

RUNNING HEAD: P-O FIT: EFFECTS OF THE EVALUATIVE FACTOR



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How Does Evaluative Content in Job Advertisements Influence Job Seekers Perception of Organizational Fit?

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PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

Abstract

The contemporary job advertisement is characterized by enhancing organizational attributes that are perceived as desirable. To what extent this evaluative way of writing advertisements affects job seekers perception of organizations is an area that requires more attention within research. How individuals subjectively feel that they will fit with an organizational context is referred to as Person-Organization (P-O) Fit. P-O fit is connected to a positive organizational performance by, for example, reducing turnover and increasing employee satisfaction (Kristof-Brown, Zimmerman, & Johnson, 2005). This study differs from previous research on P-O fit by taking the job seeker's perspective early in the recruitment process, to answer the research question of to what extent the evaluative factor influences the perception of fit. 200 engineering students were assigned to read 4 job advertisements manipulating the evaluative factor. Participants assessed each advertisement on 6 items measuring perceived P-O fit. Individuals' tendency to react to evaluative content was measured using a personality inventory by Bäckström and Björklund (2013). Advertisements depicting organizations in an evaluative manner were hypothesized to receive higher P-O fit ratings than descriptive advertisements due to the desirability in evaluative content (H1). A match in the evaluative factor between person and advertisement was hypothesized to increase ratings of perceived organizational fit (H2). The findings did not support the presented hypotheses. Findings suggest that students do not differentiate between evaluative and descriptive advertisements. Implications and reasons for this are discussed.

Keywords: the evaluative factor, person-organization fit, job advertisement, self-ratings, recruitment process

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

How Does Evaluative Content in Job Advertisements Influence Job Seekers Perception of Organizational Fit?

The first contact that a job seeker usually has with an organization is a job advertisement. Drawing back to Tom's (1971) proposition that individuals typically prefer organizations that are similar to their own personality profiles should call for individualized and personalized recruitment messages. Despite this, little is actually known about how the effectiveness of different recruitment messages is affected by individual differences (Kraichy & Chapman, 2014). What is known, on the other hand, is that people are not randomly distributed to different organizations. There is an element of choice where people actively choose a setting where they expect to fit in (Schneider, 1987).

The compatibility between person and organization is referred to as person-organization (P-O) fit and has been thoroughly researched during the past century (Kristof-Brown et al., 2005). The concept of P-O fit is commonly based on a similarity assumption (Chatman, 1989; Kristof-Brown & Guay, 2011), meaning that fit exists when there is a high level of similarity between person and organization. P-O fit has been highlighted in research due to its positive impact on organizational performance and has amongst other things been found to predict job satisfaction, organizational commitment, and turnover intentions among employees (Kristof-Brown et al., 2005; Piasentin & Chapman, 2006).

From the job seeker's point of view, making a comprehensive judgement of the potential fit with a prospective organization can be challenging. Applicants rarely hold the perfect information about important job and organizational attributes because these are difficult to observe as an organizational outsider (Turban & Keon, 1993). Job seekers therefore rather rely on more tangible information, such as information found in a job advertisement (Roberson, Collins, & Oreg, 2005). The information organizations emphasize in advertisements is therefore essential for determining the future workforce of the organization. However, there is no conclusive answer on which type of advertisement will attract whom. Information about monetary compensation (Aiman-Smith, Bauer, & Cable, 2001), the organizational structure, and which reward system the organization offers (Turban & Keon, 1993) all seem to have an impact on organizational choice. Others propose that it is the level of details and specificity of information presented in the advertisement that has the most influence (Barber & Roehling, 1993; Collins & Han, 2004). Roberson et al. (2005) argue that it is not the details per se that contribute to organizational choice, but rather that the details provide job seekers with

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

sufficient information for making a grounded judgement of fit. With detailed information, the individual can more accurately assess fit with the prospective organization and its culture. This suggests that the job seeker's perception of organizational fit is influential already in the initial stages of a recruitment process.

Most job advertisements today are written in an evaluative way, meaning that jobs and organizations are depicted by emphasizing qualities that are perceived as desirable. The contemporary job advertisement describes organizations as being successful, large, and with promising opportunities of growth (Engstrom, Petre, & Petre, 2017). In spite of this, there are almost no empirical studies that support the notion that these attributes act as inducements to job seekers (Backhaus, 2004). This raises the question of to what extent the evaluative way of writing advertisements influences job seeker's perception of having values, goals, and personality that fit the organization.

This study aims at investigating to what extent individuals' perception of fit is influenced by how organizations are depicted in job advertisements. According to previous research within the field of P-O fit, individuals are attracted to organizations that provide a high level of similarity with oneself (Barrick & Parks-Leduc, 2019; Kristof, 1996). In a recruitment process, it is the job seeker's subjective feeling of fit that is the most influential in determining the outcome (Chapman, Uggerslev, Carroll, Piansentin, & Jones, 2005). In addition to this, the way information is presented plays an important role in the choices we make. Research from personality psychology points to a preference for attributes presented in a positive evaluative manner as compared to a more descriptive manner (Edwards, 1953). On this basis, this study addresses the research question of to what extent P-O fit is influenced by the evaluative factor in job advertisements.

Perceived P-O fit

The theoretical background which much P-O Fit research draws upon is the attraction-selection-attrition (ASA) framework by Schneider (1987). The framework states that people are attracted to and select organizations with which they share values and attributes, a match which subsequently generates P-O fit (Cable & Judge, 1996; Kristof, 1996). The congruence between personality and organizational goals, structures, processes, and culture serve as a function for organizational attraction and is one explanation of why people choose different organizational settings (Schneider, Goldstein, & Smith, 1995).

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

In line with Schneider's (1987) ASA framework, prospective job applicants will be attracted to organizations based on the match between person and organization. To what extent individuals fit with the organizational context can be assessed using both objective and subjective measures. A distinction between the objective and subjective measures is necessary because these are not equivalent to each other (Kristof, 1996). Objective measures of P-O fit are obtained by calculating the similarity between the characteristics of an individual and an organization (Piasentin & Chapman, 2006). Subjective measures of fit are instead designed to capture individuals' perceptions about the extent to which they feel like they fit with the organization (Kristof-Brown et al., 2005). Individuals tend to prefer organizations that they subjectively feel a high level of fit toward because they believe that their personal needs and values will be met (Bretz, Ash, & Dreher, 1989; Cable & Judge 1997; Chatman, 1989). The evaluation of an organization is in other words based on the subjective comparison between organizational attributes and personal characteristics (Cable & Judge, 1997; Gardner, Reithel, Coglisier, Walumbwa, & Foley, 2012). An advantage of subjective perceptions of fit is the more proximal influence on actual decision making as compared to objective measures of fit (Cable & Judge, 1997; Kristof 1996).

