Utrecht University

Realism of Diversity Statements and Organisational Attractiveness: The Continuum of Credibility and Optimism

Name: Lisa Ketting (6229492)

Social, Organisational & Health Psychology

Bachelor's Research (200500402)

Assessor: Dr. Wiebren Jansen

Date of submission: June 20th, 2021

Wordcount: 3.991

Abstract

This experimental research investigates whether realistic versus non-realistic diversity statements affects the attractiveness of organisations. Additionally, it was expected that credibility, person-organisation fit, and perceived optimism were processes within this relation. For this study, a sample of 190 participants filled in a questionnaire. Results showed that credibility positively mediated the effect of realistic (vs. non-realistic) diversity statements on organisational attractiveness. Perceived optimism was found to negatively mediate this effect. Both processes fully mediate this effect. Person-organisation fit was not a mediator in this effect. This means that both credibility and perceived optimism are processes that play a role in the effect of a realistic (vs. non-realistic) statement on the attractiveness of an organisation. These findings suggest that organisations should take both of these processes into consideration and balance them out while formulating a realistic diversity statement to attract new, diverse employees.

Keywords: diversity statements; organisational attractiveness; credibility; person-organisation fit; perceived optimism

Samenvatting

Deze experimentele studie onderzoekt of realistische versus niet-realistische diversiteitsverklaringen de aantrekkelijkheid van organisaties beïnvloeden. Hierbij is de verwachting dat geloofwaardigheid, persoon-organisatie fit en waargenomen optimisme processen zijn die invloed uitoefenen op deze relatie. Voor deze studie heeft een groep van 190 participanten een vragenlijst ingevuld. De resultaten toonden aan dat geloofwaardigheid een positief effect had op de relatie tussen realistische (versus niet-realistische) diversiteitsverklaringen en de organisationele aantrekkelijkheid. Waargenomen optimisme bleek dit effect negatief te mediëren. Beide processen zorgen voor een volledige mediatie. Persoon-organisatie fit bleek geen mediator te zijn binnen deze relatie. Concluderend betekent dit dat zowel geloofwaardigheid als waargenomen optimisme processen zijn die een rol spelen binnen de relatie tussen realistische (versus niet-realistische) diversiteitsverklaringen op de aantrekkelijkheid van een organisatie. Deze bevindingen suggereren dat organisaties met beide processen rekening moeten houden en deze moet balanceren tijdens het formuleren van een realistische diversiteitsverklaring, om zo nieuwe, diverse werknemers te kunnen aantrekken.

Sleutelwoorden: diversiteitsverklaringen; organisationele aantrekkelijkheid; geloofwaardigheid; persoon-organisatie fit; waargenomen optimisme

Realism of Diversity Statements and Organisational Attractiveness:
The Continuum of Credibility and Optimism

Approximately two decades ago, a new tool emerged to demonstrate a company's commitment to building a diverse workplace for everyone. These *diversity statements* can frequently be found on websites of larger organisations and demonstrate how diversity should be perceived according to them (Singh & Point, 2006). Within their diversity statements, organisations often deploy the competitive advantages that they obtain through a diverse workforce (Point & Singh, 2003). In doing so, they frequently argue that a diverse workforce automatically leads to more creativity, better decision-making and better anticipation of client's needs (Jonsen et al., 2021).

However, organisations often do not mention the disadvantages a diverse workforce could bring. One of these disadvantages is that conflicts will be unresolved, and voices remain unheard when a diverse workforce is not managed correctly (Kochan et al., 2003). By neglecting these negative aspects, job seekers do not receive a realistic representation of the experience with diversity within an organisation. However, realistic communication could enhance the credibility of the diversity statement and the organisational attractiveness (Allen, et al., 2013). By comparing realistic and non-realistic communication and examining the different outcomes on organisational attractiveness, this research aims to advise companies on the best way to demonstrate their diversity statements.

Realistic communication

To the best of my knowledge, there is not much information about the relationship between the realism of a diversity statement and organisational attractiveness. However, when diving into the literature about Realistic Job Previews (RJPs), some predictions can be made. RJPs are intended to provide job applicants with both positive and negative information about the job or organisation (McKay & Avery, 2005). However, the literature on this subject shows conflicting results of the relationship between realistic job information and its effect on organisational attractiveness. This conflict will be illustrated in the following paragraph. To explain this contradicting literature, this research aims to discover the processes that underlie this relationship. Knowledge about these processes could complement the literature on the relation between realistic communication and organisational attractiveness.

Unfortunately, little information about these possible mediating variables is available. However, based on the RJP literature and information-processing theories, some assumptions can be made about variables that mediate the relationship between the realism of a diversity statement and organisational attractiveness.

Positive Processes

On one hand, RJPs have been found to have a positive relationship with perceived organisational attractiveness (McKay & Avery, 2005; Carless, 2005). This relation could be explained by two underlying processes: *message credibility* and *perceived person-organisation fit*.

Message Credibility

Within the context of RJP, it has become apparent that realistic communication means that the organisation is perceived as open and honest by potential new employees (Dugoni & Ilgen, 1981). More credible sources are more likely to give someone a positive attitude towards the organisation (Allen et al., 2013). Besides that, when companies only mention the appealing aspects of a job or organisation, the organisation will be perceived as less credible (Allen et al., 2013). To put it concisely, by presenting both positive and negative aspects of diversity management, the credibility of the organisation will become higher. This, in turn, enhances the job seeker's attraction to the organisation. Therefore, the first hypothesis is:

> *Hypothesis 1: The relationship between a realistic (vs. non-realistic) diversity statement and organisational attractiveness is positively mediated by message credibility (see Figure 1).*

Perceived Person-Organisation Fit

Perceived person-organisation fit (P-O fit) could also play a role in the relationship between the realism of a diversity statement and perceived organisational attractiveness. Organisations that communicate both positive and negative aspects of the organisation allow candidates who do not shy away from the negative aspects to self-select into jobs and organisations that match their needs and values (McKay & Avery, 2005). When recruits perceive high levels of this P-O fit, they will feel more attracted to this company (Chen et al.,

2012; Carless, 2005). Thus, realistic communication could lead to higher credibility of the company by an increased perceived P-O fit. Accordingly, the second hypothesis is:

> *Hypothesis 2: The relationship between a realistic (vs. non-realistic) diversity statement and organisational attractiveness is positively mediated by person-organisation fit (see Figure 1).*

Negative process

On the other hand, RJPs can have a negative relation with the corporate's attractiveness. This relation could be explained by the underlying process of *perceived optimism* (Kanar, et al., 2008).

Perceived Optimism

From an information-processing perspective, people would have a less favourable attitude towards organisations when they are exposed to both positive and negative information. In addition, people exposed to exclusively positive information will have a more favourable attitude towards organisations (Kanar, et al., 2008). Because RJPs highlight the negative aspects of the job, the unfavourable information could suggest the company is an unattractive employment option (Bretz & Judge, 1998; Kanar, et al., 2008). Besides that, RJPs in organisations remain the exception rather than the rule. Therefore, job seekers could interpret these negative aspects as a signal that something might be awry within the organisation (Gardner et al., 2012). Therefore, a realistic presentation of information could lead to an unprofessional and, thereby, an unattractive appearance of the organisation. Based on this knowledge, the perception of the amount of optimism a diversity statement conveys could mediate the relation between the realism of a diversity statement and organisational attractiveness. With this information, the third hypothesis is as follows:

> *Hypothesis 3: The relationship between a realistic (vs. non-realistic) diversity statement and organisational attractiveness is negatively mediated by perceived optimism (see Figure 1).*

