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THE UNIVERSITY OF OKLAHOMA

GRADUATE COLLEGE

**MULTIDIMENSIONAL FIT: A THEORY AND A TEST OF THE INFLUENCE
OF REALISTIC JOB PREVIEWS AND PRE-HIRE FIT**

A DISSERTATION

SUBMITTED TO THE GRADUATE FACULTY

In partial fulfillment of the requirements for the

Degree of

DOCTOR OF PHILOSOPHY

By

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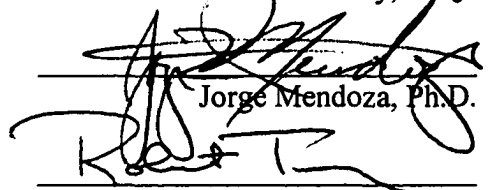
MULTIDIMENSIONAL FIT: A THEORY AND A TEST OF THE INFLUENCE OF
REALISTIC JOB PREVIEWS AND PRE-HIRE FIT

A Dissertation APPROVED FOR THE
DEPARTMENT OF PSYCHOLOGY

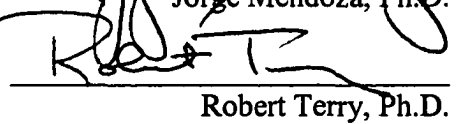
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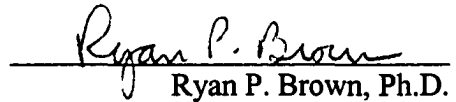
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ABSTRACT

Organizational scholars have long debated the exact nature of the construct of fit. Researchers have identified at least four dimensions of fit (P-V Fit, P-J Fit, P-O Fit, and P-P Fit), and these dimensions of fit tend to be studied as mutually exclusive constructs. The present dissertation proposed a theory of multidimensional fit that included these four dimensions of fit and proposed that these sub-dimensions of fit correspond to aspects of an individual's self-concept. Moreover, the present dissertation proposed that individuals assess multidimensional fit through a process called prototype matching; whereby the individual assesses the multiple dimensions of the self-concept and the concept of the prototypical person found in a social setting. The overlap of the self-concept and the prototypical concept predicted selection into the social setting. To test this theory, the present dissertation sampled 122 participants who were currently searching for employment. The present dissertation assessed the participants' ratings of multidimensional fit across three conditions: when the individual received no information about a target organization, when the individual received information taken directly from the target organization's website, and when the individual received a fictionalized RJP about the target organization. The results from a mixed-model ANOVA revealed that either company-provided or RJP information altered the prototypes that participants had about the target organization only if the participant possessed social job search goals. The manipulation of participant prototypes resulted in lowered job pursuit intentions. Univariate hierarchical regressions revealed that for pre-hire attraction, multidimensional fit did not predict job pursuit intentions; however, the hierarchical regression analyses revealed that multidimensional fit predicted job pursuit intentions once the participants learned about the target organization. It is suggested that organizations utilize RJP that include realistic P-O Fit and P-P Fit but minimize the level of negative content regarding P-J Fit and P-V Fit. Implications are discussed.

CHAPTER 1

A THEORY OF MULTIDIMENSIONAL FIT

Over the past two decades organizational scholars have directed considerable attention toward the construct of fit. While scholars may disagree on the exact definition of the construct of fit (Judge & Ferris, 1992; Kristof, 1996), most scholars engaged in organizational behavior (OB) and human resource management (HRM) studies have little doubt that individuals and organizations engage in a some type of process that involves matching what the individual desires from an organization and what the organization desires from prospective and current employees (see Wanous, 1992; Wanous & Reichers, 2000).

Schneider (1987) provided an early framework that attempted to describe this process through his attraction-selection-attrition (ASA) framework, and most scholars now subsume the ASA framework into a larger conceptualization of fit called Person-Organization (P-O) Fit (Chatman, 1989). Holland (1985) described a similar process of fit, Person-Vocation (P-V) Fit, based on personality type, and Caldwell and O'Reilly (1990) described a process of fit, Person-Job (P-J) Fit, based on the specific knowledge, skills, and abilities required by any job. Recently, Van Vianen (2000) proposed a fourth type of fit, Person-Preferences for Culture (P-P) Fit, based on an individual's preference for certain types of organizational culture. Organizational scholars have examined each type of fit as a predictor of many outcomes, such as job satisfaction, organizational commitment, and job involvement (Saks & Ashforth, 1997) as well as intent to turnover (Vancouver & Schmitt, 1991; Chatman, 1991).

Researchers traditionally view each type of fit in terms of an individual's perceptions of fit, commonly referred to as *supplementary fit*. Supplementary fit is defined as the perceived match between an individual's characteristics and the environment (Kristof, 1996), or, as Schneider, Goldstein, and Smith (1995) operationalize it, supplementary fit is based "upon an implicit estimate of the congruence of [an individual's] own personal characteristics and the attributes of potential work organizations" (p. 749). *Complementary fit*, on the other hand, occurs when an individual's characteristics add to the environment (Kristof, 1996). The majority of fit research approaches the construct from the supplementary viewpoint; thus, most fit research examines how individuals seek to match their characteristics to the existing environment instead of adding a new dimension to the existing environment (Kristof, 1996). Moreover, organizational scholars tend to study each view of fit, whether supplementary or complementary, as a mutually exclusive process. They do not examine the combined effects of multiple fit processes (see Table 1.1 for a summary of complementary/supplementary fit).