The organizational advantages of having employees that fit with the organization are numerous. P-O fit has a positive impact on co-worker satisfaction, supervisor satisfaction, and employee trust in their managers (Kristof-Brown et al., 2005). Even before entering an organization attitudes and decisions are strongly influenced by fit (Kristof-Brown et al., 2005). A surprisingly little amount of research on P-O fit has had a longitudinal approach to understand how perceptions of P-O fit change throughout the recruitment process. Swider, Zimmerman, and Barrick (2015) found that how individuals perceive fit at the initial stages of the recruitment process influences decision making in the later stages. There are also some indications that if a person enters an organization with a poor organizational fit, the only way to improve P-O fit is for the person to leave the organization (Saks & Ashforth, 1997). Attempting to assure P-O fit among future employees can thus be used as a strategic tool for organizations to reduce turnover (Kristof-Brown et al., 2005). The subjective perception of fit is therefore crucial in the early stages of the recruitment process when organizations are trying to attract the right candidates with the right organizational fit.

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

The evaluative factor

Deciding whether an organization is a good fit when reading a job advertisement is based on a judgement. Peabody (1967) proposed that judgements are both an estimate of the factual situation and an evaluation simultaneously. For example, consider the judgement that a person or action is 'kind'. In this case, the factual, descriptive part is the action of kindness that helps others. Whereas the evaluative part of the judgement is instead based on what is perceived as either desirable or undesirable (Peabody, 1967). This means that even the judgement of a single word, kindness in the example presented above, incorporates both an evaluative part and a descriptive part. The combination of evaluative and descriptive content in judgements leads to a difficulty in assessing which part of a judgement is based on factual content and which part is based on evaluative content. Depending on whether the evaluative or the descriptive content is emphasized different judgements are made. The evaluative factor is essential to this study and two perspectives on the evaluative factor will be approached: the evaluative factor in job advertisements, and the evaluative factor in self-ratings.

To begin with, the evaluative factor in job advertisements is attributed to the varying degree of evaluative content in job advertisements. The contemporary way of writing job advertisements is characterized by enhancing organizational attributes that are perceived as desirable. Previous research connected to the judged desirability of personality attributes and P-O fit has focused extensively on the later stages of the recruitment process. For example, during the interview phase of the recruitment process job seekers frequently present an enhanced version of themselves by demonstrating what is perceived as desirable, which makes recruiters perceive applicants as a good fit (Chiang & Suen, 2015; Jansen, König, Stadelmann, & Kleinman, 2012). Applicants are likely to present another, enhanced version of themselves because it is relatively easy for applicants to present themselves in a positive manner during an interview (Kanning & Kuhne, 2006; Schmid Mast, Frauendorfer, & Popovic, 2011). Furthermore, the job applicant is even more motivated to manage his or her impressions if the job is highly desirable and the organization is perceived as attractive (Leary & Kowalski, 1990). A job advertisement emphasizing qualities that are perceived as desirable should consequently increase the probability that the job seeker will enhance the qualities that are needed to fit with the organization. A job seeker reacting to the evaluative factor in job advertisements has implications for accurately assessing fit, but to what extent the evaluative factor in job advertisements influences the perception of fit is still unexplored.

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

Secondly, there are individual differences in reacting to evaluative content. Within the field of personality psychology, Edwards (1953) found that when personality attributes are presented in an evaluative manner, the probability of enhancing that attribute when presenting oneself increases. The evaluative factor in self-ratings has historically been one of the major critiques toward the reliability of self-report personality inventories (e.g., Bäckström, Björklund, & Larsson, 2009; Edwards, 1953). Personality inventories typically contain items which combine both descriptive and evaluative features (Peabody, 1967; Saucier, 1994). Items with an obvious positive or negative connotation activate a more extreme response style to a higher extent than neutral items in general, but there are also individual differences to what extent one's responses are affected by evaluative content (Bäckström, Björklund, & Larsson, 2009). Bäckström and Björklund (2013) found that some individuals rate evaluative personality attributes, as compared to descriptive attributes, relatively higher. On the other hand, some individuals do not tend to react to evaluative content and rate evaluative and descriptive items more alike. Implying that there are individual differences to what extent the evaluative factor in self-ratings is expressed.

Measuring the evaluative factor in self-ratings builds on Saucier's (1994) finding that it is possible to separate evaluative and descriptive content from each other. Furthermore, Bäckström, Björklund, and Larsson (2009) showed that it is possible to create descriptive items that minimize the evaluative content in self-report personality inventories. Minimizing the evaluative content in items reduces respondents' tendency to react to the desirability of different attributes. Descriptive items are therefore a more reliable measure of personality because ratings are not influenced by the desirability of the different attributes (Bäckström & Björklund, 2013). By using a combination of different items that minimize and emphasize desirability in the same personality inventory, it is possible to compare the two and distinguish the evaluative factor in self-ratings.

Connecting the similarity assumption that P-O fit builds on with the individual differences in reacting to evaluative content implies that an individual's tendency to react to evaluative content will influence how they rate perceived fit. Individuals with high levels of the evaluative factor in self-ratings should in general rate organizations that enhance their evaluative qualities as a better perceived fit, as compared to organizations that are depicted in a more neutral, descriptive manner. Due to a match in the levels of the evaluative factor in self-ratings and in the evaluative factor in job advertisement. Individuals with low levels of the

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

evaluative factor in self-ratings should presumably rate evaluative advertisements and descriptive advertisements more alike.

This study contributes to the body of knowledge on P-O fit by uniquely introducing the evaluative factor in job advertisements to further understand what influences the job seeker's perception in the early stages of the recruitment process. Today organizations have the technological possibility to tailor recruitment messages to appeal to specific, desired, job applicants. At the same time, Kraichy and Chapman (2014) propose that little is known about what to tailor, and how to tailor information throughout the recruitment processes. In addition to this, providing job seekers with accurate information about the organization in the early stages of the recruitment process has numerous organizational advantages. By giving job seekers the opportunity to create well-grounded judgements of their P-O fit when reading an advertisement, the probability that they will fit the organization if they accept a job offer increases. Those who are attracted by a truthful description will be more satisfied with the organization if they accept a job offer there, and thus less likely to leave it voluntarily (Breugh, 1983). Therefore, it is important that the information presented in job advertisements reflects the actual organization. Reeve, Highhouse, and Brooks (2006) also urge researchers to focus more on understanding job seekers' reactions to recruitment messages. Recruitment statements commonly emphasize organizational size, success, and global reach, but as Backhaus (2004) points out, there are almost no empirical studies that support the notion that these attributes act as inducements to applicants. This illustrates the evident lack of studies that have investigated how an organization is presented elicits different P-O fit perceptions among job seekers.

Previous research has focused extensively on P-O fit from either a recruiter's point of view (Cable & Judge, 1997; Chuang & Sackett, 2005; Van Iddekinge, Raymark, & Roth, 2005), or on when individuals are already employed at a company (Cable & DeRue, 2002; Chatman, 1991; Wen, Zhu, & Liu, 2002). Furthermore, studies that take the job seeker's perspective have commonly used one-item measures to assess how individuals perceive organizational fit, incorporating discussable problems with the reliability of the measure (e.g.; Cable & Judge, 1996; Saks & Ashforth, 1997). This study differentiates from previous research by addressing perceived P-O fit in the earlier stages of the recruitment process from a job seeker's point of view. The subjective perception of fit is among the greatest predictors of recruitment outcomes (Chapman et al., 2005). Which is why more attention should be given to understand how the perception of fit is shaped in the earlier stages of the recruitment process.

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

This study adds valuable knowledge on how to attract employees with a good P-O fit by examining if perceived P-O fit is influenced by a match between the evaluative factor in job advertisements and self-ratings.