Figure 1

Conceptual Model of the Relation between Realistic (vs. Non-Realistic) Communication of Diversity Statements, Mediated by Credibility, P-O Fit and Perceived Optimism
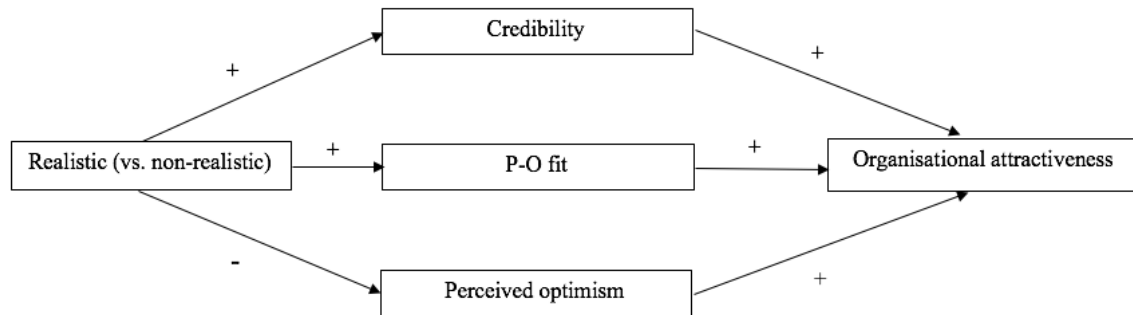
Methods

Participants

In this study a total of 198 participants were recruited using a convenience sample. Consulting the researchers' personal network, the participants were approached through social networks and platforms. In total, eight participants were removed from the final dataset. One of them did not give informed consent, and the other seven did not correctly answer the control question "Please select "Somewhat Disagree". Of the 190 participants ($M_{Age} = 37.46$, $SD = 1.35$) left, 58.4% identified as female ($N = 111$), 40.5% identified as male ($N = 77$), 0.5% identified as non-binary ($N = 1$), and 0.5% preferred not to say ($N = 1$). Of all participants, 2.6% ($N = 5$) had a migration background, 13.2% ($N = 25$) were currently looking for a job and 31.1% ($N = 59$) were interested in pursuing a job in the healthcare sector. Ethical approval was obtained from Faculty Ethics Review Board (FERB) before recruitment began. Taking part in the study was voluntary and without a reward. For this study an effect size of $d = 0.29$ was found with 190 participants using a power of 80% power and a significant level of 0.5, which indicates a small to medium effect (Gravetter & Wallnau, 2017).

Procedure

A pilot study was executed before launching the initial study. As a result, several adjustments were made, like providing the adjectives of the credibility questionnaire with definitions. After publication, participants received a link to the research study on Qualtrics. Before the

study began, participants needed to read the informed consent of the study (see Appendix A). Here they were informed about the goal of the study and the anonymity of the provided data. Participants were also notified that the language of the study could be altered to Dutch or English.

To commence the study, participants had to acknowledge that their participation was voluntary, they were at least 20 years of age, and they were aware that they could stop at any moment. When participants did not consent with the research terms, they were immediately directed to the end of the study. After the informed consent, participants were asked to read the diversity statement attentively, since they would be unable to return to the text. Participants were randomly assigned to either a non-realistic diversity statement ($N = 96$) or a realistic diversity statement ($N = 94$). After reading the statement, a manipulation check question was asked. Next, the participants received questions about organisational attractiveness, message credibility, person-organisation fit, and perceived optimism. Between the questions of organisational attractiveness, a control question was added to filter out participants who did not attentively read the questions. At last, some questions were proposed about their demographics. The study was completed with a debriefing.

Materials

Diversity Statements

Two diversity statements were composed to operationalise the independent variable *realism of a diversity statement.* This has been accomplished by labelling organisations' diversity statements with realistic or non-realistic sentences. Whereas realistic statements were more transparent about negative aspects, non-realistic statements were not. These sentences were then found to be an inspiration for composing a realistic and non-realistic statement. Besides that, an article of Jonsen et al. (2021) assisted to structure the statements and appoint the core components of diversity statements in general. The statements were as follows:

> **Realistic diversity statement.** We believe in the value of diversity. Diversity helps us to represent our clients' needs in the best way possible. Therefore, we put a lot of effort into creating a diverse workforce, but we also acknowledge that this can evoke conflicts if not managed correctly. This can be challenging sometimes, but in the end, this will help us achieve the greatest things. For instance, a diverse workforce leads to enhanced creativity and innovation within the organisation when handled properly.

Our mission is to have a more diverse organisation, but this will take some time. Together we do the best we can to make everyone feel included, but this is not without setbacks and requires effort from all parties involved. However, if everyone is fully committed, this will create a safe workplace for everyone. That way, we hope to make all our employees feel united and included in the long term.

Non-realistic diversity statement. We believe in the value of diversity. Diversity helps us to represent our clients' needs in the best way possible. Therefore, we put a lot of value on creating a diverse workforce, to establish a well-oiled cooperation. This will help us achieve the greatest things. For instance, a diverse workforce leads to enhanced creativity and innovation within the organisation.

Our mission is to strive for a diverse organisation. Together we do the best we can to make everyone feel included. This will create a safe workspace for everyone, and this will make sure everybody is fully committed. That way, all our employees feel united and included.

Measures

After being presented with one of the two diversity statements the questions of the survey were presented in the following order (see Appendix A):

Manipulation check. Initially, participants received a manipulation check to determine whether the manipulation was noticeable. Therefore, participants were asked to answer the question: *"Does this organisation's diversity statement come across as realistic?".* Answer categories ranged from 1 (*unrealistic*) to 5 (*realistic*).

Organisational Attractiveness. The dependent variable of this study was measured using all five questions from the "general attractiveness" scale of Highhouse et al. (2003). The item "*I would not be interested in this company except as a last resort*" needed to be recoded. Another example item is: "*This company is attractive to me as a place of employment".* Answer categories ranged from 1 *(disagree)* to 5 *(agree)*. The questionnaire had a high Cronbach's alpha of .90. This indicates the scale has high internal consistency.

Message Credibility. Message credibility was measured using a 3-item scale. In the initial study of Appelman and Sundar (2016), multiple validity and reliability tests were executed on this scale, showing high content, criterion and construct validity. Regarding

validity, the research has shown high construct and divergent validity. Besides that, a scale reliability test suggested that the three-item measure was highly reliable with a Cronbach's alpha of .87 (Appelman & Sundar, 2016). Participants were asked to indicate how well they thought some adjectives would fit the content of the diversity statements from 1 (*describes very poorly*) to 5 (*describes very well*). These adjectives were: "*Believable (it seems possible, real or true)*", "*Accurate (all details are correctly described)*" and "*Authentic (described as it truly is)*". The three-item scale showed sufficient internal consistency (α = .73).

Perception of P-O Fit. Perception of person-organisation fit was measured using the 3-item scale of Cable and DeReu (2002). The study revealed high levels of convergent and discriminant validity for the three-factor model of fit perceptions. Besides that, with a Cronbach's alpha of .93, the scale was highly reliable for multiple-firm samples (Cable & DeReu, 2002). The items were slightly adapted to match our study purposes. An example item is: "*The things that I value in life are very similar to the things that this organisation values*". Answer categories varied from 1 *(disagree)* to 5 *(agree)*. In this study, the scale was highly internally consistent (α = .90).

Perceived Optimism. Because there were no existing scales found to measure perceived optimism, this construct was measured with a self-designed 4-item scale. The item "*I feel like the organisation is focusing too much on negative aspects*" needed to be recoded. The answer categories varied from 1 *(disagree)* to 5 *(agree)*. The 4-item scale had high internal consistency (α = .87).

