requires a lot of attention to detail.
18. This organization can be described as being precise.

Team-Orientation

19. This organization is team-oriented.
20. This organization promotes collaboration among its employees.

Aggressiveness

21. This organization is full of opportunities.

22. This organization is aggressive.
23. This organization is competitive.

Decisiveness

24. This organization is predictable.
25. This organization is decisive.
26. This organization values having low conflict among its employees.

Diversity

27. This company values employee diversity.
28. This organization consists of members with different backgrounds/
29. This organization consists of members with different ideas and backgrounds.

Appendix N

Organizational Attraction Measure

Based on the version of the organization's website you just viewed, please indicate the number on a 5-point rating scale (*1=strongly disagree; 3=neither agree nor disagree; 5=strongly agree*) that corresponds to your response for each item.

1. I would exert a great deal of effort to work for this company.

2. This company would be one of my first choices as an employer.

3. I would definitely accept a job offer from this company.

4. If given a chance, I would try to get a job with this company.

5. I am impressed by this company.

6. This would be a good company to work for.

7. I like this company a lot.

8. I would like to work for this company.

Appendix O

Perceived Global P-O Fit Measure

Based on the version of the organization's website you just viewed, please indicate the number on a 5-point rating scale (*1=strongly disagree; 3=neither agree nor disagree; 5=strongly agree*) that corresponds to your response for each item.

1. My values match or fit this organization and the current employees in this organization.

2. This company's values reflect my own values.

Appendix P

Demographic Measure

1. Gender   Male or Female

2. Age   _____ (in years)

3. Class standing   Freshman, Sophomore, Junior, or Senior

4. Race   Caucasian, African American, Asian, Hispanic, Other

5. Hours spent on the Internet per week   _____

6. Employment status? Unemployed, part-time, or full-time?

Footnotes

[1]The amount of time participants were exposed to each of the four "careers" websites was based on feedback provided by 20 participants who took part in the pilot study. Specifically, ten participants were initially exposed to all four websites for 7.5 minutes each. Afterwards, participants were interviewed, and they indicated that the experimenter allowed them too much time to view the websites. Next, a new set of 10 participants were exposed to the four websites for 5 minutes each. All participants indicated that it was appropriate to view the first website for 5 minutes because all information on the site was new; however, they indicated less time was needed for the remaining three websites given the redundancy of information across them. Most participants suggested it would be appropriate to view these websites for 2 to 3.5 minutes each, with their average recommended times being 2.5 minutes. Finally, the experimenter closely observed participants at the beginning of the data collection process; participants seemed to be busy for the entire time while viewing each website, and they seemed to have had time to view most information on the websites, as they provided adequate responses to the manipulation check measures.

[2]Five-point scales were used in this study because the pilot test results indicated that people were not endorsing all of the response options on the seven-point scales that were employed.

[3]All variables in this analysis were centered using the midpoint of their respective Likert scales. This was done primarily to reduce the multicollinearity among the predictor variables (See Muller et al., 2005 for more information on this practice).

[4]Individuals with culture preference scores 1 standard deviation (.75) above the mean (1.00) were considered to have strong culture preferences; those with culture preference

scores 1 standard deviation below the mean were considered to have weak culture

preferences (see Cohen, Cohen, West, & Aiken, 2003).

Table 1

Taxonomy of Cultural Attributes

Culture Dimensions	Definitions
1. Innovation	Promotes risk taking, experimentation, innovation, and not emphasizing security, stability, or being careful and highly organized.
2. Emphasis on Rewards	Pays well for performance and values professional growth.
3. Supportiveness	Promotes sharing of information, praises good performance, and is supportive.
4. Outcome-Orientation	Promotes achievement, being action-oriented, results-oriented, and setting high expectations, and not being calm.
5. Attention to Detail	Involves being analytical, precise, and paying attention to details.
6. Team-Orientation	Promotes teamwork and collaboration.
7. Aggressiveness	Is highly competitive, aggressive, full of opportunities, and is low in social responsibility.
8. Decisiveness	Values decisiveness, predictability, and low conflict.
9. Diversity	Promotes diversity within the organization and values diverse populations as employees.

Note: The first eight culture dimensions were taken from a study by Judge and Cable (1997), which they adapted from O'Reilly, Chatman, and Caldwell (1991). The ninth dimension (diversity) was added to the taxonomy by Braddy et al. (2006).

