



# CAN YOU TELL WE ARE DIVERSE?

*HOW CULTURAL DIVERSITY ELEMENTS IN RECRUITMENT  
ADVERTISEMENTS ENCOURAGE JOB PURSUIT INTENTION*

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## Abstract

**Purpose:** Creating a diverse workforce is more often seen as a must. Whilst much prior research focused on the hiring process to achieve this, the steps before a job seeker applies to a firm are often forgotten. Research has shown that based on social identity, people often react positively when one's values and goals are consistent with the job advertisement they see. This research aims to uncover the effects that visual and textual cues in an advertisement hinting toward a diverse organization affect a job seeker's pursuit intention. Accompanied by this relation is the proposed mediation of perceived person-organization fit and the moderation of cultural validation

**Method:** This experiment presents participants (n=123) with either only textual cues, only visual cues, a combination of both, or the absence of any cues hinting towards a diverse organization. The results were acquired employing an online experimental survey in which an individual was presented with one of the four conditions at random.

**Results:** The outcomes of the data analysis indicate a difference between those presented with a normal job advertisement compared to a manipulation. A positive effect was found when advertisements included textual cues. Whilst there seems to be no mediating role of perceived P-O fit, a direct impact can be found of P-O fit on one's job pursuit intention. Lastly, no moderating effect was found for cultural validation for any of the proposed relations

**Conclusion:** In the proposed model, the only significant direct relation found is that between P-O fit and job pursuit intention. Whilst an overall higher mean in job pursuit intention is found for those presented with diversity cues, especially when presented with only textual, no statistical relationship can be concluded.

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## **1. Introduction**

An increasingly multicultural society has created increased attention to the topic of cultural diversity and inclusion. This development has inspired many organizations to evaluate their workspace and adapt to the changing market. It can be seen as their responsibility to tap into this changed market of job seekers. A critical look must be taken at the way organizations organize their recruitment strategy in this sense. Having a diverse workforce has its advantages with an increased variety of perspectives, improved decision making, increased creativity, and appealing to a larger audience (Cunningham & Melton, 2014). These internal advantages are next to the possible external benefits in the shape of a more positive image as a diverse organization. Nevertheless, it is important to realize the possible challenges it brings. People tend to categorize themselves and those around them into social groups (Turner et al., 1987), an organization that has a diverse workforce might also turn into one that has multiple different groups instead of one whole. The result of the emergence of subgroups might lead to intergroup bias in which one is more favourable to the people he/she considers as part of their social group compared to those who are outside of that group (Hewstone et al., 2002). Creating one united workforce, often seen as a core value in an organization, and effective collaboration might prove to be more challenging in a more diverse workforce.

Creating a diverse and inclusive workforce is often related to adapting one's hiring process accordingly. But before reaching the hiring process, one must take a step back to the first point of contact a job seeker has with the organization. Any relation between the job seeker and the potential employer starts with recruitment communication and advertisements. The recruitment advertisement of the company is the representation of the values of the company and what type of person they feel would fit. The increased importance of the cultural diversity aspect in society has influenced organizations to reflect upon their recruitment advertisement and possibly adapt their strategy. Within the spectrum of cultural diversity in organizations,

recruitment is often highlighted as one of the direct influencers (Tipper, 2004). It is therefore not a surprise that many diversity researchers have explored this area. Most research has focused on applicant attraction (Avery et al., 2013) and organizational conditions (Zanoni & Janssens, 2015) but often does not consider everything that happens with the job seeker before they apply for a function (Adam & Rea, 2017; Dobusch, 2017; Lang, 2020). Recruitment marketing and how job seekers respond to job advertisements of companies might even be a more important aspect that decides how the rest of the recruitment process transpires and presents the current research with a gap worth exploring.

When it comes to research in organizational marketing, the Marketing Science Institute (MSI) has been at the forefront of science for a long time. They highlight that there is a need for increased attention to research in fostering inclusion and diversity in marketing and society (MSI Marketing Science Institute, 2020). Marketing and job advertisements are an effective way to find job seekers who, next to having the right qualifications, share similar values (Casper, Wayne & Manegold, 2013). From the perspective of the job seeker, they can use recruitment advertisement to interpret how similar the work environment of the company is to them (Baum et al., 2016) and therefore if their personality would fit with the firm (Mao et al., 2021).

If an organization wants to attract applicants that value cultural diversity, one must not only design its hiring process to be inclusive but also include appropriate cues in advertisements to appeal to this diverse pool of job seekers. Such cues could be pictures of a diverse workforce or various textual cues that hint toward an inclusive organization. Confidence of applicants is boosted when there are cues in recruitment advertising (e.g., text or illustrations) that are favourable to one's in-group values (Ashforth & Mael, 1989; Hogg & Terry, 2000). Organizations can tailor their recruitment communication in different ways to relate to different job seekers. In turn, they can decide whether this organization is a good fit for what they are

searching for. These applicants often search for functions at an organization that fit their values to establish a perceived person-organization fit (Kristof, 1996; Cable & DeRue, 2002) which could then either lead to a positive pursuit intention or a negative one. This pursuit intention and the perceived fit depend on the underlying attitudes one might have towards cultural diversity and inclusion that can be explained as cultural validation. The cultural validation attitude describes the degree to which an individual is open and acceptant of someone with a different cultural background (Balint, 2016).

While some authors claim that cultural diversity perceptions in recruitment advertisements have a critical role in the process of acquiring new personnel (Avery & McKay, 2006; Walker et al., 2012), there are still other researchers that imply that there are more important antecedents (Chapman et al., 2005). In general, the studies exploring the effects of diversity elements on the attraction of job seekers proceeded to deliver rather inconclusive findings (Avery 2003; Avery et al., 2013). Overall there seems to be a “lack of diversity” in various literature on the role of cultural diversity and inclusion during the first phase of recruitment. More clarity is needed on the way various diversity elements in recruitment affects the job seeker so that the organization can appeal to an appropriate pool of potential applicants. Designing one's advertisement more inclusively will hopefully create a positive job pursuit intention. For the current research to explore this relation, a central research question will be composed; *“To what extent do cultural diversity cues, both textual and visual, in recruitment advertisement, with perceived person-organization fit as a mediator, affect job pursuit intentions moderated by cultural validation”*.



## **2. Theoretical Framework**

To understand the various constructs that are crucial to this research and how they relate to each other, a theoretical framework is drafted. Within the framework, concepts are elaborated and from this understanding, hypotheses will be created that together form a conceptual research model. In the following sections, job pursuit intention, perceived person-organization fit, and cultural validation will be discussed using pre-existing literature.

### **2.1 Job pursuit intentions**

For an organization to successfully find adequate applicants for a function, it must find a way to motivate the right people to pursue a function at the firm. One's marketing strategy should have the aim of evoking job pursuit intentions in suitable candidates. An applicant's intention to pursue a job or whether he/she remains in the applicant pool can be predicted to some extent (Rhynes, 1991). Pursue intentions can also be used as an indicator of overall organizational attractiveness (Chapman et al., 2005). If many applicants have a high job pursuit intention, one could reason that the organization is experienced to be attractive. A firm has a higher possibility to hire a superior employee when more possible applicants possess a strong job pursuit intention (Tsai et al., 2015). In turn, such a perception could lead to higher positive word-of-mouth to spread awareness of the organization (Wang, 2012). Important to realize is that an intention to pursue a function does not imply the actual behaviour of responding to a vacancy but, as often claimed by many organizational psychologists, intentions predict actions (Albarracín, Johnson, Fishbein, & Muellerleile, 2001).

The concept of job pursuit intention is the result of all different variables, both company-related and individual-related, that measure a person's desire to apply for a function, attend a visit for an interview, or to enter or stay in the applicant pool. Company-related variables

include matters such as reputation, communication strategy, company symbolism, advertisements, or any other way the company presents its values. As it is often difficult for job seekers to know a firm thoroughly, they, therefore, look at the reputation of the company together with the symbols to assess job pursuit intention (Wang, 2012). For job seekers, these cues are taken from a firm's recruitment advertisement to assess their sentiment about the company. An organization has the possibility to portray the values they think to be important to the job seekers to appeal to those who share the same values. The assessment of these cues in recruitment advertisements could then lead to an intention to pursue a function within the organization. The impact of these organizational variables is influenced by personal variables derived from experience gained that led to various values, needs, attitudes, or other characteristics one possesses. An individual's intention is often largely influenced by the perceived value congruence with the firm (Mao et al., 2021). Congruence with the values and goals of an organization might lead someone to have a fit perception of the organization. That fit is therefore a combination of both the goal perception and the value perception of the job seeker in relation to the advertisement. Fit can act as a mediator between the company variables and the end intention to pursue a job. That implies that the fit perception which influences one's job pursuit intention is caused by the ways a job advertisement is presented. In between these relations plays the important personal variable of attitude, in the context of cultural diversity and inclusion, cultural validation. This attitude plays a part in how people evaluate cultural diversity cues and what that means to their job pursuit intention in the end. When considering the various antecedents, one should be left with the job pursuit intention of the job seeker.