Demographic Variables. Multiple confounding variables were included in the questionnaire to ensure that possible differences could be exclusively attributed to the manipulation. Possible confounding variables that were found in the literature were: gender, age, migration background, affinity with the company's sector and whether someone is seeking a new job or not.

Data Analysis

The questionnaire was programmed in Qualtrics, and the results were analysed using SPSS Statistics 26. First, variables that needed to be recoded were checked.

Secondly, the data were inspected more closely to determine whether some participants needed to be deleted from the data set. When the data set was sorted, an independent t-test and chi-square tests were used to control for the presence of confounding variables. Next, a one-tailed independent t-test was used to compare the means of the realistic versus the non-realistic diversity statements on the manipulation check. In order to execute

the t-test and chi-square tests, the corresponding assumptions were checked first. These are the assumptions of normal distribution, homogeneity of variance, measurement level, and independence of the data for the t-test. For the chi-square test, these are the measurement levels of the variables and the presence of two or more categorical, independent groups. Then a mediation analysis was used to evaluate the effect of the mediators. Therefore, the necessary assumptions were checked for this analysis as well. These assumptions are normal distribution, linearity, measurement level and homoscedasticity. Lastly, the individual effects were investigated between the independent variable and the mediator, and between the mediator and the dependent variable by using PROCESS macro (Hayes, 2017).

Results

Preliminary Analysis

Assumptions

Before further analysing the data, assumptions of the independent t-test, the chi-square tests and the mediation analysis were checked. None of the assumptions were violated (see Appendix B, C and D).

Manipulation Check

To check whether the manipulation of the diversity statements was successfully executed, a one-paired independent t-test was conducted. The 94 participants who were presented with the realistic statement ($M = 3.88$, $SD = 1.01$) compared to the 96 participants who were presented with the non-realistic statement ($M = 3.57$, $SD = 1.11$) demonstrated significantly higher scores on levels of perceived realism of the diversity statement, $t(188) = 2.01$, $p = .023$, CI = [0.005; 0.615]. This indicates that the manipulation was successful.

Confounding Variables

To analyse the presence of confounding variables, an independent t-test and chi-square tests were conducted. The outcomes of these tests showed that none of the discussed variables were confounding (see Appendix E).

Main Analysis

To test the hypotheses, a mediation analysis was conducted using PROCESS macro (Hayes, 2017). Within this analysis, bootstrapping was used with 5000 samples and a confidence

interval of 95%. This analysis was mainly used to analyse the indirect effects of the realism of the diversity statement on organisational attractiveness through P-O fit, credibility and perceived optimism. All three mediators were analysed in the same model since they were all measured consistently in the same questionnaire for all participants. The results of this mediation model explained 57.8% of the variance ($R^2 = .58$, $F(4,185) = 63.37$, $p < .001$). Firstly, a positive indirect effect of the realism of the diversity statement on organisational attractiveness through credibility was found, $b = 0.07$, BootCI = [0.013; 0.135]. This means that Hypothesis 1 can be confirmed. Secondly, an indirect effect of the realism of the diversity statement on organisational attractiveness through P-O fit was unfound, $b = 0.08$, BootCI = [-0.081; 0.237]. This means that Hypothesis 2 cannot be confirmed. However, a significant positive effect between P-O fit and organisational attractiveness was found (see Figure 2). Lastly, a negative indirect effect of the realism of the diversity statement on organisational attractiveness through perceived optimism was found, $b = -0.101$, BootCI = [-0.194; -0.028]. This means that Hypothesis 3 can be confirmed. Corresponding model summaries are reported in Table 1.

On top of that, there was no direct effect of the realism of a diversity statement on organisational attractiveness, $b = 0.07$, $t(188) = 0.65$, $p = .519$. Moreover, there was no total effect, $b = 0.11$, $t(188) = 0.77$, $p = .442$. This means that the mediation through credibility and perceived optimism was fully mediated.
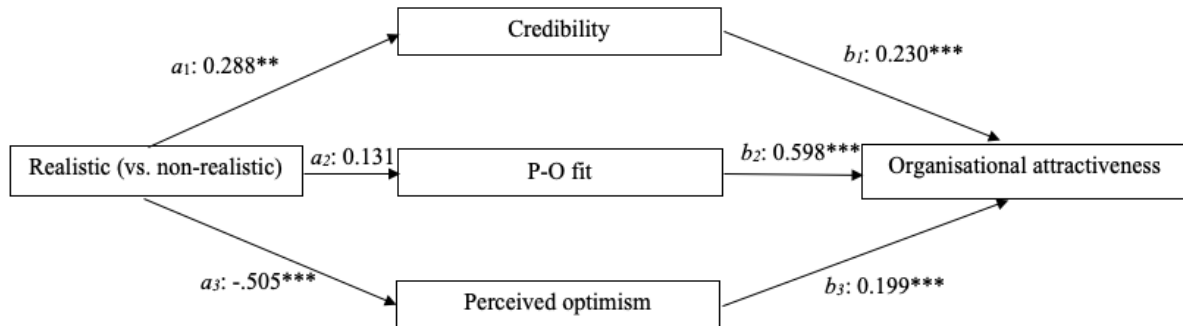
Table 1

Model Summaries Effect of Realistic (vs. Non-Realistic) Statement on Mediators

Mediator	P-O fit	Credibility	Perceived optimism
R^2	0.005	0.038	0.074
F (1,188)	0.94	7.33	15.00
95% CI	[-0.136; 0.398]	[0.078; 0.498]	[-0.762; -0.248]
p	0.334	0.007	<0.001
b	0.13	0.29	-0.50

Figure 2

Mediation Model Including Unstandardized Coefficients

Note. All paths are labelled with unstandardized coefficients.

a = effect of IV (X) on mediator (M), b = effect of M on DV (Y).

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Conclusion

This study aimed to examine which processes play a part in the relation between a realistic versus non-realistic diversity statement on organisational attractiveness. From the theoretical framework, one could conclude that message credibility, perceived P-O fit and perceived optimism were likely to be such processes. However, based on the results from the main analysis, only message credibility and perceived optimism were found to play a role. Simultaneously, the directions of these processes differ. On one hand, the more realistic a diversity statement, the more credible a message seems, which leads to higher perceived organisational attractiveness. On the other hand, the more realistic a diversity statement seems, the less optimism one perceives, which leads to lower organisational attractiveness. Hereby, the process of perceived optimism slightly outweighed the process of message credibility.

Discussion

Implications

These findings complement the existing literature for multiple reasons. Firstly, this study has given insight into the reason why contradictory findings have been reported on the effect of realistic communication on organisational attractiveness. On one hand, researchers found that realistic communication led to more perceived organisational attractiveness (McKay & Avery, 2005; Carless, 2005). On the other hand, researchers found that realistic communication led to less organisational attractiveness (Bretz & Judge, 1998). These contradictory results in the literature could presently be explained by the conflicting processes of message credibility (positive process) and perceived optimism (negative process).

Secondly, the findings found support for extant literature. For example, the process of message credibility is consistent with the literature by means that organisations utilizing realistic statements are seen as more honest and are thus increasingly attractive to job seekers (Dugoni & Ilgen, 1981; Allen et al., 2013). Besides that, the process of perceived optimism is consistent with information-processing theories in such a way that people put more weight on negative information (Kanar, et al., 2008). Therefore, job seekers presented with negative information feel less attracted to the organisation (Bretz & Judge, 1998).

Thirdly, the findings also initiate conflicts with the existing literature. It was mentioned that communicating both positive and negative aspects would allow job seekers to select organisations that match their values and needs (McKay & Avery, 2005). However, there was no such effect discovered for P-O fit on the relation between realistic communication and organisational attractiveness. An explanation for not finding any effects of this process could be attributed to the fact that both conditions notified identical norms and values, resulting in participants not differing between the conditions.