Table 2

Repeated Measures T-Tests Conducted on the Manipulation Ratings

for Emphasis on Rewards, Decisiveness, Aggressiveness, Innovation

and Outcome-Orientation

	D	t
Emphasis on Rewards		
Organizational Policies	2.81	6.27*
Testimonials	4.06	7.85**
Decisiveness		
Organizational Policies	3.04	4.55*
Testimonials	4.85	10.09**
Aggressiveness		
Organizational Awards Won	--	--
Testimonials	4.11	7.41**
Innovation		
Pictures	3.16	4.46*
Testimonials	4.66	15.51**
Outcome-Orientation		
Pictures	3.90	6.02*
Testimonials	4.06	7.62**

Note: D = The difference between the mean null and culture-specific

ratings; * p <.001; ** p <.0001

Table 3

Repeated Measures T-Tests Conducted on the Manipulation Ratings for Supportiveness, Attention-to-Detail, Team-Orientation, and Diversity

	Supportiveness		Attention-to-Detail		Team-Orientation		Diversity	
	D	*t*	*D*	*t*	*D*	*t*	*D*	*t*
Pictures	2.85	8.14**	4.37	7.72**	4.55	11.14**	4.60	6.57**
Testimonials	3.67	7.22**	4.48	7.73**	5.11	11.49**	5.27	26.37**

Note: D = The difference between the mean null and culture-specific ratings; * p <.001; ** p <.0001

Table 4

Culture-Specific Organizational Policies for Emphasis on Rewards

Organizational Policies	M	SD
We strongly believe in giving organizational awards to our employees for outstanding performance. We distribute awards that recognize employees for their quantity of work output, quality of work, attendance, and innovation/creativity. These awards give the much-deserved recognition to our best workers, and it serves as a useful way to motivate our workers to perform at their very best.	5.89	1.90
We strongly encourage our employees to apply for high-level positions in our company when they become available. We use a skill-based pay system to motivate our workers to continuously acquire additional knowledge and skills in their current jobs because this ultimately prepares them for higher-level positions. We believe that encouraging in-house promotions is a great way to reward our most outstanding employees.	5.67	1.94
When positions in the company become vacant, we initially consider promoting current employees to fill these positions. If no suitable internal candidates are available, we turn to outside job seekers to fill our positions.	5.63	1.30
All of our employees are encouraged to seek continuing education via participating in workshops and conferences and/or enrolling in relevant courses at community colleges, colleges, or universities. We fully reimburse our employees for tuition, book, and other expenses that they incur while completing their educational endeavors. We do this in an effort to motivate our employees to keep their skills current. We feel this is one reason our human resources continue to give us a competitive edge over our competitors.	5.56	2.00

Table 5

Null Organizational Policies for Emphasis on Rewards

Organizational Policies	M	SD
We strongly encourage our employees to use our organizational resources (e.g., the phone, internet, etc.) for work purposes and personal emergencies only. Employees are prohibited from using these resources for any other activities that are considered to be counterproductive to the company.	1.33	0.71
Our official company attire is business casual. We expect all of our employees to dress professionally at all times because we believe this helps portray a positive image of our company to both prospective employees and customers.	1.33	0.71
It is our policy to maintain a conflict-free work environment. We have accomplished this by implementing many rules and guidelines that govern employee conduct. We make it well known that everyone should demonstrate the same respect for others that they expect in return.	1.44	0.73
Teams are a big part of our company's culture. One of our policies is to encourage employees to work collaboratively with each other when they are trying to complete complex, multi-faceted projects.	1.67	0.87

Table 6

Culture-Specific Organizational Policies for Decisiveness

Organizational Policies	M	SD
It is our policy to maintain a conflict-free work environment. We have accomplished this by implementing many rules and guidelines that govern employee conduct. We make it well known that everyone should demonstrate the same respect for others that they expect in return.	6.00	2.07
All employees are required to follow specific work procedures and protocols to accomplish their work. In rare instances when they encounter the need to deviate from these protocols, we require that our employees obtain written approval from their supervisor before proceeding.	5.88	2.03
We require all organizational members to briefly meet with their supervisors and project teams on a weekly basis to discuss progress towards their work-related goals. By doing this, we encourage our employees to have a clear vision of what they need to do each day so that they maximize their effectiveness while simultaneously minimizing the levels of job ambiguity that they experience at work.	5.63	2.07
We do not place a lot of emphasis on creativity and innovation here. Our employees are not rewarded for taking risks or experimenting, especially when doing so detracts from their productivity. Rather, we prefer that our employees accomplish their work by strictly operating within the parameters set by their supervisors.	5.50	1.93

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Table 7

Null Organizational Policies for Decisiveness

Organizational Policies	M	SD
All of our employees are encouraged to seek continuing education via participating in workshops and conferences and/or enrolling in relevant courses at community colleges, colleges, or universities. We fully reimburse our employees for tuition, book, and other expenses that they incur while completing their educational endeavors. We do this in an effort to motivate our employees to keep their skills current. We feel this is one reason our human resources continue to give us a competitive edge over our competitors.	1.38	0.74
We strongly believe in giving organizational awards to our employees for outstanding performance. We distribute awards that recognize employees for their quantity of work output, quality of work, attendance, and innovation/creativity. These awards give the much-deserved recognition to our best workers, and it serves as a useful way to motivate our workers to perform at their very best.	1.38	1.06
We strongly encourage our employees to apply for high-level positions in our company when they become available. We use a skill-based pay system to motivate our workers to continuously acquire additional knowledge and skills in their current jobs because this ultimately prepares them for higher-level positions. We believe that encouraging in-house promotions is a great way to reward our most outstanding employees.	1.50	1.41
In addition to our skill-based pay system, our employees receive bonuses via our profit sharing plan. Bonus payments are distributed each quarter and are based on a percentage of the organization's profits for the quarter. We believe this plan motivates employees to perform at high levels.	1.63	1.06