## **2.2 Job Advertisements and Cultural Diversity**

The advertisement and communication of a vacancy is the bridge between an organization and a potential applicant. The marketing of a firm is therefore crucial when it

comes to making the connection to the right public. Whilst the potential applicant might have some previous associations with the organization, the advertisement should represent anything the company stands for and what type of person they are looking for. According to the signalling theory (Spencer, 1973) and symbolic attraction (Highhouse et al., 2007), job attraction is influenced by various signals and cues that the organization communicates through recruitment tools and interpretations job seekers make based on these cues (Wille & Derous, 2017). Applicants rarely have the full description of a job and must make a decision based on a few signals pulled from text or illustration. That is an important aspect explained by the signalling theory, where there is one party that possesses superior information to the other party. The goal is to, via signs, symbols, and signifiers, counter informational asymmetries (Chiu & Chen, 2014). Symbolic attraction is based on the premise that attraction to various symbolic attributes is functional as those features aid people in communicating how they would like to be understood (DeArmond & Crawford, 2011). This is motivated by the desire to regulate the kind of impression someone has about the communicating party (Highhouse et al., 2007). In recruitment, a firm would use different symbolic elements to regulate the interpretation process job seekers go through when seeing an advertisement. In the case of cultural diversity, the organization is aware of all its cultural diversity and inclusion practices and tries to communicate this via symbolism to the job seeker to counter any asymmetries. Presenting corporate images, values, and personality projects in recruitment advertisement have been found to influence the perceptions of an organization's application intentions (Gatewood et al., 1993; Turban et al., 2001). It is important to note that the inclusion of cultural diversity cues as highlighted should reflect organizational reality. A misrepresentation of the diversity climate within an organization could result in higher employee turnover if the values in the advertisement do not match that of the firm (Brown et al., 2006). This is also tied together with believability and the perceived sincerity of the organization. An organization that is overdoing

its diversity advertising might come over as insincere which would create the opposite of what it wants to achieve.

Corporate communication strategies are seen to have a large effect on minority groups' perception of the firm (Gardner et al., 2012). In this sense, attention is important, as emphasized by behaviour decision-making models. They indicate that cultural diversity cues are directly related to job seeker attention (Cheng et al., 1996). For example, the attractiveness of an organization to a minority applicant depends on whether organizations incorporate visualizations of a diverse workforce in their advertisement (Wille & Derous, 2017). Additionally, including cultural diversity cues such as pictures also increases the processing of the information provided in the advertisement (Walker et al., 2012). As visualizations of diversity affect the way people process the information, inclusion could affect the pursuit intention of the jobseeker. One might be able to demonstrate its cultural diverse climate when showing people from different ethnic backgrounds, races or religions.

Not only pictures but also including statements in the text of the advertisement signalling a diverse workforce is seen as an effective strategy to attract minority applicants (Williamson et al., 2008). This could mean mentioning various awards, work/life perks, community outreach, diversity milestones, values, policies, or other recognitions the organization has received concerning its cultural diversity climate. Formal rules of an organization enshrined in matters such as a mission statement are an important influencer on the job seeker that values cultural diversity (Tyler & Blader, 2003). When textual cues in job advertisements communicate the anticipated respect and anticipated pride, there is a higher chance it will increase the person-organization fit, which in turn could influence the pursuit intention of the potential applicant (Ihme et al., 2016). An example of these textual cues could be "Our company has its own diversity department" or "We have a variety of cultures active within our firm".

As stated, an organization has different ways of tailoring its recruitment marketing to attract the type of employees it desires. Previous studies have highlighted that the inclusion of various cultural diversity cues as presented could have a positive effect on the perception of the applicant concerning the company. As illustrated in literature, both textual elements and pictures have been discovered to affect the interpretation of the information presented to participants. Including both textual and visual elements in the current research together and separately in job advertisements might indicate what types of cultural diversity cues might lead to a greater job pursuit intention compared to not having any cues hinting towards a diverse workforce. This perception leads to the following hypotheses.

*H1: A job vacancy containing textual elements including cultural diversity cues leads to a higher job pursuit intention*

*H2: A job vacancy containing visual elements including cultural diversity cues leads to a higher job pursuit intention*

### **2.3 Perceived Person-Organization fit**

Often based on perceptions of social identity and communications from the firm, job seekers assess whether their values fit together with those of the organization. Job seekers tend to apply for functions at organizations that fit both work-related and socio-political values (Haley & Sidanius, 2005) due to a desire to express and fulfil these values at the targeted organization (Yu, 2014). Potential applicants often select themselves in and out of settings, being more interested in organizations that they believe share similar values to them (Scheider, 1987). How people classify themselves and those around them in different social categories is explained by the Social Identity Theory (Tajfel, 1974), which entails how people classify

themselves and who they are in terms of the groups to which they belong. This classification is often naturally done based on important visible characteristics (e.g. race, gender, age). To maintain a positive self-image (Zhu et al., 2021) and one's self-esteem, job seekers develop more favourable attitudes towards members that can be seen as part of the in-group and search for environments that affirm their identity (Ashforth & Mael, 1989). The assessment of one's social identity and the congruence with the values presented by the organization results in a perceived Person-Organization (P-O) fit. P-O fit explains why an individual would be attracted, selects and remains at an organization based on both the qualities and values of the applicant and that of the firm and the alignment between them (Kristof, 1996; Cable & DeRue, 2002; Firfiray & Mayo, 2016; Mao et al., 2021).

The importance of P-O fit in the phases before the initial application is highlighted by Chapman and colleagues (2005), who found that P-O fit accounts for 31% of the variance in the attraction towards an organization. In this context, job seekers have high regard for congruence (Casper et al., 2013). A mismatch in values and goals evokes a feeling of incongruence between the organization and the job seeker. Congruence is widely accepted as explaining P-O fit and the terms are often used interchangeably (Hoffman & Woehr, 2006; Verquer et al., 2003). In Chatman's (1989) influential theory on P-O fit, she defines it as "the congruence between the norms and value of organizations and the values of persons" (p. 339). Whilst most researchers adapted such a view considering value congruence as the main element of P-O fit, Schneider et al. (1995) developed the Attraction-Selection-Attraction theory that also considers goal congruence as a key aspect of P-O fit. Accordingly, job seekers will be more likely to join an organization whose goals help them achieve their own goals. Taking this perspective, P-O fit in this research constitutes of these two congruences who, together, decide whether an individual feels a connection with an organization or not.

Similar to the current study, Mao et al., (2021) explore the effect of featuring women in

job advertisements and the influence on job pursuit intentions with P-O fit as a mediator. Rooted in social dominance, individuals who feel an incongruence with the advertisement including a women-inclusive work environment are likely to have lower P-O fit and are less likely to pursue a job, as those potential applicants seek to maintain their dominance (Mao et al., 2021). In turn, when these job advertisements match one's values, the result is a positive P-O fit that mediates job pursuit. The discovery of the effect of the portrayal of women in job ads on job pursuit intention mediated by P-O fit makes one infer if there is a mediating effect of P-O fit in the case of cultural diversity. The current research deals with a similar dynamic where P-O fit is hypothesized to mediate the effect between cultural diversity cues and job pursuit intentions. In accordance, the following hypotheses have been developed.

*H3: Perceived P-O fit mediates the effect between textual cultural diversity cues and job pursuit intention*

*H4: Perceived P-O fit mediates the effect between visual cultural diversity cues and job pursuit intention*

## **2.4 Cultural Validation**

The company is in charge of the communications about the job they offer to potential job seekers, but how these marketing efforts are perceived depends on more than what the firm can influence. When talking about the issue of diversity recruitment, many job seekers are heavily influenced by their underlying attitude towards a diverse and inclusive organization. In this sense, one particular attitude to highlight is historically mentioned as racial tolerance. Racial tolerance is related to the openness of an individual to actors from a different cultural background and a fair and objective attitude towards their opinions (Balint, 2016). This implies both acceptance but also the embrace of people who do not share the same background and

acknowledge equal value.

In today's world, non-multicultural societies are virtually extinct, thus striving for racial tolerance among people is an important matter. However, the attitude has been evolving throughout the years and the term "racial tolerance" might not represent what it means today. To fit a more contemporary view on racial tolerance, the current study will consider these underlying attitudes as "cultural validation". Subsequently, the success of cultural integration lies not in tolerating the other, but rather the harmonious acceptance and validation (Gavrilita, 2002). The relation between diversity information and the intention to pursue a function can be observed to be influenced by one's pre-existing level of cultural validation (Brown et al., 2006). This would also translate to the exposure to diversity cues in the recruitment advertisement. Furthermore, it would imply that intolerance negatively influences the relation between diversity cues and the job pursuit intention. On the other hand, this would imply that cultural harmonious job seekers value diversity cues in recruitment advertising and could be more inclined to pursue a function within the organization. Many job seekers are cautious when it comes to environments threatening their current values (Ethier & Deaux, 1994). The concept of cultural validation can be further unpacked in three different categories based on racial tolerance research done by Miville et al. (1999); diversity of contact, relativistic appreciation, and comfort with differences. Diversity of contact explains one's overall interest to participate in diverse social and cultural activities. With relativistic appreciation, we look at the extent to which diversity is valued to have an impact on one's self-understanding and personal growth. Lastly, comfort with differences encompasses one's degree of comfort with individuals from different backgrounds. These components come together in an attitude that moderates one behaviour regarding matters related to diversity and inclusion.