Strengths

Besides the fact that this study complements the literature, this study had also some strengths which could be re-used for follow-up research. This study has demonstrated high internal consistency of the scales, which indicated the study was internally reliable (Morling et al., 2018). The results can also be exclusively attributed to the manipulation and not to third variables due to several reasons. In the first place, the arbitrary assignment of participants to the conditions excluded possible systematic distribution (Morling et al., 2018). Second, a control question was proposed to filter out participants who did not fill out the

questionnaire seriously. Thirdly, external factors which could influence the results were investigated (Morling et al., 2018). None of these possible third variables appeared to play a role in the relation.

Weaknesses

However, some factors also adversely affected the generalisability of this research. Because of the limited timeframe of the investigation, the researchers used a convenience sample. The result of this sampling method was that the sample was quite homogenous regarding the participants' ethnicity. However, it is important to acquire a more ethnically diverse sample for two reasons. Firstly, when having a more diverse sample, it can be generalised to the Dutch workforce (Morling et al., 2018). Secondly, minorities and people who experienced discrimination have been found to react differently from majorities on recruitment advertisements that support diversity (Williamson et al, 2008). Prior experiences with a certain activity affect one's attitude and therewith their behavioural intention (Ajzen, 1991). Therefore, minorities could evaluate non-realistic statements as doubtful because they are not in accordance with their experiences. This could result in finding the organisation less attractive and withhold them from applying for the job. Therefore, they could experience less credibility and P-O fit from non-realistic statements and thus lower the effect on organisational attractiveness. Using a more diverse sample, the difference between realistic and non-realistic statements could be even greater than the current study implied.

Besides that, there was no control question proposed to which extent participants appreciate diversity within an organisation in general. Proposing such a control question could offer a baseline to which the results can be compared, making the results more accurate.

In addition, the research design concerned an experiment in which the organisation was fictional. This means that the results cannot be generalised to the ordinary life of participants (Morling et al., 2018). When implementing this theory into practice, it must be taken into account that other factors could play a role in this relationship (e.g., organisation's representation in media).

Future research

Based on these strengths and weaknesses, multiple recommendations for future research can be made. First of all, a cluster sampling method must be used to acquire a more diverse sample and to be able to detect differences between minority and majority groups.

Another addition could be including a question to find out to what extent participants value diversity in general to establish a baseline. Besides that, existing companies could be used to present the statements. These could be compared with each other to determine whether the results differ based on the messenger. Strengths that should be replicated are the highly internal consistent questionnaire scales, arbitrary assignment and the control question.

Concluding Remarks

This research has found that message credibility carries out a positive role within the relationship between the realism of a diversity statement and the organisational attractiveness. Besides that, perceived optimism has been found to adversely affect this relationship. P-O fit did not play a role in this relation. These findings explain the contradictory literature because it shows conflicting processes underlying the relationship between realistic communication and organisational attractiveness.

These results indicate that organisations should take into account that when a statement becomes more realistic, the credibility of the statements increases, and perceived optimism decreases. Hereby, perceived optimism slightly outweighs the effect of credibility. However, it is noteworthy to mention that when not presented with a realistic representation of the company at first, negative unforeseen workplace conditions could adversely influence employees' organisational attitudes (McKay & Avery, 2005). This could ultimately cause them to resign from their position. Thus, in the short term being optimistic could pay off by increasing organisational attractiveness, whereas in the long term it could be more beneficial to remain credible to lower turn-over after application. That being said, companies must consider where they would like to place themselves on the continuum of optimism and credibility.

References

Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational behavior and human decision processes*, *50*(2), 179-211. https://doi.org/10.1016/0749-5978(91)90020-T

Allen, D. G., Biggane, J. E., Pitts, M., Otondo, R., & Van Scotter, J. (2013). Reactions to recruitment web sites: Visual and verbal attention, attraction, and intentions to pursue employment. *Journal of Business and Psychology*, *28*(3), 263-285. https://doi.org/10.1007/s10869-012-9281-6

Allen, P., Bennett, K., & Heritage, B. (2014). *SPSS statistics version 22: A practical guide*. Cengage Learning Australia.

Appelman, A., & Sundar, S. S. (2016). Measuring message credibility: Construction and validation of an exclusive scale. *Journalism & Mass Communication Quarterly*, *93*(1), 59-79. https://doi.org/10.1177/1077699015606057

Bretz Jr, R. D., & Judge, T. A. (1998). Realistic job previews: A test of the adverse self-selection hypothesis. *Journal of Applied Psychology*, *83*(2), 330. https://doi.org/10.1037/0021-9010.83.2.330

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of applied psychology*, *87*(5), 875. https://doi.org/10.1037/0021-9010.87.5.875

Carless, S. A. (2005). Person–job fit versus person–organization fit as predictors of organizational attraction and job acceptance intentions: A longitudinal study. *Journal of occupational and organizational psychology*, *78*(3), 411-429. https://doi.org/10.1348/096317905X25995

Chen, C. C., Lin, M. M., & Chen, C. M. (2012). Exploring the mechanisms of the relationship between website characteristics and organizational attraction. *The International Journal of Human Resource Management*, *23*(4), 867-885. https://doi.org/10.1080/09585192.2011.579916

Dugoni, B. L., & Ilgen, D. R. (1981). Realistic Job Previews and the Adjustment of New Employees. *The Academy of Management Journal. 24*(3), 579- 591. https://doi.org/10.2307/255576.

Gardner, W. L., Reithel, B. J., Cogliser, C. C., Walumbwa, F. O., & Foley, R. T. (2012). Matching personality and organizational culture: Effects of recruitment strategy and the Five-Factor Model on subjective person–organization fit. *Management Communication Quarterly*, *26*(4), 585-622. https://doi.org/10.1177/0893318912450663

Gravetter, F. J., & Wallnau, L. B. (2017). *Statistics for the Behavioral Sciences* (Custom Edition, Ed. 2). Cengage Learning United Kingdom.

Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford publications.

Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Measuring attraction to organizations. *Educational and psychological Measurement*, *63*(6), 986-1001. https://doi.org/10.1177/0013164403258403

Jonsen, K., Point, S., Kelan, E. K., & Grieble, A. (2021). Diversity and inclusion branding: a five-country comparison of corporate websites. *The International Journal of Human Resource Management*, *32*(2), 616-649. https://doi.org/10.1080/09585192.2018.1496125.

Kanar, A. M., Collins, C. J., Bell, B. S. (2008). How does unfavorable information impact job seekers' organizational attraction? (CAHRS Working Paper #08-10). *Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.* http://digitalcommons.ilr.cornell.edu/cahrswp/487

Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., ... & Thomas, D. (2003). The effects of diversity on business performance: Report of the diversity research network. *Human Resource Management, 42*(1), 3-21. https://doi.org/10.1002/hrm.10061

McKay, P. F., & Avery, D. R. (2005). Warning! Diversity recruitment could backfire. *Journal of Management Inquiry*, *14*(4), 330-336. https://doi.org/10.1177/1056492605280239

Morling, B., Carr, D., Boyle, E. H., Cornwell, B., Correll, S. Crosnoe, R., Freese, J., & Water, M. C. (2018). *Custom Research Methods* (3rd ed.) W. W. Northon & Company, 74-75, 126, 191, 439.

Point, S., & Singh, V. (2003). Defining and Dimensionalising Diversity: Evidence from Corporate Websites across Europe. *European Management Journal*, *21*(6), 750-761. Resource Management, 47(2), 311–330.