Table 8

Culture-Specific Organizational Awards Won for Aggressiveness

Organizational Awards Won	M	SD
Edison Award for Outstanding Leadership and Innovation	6.10	1.10
Ernst & Young's Entrepreneur of the Year Award	6.00	1.41
Ranked in Top 10 on America's Most Admired Companies' List (based on employee talent, innovation, and financial soundness) by Fortune Magazine	5.80	1.40
Ranked in Top 10 Companies by Fortune Magazine for Delivery of High Quality Services	5.70	1.89

Table 9

Culture-Specific Employee Testimonials for Emphasis on Rewards

Employee Testimonials	M	SD
I love working for Company X because of the many benefits it offers. Just to name a few examples – our company places a high priority on making in-house promotions, funds employees' continuing educational endeavors, and offers employees competitive salaries with the opportunity for them to earn nice bonuses numerous times throughout the year.	6.64	0.50
Company X is a great place to work. While all employees are expected to work extremely hard, we are well compensated in return for our efforts. Our company uses a pay-for-performance compensation system that allows us to earn many big bonuses and incentives throughout the year, in addition to receiving our competitive annual base salaries.	6.55	0.69
The best part about working for my employer is that you know if you work hard, you will be rewarded. This effort-reward contingency has been something that I have continuously seen this organization uphold over the years that I have been working here.	6.55	0.69
Company X is a wonderful place to work because it really looks out after its employees. If you're willing to work hard, management will do its best to ensure that you receive promotions and raises. They also offer other great benefits, such as paying for continuing education, providing advanced training, and offering career counseling to employees who are interested.	6.46	0.69
Management really appreciates the contributions employees make to our organization. They demonstrate this via monetary bonuses and personal recognition. Both of these are huge motivators for us.	6.27	0.65

Table 10

Culture-Specific Employee Testimonials for Decisiveness

Employee Testimonials	M	SD
My work unit, as with most other units in our company, has clearly established goals set by management that we are supposed to work towards. Also, our unit has a well-defined protocol of procedures in place for performing all work tasks. This is nice because you always know what you are supposed to do and how you are supposed to do it.	6.75	0.62
Company X places a huge emphasis on being decisive. Top management always maintains a clear strategic vision for the company, and they expect managers and other employees to set clearly defined goals for themselves that correspond to the company's vision.	6.55	0.69
The thing I like most about this organization is the structure that is in place. We always know what is expected of us regarding the tasks to perform, procedures to follow, and the standards of performance that we are held to by management. I rarely experience any unnecessary uncertainty on my job.	6.46	0.52
Our company has a lot of rules and policies in place to govern employee behavior. This is nice because there is no gray area in terms of what is acceptable and unacceptable conduct. Everything is clearly defined and understood.	6.18	0.98
One thing I really like about my job is that all employees frequently meet with all levels of management to ensure that we are working in unison with regard to moving the organization forward. I find this to be useful because it gives me a clear sense of purpose at work – I rarely, if ever, am confused about how I need to do my job.	6.09	1.04

Table 11

Culture-Specific Employee Testimonials for Aggressiveness

Employee Testimonials	*M*	*SD*
Our organization's primary philosophy is to win and succeed. We are always driven to work hard to beat our competition, so that we can remain a leader in our industry. This philosophy is the main reason we've won so many awards for our excellence in recent years.	6.82	0.41
Our company is undoubtedly the most assertive organization in our industry. We continuously try to recruit the best and brightest job seekers in our industry, and we hold them to very high performance expectations.	6.18	0.87
What I like best about this company is that they set very high standards and expectations for everyone and hold us accountable. I think this is the main reason we have been so much more successful than our competitors. This not only enhances the company's profitability, but it also motivates me to be my best and allows me to learn and grow in ways that I otherwise would not have.	6.09	0.94
Our organization is consistently ranked as the top leader in the industry. Our employees strive to be their very best, and we enjoy winning. As a result of our success, we are the largest company in our industry.	6.00	0.89
I enjoy it here because of the values and philosophy endorsed by this organization. They enjoy being on the winning team and strongly encourage us to do our personal best so that we remain superior to our competitors.	5.91	0.54