Not only is cultural validation suspected to affect the relationship between diversity cues and job pursuit intentions, but as well that between diversity cues and the P-O fit. One's



underlying attitudes can be seen as an important influence when considering different relations as they often predict how information is interpreted (Ajzecz & Fishbein, 2005). In this sense, we hypothesize a moderating effect of a cultural validation attitude in the spectrum of diversity recruitment. Knowing one's attitude could explain why a job seeker might respond negatively or positively to certain recruitment marketing efforts depending on the diversity cues in that advertisement. In accordance, the following hypotheses have been developed

*H5: Cultural validation moderates the effect between textual cultural diversity cues in recruitment advertisements and job pursuit intentions*

*H6: Cultural validation moderates the effect between visual cultural diversity cues in recruitment advertisements and job pursuit intentions*

*H7: Cultural validation moderates the effect between textual cultural diversity cues in recruitment advertisements and P-O fit.*

*H8: Cultural validation moderates the effect between visual cultural diversity cues in recruitment advertisements and P-O fit.*

## **2.5 Conceptual model**

Job pursuit intention is not a straightforward concept and knows various variables that might change the course of one's perception of the application. The current research considers the topic of recruitment advertisement in the context of diversity and inclusion as the base of the variables illustrated in the conceptual research model (see figure 1). The variables and their relations represented in this model are derived from the various literature explained in previous sections. These constitute both the visual diversity cues and textual diversity cues. In this research, both organizational variables represented by the recruitment advertisement and the

personal variables represented by the cultural validation and P-O fit come together to shape one’s intentions to pursue a function at the organization. In this model *Job Pursuit Intentions* is highlighted as the dependent variable with *Textual Diversity Cues* and *Visual Diversity Cues* as independent variables mediated by *Perceived Person-Organization fit*. Both relations are implied to be moderated by a job seeker’s *Cultural Validation*.

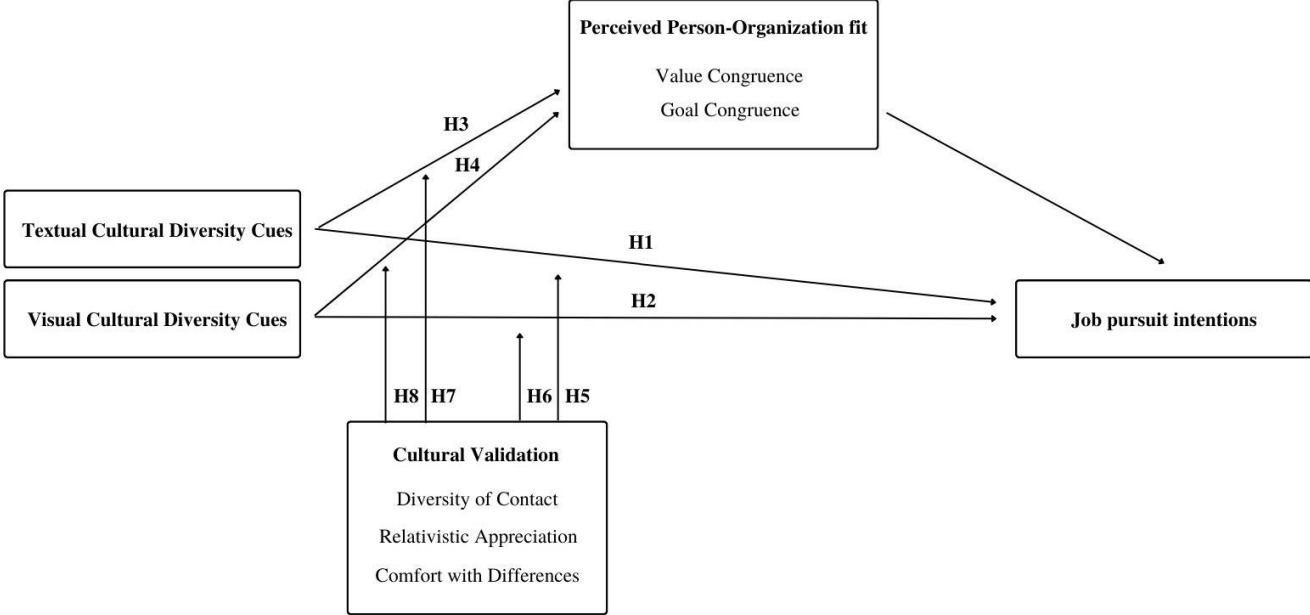


Figure 1: Conceptual Research Model

### **3. Method**

#### **3.1 Research Design**

To test the various hypotheses, an experiment was set up where the independent variables of textual and visual diversity cues in recruitment advertisements are manipulated and the other three variables are measured (i.e. job pursuit intention, perceived p-o fit, and cultural validation). This was done via an online experimental environment whereby the participants were subject to various visual and textual stimuli in an advertisement to which responses were recorded. The design of the current study can be observed as a factorial one, as the participants were each appointed to either absence or presence of both independent variables of *Textual Cultural Diversity Cues* and *Visual Cultural Diversity Cues*. That implies that participants were presented with a form of manipulation that was either with or without textual cues and with or without visual cues.

Participants were told they are in a job-seeking situation where they are randomly presented with one of the conditions. After they read about the firm and observed the advertisement they are asked to evaluate their perceived P-O fit, cultural validation, and job pursuit intention. To check whether the participant was aware of the diversity cues included in the advertisement presented to them, they were asked to recall the advertisement in a manipulation check at the end. Lastly, they were asked to give demographic information concerning their age, gender, and education.

#### **3.2 Manipulations**

The manipulations in the current study are based on job advertisements presenting the potential job seeker with information about the organization (Appendix C). In this experimental design, the advertisements are presented by a fictional beverage company called “Duff

Beverages”. The choice to implement a fictional organization as the base of the research was done as a real company might result in bias due to pre-existing attitudes of participants towards that organization.

The independent variable “*diversity cue*” is manipulated by either the presence or absence of textual diversity elements and either the presence or absence of visual diversity elements. Visual elements are pictures of people with diverse cultural backgrounds. The diverse image includes two men with a Caucasian ethnicity, one man with a south Asian background, one woman with an East Asian background, one man with a middle eastern background and one woman with an African background. Additionally, the possibility to choose a language is added as a visual element.

Textual elements are direct statements that the company strives for a diverse culture (e.g. “we have diversity as a top priority”) or indirect statements that the company strives for a diverse culture (e.g. “we value employing a variety of people in our workforce”). Next to that, a textual diversity element added is the reference to the company’s Equal Employment Opportunity (EEO) statement. These EEO policies emphasize the importance of treating all employees in an equal manner and do not take any non-skill-related characteristics into account (e.g. sex, ethnicity and religion) (McNab & Johnston, 2002). McNab and Johnston (2002) found that organisations that include an EEO statement are often more positively rated than those without.

All advertisements were designed similarly to avoid any biases and influences outside of the manipulation. All advertisements included a logo of the organization, a picture with employees in a working setting, a general text about their organization, and instructions for when a job seeker would like to apply.

### 3.3 Measurements

To assess the item *job pursuit intention*, a 7-item scale from Moorthy and Na (2017) was adopted, measuring their intentions to apply for a job at present. Respondents were asked to indicate to what extent they agree with the 7 statements using a 5-point Likert scale which ranges from 1 (strongly disagree) to 5 (strongly agree). On this scale, a higher score corresponds to a higher intention to pursue a function within the presented company. For the current study, it was chosen that all adopted scales used would revert to a 6-point Likert scale to assure consistency across the present study (Appendix A).

To measure the item of *perceived person-organization fit*, the current study takes two different scales measuring the participant's congruence to assess the P-O fit. Value congruence is assessed with a 3-item scale designed by Cable and Judge (1996) to explore whether values presented by the organization match that of the applicant. Respondents were asked to indicate the degree to which they agree or disagree with the item presented using a 5-point Likert scale which ranges from 1 (strongly disagree) to 5 (strongly agree). For the current study, respondents were asked to indicate the degree to which they agree or disagree with the item presented using a 6-point Likert scale which ranges from 1 to 6. Goal congruence is assessed with the use of a 6-item scale designed by Supeli and Creed (2013) to explore whether the applicant feels like the goals of the organization match with their own. Respondents were asked to indicate the degree to which they agree or disagree with the item presented using a 6-point Likert scale which ranges from 1 to 6.