Singh, V., & Point, S. (2006). (Re) presentations of gender and ethnicity in diversity statements on European company websites. *Journal of Business Ethics*, *68*(4), 363-379. https://doi.org/10.1016/j.emj.2003.09.015

Tilburg Universiteit (n.d.). *Regressieanalyse.* Retrieved on 18th of June 2021, from: https://www.tilburguniversity.edu/sites/default/files/download/regressie_2.pdf

Williamson, I. O., Slay, H. S., Shapiro, D. L., & Shivers-Blackwell, S. L. (2008). The effect of explanations on prospective applicants reactions to firm diversity practices. *Human Resource Management: Published in Cooperation with the School of Business Administration, the University of Michigan and in Alliance with the Society of Human Resources Management*, *47*(2), 311-330. https://doi.org/10.1002/hrm.20214

Appendix A

Questionnaire used in current study

Informed Consent

Welcome to our research study! (Als u dit onderzoek liever in
het Nederlands maakt, selecteer dan "Nederlands" in de drop-down
box rechts bovenin) Dear participant, We are four students at Utrecht University. For our
bachelor's research, we are interested in the influence of diversity statements
on organisational attractiveness.

Your Participation

Your participation in this research is voluntary and anonymous. You have the right to
withdraw at any point during the study, and you will not have to provide any explanation for
this. Please be assured that your responses will be kept completely confidential. Research
results will only be used for scientific purposes and will not be shared with third parties. The
study should take you around 10 minutes to complete.

Contact

If you have any further questions, please contact us by sending an e-mail
to r.vanrijsbergen@students.uu.nl

**Please note that this survey will be best displayed on a laptop or desktop computer.
Some features may be less compatible for use on a mobile device. If you use your mobile
device, we advise you to keep your phone horizontal.**

Kind Regards,

Lisa Ketting, Eveline de Kreek, Rosalinde van Rijsbergen & Marloes Teunissen

Social, Organizational & Health Psychology Students (at Utrecht University)

By clicking this button below, you acknowledge that your participation in the study is
voluntary, you are at least 20 years of age, and that you are aware that you may choose to
terminate your participation in the study at any time and for any reason.

o I consent, begin the study (1)

o I do not consent, I do not wish to participate (2)*To: End of Survey If Welcome to our*

Introduction

Introduction

On the next page, you will be presented with the diversity statement of a healthcare company. This statement demonstrates a company's commitment to building an inclusive and diverse workplace for everyone and can frequently be found at the employment website of the company. We would like you to read this statement carefully and attentively because you will only receive one opportunity to read this statement. You will then be requested to answer some questions about it.

Non-Realistic Diversity Statement

NonReal_Statement

We believe in the value of diversity. Diversity helps us to represent our clients' needs in the best way possible. Therefore, we put a lot of value on creating a diverse workforce, to establish a well-oiled cooperation. This will help us achieve the greatest things. For instance, a diverse workforce leads to enhanced creativity and innovation within the organisation. Our mission is to strive for a diverse organisation. Together we do the best we can to make everyone feel included. This will create a safe workspace for everyone and this will make sure everybody is fully committed. That way, all our employees feel united and included.

o I have read the statement (1)

Realistic Diversity Statement

Real_Statement

We believe in the value of diversity. Diversity helps us to represent our clients' needs in the best way possible. Therefore, we put a lot of effort into creating a diverse workforce, but we also acknowledge that this can evoke conflicts if not managed correctly. This can be challenging sometimes, but in the end, this will help us achieve the greatest things. For instance, a diverse workforce leads to enhanced creativity and innovation within the organisation when handled properly.

Our mission is to have a more diverse organisation, but this will take some time. Together we do the best we can to make everyone feel included, but this is not without setbacks and requires effort from all parties involved. However, if everyone is fully committed, this will create a safe workplace for everyone. That way, we hope to make all our employees feel united and included in the long term.

o I have read the statement (1)

Manipulation Check

Realism1 You just read a diversity statement.

Does this organisation's diversity statement come across as realistic?

o Unrealistic (1)

o Somewhat Unrealistic   (2)

o Neutral (3)

o Somewhat Realistic (4)

o Realistic (5)

Organisational Attractiveness

Org_Att You will now be presented with some statements. To what extent do you agree with the following statements?

Org_Att1 For me, this company would be a good place to work.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Org_Att2 I would not be interested in this company except as a last resort.

o Disagree (5)

o Somewhat Disagree (4)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (2)

o Agree (1)

Org_Att3 This company is attractive to me as a place of employment.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Cont_Vr This is a control question. Please select "Somewhat Disagree".

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Org_Att4 I am interested in learning more about this company.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Org_Att5 A job at this company is very appealing to me.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Message Credibility

MC You will now see some words that can be used to describe a diversity statement. How well do you think these words describe the diversity statement you just read.

MC1 Accurate (All details are correctly described)

o Describes Very Poorly (1)

o Describes Poorly   (2)

o Describes Adequately (3)

o Describes Well   (4)

o Describes Very Well (5)

MC2 Authentic (Described as it truly is)

o Describes Very Poorly (1)

o Describes Poorly   (2)

o Describes Adequately (3)

o Describes Well   (4)

o Describes Very Well (5)

MC3 Believable (It seems possible, real or true)

o Describes Very Poorly (1)

o Describes Poorly   (2)

o Describes Adequately (3)

o Describes Well   (4)

o Describes Very Well (5)

Perception of P-O Fit

PPOF Next, you will see some more statements. To what extent do you agree with the following statements?

PPOF1 The things that I value in life are very similar to the things that this organization values.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

PPOF2 My personal values match this organization's values and culture.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

PPOF3 This organization's values and culture provide a good fit with the things I value in life.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Perceived Optimism

Perc_Opt We will now ask you some questions about the optimism of the company. To what extent do you agree with the following statements?

Perc_Opt1 I feel like this organisation has a positive view on diversity.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Perc_Opt3 I feel like the attitude of this organisation is optimistic.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Perc_Opt2 I feel like this organisation has an optimistic outlook on diversity.

o Disagree (1)

o Somewhat Disagree (2)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (4)

o Agree (5)

Perc_Opt4 I feel like the organisation is focusing too much on negative aspects.

o Disagree (5)

o Somewhat Disagree (4)

o Neither Agree Nor Disagree (3)

o Somewhat Agree (2)

o Agree (1)

Demographic Data

Q33 You have almost reached the end of our survey. Lastly, we would like you to answer some questions about your demographics.

Gender What gender do you identifiy as?

o Male (1)

o Female (2)

o Non-binary / third gender (3)

o Prefer not to say (4)

Age What is your age in years?

_____

Job_Seeking Are you currently looking for a (new) job?

o Yes (1)

o No (0)

Sector_Affinity Would you like to have a job in the healthcare sector?

o Yes (1)

o No (0)

Mig_Back Do you have a migration background?

o Yes (1)

o No (0)

Debriefing

You have reached the end of our survey!

(Please click next to save your answers)

We would like to thank you for your time and effort.