Table 12

Culture-Specific Employee Testimonials for Innovation

Employee Testimonials	*M*	*SD*
Company X is a great organization to work for because management strongly encourages me to take risks and to experiment with new ideas and ways of solving organizational problems. This flexibility helps keep my job exciting and interesting at all times.	6.77	0.44
We are currently a leader in our industry because we offer a wide variety of neat products and services. I think we will remain an industry leader for years to come as well because we are committed to creating innovative products and services. Company X's commitment to this is reflected by the fact that it invests lots of money in experimental products and services and rewards its workers who take risks and think outside the box. This is a wonderful place to work.	6.39	0.77
I thoroughly enjoy working here because management has made the notion of "thinking outside the box" one of their primary philosophies. They are always trying new things in an effort to produce cutting edge products and services, and management strongly encourages employees at all levels to get involved with generating novel ideas. Employees receive cash prizes for ideas that work out.	6.31	0.95
The most rewarding aspect of my job is that I can be creative in developing new ideas for products and services. This means things never get boring or dull.	6.00	0.89
Our company allows you to take risks and follow your gut. If you love what you do, do it here; you can't fulfill your dream elsewhere as richly as you can do it here.	5.55	0.93

Table 13

Culture-Specific Employee Testimonials for Outcome-Orientation

Employee Testimonials	M	SD
Working here is lots of fun. It offers me the opportunity to work in a very fast-paced (and sometimes chaotic) environment, take on challenging work, and meet high standards/goals for myself. I often achieve much more difficult goals than I ever thought I could.	6.36	0.81
This organization is a great place to work. They hold us to very high standards and ensure that we are constantly working to achieve important work-related goals. Because of this, I have learned and grown in ways that I would not have otherwise done.	6.27	0.47
I like working at this organization because we take a very practical view towards work. We make sure we do things very efficiently, and management tries to avoid assigning any projects to us that do not add value. They are very results driven here.	6.27	0.65
I enjoy it here because of the goal-orientation that our company endorses. Our supervisors meet with us frequently to set both work-related and professional goals. They also monitor our progress and provide us with useful feedback for becoming more effective in achieving these goals and thus more successful in our jobs.	6.27	0.91
I like working here because my work keeps me really busy. We don't have a lot of idle time because management usually ensures that we have something productive to do. Our workload at times can be very demanding, but I enjoy this overall because it helps the time pass by quickly.	6.18	0.99

Table 14

Culture-Specific Employee Testimonials for Supportiveness

Employee Testimonials	M	SD
My favorite part of working here is that management backs you a great deal. They are willing to provide you with all the resources you need to do your job without complaining about the costs. Also, they are very understanding of when you need to take time off to do things in your personal life.	6.36	0.67
I love it here. I could not ask for a more supportive and understanding group of coworkers and supervisors.	6.18	0.75
Working here is great because our managers are very supportive of us. They actively seek our advice on how to improve problems we experience on the job, and they use this advice as well. They really make our jobs easy by providing us with whatever resources we need.	6.18	0.75
Our climate here is great. We all support each other and pull together as a team to get our work done.	6.18	0.98
The atmosphere here is so comfortable and every team leader and manager has made me feel like they care about me. The people here aren't only co-workers, they are also friends.	6.00	0.63

Table 15

Culture-Specific Employee Testimonials for Attention-to-Detail

Employee Testimonials	M	SD
The aspect of my job that I enjoy most is that virtually all the work I do requires me to be fully engaged, analytical, and very attentive to details. This helps me keep my mind very active, especially my critical thinking skills.	6.91	0.30
The sort of work I do at this organization requires an enormous degree of attention to detail. All relevant information has to be mulled over carefully before decisions can be made. I really enjoy this line of work, but one must have a lot of patience in order to be successful at it.	6.64	0.50
Because my job requires me to make critical decisions, I have to systematically consider all the facts and figures relevant to the issue at hand. This requires me to pay a lot of attention to the details and to be very analytical. This is sometimes stressful, but overall I derive a lot of satisfaction from my work.	6.64	0.50
I enjoy working here because this company is an all-around good employer. I especially like the fact that my job is very technical in nature. It really pushes me to my limits mentally sometimes given the high level of attention to detail and precision that it requires.	6.10	0.94
At this organization, everything is done very systematically and methodically. All the details, including facts and statistics, are reviewed before we make organizational decisions.	6.00	0.89

Table 16

Culture-Specific Employee Testimonials for Team-Orientation

Employee Testimonials	M	SD
Our company places high value on maintaining a team atmosphere. We strongly believe the team-based approach is the best way of accomplishing the work we do here. Not many employees could individually complete our work without possessing the variety of knowledge, skills, and abilities in the team.	6.83	0.39
Company X places a lot of emphasis on teamwork. My co-workers and I are strongly encouraged to work closely with each other on projects. I enjoy this team atmosphere because it provides me with an opportunity to socialize with my co-workers. Also, many of the tasks we are required to perform are too difficult to take on individually, so it is very helpful to seek the advice and ideas of others on these projects.	6.83	0.58
Our company encourages all employees to collaborate with others whenever possible. We are continuously reminded that we are all on the same team and are working towards the same goals. I think this philosophy has built a lot of cohesiveness among our employees and has helped everyone in our department work together as a team more effectively.	6.50	0.67
Because my job requires a high degree of collaboration with my peers and superiors, it allows me to get to know them very well while, at the same time, completing challenging and interesting projects at work. My job allows me to meet both my social and intellectual needs at a level that I have not achieved in past jobs.	6.42	0.79
Due to the nature of the work here, my colleagues and I have to work together as a team for the organization to succeed. Some of my best friends are my co-workers because we get along so well and spend so much time together both on and off the job.	6.33	0.65