To assess the item of *cultural validation* as a moderator, the current research adopted a 15-item scale taken from Miville and Guzman's diversity scale (Miville et al., 1999) that is split up into three different categories predicting racial tolerance including *diversity of contact*, *relativistic appreciation*, and *comfort with differences*. The scale measures the awareness and feelings of acceptance of the participant toward different cultural backgrounds. Respondents

were asked to indicate the degree to which they agree or disagree with the propositions using a 6-point Likert scale ranging from 1 to 6.

### **3.4 Procedure**

With the four conditions developed, the main study method was created. To create an adequate online experimental questionnaire, the web-based survey tool *Qualtrics* was used. This tool is accessed via the University of Twente. To acquire participants for the study, a non-probability convenience sampling strategy was taken in which participants were approached via the researcher's network.

Once participants found their way to the survey, they were presented with information about the research and a consent form stating the confidentiality of the data that is being collected (Appendix B). Participants are free to opt-out or withdraw their data given in the survey if they please to do so. After they agreed to participate in the study they were presented with a scenario in which they are asked to imagine being a job seeker viewing an advertisement. On the next page, they are presented with one of four possible advertisements mentioning a job at a beverage company, Duff Beverages. Following careful consideration of the advertisement, participants were directed to the main questions of the survey, asking about their job pursuit intention, person-organization fit, and cultural validation. Additionally, participants were asked a question acting as a manipulation check to confirm they observed the manipulation that was presented to them. Then, the participants are asked to fill out demographic information about their gender, age, level of education, employment status, and nationality. Lastly, it was asked whether the participant is in general interested in pursuing a function in marketing. At the end of the survey, participants were presented with the option to fill in their email address and enter a draw to win a bol.com gift card after which they were also thanked for their participation.

### 3.5 Scale Construction

To assess the quality of the scales and whether they measure the intended variable, the validity and reliability of the items needed testing. All analyses were performed using IBM SPSS Statistics version 27.0 (IBM Corp., 2020). Before any analysis could take place, the dataset was prepared by removing information retrieved from the data export that was labelled redundant. Additionally, items that constitute the *comfort with differences* construct were negatively formulated and had to be recoded. To assure validity an exploratory factor analysis was conducted for *job pursuit intention*, *value congruence*, *goal congruence*, *diversity of contact*, *relativistic appreciation*, and *comfort with differences* (appendix F). The variables of *cultural validation* and *perceived P-O fit* were split up into separate constructs as indicated by the factor analysis.

When observing the percentage of variance explained, a factor loading of 60% or higher is preferred (Awang et al., 2015). The results of the exploratory factor analysis show that the constructs *relativistic appreciation*, *value congruence*, and *comfort with differences* initially score below this cut-off value as suggested by Awang et al. (2015). To enhance the validity of *relativistic appreciation*, the items “*persons with disabilities can teach me things I could not learn elsewhere*”, “*Knowing about the different experiences of other people helps me understand my own problems better*” and “*Knowing how a person differs from me greatly enhances our friendship*” were excluded for further analyses, leaving two items for this construct. To enhance the validity of the construct *value congruence* – the item “*The personality of this organization reflects my own personality*” was also excluded for further analyses , leaving three items for this construct. To enhance the construct of *comfort with differences*, the item “*It is very important that a friend agrees with me on most issues* “ was excluded, leaving four items for this construct. This adaption resulted in all instruments scoring

60% or higher in their factor loadings. Next, the reliability of the different constructs was measured using a Cronbach's Alpha, both individually per construct and overall (table 1).

Table 1

*Cronbach's alpha*

| Construct                 | Number of items | Cronbach's alpha |
|---------------------------|-----------------|------------------|
| Job pursuit intention     | 7               | .93              |
| Goal Congruence           | 6               | .92              |
| Value Congruence          | 3               | .92              |
| Diversity of Contact      | 5               | .82              |
| Relativistic Appreciation | 2               | .67              |
| Comfort of Differences    | 4               | .86              |

### 3.6 Participants

The initial sample of the main study was made up of 212 participants who participated in the survey. Respondents were approached via various platforms. The largest part of respondents originates from the distribution of the survey via social media platforms such as LinkedIn, Instagram, Facebook, and WhatsApp. Secondly, physical copies of a link and a QR code to the survey were printed out and distributed at the University of Twente. Lastly, the University of Twente's *Sona System* was used to reach students within the faculty of Behavioural, Management and Social Sciences (BMS). Participants who would reach the survey via this path were rewarded with 0.25 *Sona Credits* for their effort.

Of the total group, 76 participants failed to complete the survey beyond 70%, thus creating an incomplete dataset for that part of the sample. Consequently, these participants were excluded. Finally, participant who completed the survey in less than three minutes and those who took longer than two hours were excluded, which results in a final sample of 123 participants. These participants were randomly distributed over the four experimental conditions (see Table 2). These groups are differentiated by whether they had an absence or



presence of visual cues and an absence or presence of textual cues. To assess whether the demographic characteristics of the sample were evenly distributed across the conditions, a Pearson’s Chi-square was calculated. For all characteristics, this value showed insignificant results ( $p > .05$ ), which implies satisfactory distribution across the four conditions. The total amount of participants presented with visual manipulations was 59 whereas the total amount of participants presented with an absence of visual manipulations was 64. A similar distribution is found for the textual manipulation, where 59 participants were presented with textual diversity cues and 64 were presented with no textual cues in their advertisement.

Table 2

*Distribution of the sample*

| Visual Cues | Textual Cues | n   | Percentage (%) |
|-------------|--------------|-----|----------------|
| Absence     | Absence      | 33  | 27             |
|             | Presence     | 31  | 25             |
| Presence    | Absence      | 31  | 25             |
|             | Presence     | 28  | 23             |
| Total       |              | 123 | 100            |

For the participants a look can be taken at the overall sample and towards the sample divided across the different manipulations (Table 3). When taking a look at the overall sample it can be observed that a greater number of participants identify as female (56%), with those who identify as male in a slight minority (43%). The remaining participant did not feel comfortable sharing their gender in the survey (1%). Looking at the age distribution of the sample, the youngest participant who participated in the survey was 19 years old and the oldest participant was 34 years of age. From this sample, the average is  $M = 22.70$  ( $SD = 2.42$ ). To assess whether there is a difference in the distribution of age, a Kruskal-Wallis test was performed for the participants presented with or without visual cues and for the participants

presented with or without textual cues. This test showed that there was a statistically insignificant difference in age between the people who were and were not presented with visual cues,  $H(1) = 2.256, p = .133$ , with a mean rank age of 57.41 for those with an absence of visual cues and a mean rank age of 66.98 for those with a presence of visual cues. The test also showed that there was a statistically significant difference in age between the people who were and were not presented with textual cues  $H(1) = 5.239, p = .022$ , with a mean rank age of 69.00 for those with an absence of textual cues and a mean rank age of 54.41 for those with a presence of textual cues.

Next to age, the level of education was recorded. 54 participants graduated from high school (44%), being the largest group within the sample. Additionally, two individuals completed an associate degree (2%), 42 individuals completed a bachelor's degree (34%), and finally 25 participants with a master's degree (20%). One might conclude from this that the majority of the sample consisted of individuals with a higher education background.

From the sample, 23 individuals find themselves working at a full-time job (19%), 16 work in a part-time position (13%), and the largest group consisting of 84 individuals are still active as a student (68%). A Kruskal Wallis test showed that there was a statistically insignificant difference in employment status between the people who were and were not presented with visual cues,  $H(1) = 2.231, p = .135$ , with a mean rank of 65.78 for those with an absence of visual cues and a mean rank of 57.90 for those with a presence of visual cues. The test also showed that there was a statistically insignificant difference in employment status between the people who were and were not presented with textual cues  $H(1) = 1.928, p = .164$ , with a mean rank of 58.48 for those with an absence of textual cues and a mean rank of 65.81 for those with a presence of textual cues.

Lastly, the survey recorded the spread in nationality in which the largest group of 68 individuals hold a Dutch nationality (55%), followed by 45 participants registering their

nationality as German (37%), trailed by seven individuals who are from a different country within Europe (6%), and finally three individuals who come from outside of Europe (2%).