Hypotheses

Drawing on previously presented theory and research on P-O fit and the evaluative factor in job advertisements and self-ratings the following hypotheses was formed:

Hypothesis 1: *Evaluative job advertisements entail a better P-O fit compared to descriptive job advertisements.*

Hypothesis 2: *P-O fit increases when the levels of the evaluative factor in self-ratings and the evaluative factor in job advertisements match.*

Method

Participants

Two-hundred participants ($M_{\text{age}} = 21.7$, $SD = 2.5$) were recruited at the faculty of engineering at Lund University. 60.5 % of the participants were male ($N = 121$), 39 % were female ($N = 78$), and one person chose not to report sex. All participants were recruited by visiting classrooms in conjunction with lectures. Educational background and prospective labour market conditions can influence which organizations are preferred (Cable & Judge, 1996), therefore only engineering students were invited to participate in the study. Most of the participants ($N = 102$) were not searching for a job at the time of the data collection, the other participants were either searching for a part-time or summer job ($N = 96$), a full-time job ($N = 1$), or chose not to answer ($N = 1$).

Material

A within-subjects design was chosen to test to what extent P-O fit is influenced by the evaluative factor. An instrument consisting of 10 fictitious job advertisements, a P-O fit scale, and a self-report personality inventory was used for this purpose. Participants assessed their perceived organizational fit on fictitious job advertisements manipulating the evaluative factor. The evaluative factor in job advertisements was thought to have a twofold effect on perceived fit. Firstly, participants assessed two types of job advertisements; evaluative advertisements, written emphasizing the evaluative content; and descriptive advertisements, depicting the organization in a neutral manner. This enabled a comparison of the extent to

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

which participants feel that they fit with the organization depending on if advertisements are described in an evaluative or descriptive manner, as stated in hypothesis 1. Secondly, the evaluative factor in self-ratings was measured using a self-report personality inventory. The tendency to react to evaluative content was correlated with advertisement ratings to test whether a match between the evaluative factor in self-ratings and job advertisements leads to a higher perceived fit, in line with the second hypothesis.

Job advertisements. The advertisements were constructed especially for this study since no previous research has focused on the evaluative factor in job advertisements. Ten advertisements were created in total, describing five different organizations. The factual content was kept consistent across the advertisements describing the same organization, only manipulating the evaluative factor. The following actions were taken to ensure that only the evaluative content of the advertisements was manipulated and to reduce other potential influences.

First and foremost, information from real job advertisements was gathered to ensure the ecological validity of the advertisements. This served as an inspirational foundation for compiling the fictitious advertisements used in this study. Secondly, fictitious organizational names were used. Fictitious names have quite commonly been used in previous research regarding organizational choice (e.g., Dineen, Ash, & Del Vecchio, 2007; Jatmiko, 2004), despite that using real organizations are expected to have a greater external validity (Cable & Judge, 1997). Using real names incorporates the risk of participants having a formed opinion about the organization. Fictitious organizational names were used to avoid that assessments would be influenced by the familiarity of the organization.

Furthermore, job advertisements are typically written to exclude potential applicants who do not fulfil qualifications and requirements for a specific role. If a prospective applicant lacks the required qualifications for a job, perceptions about the whole organization announcing the job can change (Acarlar & Bilgic, 2013). Therefore, the job advertisements did not include any specific information about qualifications or job assignments. The advertisements instead focused on describing the organization, the organizational culture, and what the organization offers to its employees. By creating advertisements that appeal to a wide range of applicants, participants are allowed to focus on their perceived fit with the organization. Multiple organizations were described in the advertisements due to the wide prospective labour market that engineering students have. Using multiple organizations

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

reduces the risk that relationships between measures would be idiosyncratically associated with one specific organization (Wells & Windschitl, 1999). To be applicable to all engineering students, regardless of their specialization within the field, five different organizations were described. All organizations represented in the advertisements were also functioning within different sectors of the labour market.

Based on this, two advertisements were formulated for each organization, one evaluative and one descriptive advertisement (see appendix A for all advertisements in Swedish). Bäckström and Björklund (2013) showed that neutralizing evaluative attributes is a relatively simple procedure that laymen efficiently can accomplish. The factual content was kept consistent and only the evaluative factor differed, for example, one of the organizations had 160 employees. The descriptive job advertisement described the information like this: “We are currently 160 employees that contribute to the results of the company”. Keeping the information descriptive and fact-based. The corresponding evaluative advertisement described the same fact as “We are currently 160 dedicated co-workers that together contribute to the continuing success of the company”. Demonstrating that the evaluative advertisement has a more desirable wording, enhancing teamwork and achievement.

Perceived person-organization fit. Each advertisement was followed by six items used to measure perceived P-O fit. The measurement of perceived fit is based on a similarity assumption. The similarity assumption suggests that organizations with a high level of similarity will be perceived as a better fit, as compared to organizations that do not provide congruence between person and organization. A scale adopted from Saks and Ashforth (2002) was used to assess the subjective perception of person-organization fit using four items. Two additional items were added to the perceived P-O fit scale to capture participants’ general picture of the organization and congruence in level of ambition. The items were translated into Swedish by back-translation. First items were translated into Swedish, and then blindly translated back into English by another person, a method inspired by Brislin (1970) for keeping the original validity of the items. Minor adjustments were made after comparing the original English items and the back-translated versions.

All items were measured on a 7-point Likert scale, ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*. Items included “What is your overall impression of the company after reading the advertisement?”, “To what extent does this company match you as a person?”, “To what extent do you feel that this company's values are similar to your

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

own?”, “To what extent does this company communicate a level of ambition that matches your own?”, “To what extent does this company meet your wishes on how an employer should be?”, “To what extent does this company seem to be a good match for you?”. The internal consistency estimate for the items showed excellent alpha levels, ranging from $\alpha = .90$ to $.94$.

Personality inventory. A self-report personality inventory created by Bäckström and Björklund (2013) was used to measure the tendency to react to evaluative content. The personality inventory consists of 90 items and has a Five-Factor Model structure. The method for measuring the evaluative factor in self-ratings builds on the idea that ratings of descriptive items are a true measure of respondents' personality. By using a combination of evaluative and descriptive items it is thereby possible to achieve a measure of to what extent a person tends to react to evaluative items.

Personality inventories have previously been criticized for being too subjective and susceptible to social desirability. Most personality inventories include evaluative connotations in their items, which incorporates the risk of respondents reacting to the judged desirability of a trait instead of responding in line with their own personality. By rephrasing items, Bäckström and Björklund (2013) were able to neutralize items so that only the evaluative content was affected. Resulting in items that still capture the original trait from a five-factor model and retaining the original five-factor structure and reliability of the inventory. By using a combination of evaluative and descriptive items it is possible to isolate to what extent an individual tends to respond to the evaluative content (Bäckström & Björklund, 2013). Individuals who are more prone to respond to evaluative content will rate evaluative items more extremely because these emphasize undesirability or desirability. An example of an evaluative item with a negative connotation is "Is easily annoyed". Whereas "Gets annoyed when things stress me" is a corresponding example of a descriptive item. Respondents who tend to react to the evaluative content will provide a more extreme answer to the evaluative item, creating a difference between the two items. By comparing responses on evaluative and descriptive items it is possible to get a measure of the evaluative factor in self-ratings.