Table 17

Culture-Specific Employee Testimonials for Diversity

Employee Testimonials	M	SD
Employee diversity is one of Company X's top values. Managers at our organization go above and beyond to create an atmosphere where everyone, regardless of their background, feels welcome. The company also sponsors diversity events and provides diversity training to all employees.	6.92	0.29
One reason I enjoy working for Company X is that it is committed to maintaining a demographically diverse workforce, which allows me to learn about others with different backgrounds. Also, I think our diverse perspectives help the company serve its diverse customers.	6.62	0.87
I love my job because I get to work with a diverse group of colleagues. This allows me to learn a lot about other cultures. Plus, being exposed to my colleagues' diverse opinions and perspectives has helped me to broaden the way I think about aspects of both my personal and work life.	6.33	0.78
I enjoy working here a lot because everyone is really respectful of you regardless of your gender, race, religion, background, or any other demographic. I think our pro-diversity atmosphere can largely be attributed to our company's commitment to promoting diversity by doing things such as sponsoring diversity events.	6.17	0.94
Our managers are committed to promoting diversity within our organization. They strive to create a workforce whose demographics closely mirror the demographics of the surrounding population. We really feel this is the right thing to do, plus our diversity provides us many benefits.	6.17	0.94

Table 18

Null Testimonials for Emphasis on Rewards, Decisiveness, and Aggressiveness

Employee Testimonials	Emphasis on Rewards		Decisiveness		Aggressiveness	
	M	SD	M	SD	M	SD
I enjoy working for Company X a great deal. One of the best things about my job is that I get to travel extensively. Each year, I get to go to many places that I had wanted to visit for years.	2.40	1.78	1.08	0.29	2.08	1.51
I like working at Company X because I think I am a good fit with this organization. In other words, my values and personality match up well with the organization's culture.	1.25	0.87	1.50	1.73	1.25	0.87
I like working here because of the convenience it offers me. In particular, I like the fact that I can complete most of my work from home.	1.67	0.58	1.42	1.44	1.17	0.58
Overall, working here has been a great experience. My job has truly been a huge source of satisfaction in my life.	1.63	0.92	1.36	0.92	1.09	0.30
My job is very satisfying. It gives me a real sense of accomplishment.	1.92	1.83	1.33	0.89	1.25	0.62

Table 19

Null Testimonials for Innovation, Outcome-Orientation, and Supportiveness

Employee Testimonials	Innovation		Outcome-Orientation		Supportiveness	
	M	*SD*	*M*	*SD*	*M*	*SD*
I enjoy working for Company X a great deal. One of the best things about my job is that I get to travel extensively. Each year, I get to go to many places that I had wanted to visit for years.	2.16	2.03	1.55	1.04	1.25	0.45
I like working at Company X because I think I am a good fit with this organization. In other words, my values and personality match up well with the organization's culture.	1.00	0.00	1.08	0.29	2.46	2.25
I like working here because of the convenience it offers me. In particular, I like the fact that I can complete most of my work from home.	1.75	1.22	1.08	0.29	2.50	2.27
Overall, working here has been a great experience. My job has truly been a huge source of satisfaction in my life.	1.09	0.30	1.27	0.90	2.36	1.86
My job is very satisfying. It gives me a real sense of accomplishment.	1.08	0.29	2.45	1.78	1.58	1.16

Table 20

Null Testimonials for Attention-to-Detail, Team-Orientation, and Diversity

Employee Testimonials	Attention to Detail		Team-Orientation		Diversity	
	M	*SD*	*M*	*SD*	*M*	*SD*
I enjoy working for Company X a great deal. One of the best things about my job is that I get to travel extensively. Each year, I get to go to many places that I had wanted to visit for years.	1.25	0.87	1.00	0.00	1.92	1.78
I like working at Company X because I think I am a good fit with this organization. In other words, my values and personality match up well with the organization's culture.	1.17	0.58	1.25	0.87	1.00	0.00
I like working here because of the convenience it offers me. In particular, I like the fact that I can complete most of my work from home.	1.08	0.29	1.08	0.29	1.17	0.58
Overall, working here has been a great experience. My job has truly been a huge source of satisfaction in my life.	1.09	0.30	1.18	0.40	1.09	0.30
My job is very satisfying. It gives me a real sense of accomplishment.	1.25	0.87	1.17	0.58	1.00	0.00

Table 21

Culture-Specific Pictures for Innovation, Outcome-Orientation, and

Supportiveness

	M	*SD*
Innovation		
Picture 1	5.70	0.95
Picture 2	5.65	1.25
Picture 3	5.50	1.60
Outcome-Orientation		
Picture 1	6.30	1.06
Picture 2	6.00	1.05
Picture 3	5.60	1.07
Supportiveness		
Picture 1	5.90	0.99
Picture 2	5.90	1.29
Picture 3	5.90	1.29

Note. See Appendices B-D for the actual pictures portraying innovation, outcome-

orientation, and supportiveness.