Table 3

*Distribution of sample characteristics dependent on manipulation*

|                    |                            | Visual cues |          | Textual Cues |          |
|--------------------|----------------------------|-------------|----------|--------------|----------|
|                    |                            | Absence     | Presence | Absence      | Presence |
| Gender             | Male                       | 28          | 25       | 31           | 22       |
|                    | Female                     | 36          | 33       | 33           | 36       |
|                    | Prefer not to say          | 0           | 1        | 0            | 1        |
| Level of education | High school graduate       | 33          | 21       | 21           | 33       |
|                    | Associate degree           | 1           | 1        | 2            | 0        |
|                    | Bachelor's degree          | 19          | 23       | 26           | 16       |
|                    | Master's degree            | 11          | 14       | 15           | 10       |
| Employment status  | Working full time          | 8           | 15       | 14           | 9        |
|                    | Working part-time          | 9           | 7        | 10           | 6        |
|                    | Student                    | 47          | 37       | 40           | 44       |
| Nationality        | Dutch                      | 38          | 30       | 38           | 30       |
|                    | German                     | 19          | 26       | 22           | 23       |
|                    | Other European Nationality | 4           | 3        | 4            | 3        |
|                    | Non-European               | 3           | 0        | 0            | 3        |

The last demographic that was recorded is whether they are in general interested in the field of marketing and if they could see themselves pursuing a function within that field later on (Table 4). The average interest in the field is  $M = 3.71$  ( $SD = 1.51$ ), indicating that more people tend to be more interested in the field in which the job advertisement is presented rather than not. A Kruskal Wallis test showed that there was a statistically insignificant difference in interest in the field between the people who were and were not presented with visual cues,  $H(1) = 0.354$ ,  $p = .552$ , with a mean rank of 63.83 for those with an absence of visual cues and a mean rank of 60.02 for those with a presence of visual cues. The test also showed that there was a

statistically insignificant difference in interest in the field between the people who were and were not presented with textual cues  $H(1) = 0.537, p = .464$ , with a mean rank of 64.25 for those with an absence of textual cues and a mean rank of 59.56 for those with a presence of textual cues.

Table 4

*Participant's interest in the field dependent on manipulation*

|                       | Visual cues |          | Textual Cues |          |
|-----------------------|-------------|----------|--------------|----------|
|                       | Absence     | Presence | Absence      | Presence |
| Strongly Interested   | 9           | 5        | 8            | 6        |
| Interested            | 16          | 17       | 20           | 13       |
| Slightly Interested   | 14          | 12       | 10           | 16       |
| Slightly Uninterested | 6           | 9        | 7            | 8        |
| Uninterested          | 15          | 9        | 16           | 8        |
| Strongly Uninterested | 4           | 7        | 3            | 8        |

## 4. Results

### 4.1. Manipulation check

To assess whether the manipulation worked, every respondent was asked to fill in whether they felt like they were presented with an advertisement showing visual diversity cues and/or textual diversity cues. With regards to the visual manipulation check, there was a technical for depicting the respondents who did not know whether they were subject to manipulation, in this case, the missing values were labelled as “I don’t know”. For the people that were subject to visual manipulation, 70% of the participants confirmed this in the corresponding manipulation question by agreeing they observed the manipulation compared to 5% who said they did not. With regards to the participants presented with a textual manipulation, 70% indicated they observed this manipulation being present compared to 8% who said the advertisement did not include such a manipulation.

To compare the observed results with what is expected in the manipulation check, a Pearson’s Chi-square was calculated (Table 5). Between the independent variable of visual cues and the manipulation check, the difference was found to be statistically significant ( $p < .001$ ). Between the independent variable of textual cues and the manipulation check, the difference was found not to be statistically significant ( $p = .056$ ). The difference between the visual variable and textual manipulation, and textual variable and visual manipulation was found to be insignificant. This would imply that people presented with the visual manipulation did better in recalling they were presented with it than those presented with a textual manipulation

Table 5

*Chi-squared manipulation check*

| Manipulation | Manipulation check question | Chi-Square test |
|--------------|-----------------------------|-----------------|
| Visual       | Visual manipulation check   | <.001*          |
|              | Textual manipulation check  | .311            |
| Textual      | Visual manipulation Check   | .117            |
|              | Textual manipulation check  | .056            |

\* $p < .05$ **4.2. Descriptive Statistics***4.2.1 Descriptive statistics of the dependent variables*

To create an overview of the descriptive statistics of this study, the means and standard deviations of the various variables were calculated (Table 6). When considering the total descriptive results of the groups combined, one is able to see that the highest mean can be found when considering the variable *comfort with differences*, indicating a high level of agreeableness of the participants when it considering one's comfort with cultural differences.

Table 6

*Descriptive statistics of variables*

|       |                           | Mean | SD   |
|-------|---------------------------|------|------|
| Total | Job Pursuit Intention     | 3.78 | 0.96 |
|       | Value Congruence          | 4.33 | 0.91 |
|       | Goal Congruence           | 3.89 | 0.84 |
|       | Diversity of Contact      | 4.53 | 0.95 |
|       | Relativistic Appreciation | 4.78 | 0.72 |
|       | Comfort with Differences  | 5.36 | 0.68 |

#### 4.2.2 Descriptive statistics of the independent variables

To indicate how the two different independent variables affected the participants' job pursuit intention, the means and standard deviations were calculated (table 7). In this table one can see the mean standard deviation of job pursuit intention depending on what cues the participants had seen in their manipulation. It is seen that participants were either presented with or without visual cues and with or without textual cues. The lowest mean of job pursuit intention is visible for those who were not presented with any diversity cues in their advertisement,  $M = 3.51$  ( $SD = 1.02$ ). The highest mean when considering job pursuit intention as the dependent variable resulted in the group who were presented with both visual and textual diversity cues in their advertisement,  $M = 3.99$  ( $SD = .86$ ). Comparing these means, one can see that people experienced a higher job pursuit intention when presented with one or multiple manipulations as opposed to being subject to no manipulation.

Table 7

#### *Descriptive statistics independent variables*

| Visual Cues | Textual Cues | Mean | Std. Deviation |
|-------------|--------------|------|----------------|
| Absence     | Absence      | 3.51 | 1.02           |
|             | Presence     | 3.89 | 0.90           |
| Presence    | Absence      | 3.79 | 1.03           |
|             | Presence     | 3.99 | 0.86           |

#### 4.3. Main Effect

To answer the research question and explore the relations between the various variables, an independent factorial ANOVA was conducted. The main effect occurs between the two independent variable *textual cultural diversity cues* and *visual cultural diversity cues*, and the dependent variable *job pursuit intention*. Firstly, the independent variables and their interactions are analyzed (Table 8). When considering visual cues, an insignificant result can

be observed in its relation to the dependent variable of *job pursuit intention*. This indicates that there is no significant proof that a job seeker's job pursuit intention is influenced by the visual representation of different cultures in a job advertisement. With regards to textual cues, no statistically significant relationship with job pursuit intentions was found. This indicates that there is no significant proof that a job seeker's job pursuit intention is influenced by the visual representation of different cultures in a job advertisement. Lastly, there was no interaction effect found between two independent variables, which indicates the absence of an interaction between textual and visual cues.

Table 8

*Independent factorial ANOVA of the effect of independent variables on the dependent variable*

| Source                   | Df | Mean Square | F    | p    |
|--------------------------|----|-------------|------|------|
| Visual Cues              | 1  | 1.12        | 1.22 | .270 |
| Textual Cues             | 1  | 2.54        | 2.77 | .099 |
| Visual Cues*Textual Cues | 1  | 0.227       | 0.25 | .620 |

*Note:* Considering Job pursuit intention as the dependent variable



## 5. Discussion

The current study aimed at exploring the effect of textual or visual cues hinting toward a diverse organization in their job advertisement would influence the job-seeker's job pursuit intention. Between the independent and dependent variables, the current research assessed whether that relationship was mediated by one's perceived person-organization fit and moderated by one's underlying attitude related to cultural validation. This was represented in the research question established at the start; *"To what extent do cultural diversity cues, both textual and visual, in recruitment advertisement, with perceived person-organization fit as a mediator, affect job pursuit intentions moderated by cultural validation"*.

### 5.1 Main findings

At the start of the main analysis, the current study considers the independent variables as the various diversity cues in the job advertisement. Based on relevant literature, various hypotheses were established to predict how different textual and visual cues in a job advertisement could hint toward a diverse organization. Two different hypotheses made assumptions about whether textual diversity cues or visual diversity cues alone would lead to a positive effect on job pursuit intention and whether there was an interaction effect. This was based on the premise mentioned by Cheng et al. (1996) who found the relation between cultural diversity cues and job-seeker attention to be directly related. Whereas Walker et al. (2012) highlighted the importance of visual indication of diversity, Williamson et al. (2008) stressed the importance of textual elements in the advertisement as an effective strategy to attract applicants.

Whilst previous studies highlighted the added value and positive effect of including diversity cues, the current study was less convincing in its results. Whilst visual cues seemed

to have little impact, the inclusion of textual cues in the job advertisement, whilst still insignificant, seemed to have at least a slight correlation to the way participants would perceive their intention to pursue a function at the organization. However, when exploring the interaction between both variables, there was no real impact on one's job pursuit intention. Regardless of any observed trends, no clear conclusion can be drawn. Based on the proposed theory of symbolic attraction by Highhouse et al. (2007), one would suspect that visual cues largely affect the way a job-seeker processes information. Contradicting, this study suggests that there might be a larger influence of textual elements. Such a result is more in line with results from a study done by Gaucher and colleagues (2011) who looked into the impact the use of wording has on a job-seeker. A possible explanation for this difference is that images, compared to text, are often more unconsciously processed by people (Eriksson et al., 2020). This would imply that in the current study, participants were paying less attention to the visual elements in the job advertisement and were more conscious when reading the textual elements.