The aim of this study is to find out whether a realistic (vs. non-realistic) presentation of a diversity statement has influence on the perceived organizational attractiveness. We are also curious about which processes play a role in this relation. If you have any further questions or are curious about the results, do not hesitate to contact us on r.vanrijsbergen@students.uu.nl

Kind Regards,

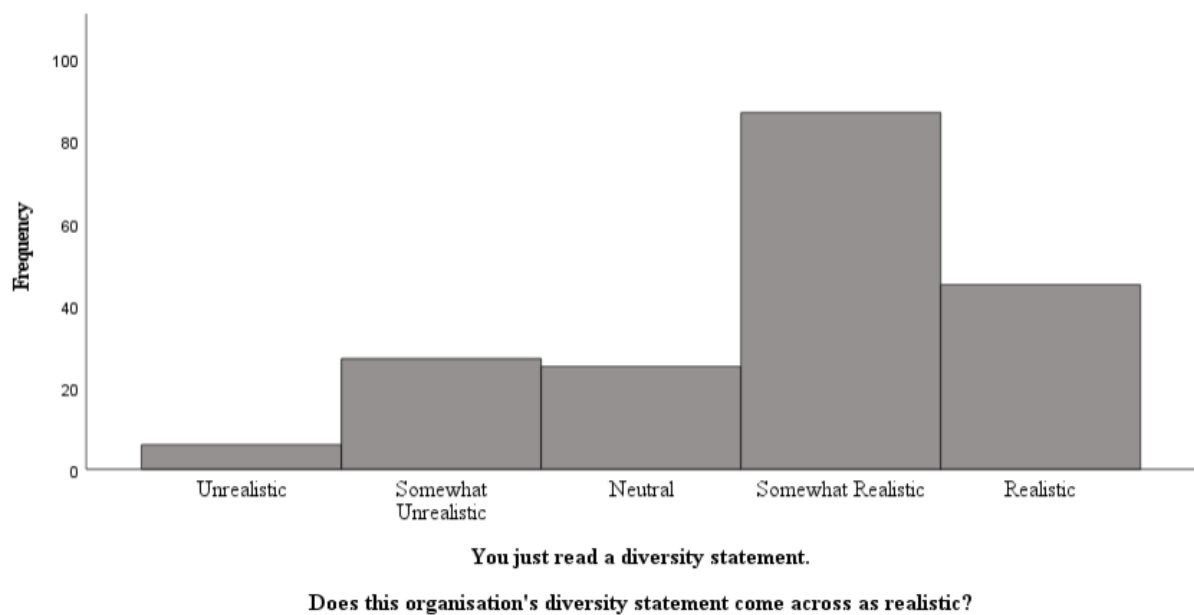Lisa Ketting, Eveline de Kreek, Rosalinde van Rijsbergen & Marloes Teunissen

Appendix B

Assumptions t-test

A histogram was used to visually inspect the assumption of normality, which showed that the distribution of data was slightly negatively skewed (see Figure B). According to Allen et al. (2014), whenever a sample contains more than 40 participants and when group sizes are equal, a slightly negative skewed distribution does not violate the assumption of normality. Subsequently, a Levene's Test for Equality of Variances was used to measure the homogeneity of variance of the dependent variable, $F = 2.495$, $p = .116$. This assumption is also checked ($p > .05$). To check the third assumption, the measurement level of the dependent variable should be interval or ratio, which in this study was interval. Lastly, participants were asked to only participate once to secure independence of the data. This means all assumptions for the t-test were checked.

Figure B

Normality independent t-test manipulation check

You just read a diversity statement.

Does this organisation's diversity statement come across as realistic?

Appendix C

Assumption Mediation Analysis

Histograms were used to assess the assumption of normality (see Figure C1, C2, C3 & C4). The assumption of normality was met despite of the histogram being
partially left skewed. The skewness can be disregarded due to the size of the sample (Allen et al., 2014). The measurement level of the independent variable should be either continuous or dichotomous to meet the second assumption. In this study, this measurement level is dichotomous. Scatterplots were used to assess the assumptions of linearity
and homoscedasticity of the residuals (see Figure C5, C6 & C7). The assumptions of linearity and homoscedasticity are met when the dots in the plot are completely arbitrary (Tilburg Universiteit, n.d.). In this case, the dots are randomly distributed which indicates that the assumptions of linearity and homoscedasticity are met. In conclusion, none of the assumptions of the mediation analysis were violated in this study.

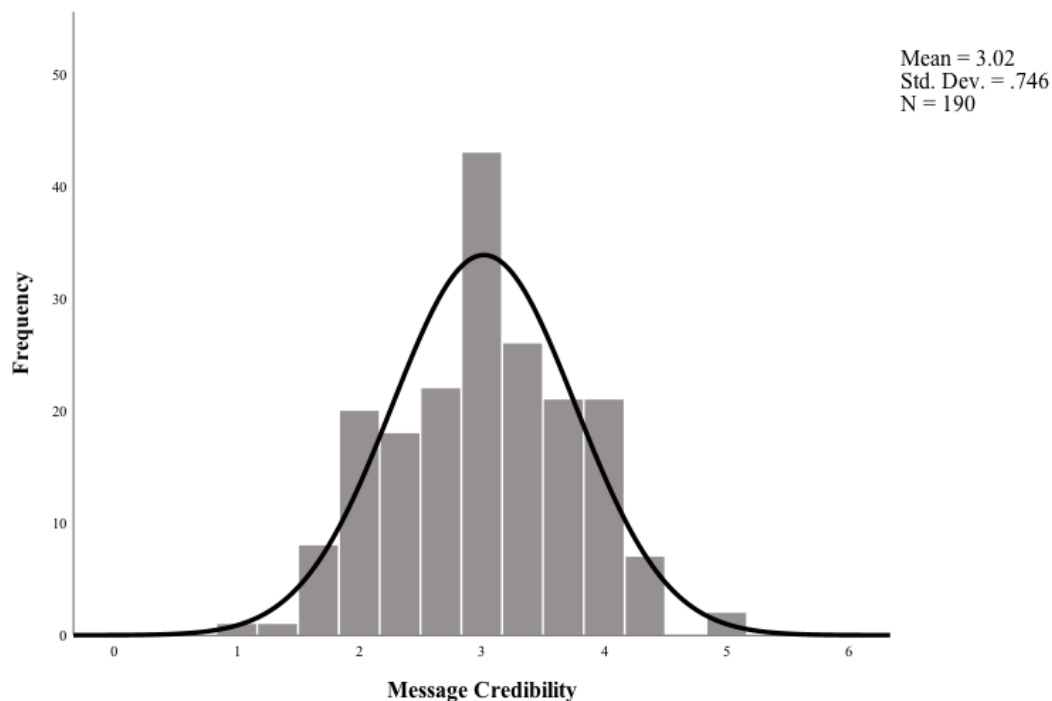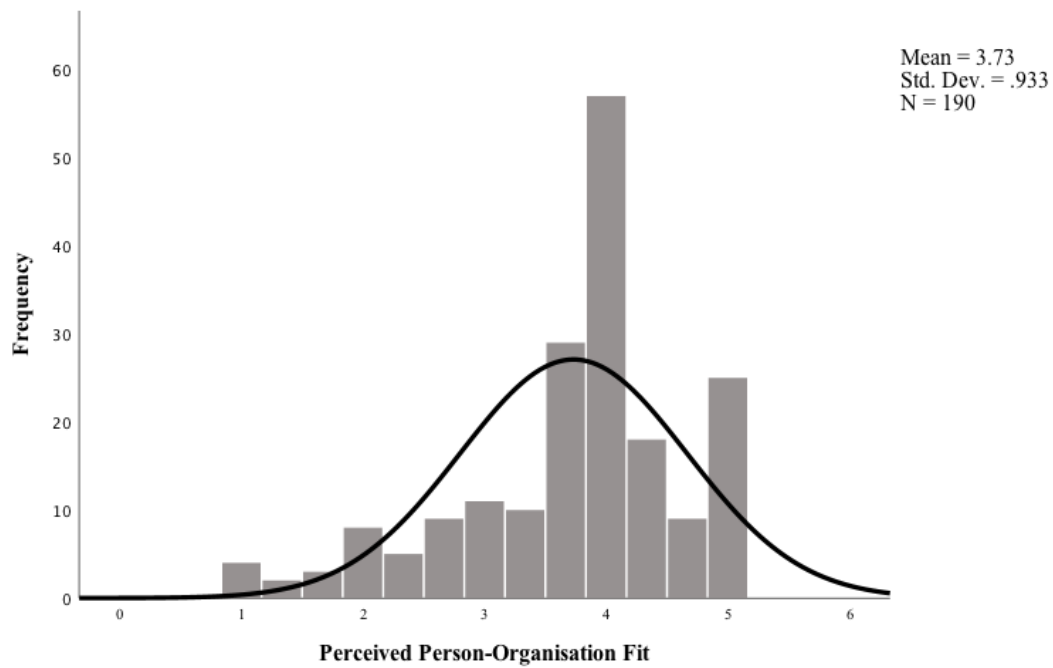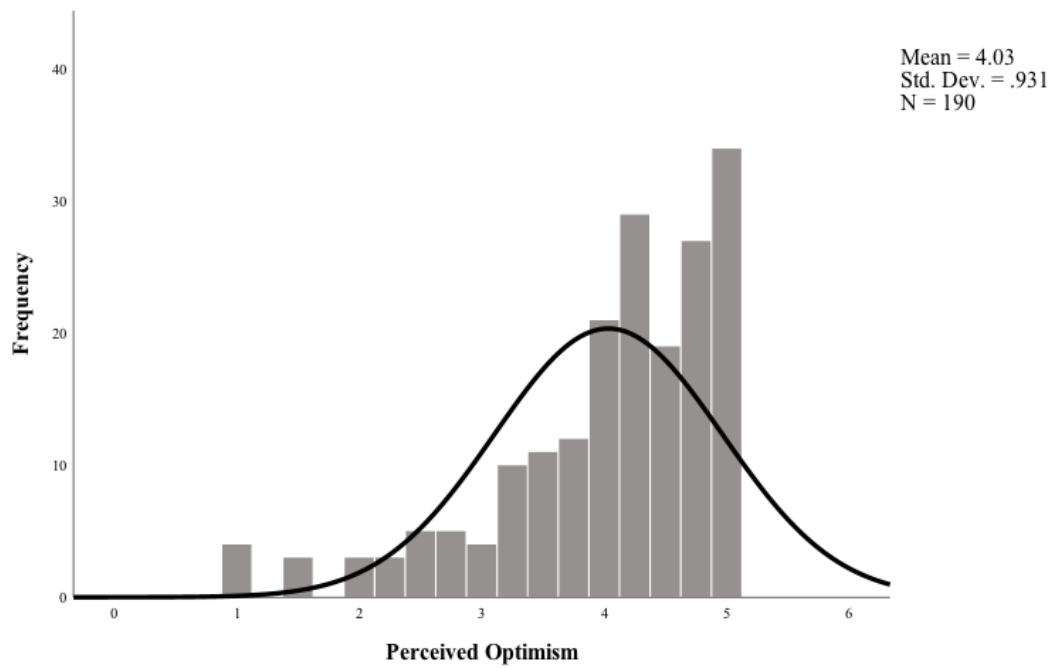**Figure C1**