Table 22

Culture-Specific Pictures for Attention-to-Detail, Team-Orientation,

and Diversity

	M	*SD*
Attention to Detail		
Picture 1	6.11	1.05
Picture 2	5.90	0.99
Picture 3	5.80	1.23
Team-Orientation		
Picture 1	6.22	0.67
Picture 2	6.10	0.74
Picture 3	5.90	1.10
Diversity		
Picture 1	6.10	1.10
Picture 2	6.00	1.49
Picture 3	6.00	1.63

Note. See Appendices E-G for the actual pictures portraying attention to detail,

team-orientation, and diversity.

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Table 24

Null Pictures for Supportiveness, Team-Orientation, and Diversity

	Supportiveness		Team-Orientation		Diversity	
Pictures	*M*	*SD*	*M*	*SD*	*M*	*SD*
Picture 1	1.50	1.08	1.40	0.85	1.40	0.97
Picture 2	1.50	0.71	1.70	1.16	1.50	1.08
Picture 3	1.40	0.70	1.50	0.85	1.40	0.85

Note. See Appendix I to view these null pictures.

Table 25

Coefficient Alphas for the Nine Culture Perception Measures

Culture Perception Measures	α
Innovation	.75
Diversity	.91
Emphasis on Rewards	.81
Supportiveness	.77
Team-Orientation	.93
Outcome-Orientation	.87
Attention-to-Detail	.94
Decisiveness	.65
Aggressiveness	.71

Table 26

Participants' Confidence in their Culture Perception Ratings

Culture Perception Measures	M	SD
Innovation	87.04	10.00
Diversity	85.75	14.23
Emphasis on Rewards	84.35	24.58
Supportiveness	84.24	23.10
Team-Orientation	80.00	24.68
Outcome-Orientation	87.42	17.57
Attention-to-Detail	87.71	12.53
Decisiveness	89.04	10.54
Aggressiveness	91.24	7.64
Across All Nine Culture Attributes	87.88	13.12

Note: Values in this table represent percentages.

Table 27

Descriptive Statistics for Covariates

Covariates	*M*	*SD*
1. Willingness to Pursue Employment with Pharmaceutical Companies	3.66	0.88
2. General Impressions of the Pharmaceutical Industry	3.61	0.68
3. Innovation	2.95	0.55
4. Emphasis on Rewards	4.69	0.62
5. Supportiveness	4.26	0.42
6. Outcome-Orientation	3.79	0.57
7. Attention-to-Detail	3.85	0.79
8. Team-Orientation	3.96	0.79
9. Aggressiveness	3.83	0.62
10. Decisiveness	3.52	0.61
11. Diversity	4.04	0.85
12. Types of Jobs Offered	3.52	0.88

Note: N = 177 for all covariates.

Table 28

Descriptive Statistics for Hypotheses 1a-1b

Culture Attributes	Null Policies			Culture-Specific Policies			Null Testimonials			Culture-Specific Testimonials		
	N	*M*	*SD*	*N*	*M*	*SD*	*N*	*M*	*SD*	*N*	*M*	*SD*
Emphasis on Rewards	40	3.86	0.93	40	4.48	0.66	40	3.89	0.93	40	4.46	0.66
Decisiveness	38	4.00	0.60	38	4.39	0.64	38	4.10	0.63	38	4.30	0.65

Note: These statistics represent the marginal sample sizes, means, and standard deviations from the ANCOVAs.

Table 29

Descriptive Statistics for Hypotheses 2a-2b

| | Null Testimonials | | | | | | Culture-Specific Testimonials | | | | | |
| | Null Policies | | | Culture-Specific Policies | | | Null Policies | | | Culture-Specific Policies | | |
Culture Attributes	N	*M*	*SD*	N	*M*	*SD*	N	*M*	*SD*	N	*M*	*SD*
Emphasis on Rewards	20	3.38	0.95	20	4.38	0.60	20	4.35	0.61	20	4.58	0.71
Decisiveness	19	3.84	0.58	19	4.35	0.58	19	4.18	0.59	19	4.42	0.70

Note: These statistics represent the sample sizes, means, and standard deviations from each of the four cells associated with the

ANCOVAs.

Table 30

Descriptive Statistics for Hypothesis 3

	No Awards			Culture-Specific Awards			Null Testimonials			Culture-Specific Testimonials		
Culture Attributes	*N*	*M*	*SD*	*N*	*M*	*SD*	*N*	*M*	*SD*	*N*	*M*	*SD*
Aggressiveness	36	3.79	0.89	36	4.11	0.69	36	3.72	0.87	36	4.18	0.63

Note: These statistics represent the marginal sample sizes, means, and standard deviations from the ANCOVAs.