As proposed at the start, the relationship between the various diversity cues in a job advertisement is predicted to be mediated by one's perceived person-organization fit. This mediation is hypothesized to be apparent between textual cues, visual cues, and the dependent variable of job pursuit intention. The assumption of this mediation variable was grounded in the social identity theory by Tajfel (1974), which explains how people classify themselves and those around them in social categories and feel connected to others when sharing similar features or values. That connectedness is proposed to influence how an individual might feel towards engaging with an organization. A similar study by Mao et al. (2021) found the effect of featuring women in job advertisements on the relation towards job pursuit intention was mediated by perceived P-O fit. A similar relation was hypothesized in the current research, when changing the independent variable from a gender diversity-focused perspective to a cultural diversity perspective. Next to that, the variable of P-O fit was divided into two forms of

congruence, value and goal, based on Hoffman & Woehr (2006). It was found that the terms P-O fit and congruence are often used interchangeably.

Whilst Schneider et al. (1995) proposed that the constructs value and goal congruence would together constitute one's P-O fit, the results from the current study propose that these two variables act as separate constructs. This could be an indication that most industrial and organizational psychologists are correct to assume that they should be observed as separate predictors and not both constitute one's P-O fit (Youngs et al., 2015). Contradictory to the results of Mao et al. (2021), the current results do not indicate perceived P-O fit as to have a mediating effect between the independent variables and the dependent variable. Instead, the current research suggests that this variable might be more predictive as a direct influencer on job pursuit intention rather than it acting as a mediator. Results of a study by Boğan et al. (2020), who studied work and religious-related predictors of job pursuit intentions in Muslim-friendly hostels, are comparable in a sense that they found a direct positive effect between perceived P-O fit and job pursuit intention, suggesting the variable to be more suited as a predictor rather than a mediator. A study conducted by Bednarska (2016) found that instead of P-O fit, employer attractiveness would be proposed as a better mediator.

Lastly, it was hypothesized that proposed moderating effect of cultural validation on both the relation between the independent variables and the dependent variable, and the independent variables and the mediator. The concept of cultural validation was rooted in the perception that cultural integration lies not in merely tolerating the people around you, but rather the harmonious acceptance and validation (Gavriluta, 2002). This acceptance is an underlying attitude that is seen to influence one's processing of information and in this case affect the job pursuit intention (Brown et al., 2006). They found that when people are more intolerant, individuals are less likely to pursue a function at an organization that promotes diversity in its recruitment advertisement.

Considering cultural validation in the current research, it was found that the sub-concepts of which this moderating variable was constituted worked better when considered as separate variables. Nevertheless, in whichever way one would regard these variables, the current study could not indicate a significant moderating effect of these variables in any of the relations. A similar interaction was found in a study by Lambert (2012) who looked into the effect of job attributes on the relationship between the perceived value of diversity and its organizational attractiveness. Here a similar variable mentioned as racial tolerance was also found to be insignificant as a moderator. An explanation for this relation could be the dated structure of the variable. Miville et al. (1999) set up the concept of racial tolerance around 20 years ago and with the world making rapid changes in the case of diversity and inclusion, trying to use a similar scale in contemporary times might be unfit. A more present-day scale would have possibly acted as a better moderator considering the general population of the participants in the current study.

## **5.2 Theoretical Implications**

Based on the current results, it is difficult to provide convincing theoretical implications as the main effect was found to be insignificant. This might indicate that including diversity elements in recruitment advertisements does not affect one's job pursuit intention. However, study by Mao et al. (2020) did find significant results when considering women in job advertisements rather than focusing on cultural diversity, implying that there are ways to tailor one's recruitment advertisement to encourage job pursuit intention. Possibly, this encouragement is reached with the inclusion of other elements besides cultural diversity. While the current experiment provides few reliable theoretical insights, it can still provide some of the groundwork for further academic research into the effect of diversity in recruitment advertisements. Diversity reaches further than merely cultural diversity and all aspects of it

deserve attention within research. Previous literature has highlighted opportunities in this field and indicated a need for further exploration of the topic. This might highlight the increasing influence diversity and inclusion has on recruitment advertisement.

### **5.3 Practical Implications**

Whilst the current research in its proposed structure had no significant results, there are several practical implications of interest. As previously implied, the job-seeker pool is becoming more diverse, and organizations need to realise in what way this pool is changing and how they might be able to capitalize from it. The desire to create a more diverse and inclusive workspace is not only viewed as admired from an outsider's perspective but also has internal advantages. This study highlights possibilities of how one might be able to design their advertisement more diversely and inclusively and can therefore be seen as a possible inspiration for future exploration into the topic. The dynamic and the difference between how textual and visual diversity cues interact are explored and one might be able to discover certain trends in this difference. Despite the statistically insignificant result, organizations can use this to assess their own way of recruitment advertising and explore how they convey the information in their communication.

### **5.4 Limitations and Future research**

Despite providing academic and practical insights, the current study has various limitations that should be taken into account when discussing the information presented. The first limitation is the experimental nature of this research. Participants were asked to imagine themselves in the shoes of someone who is in search of a function whilst that might not apply to them in real life. Additionally, they had to act as if the function presented to them would be

compatible with their interests whilst in a real-life setting, they might want to work in a different field. This experimental nature might have led to bias in the study which is important to realize. Future research could have a larger focus on a more real-life setting in which participants do not have to imagine themselves to be in a scenario as much. This could include more personalized advertisements and a sample that shares a similar interest in a field of work. In this case, fewer external variables could be impacting the participants' engagement in the study.

Furthermore, a limitation can be seen in the sample. When observing the distribution, one can see that there is an unequal distribution of characteristics across the various conditions. For example, the group presented with only visual elements consisted, for a large part, of people who are already full-time employed and included fewer students than in any of the other groups which could've resulted in a skewed representation. This study does not take these sample characteristics into account but future research might find it interesting to add any of these demographic variables as a possible concept. Additionally, as pointed out by Mao et al. (2021), on the topic of diversity there are a lot of differences in perceptions across cultures. One might be interested in how a participant's cultural background affects the way they perceive diversity advertisements.

Not only the distribution within the sample but the general sample size can be observed as a limitation. Due to time constraints but also the vast amount of invalid data collected, the sample size is less than preferred for such a study which influences the reliability of the results. Gaining a larger sample size might provide future research with more reliable results. Associated with a small sample size are the results from the factor analysis which was used to confirm the preconceived scales (Suhr, 2003). In the end, the mediator and moderator were split up into sub-constructs as their factor loadings indicated this division. Such a division leads to a more complex model and research design to comprehend and interpret. One might be able to avoid this by gathering a larger sample and conducting a good pre-test before starting the initial

research.

What's more in terms of limitations is that the current research uses pre-existing scale in its design. Whilst the usage of pre-existing scales is often seen as good practice, for an ever-changing topic, the chances of these scales being outdated are present. Especially concerned with the concept of cultural validation, the current research considers a scale from Miville et al. (1999) that was a reliable measure in the past but might not be as much in contemporary times. As stressed by Turkey (1980), science needs to be both exploratory and confirmatory, future research concerning diversity recruitment could therefore take a more exploratory approach to account for changing times next than building on previously established concepts.

## **5.5 Conclusion**

The current research highlights the gaps and opportunities that are still present in the field of diversity and inclusion in recruitment marketing. Acting on these potentials, one main research question was formulated aiming to provide insights to what extent various cultural diversity cues in recruitment advertisements would affect one's job pursuit intention, mediated by perceived person-organization fit. Finally, this relation was analysed by considering one's cultural validation as a moderator.

Overall, the job pursuit intention was recorded by most people as above average and the people who had an advertisement presented with no diversity cues were the least inclined of pursuing a function at the organization compared to those who were presented with both diversity cues. Looking at which of the two cues had the most impact on people, the inclusion of textual references to a diverse organization seemed to be a better predictor than any of the other conditions. However, an analysis of the main effect showed no significant effect of the independent variables on the dependent variables which implies that both textual and visual diversity cues do not influence job pursuit intention as found by this study.

Based on this, in light of the main research question, one can imply there are some ways a diverse job advertisement can influence one's perception, fit and eagerness to join an organization but cannot be completely sure this will result in the desired outcome. This should not stop organizations to express themselves and their values in their recruitment advertisement when considering a diverse range of job-seekers. Such insights might bring many organizations a step closer to not only a diverse but also an inclusive workforce.