The ratings on the descriptive items are free of evaluation and are therefore a more valid measure of participant personality, than the evaluative items. The degree of homogeneity of the descriptive items in the personality inventory was analysed using Cronbach's alpha, showing satisfactory levels of reliability (extraversion $\alpha = .75$,

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

conscientiousness $\alpha = .60$, agreeableness $\alpha = .60$, openness to experience $\alpha = .67$, and emotional stability $\alpha = .76$).

Pilot testing. Extensive pilot testing was conducted since the advertisements were constructed especially for this study. The pilot studies primarily had a threefold purpose: to determine the ecological validity of the fictitious advertisements and organizations, determine if the manipulations produced the intended effects, and to test the P-O fit measure in this experimental setting.

The ecological validity was probed by letting participants orally give feedback about the advertisements. Further pilot tests indicated potential insufficiencies in isolating the evaluative factor in the advertisements. Some moderations were therefore made to ensure that the information presented was preserved across the organization described, only manipulating the evaluative content. The pilot tests revealed that the perceived P-O fit measure incorporated some misconceptions in the translated version of the scale, which was adjusted accordingly. Pilot studies were in addition to this used to detect potential floor and ceiling effects. A tendency towards ceiling effects was found. The Likert scale was extended to 7 points, instead of the original 5 and the endpoints made more extreme.

The pilot studies gave valuable insight into how the final versions of the advertisements and items ought to be formulated and some moderations were consequently made before proceeding to the main study.

Procedure

Participants were informed that the purpose of the study was to understand how organizations are perceived based on how they are described in job advertisements. Participants were informed that the survey consisted of job advertisements, some related questions to the advertisements, and a personality inventory. Before proceeding to take part in the study, all participants had to give written consent.

Participants who agreed to take part in the study were provided with a survey consisting of three parts. The first part provided written information about the study and instructions about how to complete the survey. Participants were informed that participation in the study was voluntary and that they could discontinue participation at any time without any consequences. Participants were also informed that the personal data collected could not be

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

used to identify the participants personally and that all analysis would be made on the group level. They were also given information on where to turn with questions.

The second part of the survey consisted of four randomly distributed job advertisements describing different organizations. Two of the four advertisements were evaluative and two were descriptive, making sure none of the participants received both the evaluative and the descriptive version describing the same organization. After reading each advertisement participants responded to questions related to P-O fit. Participants were instructed to take the role as job seekers when responding to the questions. They were instructed to disregard the organizational line of business and instead focus on how they would fit with the organizational context and environment.

The third part of the survey aimed at assessing the evaluative factor in self-ratings. Participants were instructed to fill in a 90-item personality inventory constructed by Bäckström and Björklund (2013). Lastly, some demographic questions followed. The demographic questions included age, gender, and which program at the University they were currently enrolled at. Age and gender were included to control for the possibility that some groups are more likely to perceive fit (eg; Chatman, 1991; Young & Hurlic, 2007). Participants also responded to questions about whether they were currently searching for a job. The last question in the survey asked if participants could guess the hypothesis. Participants who correctly could guess the hypothesis were to be excluded from the analysis due to the risk of demand characteristics (Orne, 2002). The criteria for being excluded was if the answer included associations to the evaluative factor, social desirability, or topics related to the judged popularity of different words or phrases. None of the participants' answers fulfilled that criteria and all responses were retained in the analysis.

Participation in the study took approximately 15-20 minutes. Upon returning the survey participants were given the opportunity to write their email addresses on a separate piece to receive the study results. To provide an incentive for taking part in the study four cinema tickets were randomly distributed to participants.

Ethical considerations. By using fictitious organizations, the debate whether the organizations might regard the job advertisements as part of their commercial brand or intellectual property is avoided. Instead, the ethical considerations made in this study focused primarily on the participants of the study. All participants had to give written consent before proceeding to take part in the study. The personal data collected could not be used to identify

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

the participants. No demographic information except age, gender, the field of study, and if they were currently searching for a job was collected. If participants wanted to access the results of the study, they were instructed to write their e-mail address on a separate piece of paper that could not be connected to the responses.

Reading job advertisements is naturally connected to job search. Searching for a job can have some negative experiences connected to it, partly because it is associated with the fear of becoming unemployed (Iversen & Sabroe, 1988). However, nearly half (49 %) of the participants in this study were currently searching for a job. Which means that the participants are at a stage in their life where they most probably will be reading job advertisements in the search for a job themselves. Consequently, participants in this study were not exposed to any further potential harm than what could be expected in their normal day-to-day life.

Data Coding. The data from the surveys were entered and analysed in SPSS. The normality of the data was checked. No outliers were found but two non-responses were found and excluded from the analysis. The level of significance chosen to test the hypothesis was at the .05 level, in line with convention within the field.

Participants rated each advertisement on six items aimed at measuring perceived P-O fit. The six P-O fit items that participants rated each advertisement on were aggregated into an index. Table 1 shows means and standard deviations of advertisement ratings, and the alpha levels of P-O fit items. The items showed excellent levels of internal consistency, ranging

Table 1

P-O fit ratings on job advertisements

	Org. 1		Org. 2		Org. 3		Org. 4		Org. 5	
	E	D	E	D	E	D	E	D	E	D
<i>M</i>	29.05	28.40	26.11	26.79	29.79	28.81	26.46	26.12	29.24	28.63
<i>SD</i>	7.34	7.84	6.88	6.81	5.87	6.35	6.43	6.79	6.26	6.47
α	.93	.94	.92	.93	.90	.91	.92	.93	.92	.91

Note. Org. = Organization, E = evaluative job advertisement, D = descriptive job advertisement, M = Mean, SD = Std. Deviation, α = Cronbach's alpha of aggregated P-O fit items

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

from $\alpha = .90$ to $.94$. Therefore, the index was used in the following analysis and hypothesis testing as a measure of P-O fit.

The measure of the evaluative factor in self-ratings is a comparison of the descriptive items and evaluative items across the personality traits. Two potential measures of the evaluative factor in self-ratings were considered, the difference and the residual. The difference accounts for the evaluative factor by subtracting the ratings on the evaluative items by ratings on the descriptive items for each personality trait. The residual was also considered as a possible measure of the evaluative factor in self-ratings. The residual uses the difference between the predictor value, i.e. ratings on a descriptive item, and the observed value, i.e. ratings on an evaluative item, to achieve a measure of the evaluative factor. The sum of the residuals on each personality trait accounts for the evaluative factor. There was a strong correlation between the residual and the difference, $r(198) = .877, p < .001$, indicating that they to a large extent measure the same underlying phenomena. The alpha levels for the variables were calculated to decide whether to use the difference or the residual as a measure of the tendency to react to evaluative content. The residual attained a higher alpha ($\alpha = .64$) than the difference ($\alpha = .44$) demonstrating that the residual is a more reliable measure. Therefore, the residual was used as a measure of the evaluative factor in self-ratings in this study.