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Table 31

Descriptive Statistics for Hypothesis 3a

	Null Testimonials						Culture-Specific Testimonials					
	No Awards			Culture-Specific Awards			No Awards			Culture-Specific Awards		
Culture Attributes	N	*M*	*SD*	N	*M*	*SD*	N	*M*	*SD*	N	*M*	*SD*
Aggressiveness	18	3.50	0.91	18	3.94	0.78	18	4.08	0.71	18	4.28	0.55

Note: These statistics represent the sample sizes, means, and standard deviations from each of the four cells associated with the

ANCOVAs.

Table 32

Descriptive Statistics for Hypotheses 4a – 4f

Culture Attributes	Null Pictures			Culture-Specific Pictures			Null Testimonials			Culture-Specific Testimonials		
	N	*M*	*SD*	*N*	*M*	*SD*	*N*	*M*	*SD*	*N*	*M*	*SD*
Innovation	38	3.00	0.56	38	3.08	0.49	38	2.80	0.39	38	3.35	0.48
Outcome-orientation	38	3.84	0.86	38	4.14	0.71	38	3.60	0.78	38	4.39	0.61
Supportiveness	40	4.00	0.91	40	4.30	0.63	40	3.84	0.85	40	4.46	0.52
Team-orientation	40	3.76	1.04	40	4.34	0.80	40	3.70	1.04	40	4.40	0.73
Attention-to-Detail	40	3.77	1.06	40	4.17	0.67	40	3.37	0.84	40	4.57	0.46
Diversity	44	3.70	0.92	44	4.29	0.77	44	3.62	0.80	44	4.36	0.84

Note: These statistics represent the marginal sample sizes, means, and standard deviations from the ANCOVAs.

Table 33

Descriptive Statistics for Hypotheses 5a – 5f

| | Null Testimonials | | | | | | Culture-Specific Testimonials | | | | | |
| | Null Pictures | | | Culture-Specific Pictures | | | Null Pictures | | | Culture-Specific Pictures | | |
Culture Attributes	N	*M*	*SD*	N	*M*	*SD*	N	*M*	*SD*	N	*M*	*SD*
Innovation	19	2.70	0.39	19	2.80	0.39	19	3.32	0.53	19	3.35	0.44
Outcome-orientation	19	3.37	0.80	19	3.83	0.70	19	4.32	0.64	19	4.46	0.58
Supportiveness	20	3.58	0.94	20	4.10	0.68	20	4.43	0.67	20	4.50	0.51
Team-orientation	20	3.25	0.92	20	4.15	0.96	20	4.28	0.90	20	4.53	0.50
Attention-to-Detail	20	2.93	0.85	20	3.80	0.59	20	4.60	0.37	20	4.53	0.55
Diversity	22	3.29	0.64	22	3.95	0.81	22	4.11	0.98	22	4.62	0.51

Note: These statistics represent the sample sizes, means, and standard deviations from each of the four cells associated with the ANCOVAs.