Histogram Normality Message Credibility

Figure C2

Histogram Normality Perceived Person-Organisation Fit

Mean = 3.73
Std. Dev. = .933
N = 190

Figure C3

Histogram Normality Perceived Optimism
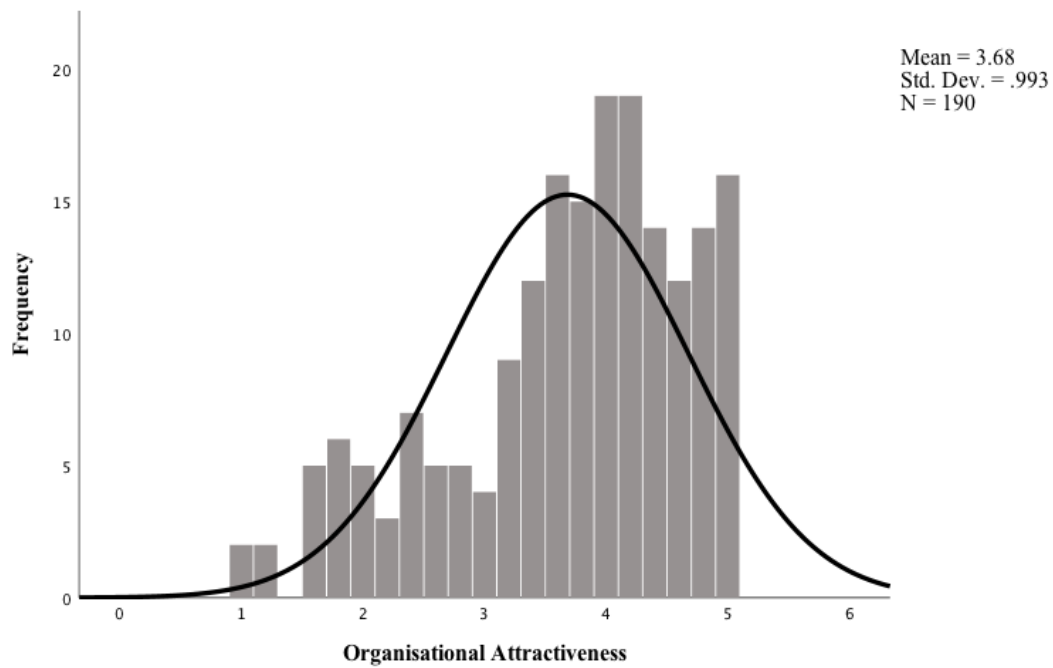
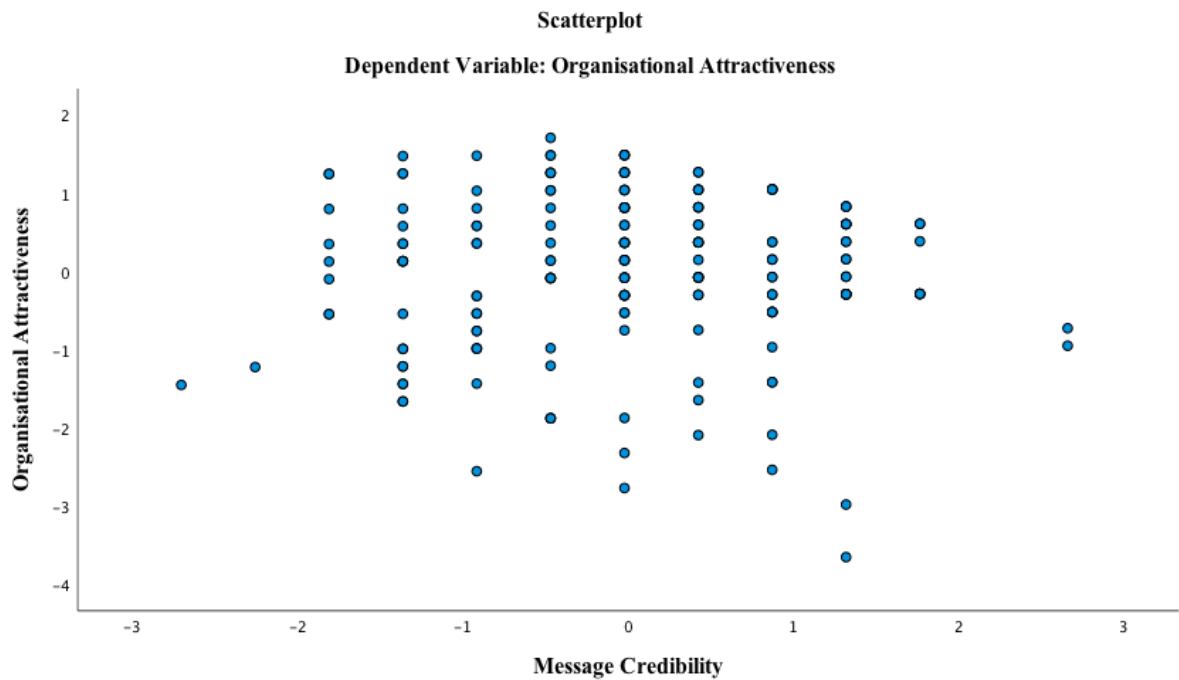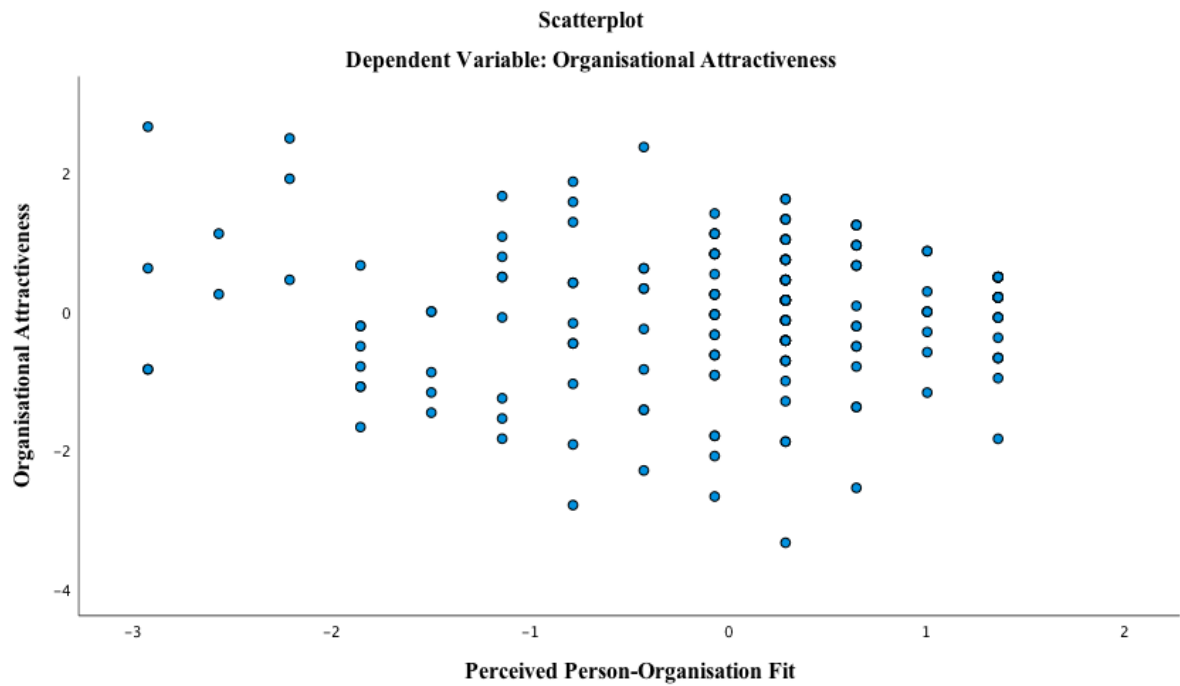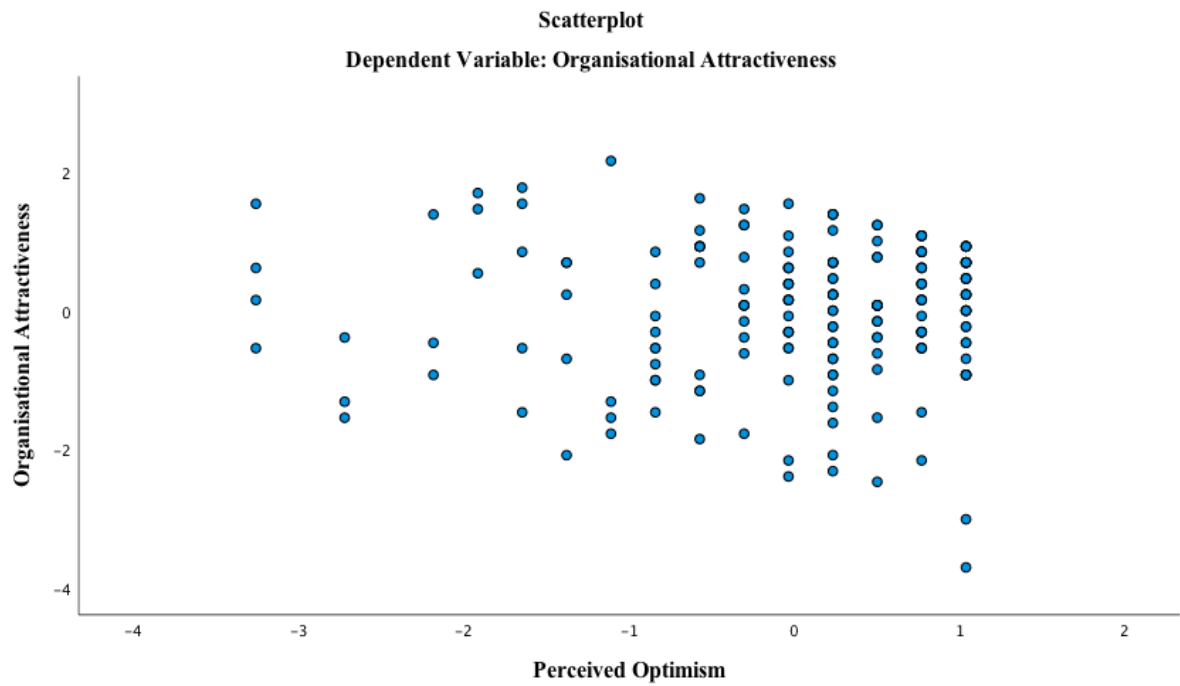

Mean = 4.03
Std. Dev. = .931
N = 190

Figure C4

Histogram Normality Organisational Attractiveness

Figure C5

Scatterplot Residuals Message Credibility

Figure C6

Scatterplot Residuals Perceived Person-Organisation Fit

Figure C7

Scatterplot Residuals Perceived Optimism

Appendix D

Assumptions Chi-Square Test

The measurement level of the variables should be either nominal or ordinal. In this study, the measurement level of the variables checked with a chi-square test were nominal, which means this assumption is met. Also, two or more categorical, independent groups should be present in the chi-square test, which is the case in current study. This means that both assumptions were checked.

Appendix E

Outcomes T-Test and Chi-Square Tests Confounding Variables

For the variable age, the 94 participants who were presented with the realistic statement (M_{age} = 38.12, SD = 18.10) compared to the 96 participants who were presented with the non-realistic statement (M_{age} = 37.18, SD = 19.15) did not demonstrate a significantly higher age, $t(188)$ = 0.35, p = .729, CI = [-4.395; 6.275].

The distribution of the variables within the two groups can be found in Table E. There was no significant association between the group presented with the realistic statement (vs. the non-realistic statement) and gender, X^2 (3, N = 190) = 2.529, p = .470. Also, there was no significant association between the group presented with the realistic statement (vs. the non-realistic statement) and currently looking for a job, X^2 (1, N = 190) = 0.025, p = .874. On top of that, there was no significant association between the group presented with the realistic statement (vs. the non-realistic statement) and interest in working in healthcare, X^2 (1, N = 190) = 0.777, p = .378. And lastly, there was no significant association between the group presented with the realistic statement (vs. the non-realistic statement) and having a migration background, X^2 (1, N = 190) = 1.914, p = .166

Table E

Distribution of Frequencies in Control Variables Used in Chi-Square Tests

		Realistic	Non-realistic
Gender	Male	41	36
	Female	53	58
	Non-binary/other	0	2
Looking for a job	Yes	12	13
	No	82	83
Interest in working in healthcare	Yes	32	27
	No	62	69
Migration background	Yes	4	1
	No	90	95