Results

The first hypothesis was that evaluative job advertisements would be rated as a better P-O fit than descriptive advertisements. A paired sample t-test was used to test to what extent the evaluative factor in job advertisements influenced an individual's perception of fit. The P-O fit index was used to compare ratings on the evaluative and the descriptive advertisements. No significant differences were found between evaluative job advertisements ($M = 28.27, SD = 5.28$) and descriptive job advertisements ($M = 27.63, SD = 5.59$); $t(197) = 1.46, p = .147, d = .10$. No support was found for hypothesis 1, the evaluative factor in advertisements did not make participants rate the organization as a better perceived fit.

The second hypothesis was that individuals rate advertisements that provide a match between the evaluative factor in job advertisements and the evaluative factor in self-ratings as a better fit. Correlational analyses were used to examine the relationship between the evaluative factor in self-ratings and the advertisements. To test if there was a correlation between the evaluative factor and P-O fit two sets of analyses were made. Firstly, the evaluative factor in self-ratings from the personality inventory was correlated with advertisement ratings.

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

The evaluative factor was measured by using the residual of the evaluative and descriptive items from the personality inventory. The advertisement ratings were calculated by subtracting participants mean ratings on the descriptive advertisements from the mean ratings on evaluative advertisements, creating a difference between the two. The two variables showed no significant correlations $r(198) = -.083, p = .247$. Secondly, the evaluative factor was correlated with evaluative advertisements and descriptive advertisements separately, to test if the evaluative advertisements had a stronger correlation with the evaluative factor in self-ratings than the descriptive advertisements. The P-O fit ratings on the evaluative advertisement ($M = 28.24, SD = 5.34$) had an insignificant correlation with the evaluative factor in self-ratings $r(198) = -.060, p = .402$. The P-O fit ratings on the descriptive advertisements ($M = 27.62, SD = 5.59$) had an insignificant correlation with the evaluative factor in self-ratings $r(198) = .035, p = .624$. Hypothesis 2 was thereby not supported. The findings do not support the notion that the match between job advertisements and self-ratings leads to a subjective feeling of fit.

Discussion

P-O fit is typically seen as an important component of an organization's workforce due to its positive impact on organizational performance (Kristof-Brown et al., 2011). The aim of the current study was to investigate to what extent the evaluative factor in job advertisements and self-ratings influences the perception of fit. This study provides a valuable initial step in understanding how P-O fit is perceived depending on how organizations are depicted in job advertisements. By manipulating the evaluative factor in job advertisements, the first hypothesis investigated whether evaluative content in advertisements influences the perception of fit positively. No support was found for this, individuals did not rate evaluative advertisements as a better P-O fit compared to descriptive advertisements. The findings did not support hypothesis 2, which stated that a match in the level between the evaluative factor in self-ratings and job advertisements would provide a better perceived P-O fit.

The first hypothesis was envisioned to answer the proposition that Backhaus (2004) put forward, that little is known about what acts as inducements to prospective job applicants. The first hypothesis therefore aimed at determining to what extent the evaluative factor in advertisements influences the perception of fit. The findings from this study did not support the notion that the evaluative content in advertisements makes individuals rate organizations as a better perceived fit. Previous studies have focused on a preference for

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

evaluative content in personality inventories, where evaluative items receive more extreme ratings compared to descriptive items due to the presented desirability or undesirability of attributes (Bäckström & Björklund, 2013). However, reacting to desirability when making judgements is not something that is isolated to personality inventories alone, individuals are naturally drawn towards what is perceived as desirable. Drawing on previous research within the fields of judgements (Peabody, 1967) and the evaluative factor in self-ratings (Bäckström & Björklund, 2013), the evaluative advertisements were expected to be rated as a better perceived fit compared to descriptive advertisements, due to the evaluative content depicting the organizations in a more desirable manner. Nevertheless, enhancing the evaluative content in job advertisements did not make participants rate it as a better fit.

The findings from this first hypothesis were not entirely unexpected. Job advertisements are not intended to appeal to everyone, and people tend to prefer organizations that are similar to their own personality profiles. To incorporate individual differences, hypothesis 2 connected the evaluative factor in self-ratings with the similarity assumption that P-O fit builds on. Unexpectedly, the findings did not support the notion that a match in the evaluative factor between advertisement and self-ratings generates a greater perception of fit. This was unexpected since the concept of P-O fit builds on the assumption that fit exists when there is congruence between person and organization (Kristof, 1996). The match between person and organization serve as a ground for attraction and makes people actively choose a setting where they expect to fit. Furthermore, Bäckström and Björklund (2013) showed that there are individual differences to the extent one is influenced by the evaluative factor in personality inventories. Due to the insignificant results in this study, the question remains if the result from Bäckström and Björklund (2013) is applicable in other contexts than personality inventories. Nevertheless, the congruence between person and organization, in this case a match between the evaluative factor in job advertisements and self-ratings, should theoretically provide a subjective feeling of fit. The findings from this study suggest that a match in the evaluative factor does not influence the perception of organizational fit in this early stage of the recruitment process. One line of reasoning that may be useful for explaining why no significant effects were found is by taking a more holistic perspective on the recruitment process and by looking at the theoretical groundings of P-O fit.

Depending on which stage of the recruitment process job seekers are, the importance of organizational fit varies. More specifically, the significance of P-O fit seems to

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

intensify as the recruitment process progresses. Chuang and Sackett (2005) found that recruiters tend to disregard organizational fit during the initial stages of the recruitment process. Instead, the initial focus is on finding candidates that fulfil the qualifications and requirements of the job. Subsequently, in the later stages of the recruitment process organizational fit starts to influence recruiters' decisions (Chuang & Sackett, 2005). This process of gradually attaching more significance to organizational fit also seems to be true for job applicants (Swider, Zimmerman, & Barrick 2015). This, combined with the findings from the current study, argues for the potentially small significance of P-O fit from a job seeker's perspective in the initial stage of the recruitment process. Furthermore, when reading a job advertisement, it is predominantly monetary compensation, in the form of level of pay or rewards systems that is the most influential (Aiman-Smith et al., 2001; Turban & Keon, 1993). It is rather during the later stages of the recruitment process that social desirability seems to have an effect (Chiang & Suen, 2015; Van Iddekinge et al., 2005). Perhaps this is true for the evaluative factor as well, that the evaluative factor is mainly influential in other parts of the recruitment process. Resulting in participants rating advertisements with evaluative or descriptive content similarly. A suggestion for future research is therefore to investigate the influences of the evaluative factor with a broader perspective on the recruitment process.

Adding to this, accurately assessing fit based on a job advertisement alone incorporates potential difficulties. Theoretically, Schneider's (1987) attraction-selection-attrition framework states that people are attracted to and select organizations with which they share values and attributes, a match which subsequently generates P-O fit. Similar individuals are drawn to the same organization which gradually results in a homogenous environment because people who do not fit the organization choose to leave. Assessing whether one fits with the organizational context with regards to a match in values and attributes may be difficult without an informed understanding of the organization. Perhaps it is more tangible for job seekers to assess fit when a personal contact has been established between potential future employee and organization. Previous research on P-O fit has focused extensively on when individuals are already employed in the company or in later stages of the recruitment process (Kristof & Guay, 2011). In these contexts, the job seeker has probably achieved more detailed information about the organization and the values, and attributes of the people in the organization become more explicit. Whereas it is harder to gain enough information and form an understanding of potential fit with an organization when reading a job advertisement. Regardless of this, previous research has indicated that P-O fit is crucial for determining the

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

outcome of the recruitment process (Chapman et al., 2005). Which raises the importance of understanding how job seekers perceive fit and to what extent fit exists already in the first contact with an organization. Unless a very explicit organizational culture and the environment is stated in the advertisements it can be difficult for job seekers to assess organizational fit already when reading an advertisement. In line with Roberson et al.'s (2005) argument, it is detailed information in job advertisements that provide job seekers with enough basis for making a grounded judgement of fit. To explicitly state the organizational culture in the advertisement should therefore be an organizational advantage.