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## Enclosures

### Appendix A: Survey Items

Table 9

*Survey items*

| Q# | Variable                          | Question  | Scale |
|----|-----------------------------------|---|-------|
|    | <u>Job Pursuit Intention</u>      |   | 1-6   |
| 1  |                                   | The likelihood that I would apply for the firm's job is high.   |       |
| 2  |                                   | My willingness to apply for the firm's job is very high.  |       |
| 3  |                                   | I consider this firm as one of my best choices to apply for a job.  |       |
| 4  |                                   | I would be interested in pursuing an application with this company.   |       |
| 5  |                                   | I would exert a great deal of effort to work for this company.  |       |
| 6  |                                   | I would accept a job offer from this company.   |       |
| 7  |                                   | I would attempt to gain an interview with this company.   |       |
|    | <u>Perceived P-O fit</u>          |   | 1-6   |
|    | <i>Perceived value congruence</i> |   |       |
| 8  |                                   | To what degree do you feel your values match or fit this organization and the current employees in this organization? |       |
| 9  |                                   | My values match those of the current employees of this organization   |       |
| 10 |                                   | Do you think the values and personality of this organization reflect your own values and personality                  |       |
|    | <i>Perceived goal congruence</i>  |   | 1-6   |
| 11 |                                   | My personal goals match the goals of this organization .  |       |
| 12 |                                   | Achieving this organization's goals also means attaining my personal goals.   |       |
| 13 |                                   | My personal goals are consistent with the goals of this organization.   |       |
| 14 |                                   | The goals of this organization are similar to my work-related values.   |       |
| 15 |                                   | My personal goals are compatible with this organization's goals.  |       |

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|    |  |     |
|----|--|-----|
| 16 | This organization's goals give me the opportunity to achieve my personal goals.                        | 1-6 |
|    | <i>Cultural validation<br/>Diversity of Contact</i>  |     |
| 17 | I would like to join an organization that emphasizes getting to know people from different countries.  |     |
| 18 | I would like to go to dances that feature music from other countries.                                  |     |
| 19 | I often listen to music from other cultures.   |     |
| 20 | I am interested in learning about the many cultures that have existed in this world.                   |     |
| 21 | I attend events where I might get to know people from different racial backgrounds.                    | 1-6 |
|    | <i>Relativistic<br/>Appreciation</i>   |     |
| 22 | Persons with disabilities can teach me things I could not learn elsewhere.                             |     |
| 23 | I can best understand someone after I get to know how he/she is both similar to and different from me. |     |
| 24 | Knowing how a person differs from me greatly enhances our friendship.                                  |     |
| 25 | In getting to know someone, I like knowing both how he/she differs from me and is similar to me.       |     |
| 26 | Knowing about the different experiences of other people helps me understand my own problems better.    | 1-6 |
|    | <i>Comfort with<br/>Differences</i>  |     |
| 27 | Getting to know someone of another race is generally an uncomfortable experience for me.               |     |
| 28 | I am only at ease with people of my race.  |     |
| 29 | It's really hard for me to feel close to a person of another race.                                     |     |
| 30 | It is very important that a friend agrees with me on most issues.                                      |     |
| 31 | I often feel irritated with persons of a different race.   |     |

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## **Appendix B: Informed Consent**

Dear Participant,

Thank you for your participation in this study, your response is very valuable. This research is conducted by Boudewijn Steenbreker from the faculty of Behavioural Management and Social Sciences at the University of Twente.

The goal of this research is to observe how different elements in job advertisements would influence the decision of someone to apply for a function at a firm. The duration of the survey will merely be 10 minutes to fill in.

Your participation in this research is completely voluntary. There are no foreseeable risks tied to participation in the study. If at any moment during the survey you wish to discontinue due to any kind of reason you are free to do so. The information collected will be anonymous and used merely for the current research.

If at any point in time you have any questions regarding the survey or the research, you can contact [b.j.steenbreker@student.utwente.nl](mailto:b.j.steenbreker@student.utwente.nl).

Appendix C: Job Advertisements



# WE ARE HIRING!



## WHO ARE WE?

*Duff Beverages*

Duff Beverages is a seller, manufacturer, and marketer of non-alcoholic beverage concentrates, finished beverages and syrups. As a global business that operates on a local scale, Duff Beverages wants to craft and distribute drinks that people love.

At this point, we are a large player in the beverage market in Europe and is aiming to branch out to more markets globally. We portrays ourselves as an innovative actor that constantly re-evaluates the needs of its customers by close communication and analyzing the collected data. By collaborating with various brands and business units, Duff Beverages works towards commercializing new drinks that can be put on the market. We supports a workplace in which all people are able to communicate with each other and strives to step away from a traditional hierarchy.

This also includes the strong commitment to building a strong environment where every employee is able to work effectively. We believe that having employees with a broad range of skills help us to assure quality, efficiency, and tap into a great variety of markets at the same time. As an organization that aims to expand globally, it is valuable for us to approach a variety of possible new customers to gain a competitive advantage. We are committed to ensuring an efficient workspace to develop a wide range of competencies within the team. We are looking for someone sharing the same values and can strengthen our organization.

**WANT TO APPLY?**

---

Send your CV and motivation to [duffbeverages@gmail.com](mailto:duffbeverages@gmail.com)

Figure 2: Control Group Ad



# WE ARE HIRING!



## WHO ARE WE?

*Duff Beverages*

Duff Beverages is a seller, manufacturer, and marketer of non-alcoholic beverage concentrates, finished beverages and syrups. As a global business that operates on a local scale, Duff Beverages wants to craft and distribute drinks that people love.

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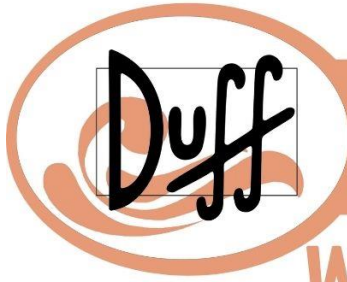
This also includes the strong commitment to building a strong inclusive environment where every employee is respected. We believe that having employees with a broad range of backgrounds, experiences, and perspectives helps us to assure equal treatment, suppress prejudicial attitudes, and understand a greater variety of markets at the same time. As an organization that aims to expand globally, it is valuable for us to appeal to a variety of possible new customers to gain a competitive advantage. We are committed to ensuring a diverse workspace to develop a wide range of cultural competencies within the team. We are looking for someone sharing the same values and can strengthen our organizational culture.

[Download our EEO Statement here](#)

## WANT TO APPLY?

Send your CV and motivation to [duffbeverages@gmail.com](mailto:duffbeverages@gmail.com)

*Figure 3: Ad with textual diversity elements*



# WE ARE HIRING!



## WHO ARE WE?

*Duff Beverages*

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[Download our EEO Statement here](#)

## WANT TO APPLY?

Send your CV and motivation to [duffbeverages@gmail.com](mailto:duffbeverages@gmail.com)

*Figure 4: Ad with visual diversity elements*





# WE ARE HIRING!



## WHO ARE WE?

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We are looking for someone sharing the same values and can strengthen our organization.

## WANT TO APPLY?

Send your CV and motivation to [duffbeverages@gmail.com](mailto:duffbeverages@gmail.com)

*Figure 5: Ad with both textual and visual diversity elements*

## Appendix D: Demographic Survey Items

Table 10

### *Demographics*

| Q# | Variable                             | Type            | Item  |
|----|--------------------------------------|-----------------|---|
| 1  | Age                                  | Text entry      |   |
| 2  | Sex                                  | Multiple Choice | Male<br>Female<br>Non-binary / third gender<br>Prefer to self-describe<br>Prefer not to say   |
| 3  | Highest Level of Education completed | Multiple Choice | Less than high school degree<br>High school graduate<br>Associate degree in college<br>Bachelor's degree in college<br>Master's degree<br>Doctoral degree |
| 4  | Employment status                    | Multiple Choice | Working full-time<br>Working part-time<br>Unemployed<br>Student<br>Other  |
| 5  | Nationality                          | Multiple Choice | Dutch<br>German<br>Other European Country<br>Outside of Europe  |

Table 11

### *Interest in the field*

| Proposition  | Type         | Scale |
|--|--------------|-------|
| I am interested in the topic of marketing                        | Likert scale | 1-6   |
| I could see myself pursuing a function in marketing              | Likert scale | 1-6   |
| I could see myself working at some point in my life in marketing | Likert scale | 1-6   |

## Appendix E: Control questions and Responses

Table 12

*Control questions*

| <b>Proposition</b>   | <b>Answer choice</b> |
|--|----------------------|
| Did the advertisement presented to you include a picture with people of multiple cultures?                         | Yes/No/I don't know  |
| Did the advertisement presented to you include textual references that suggest they are an inclusive organization? | Yes/No/I don't know  |

Table 13

*Response to whether participants observed a visual manipulation compared to their actual manipulation*

|              | Visual           | No Visual        | Textual          | No Textual       |
|--------------|------------------|------------------|------------------|------------------|
| Answer       | Manipulation (%) | Manipulation (%) | Manipulation (%) | Manipulation (%) |
| Yes          | 70               | 36               | 42               | 61               |
| No           | 5                | 19               | 15               | 9                |
| I don't know | 25               | 45               | 43               | 30               |

Table 14

*Response to whether participants observed a textual manipulation compared to their actual manipulation*

|              | Visual           | No Visual        | Textual          | No Textual       |
|--------------|------------------|------------------|------------------|------------------|
| Answer       | Manipulation (%) | Manipulation (%) | Manipulation (%) | Manipulation (%) |
| Yes          | 64               | 53               | 70               | 48               |
| No           | 14               | 13               | 8                | 17               |
| I don't know | 22               | 34               | 22               | 35               |