Figure Captions

Figure 1. Mediated-Moderation Model

Figure 2. Policy X Testimonial Interaction on the Emphasis on Rewards Dimension

Figure 3. Testimonial X Picture Interaction on the Attention-to-Detail Dimension

Figure 4. Mediation Model for Individuals with Low Culture Preferences
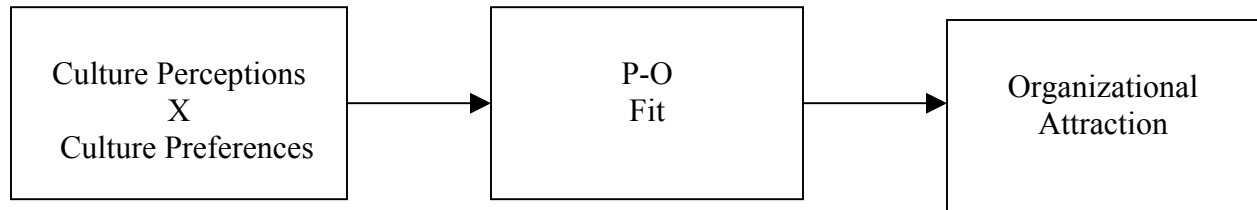
Figure 5. Mediation Model for Individuals with High Culture Preferences
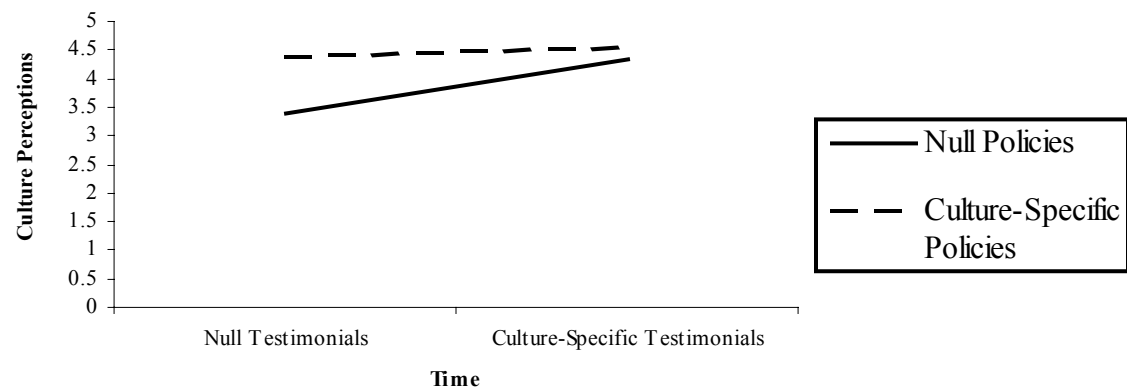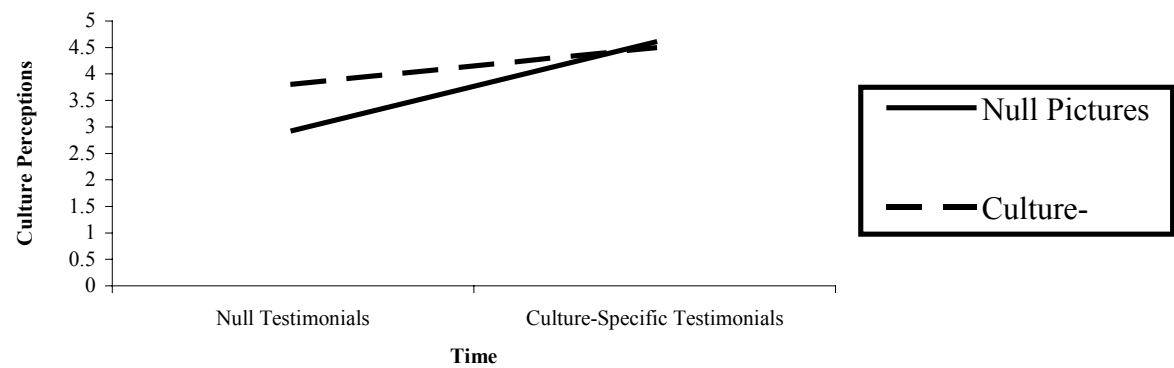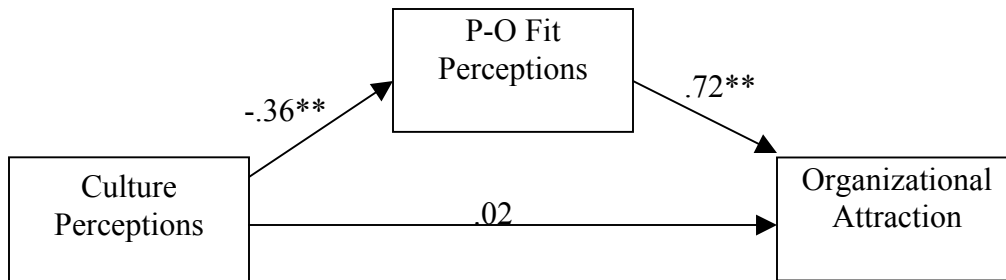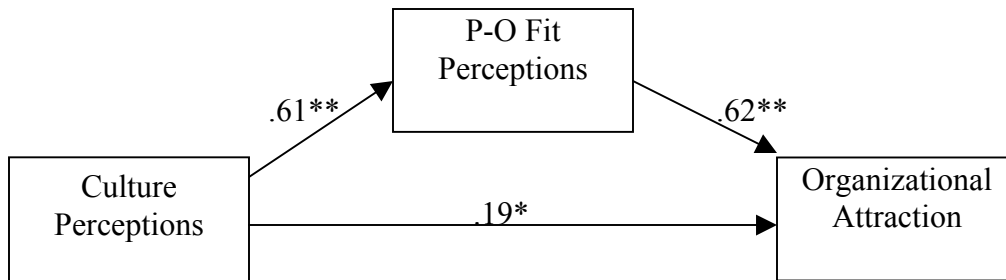
Figure 1.

Figure 2.

Figure 3.

Figure 4.

Notes: The direct and indirect effect coefficients were .02 and -.26, respectively. The

indirect effect coefficient was computed by multiplying the path coefficient between culture

perceptions and P-O fit (-.36) by the path coefficient between P-O fit and organizational

attraction (.72).

*$p < .01$

**$p < .001$

Figure 5.

Notes: The direct and indirect effect coefficients were .19 and .38, respectively. The indirect

effect coefficient was computed by multiplying the path coefficient between culture

perceptions and P-O fit (.61) by the path coefficient between P-O fit and organizational

attraction (.62).

*p < .01

**p < .001