Study limitations

No significant results were found across the study findings. The underlying explanation for this may be found in the methodological considerations made. The most prominent study limitations will be discussed below and the possible implications of these.

To begin with, flaws in the manipulation of the evaluative factor must be considered when interpreting the results from this study. Minimizing evaluative content in personality inventories have previously been conducted by laymen with satisfactory results (Bäckström & Björklund, 2013). Suggesting that manipulating the evaluative content in job advertisements should be a relatively simple task to accomplish. Adding to this, extensive pilot testing was conducted to allow for moderating potential weaknesses before proceeding to the main study. Nevertheless, drawing on the results from this study where participants rated both evaluative and descriptive advertisements alike show that the manipulation did not produce the intended effect. As mentioned, Bäckström and Björklund (2013) found that laymen could neutralize attributes in a personality inventory. On the other hand, potential differences in what is perceived as a desirable personality attribute and what is perceived as a desirable organizational attribute should be considered. To ensure that the evaluative manipulation produces the anticipated effect future research should first establish which organizational attributes are perceived as desirable for the intended population. Furthermore, the advertisements in this study manipulated organizational descriptions. Perhaps a more fruitful methodological path is to focus more explicitly on the organizational culture, for example by not mentioning the line of business.

Additionally, the advertisements constructed for this study were written to be inclusive for a large spectrum of students, because students enrolled at the faculty of

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

engineering have many potential vocational outcomes. Even if the engineering students are employed in diverse job market within numerous industries, participants might have been influenced by the line of business presented in the advertisements. Two precautionary actions were made to counteract this. Firstly, when rating the advertisements participants were instructed to think about the organizational environment and how they would fit with the organization, rather than the line of business. Secondly, multiple organizations were used and randomly distributed, to prevent that any effect would be associated with the specific organization or line of business. Nevertheless, disregarding the line of business when reading a job advertisement is easier said than done. Instead of reacting solely on the evaluative factor there is a risk participant's incorporated organizational line of business with their ratings. A methodological suggestion for future research is, therefore, to narrow the population to a more specific program at the university to ensure that the line of business is an obvious choice for the population.

Another possible limitation of the present study is the use of a student sample. Using a student sample has potential drawbacks with regards to their prior working experience. Previous work tenure and job seeking experience influence which requirements the job seeker has on prospective organizations, and which advertisements are perceived as attractive (Walker, Field, Giles, & Bernerth, 2008). The students might have inadequate work experience to know which organizational settings one prefers and expect to fit in. However, there is a well-established history of using students in studies of job and organizational choice (Kristof, 1996), motivating for the use of a student sample in this study. Consequently, it is important to keep the generalizability in mind for future research and be mindful of the differences in a population of experienced workers and soon-to-be engineering graduates.

Future research and implications

While the present research does have its limitations, it also makes valuable contributions. The results of this study show that the way we have been using job advertisements may require some reconsideration. Further research is still needed to understand on what basis job seekers perceive fit and what aspects of the job advertisement will attract applicants with a good organizational fit. Organizations continue to write evaluative job advertisements without any real knowledge of the consequences or empirical support for this. Organizations take advantage of the desirability in the evaluative content and use

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

metaphors and other painting language without knowing how this affects prospective future employees. Organizations use evaluative language in their recruitment messages is to make them stand out of the crowd with the hope of attracting large pools of job seekers. Paradoxically, this makes organizations more homogeneous because this is the most common way to write advertisements today (Engstrom et al., 2017). Furthermore, Engstrom et al. (2017) encourage organizations to be more precautionary when choosing how to depict the organizational context in their recruitment messages.

To what extent perceptions of fit change over time is not fully mapped out, but P-O fit is not something static (Swider, Zimmerman, & Barrick, 2015). The initial perception of fit that the job seeker has at the beginning of the recruitment process is not an exact reflection of the perception one has when entering or exiting the organization. This way of depicting the organization by emphasizing the evaluative content could thereby incorporate a large organizational risk. If a future employee is making his or her judgement based on the evaluative content of the advertisement there is a risk that this does not reflect the organizational reality. This has consequences for the retention of personnel. It is therefore debatable if the current trend of writing advertisements in an evaluative manner should be considered as an organizational advantage or disadvantage. In line with Schneider's (1987) ASA framework, people who do not fit with the organization will opt out. Consequently, there should be organizational advantages of not attempting to attract everyone in recruitment messages but to attract individuals that will fit with the organization. By giving prospective future employees the correct prerequisites for making a judgement of what the organization is like, many financial benefits are to follow, such as a more efficient recruitment process and personnel retention.

This study contributes with some critique of the homogenous evaluative job advertisements. Given the findings from this study, no general trend for perceiving advertisements with an evaluative component as a better fit was found. In a broader context, considering the contemporary labour market conditions where individuals are changing jobs more frequently than before (Allvin, 2011), should make it even more important that advertisements reflect the true organizational environment. However, the opposite seems to be true, organizations are using vivid, rhetoric language to present themselves as unique, something that may construct a false picture of the organization. If the results from this study are true, there is a possibility that the evaluative factor does not lead to a better perception of

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

fit as compared to advertisements written in a more descriptive, factual manner. This would make the contemporary way of writing advertisements uncalled-for if the goal is to employ individuals that fit with the organization.

Even though the current study suggest that the evaluative factor does not serve as a ground for assessing P-O fit when reading an advertisement, it is possible that the evaluative factor influences other things, such as expectations on the organization. It is also possible that job seekers do not focus on organizational fit in this early stage of the recruitment process. A suggestion for future research is to have a holistic perspective on the recruitment process to understand influences of the evaluative factor throughout the process. This study also raises the concern of the difficulty in writing advertisements customized to make job seeker's feel they will fit with the organization. Part of the difficulty in assessing organizational fit before entering it can be ascribed to the nature of P-O fit. Perceived P-O fit is not a dichotomous scale, and there is no definite distinction between fitting and not fitting with the organization. Digitalization and the frequent use of digital tools in the recruitment process will probably increase the use of individualized and personalized recruitment messages. But more research is required to determine a definite answer on the best way to depict organizations in job advertisements. Hopefully, this study and future research will enable organizations to see the benefits of having more differentiated, personalized, thought-through job advertisements that mirror actual organizations, attracting and retaining the best fitting individuals.

Conclusion

The subjective perception of fit is among the most important predictors of recruitment outcomes (Chapman et al., 2005). This study differs from previous research by taking the job seeker's perception of fit in the initial stages of the recruitment process. Previous research mainly either focuses on when people already are employed or in the later stages of the recruitment process. For later stages of the recruitment process, the majority of research has focused on how recruiters assess that the job seeker will fit with the organization. Taking the recruiters standpoint fails to capture one essential concern, if the job seeker does not think they will fit, the recruiter's opinion does not matter.