## Appendix F: Factor Loadings

Table 15

*Factor loadings before exclusion of constructs*

| Construct   | Factor Loading |     |     |   |   |   |   |   |
|---|----------------|-----|-----|---|---|---|---|---|
|   | 1              | 2   | 3   | 4 | 5 | 6 | 7 | 8 |
| JPI - I would be interested in pursuing an application with this company.               | .85            | -   | -   | - | - | - | - | - |
| JPI - The likelihood that I would apply for the firm's job is high.                     | .84            | -   | -   | - | - | - | - | - |
| JPI - My willingness to apply for the firm's job is very high.                          | .84            | -   | -   | - | - | - | - | - |
| JPI - I would attempt to gain an interview with this company.                           | .79            | -   | -   | - | - | - | - | - |
| JPI - I consider this firm as one of my best choices to apply for a job.                | .76            | -   | -   | - | - | - | - | - |
| JPI - I would accept a job offer from this company.                                     | .75            | -   | -   | - | - | - | - | - |
| JPI - I would exert a great deal of effort to work for the company.                     | .75            | -   | -   | - | - | - | - | - |
| P-O GC - My personal goals are consistent with the goals of this organization           | -              | .83 | -   | - | - | - | - | - |
| P-O GC - This organization's goals give me the opportunity to achieve my personal goals | -              | .80 | -   | - | - | - | - | - |
| P-O GC - My personal goals match the goals of this organization.                        | -              | .79 | -   | - | - | - | - | - |
| P-O GC - My personal goals are compatible with this organization's goals                | -              | .79 | -   | - | - | - | - | - |
| P-O GC - Achieving this organization's goals also means attaining my personal goals     | -              | .79 | -   | - | - | - | - | - |
| P-O GC - The goals of this organization are similar to my work-related values           | .34            | .68 | -   | - | - | - | - | - |
| CH DoC - I would like to go to dances that feature music from other countries.          | -              | -   | .82 | - | - | - | - | - |

|  |     |     |     |     |      |     |      |   |
|--|-----|-----|-----|-----|------|-----|------|---|
| CH DoC – I often listen to music from other cultures.  | -   | -   | .79 | -   | -    | -   | -    | - |
| CH DoC – I attend events where I might get to know people from different racial backgrounds.                   | -   | -   | .73 | -   | -    | -   | -    | - |
| CH DoC – I am interested in learning about the many cultures that have existed in this world.                  | -   | -   | .62 | -   | -    | -   | -    | - |
| CH DoC - I would like to join an organization that emphasizes getting to know people from different countries  | -   | -   | .60 | -   | -    | -   | -    | - |
| CH CwD – It’s really hard for me to feel close to a person of another race.                                    | -   | -   | -   | .87 | -    | -   | -    | - |
| CH CwD - I am only at ease with people of my race.   | -   | -   | -   | .85 | -    | -   | -    | - |
| CH CwD - I often feel irritated with persons of a different race.  | -   | -   | -   | .78 | -    | -   | -    | - |
| CH CwD - Getting to know someone of another race is generally an uncomfortable experience for me               | -   | -   | -   | .76 | -    | -   | -    | - |
| CH CwD - It is very important that a friend agrees with me on most issues.                                     | -   | -   | -   | .49 | -    | -   | -.51 | - |
| P-O VC – My values match this organization and the current employees of this organization                      | .44 | .38 | -   | -   | .69  | -   | -    | - |
| P-O VC – The values of this organization reflect my own values   | .36 | .33 | -   | -   | .85  | -   | -    | - |
| P-O VC – My values fit this organization and the current employees in this organization                        | .39 | .33 | .33 | -   | .64  | -   | -    | - |
| P-O VC - The personality of this organization reflects my own personality                                      | .38 | .40 | -   | -   | .598 | -   | -    | - |
| CH RA – In getting to know someone, I like knowing both how he/she differs from me and is similar to me.       | -   | -   | -   | -   | -    | .80 | -    | - |
| CH RA – I can best understand someone after I get to know how he/she is both similar to and different from me. | -   | -   | -   | -   | -    | .76 | -    | - |

|  |   |   |     |     |   |     |     |     |
|--|---|---|-----|-----|---|-----|-----|-----|
| CH RA – Knowing how a person differs from me greatly enhances our friendship.                              | - | - | .48 | -   | - | .59 | -   | -   |
| CH RA - Knowing about the different experiences of other people helps me understand my own problems better | - | - | -   | .41 | - | .53 | .38 | -   |
| CH RA – Persons with disabilities can teach me things I could not learn elsewhere.                         | - | - | -   | -   | - | -   | .68 | -   |
| Interest in the Field - I could see myself pursuing a function in marketing                                | - | - | -   | -   | - | -   | -   | .97 |
| Interest in the Field – I could see myself working at some point in my life in marketing                   | - | - | -   | -   | - | -   | -   | .94 |
| Interest in the Field - I am interested in the topic of marketing  | - | - | -   | -   | - | -   | -   | .93 |

Table 17

*Factor loadings after exclusion of constructs*

| Construct   | Factor Loading |   |   |   |   |   |   |
|---|----------------|---|---|---|---|---|---|
|   | 1              | 2 | 3 | 4 | 5 | 6 | 7 |
| JPI - I would be interested in pursuing an application with this company. | .86            | - | - | - | - | - | - |
| JPI - The likelihood that I would apply for the firm's job is high.       | .85            | - | - | - | - | - | - |
| JPI - My willingness to apply for the firm's job is very high.            | .83            | - | - | - | - | - | - |
| JPI - I would attempt to gain an interview with this company.             | .80            | - | - | - | - | - | - |
| JPI - I consider this firm as one of my best choices to apply for a job.  | .79            | - | - | - | - | - | - |
| JPI - I would accept a job offer from this company.                       | .74            | - | - | - | - | - | - |
| JPI - I would exert a great deal of effort to work for the company.       | .73            | - | - | - | - | - | - |

|   |     |     |     |     |     |     |   |
|---|-----|-----|-----|-----|-----|-----|---|
| P-O GC - My personal goals are consistent with the goals of this organization                                 | -   | .81 | -   | -   | -   | -   | - |
| P-O GC - This organization's goals give me the opportunity to achieve my personal goals                       | -   | .80 | -   | -   | -   | -   | - |
| P-O GC - My personal goals match the goals of this organization.  | -   | .80 | -   | -   | -   | -   | - |
| P-O GC - My personal goals are compatible with this organization's goals                                      | -   | .76 | -   | -   | -   | -   | - |
| P-O GC - The goals of this organization are similar to my work-related values                                 | .32 | .67 | -   | -   | -   | .39 | - |
| CH DoC - I would like to go to dances that feature music from other countries.                                | -   | -   | .83 | -   | -   | -   | - |
| CH DoC - I often listen to music from other cultures.   | -   | -   | .79 | -   | -   | -   | - |
| CH DoC - I attend events where I might get to know people from different racial backgrounds.                  | -   | -   | .74 | -   | -   | -   | - |
| CH DoC - I am interested in learning about the many cultures that have existed in this world.                 | -   | -   | .66 | -   | -   | -   | - |
| CH DoC - I would like to join an organization that emphasizes getting to know people from different countries | -   | -   | .61 | -   | -   | -   | - |
| CH CwD - It's really hard for me to feel close to a person of another race.                                   | -   | -   | -   | .88 | -   | -   | - |
| CH CwD - I am only at ease with people of my race.  | -   | -   | -   | .87 | -   | -   | - |
| CH CwD - I often feel irritated with persons of a different race.   | -   | -   | -   | .77 | -   | -   | - |
| CH CwD - Getting to know someone of another race is generally an uncomfortable experience for me              | -   | -   | -   | .79 | -   | -   | - |
| Interest in the Field - I could see myself pursuing a function in marketing                                   | -   | -   | -   | -   | .97 | -   | - |
|   | -   | -   | -   | -   | .94 | -   | - |

|  |     |     |     |   |     |     |     |
|--|-----|-----|-----|---|-----|-----|-----|
| Interest in the Field – I could see myself working at some point in my life in marketing                       | -   | -   | -   | - | .93 | -   | -   |
| Interest in the Field - I am interested in the topic of marketing  |     |     |     |   |     |     |     |
| P-O VC – My values match this organization and the current employees of this organization                      | .44 | .40 | -   | - | -   | .70 | -   |
| P-O VC – My values fit this organization and the current employees in this organization                        | .38 | .34 | .32 | - | -   | .68 | -   |
| P-O VC - The personality of this organization reflects my own personality                                      | .37 | .36 | -   | - | -   | .67 | -   |
| CH RA – In getting to know someone, I like knowing both how he/she differs from me and is similar to me.       | -   | -   | -   | - | -   | -   | .82 |
| CH RA – I can best understand someone after I get to know how he/she is both similar to and different from me. | -   | -   | -   | - | -   | -   | .83 |