The findings from this study suggest that the evaluative factor in job advertisements does not influence the perception of fit. Probably because decisions predominantly are based on fitting the job, instead of the organization, in this first point of

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

contact with the organization. Organizations use evaluative language to distinguish themselves in a labour market characterized by short-term employment. However, this way of depicting the organization might backfire when employees enter the organization because the evaluative description does not match reality. Even though P-O fit has been thoroughly researched for the last decades it is still not known to what degree P-O fit changes throughout the recruitment process. This study opens up for the possibility that perceptions of fit are not influenced by the evaluative factor in the very first contact that the job seeker has with the organization. Instead, the evaluative way of writing might distort the prospective job seeker's view of the organization, if the advertisement does not reflect the organizational reality.

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Appendix A

Organization 1: Stadsbyggnadskontoret

Evaluative advertisement

Om Stadsbyggnadskontoret

De senaste åren har antalet medborgare i vår kommun ökat. Idag har vi dessutom allt fler företag som väljer att bedriva sin verksamhet inom kommunens gränser. Som byggnadsnämndens förvaltning anpassar vi på Stadsbyggnadskontoret kommunen för framtidens spännande utmaningar och möjligheter.

Vi arbetar utifrån ett mål om kommunens fortsatta expansion. Tillsammans skapar vi en långsiktigt hållbar samhällsutveckling i framkanten av teknisk innovation och miljö. Varje dag arbetar våra kompetenta kollegor med att utveckla och anpassa kommunen till våra invånares behov. På Stadsbyggnadskontoret finns möjligheten för dig att driva verksamhetens och kommunens förändringsarbete. Vi har ett långsiktigt perspektiv och arbetar problemorienterat med ett utbrett samhällsperspektiv.

Att jobba på Stadsbyggnadskontoret

Vår kommun växer. Med jämna mellanrum söker vi därför ytterligare kollegor som vill dela Stadsbyggnadskontorets framgångar.

Här finns jobb för dig som vill arbeta väldigt tekniknära, för dig som vill se tekniken i ett vidare perspektiv, eller för dig som exempelvis vill göra chefskarriär. På grund av att vi arbetar med varierande uppdrag har vi många olika utvecklande jobb att erbjuda. Vi arbetar bland annat tillsammans med skickliga tekniska specialister och kunniga produkt- och processutvecklare. Många av våra medarbetare väljer dessutom att göra karriär internt hos oss.

Descriptive advertisement

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PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

Organization 2: Talia AB

Evaluative advertisement

Om oss

Talia AB distribuerar träbaserade material till svensk snickeri-, inrednings- och möbelindustri. Företaget finns etablerat med produktutveckling, kontor och lager i Malmö, Göteborg, Stockholm, Norrköping och Skellefteå. I dagsläget är vi drygt 160 medarbetare som varje dag bidrar till verksamhetens resultat.

Vår verksamhet fokuserar på att erbjuda träbaserade skivmaterial, massivträ, kantlister och laminat till våra kunder. Vårt sortiment består av ungefär 2000 artiklar och vi levererar produkter i både små och stora volymer. Vi kan erbjuda våra kunder kort leveranstid på sina beställningar eftersom vi har lager runt om i Sverige och en stor del av våra produkter finns lagerlagda och tillgängliga för leverans.

Att arbeta på Talia

På Talia arbetar vi med utveckling av våra produkter och processer. Våra medarbetare arbetar med hela kedjan från idéformulering, modellering, konstruktion, tillverkning, kvalitetssäkring, drift och underhåll till produktion och distribution av produkter och tjänster.

Vi har ett verksamhetsstyrt arbetssätt och arbetar utifrån vår vision och verksamhetsidé för att säkerställa våra kunders önskemål. Vi söker alltid medarbetare som har hög integritet och är goda kollegor. Som medarbetare hos oss söker du variation i din tillvaro och trivs med att testa på nya arbetssätt.

Descriptive advertisement

Om oss

Talia AB distribuerar högklassiga träbaserade material till svensk snickeri-, inrednings- och möbelindustri. Företaget finns etablerat med produktutveckling, kontor och lager i Malmö, Göteborg, Stockholm, Norrköping och Skellefteå. I dagsläget är vi drygt 160 medarbetare som varje dag bidrar till vår verksamhets fortsatta framgångar.

Vårt framgångskoncept består av att erbjuda hållbara träbaserade skivmaterial, massivträ, kantlister och laminat till våra kunder. Vårt heltäckande sortiment består av ungefär 2000 artiklar och vi levererar lösningar i både små och stora volymer. Vi kan erbjuda våra kunder kort leveranstid på sina beställningar eftersom vi har lager runt om i Sverige och en stor del av våra produkter finns tillgängliga för omgående leverans.

Att arbeta på Talia

På Talia arbetar vi ständigt med utveckling av våra produkter och processer. Våra medarbetare arbetar med hela kedjan från idéformulering, modellering, konstruktion, tillverkning, kvalitetssäkring, drift och underhåll till produktion och distribution av produkter och tjänster.

Vi har ett välfungerande verksamhetsstyrt arbetssätt och arbetar utifrån vår vision och verksamhetsidé för att överträffa våra kunders önskemål. Vi söker alltid nya medarbetare som har hög integritet och är goda kollegor. Som medarbetare hos oss söker du variation i din tillvaro och trivs med att testa på nya arbetssätt.

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

Organization 3: Enyo AB

Evaluative advertisement**Om Enyo AB**

Enyo grundades 2002 och tillhandahåller både enklare och mer avancerad mjukvaruutveckling till företag. Vi arbetar i projektform gentemot våra kunder med arkitektur, utveckling och kvalitetssäkring av mjukvara. Genom våra anställdas erfarenhet och kompetens skapar vi verktyg som underlättar för våra kunder i deras vardag.

Vi arbetar i en teknikpräglad miljö. Utifrån våra kunders behov utvecklar vi teknik och arbetssätt för att möta deras önskemål. Som en del av vår vision om att leverera god service till våra kunder arbetar vi även med kontinuerliga förbättringar.

Att arbeta hos oss

Vi söker medarbetare med olika kompetenser som delar vår vision om att ge god service till våra kunder. Vi arbetar för att alla våra medarbetare ska trivas på jobbet och med sina kollegor. Gemensamt för våra karriärområden och olika funktioner är att vi har en helhetssyn på verksamheten. Vi arbetar ofta i team och samarbetar med varandra. För att trivas hos oss är det viktigt att du tycker om att samarbeta med kollegor och kunder och att du har förmågan att anamma olika perspektiv.

Descriptive advertisement**Om Enyo AB**

Enyo grundades 2002 och levererar både enklare och mer avancerad mjukvaruutveckling i toppklass till företag. Vi arbetar i specialiserade kundanpassade projekt med arkitektur, utveckling och omfattande kvalitetssäkring av mjukvara. Genom vår gemensamma erfarenhet och kompetens skapar vi konkurrenskraftiga verktyg som underlättar för våra kunder i deras vardag.

Vi arbetar i en teknikpräglad miljö. Utifrån våra kunders unika behov utvecklar vi ny innovativ teknik och skapar nya arbetssätt för att möta deras önskemål. Som en del av vår framgångsrika vision om att leverera utmärkt service arbetar vi även med kontinuerliga förbättringar.

Att arbeta hos oss

Vi söker medarbetare med olika kompetenser som delar vår vision om att ge utmärkt service till våra kunder. Vi arbetar för att alla våra medarbetare ska trivas på jobbet och med sina kollegor. Gemensamt för våra karriärområden och olika funktioner är att vi har en helhetssyn på verksamheten. Vi arbetar ofta i team och i nära samarbete med varandra. För att trivas hos oss är det viktigt att du tycker om att samarbeta med kollegor och kunder och att du har förmågan att anamma olika perspektiv.

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

Organization 4: Kobra AB

Evaluative advertisement

Om oss

Vi på Kobra arbetar med att säkerställa tillgången till effektiva läkemedel och sprida kunskap kring mediciner och sjukdomar. Vi är ett expansivt läkemedelsföretag som i dagsläget består av mer än 2 200 hängivna medarbetare.

Vi arbetar med att säkerställa tillgången till läkemedel i Sverige och Europa. Vårt arbete grundar sig alltid i vetenskap och forskning och flertalet av våra kollegor arbetar med nyskapande forskning inom hälsa och sjukvård. Alla delar av Kobra arbetar för att förse våra framgångsrika forskare med konkurrenskraftiga resurser och teknologi som både underlättar och driver på utvecklingen av nya livsavgörande läkemedel.

Vad innebär ett jobb på Kobra?

Vi är en populär arbetsgivare för nyexaminerade studenter. Vi finns över hela landet och runt om i världen vilket innebär att vi erbjuder internationella karriärmöjligheter internt hos oss. På så sätt finns möjligheter till personlig utveckling och chansen att skapa globala kontakter.

Anställda på Kobra arbetar varje dag med innovativa och nyskapande lösningar som spelar en avgörande roll i människors liv och hälsa. På Kobra samarbetar dagligen kollegor från olika delar av företaget för att utbyta värdefulla kunskaper och erfarenheter. Vi arbetar i en forskningspräglad miljö, ofta i tätt samarbete med andra kompetenta kollegor.

Descriptive advertisement

Om oss

Vi på Kobra arbetar med att säkerställa tillgången till läkemedel och sprida information kring mediciner och sjukdomar. Vi är ett växande läkemedelsföretag och i dagsläget är vi cirka 2 200 anställda.

Vi arbetar med att säkerställa tillgången till läkemedel i Sverige och Europa. Vårt arbete grundar sig i vetenskap och forskning och några av våra kollegor arbetar med forskning inom hälsa och sjukvård. Alla delar av Kobra arbetar för att förse våra forskare med resurser och teknologi som underlättar utvecklingen av nya läkemedel.

Vad innebär ett jobb på Kobra?

Vi är en stor arbetsgivare för nyexaminerade studenter. Vi finns över hela landet och runt om i världen vilket innebär att vi erbjuder internationella karriärmöjligheter internt hos oss. På så sätt finns möjligheter att utvecklas och chansen att skapa globala kontakter.

Anställda på Kobra arbetar med att komma på nya lösningar och teknik som spelar en viktig roll i människors liv och hälsa. På Kobra arbetar dagligen personal från olika delar av företaget för att utbyta kunskaper och erfarenheter. Vi arbetar i en forskningspräglad miljö, ofta i samverkan med andra kollegor.

PERSON-ORGANIZATION FIT: EFFECTS OF THE EVALUATIVE FACTOR

Organization 5: Gregor Bygg AB

Evaluative advertisement

Om oss

Gregor Bygg AB är ett konkurrenskraftigt byggbolag med verksamhet i hela Sverige. Vi är ett självklart val i renoverings- och ombyggnadsarbeten för företagskunder och privatpersoner. Exempelvis arbetar vi med renovering av lägenheter inklusive kompletta stambyten, badrumsrenoveringar, fasadarbeten, fönsterbyten, ombyggnad och anpassning av kontor, försäkringsarbeten vid skador, samt renovering och ombyggnad av villor och lägenheter mot privatpersoner. Sedan 2016 har vi utfört cirka 400 lyckade renoveringsarbeten tack vare våra medarbetare som alltid strävar efter bästa kvalitet och nöjda kunder.

Miljöfrågor är en uppskattad del av vårt strategiska arbete. Förutom att hållbarhet präglar vårt dagliga arbete satsar vi dessutom på miljöfrågor i projektform. På Gregor Bygg arbetar vi både med stora och små utvecklingsprojekt för att optimera våra produkter och arbetssätt och bidra till en mer positiv, hållbar samhällsutveckling.

Att arbeta på Gregor Bygg AB

Vi erbjuder jobb inom många olika affärsområden. Vår styrka ligger i att erbjuda alla våra medarbetare noggrant utvalda utvecklingsredskap som skapar förutsättningar för lärande och karriärsutveckling. På så sätt kan du som medarbetare utvecklas hos oss utifrån dina kompetenser och intressen. För att gå vidare till en ledande befattning hos oss ser vi att du uppnår resultat och målsättningar samt uppvisar problemlösningsförmåga. Vi tror att en bra chef inspirerar sina medarbetare och får dem att utvecklas till att bli ännu lite bättre. Därför satsar vi mycket på våra ledare genom att erbjuda specialiserade ledarskapsutbildningar på olika nivåer.

Descriptive advertisement

Om oss

Gregor Bygg AB är ett byggbolag med verksamhet i hela Sverige. Vi arbetar med renoverings- och ombyggnadsarbeten mot företagskunder och privatpersoner. Exempelvis arbetar vi med renovering av lägenheter inklusive kompletta stambyten, badrumsrenoveringar, fasadarbeten, fönsterbyten, ombyggnad och anpassning av kontor, försäkringsarbeten vid skador, samt renovering och ombyggnad av villor och lägenheter mot privatpersoner. Sedan 2016 har vi utfört renoveringsarbeten i cirka 400 bostäder. Våra medarbetare arbetar för att uppnå en god kvalitet i sitt arbete och strävar alltid efter nöjda kunder.

Miljöfrågor är en del av vårt strategiska arbete. Förutom att vi arbetar med hållbarhet i vår vardag arbetar vi också med miljöfrågor i projektform. På Gregor Bygg arbetar vi både med stora och små projekt som fokuserar på att utveckla och förbättra våra produkter och arbetssätt utifrån ett miljöperspektiv.

Att arbeta på Gregor Bygg AB

Vi erbjuder jobb inom många olika affärsområden. Alla våra medarbetare erbjuds utvecklingsredskap som skapar förutsättningar för lärande och karriärsutveckling. På så sätt kan du som medarbetare utvecklas hos oss utifrån dina kompetenser och intressen. För att gå vidare till en ledande befattning hos oss ser vi att du uppnår resultat och målsättningar samt uppvisar problemlösningsförmåga. Vi tror att en bra chef inspirerar sina medarbetare och får dem att utvecklas till att bli ännu lite bättre. Därför satsar vi på våra ledare genom att erbjuda ledarskapsutbildningar på olika nivåer.