One of the main goals of the present research is to propose a theory of multidimensional fit (MDF). MDF operates on the premise that individuals have an ability to expand and collapse their self-concept (Aron & Aron, 1986), and that the expansion of the self-concept motivates individuals to enter new environments. I will develop MDF through first examining how individuals can expand or collapse their self-concept, into which I will discuss how each dimension of fit applies to the self-concept. I will then outline a cognitive process that allows individuals to simultaneously assess each type of fit called self-to-prototype (referred to throughout as 'prototype') matching

(Cantor, Mischel, & Schwartz, 1982). Finally, this research will also address a fundamental question that has, to this point in time, been left unanswered by fit researchers: the motive to fit. In sum, the proposed research will identify MDF, delineate how MDF works, and explain why individuals pursue MDF.

Self-Expansion and Fit

Humans have the capacity to describe themselves, their *self-concept*, in many different ways (Donahue, Robins, Roberts, & John, 1993). The notion of self-concept complexity is not a new notion to those in the field of social psychology. In fact, the father of American Psychology, William James, believed that the self-concept had multiple components (1890). How humans organize the self-concept, however, has been an ongoing topic of study since that time (Margolin & Niedenthal, 2000). Linville (1987) proposed a model of self-complexity based on the finding that an individual with high self-complexity will have several descriptively distinct aspects of his or her self-concept. That is, a person can distinctly describe him or herself in terms of social roles (i.e., mother, friend, school teacher), relationships (i.e., colleague, adversary, provider), activities (i.e., playing sports, reading, jogging), traits (i.e., assertive, achievement-oriented, friendly), goals (educational success, career success, monetary success), and the like (Linville, 1987; Margolin & Niedenthal, 2000). One of the benefits of self-complexity is that it allows a buffer between the individual and adverse consequences (Linville, 1987; Halberstadt, Setterlund, & Wherry, 1992; Margolin & Niedenthal, 2000), so that failure in one domain of the self-concept does not spillover into other domains of the self-concept. Contingent upon this model of self-complexity is that individuals vary in their complexity based upon their level of experience with any given social role or trait

(Donahue et al, 1993). For instance, a college student who has never held a managerial position cannot describe him or herself as a manager; however, as an individual gains experience, he or she can expand the self-concept.

As previously stated, several streams of research exist that examine the concept of supplementary fit (see Table 1.2 for a brief synopsis of the four streams of research). Each type of fit can be thought of as a potential domain of an individual's self-concept. Person-Organization (P-O) Fit, one of the more widely studied areas of fit, is "the congruence between the norms and values of organizations and the values of persons" (Chatman, 1989, p. 339). Values act as a guide or overarching framework for conducting behavior in any given setting (Chatman, 1991). As such, values drive attitudes, decisions, and ultimate actions (Rokeach, 1973); moreover, individuals develop a sense of the self-concept through their value system (Zanna & Rempel, 1988). The individual can describe a portion of the self-concept based upon what is personally valued (i.e., 'I value trust' or 'I value competition'). P-O Fit emphasizes the role that culture plays in shaping the behavior of individuals within the organization; moreover, O'Reilly, Chatman, and Caldwell (1991) refer to P-O Fit as person-culture fit. From this perspective the organization establishes behavioral expectations through the culture of the organization (Kristof, 1996). In turn, the individual continually assesses the fit between personal values and norms and the values and norms espoused by an organization's culture (Schneider, Goldstein, & Smith, 1995). In the context of self-complexity, P-O Fit represents one dimension of how an individual considers his or her self-concept.

Person-Vocation (P-V) Fit (Holland, 1985) originally developed from Super's (1953) vocational development theory. According to P-V Fit, individuals select

vocations based upon their personalities or interests (Furnham, 2001); moreover, vocations also have “personalities” that attract individuals (Holland, 1985). The role of personality has been extensively examined in organizational studies (Barrick & Mount, 1991; Salgado, 1997), and most researchers agree that personality is an important predictor of many organizational outcomes. In terms of the self-concept, theories such as “The Big 5” (Costa & McCrae, 1988) were developed from individuals describing their ‘self’. In fact, individuals may describe vast portions of their self-concept by using personality traits (Linville, 1987). Furthermore, researchers have noticed that certain personality traits are stereotypically associated with vocations, such as ‘introverted engineers’ or ‘devious lawyers’ (Tversky & Kahnemann, 1973). Kristof (1996), while distinguishing P-O Fit from P-V Fit, explicitly summarizes Holland’s view of occupational fit as the “congruence with [an individual’s] self-concept” (p.7). As such, any theory of MDF should include P-V Fit as a vital sub-dimension.

Person-Job (P-J) Fit is rooted in the *demands-abilities* perspective of Person-Environment (P-E) Fit (Edwards, 1991). This perspective “suggests that fit occurs when an individual has the abilities required to meet organizational demands” (Kristof, 1996, p. 3), such as the KSAs required for a job. Specifically, Edwards (1991) defined P-J Fit as the congruence between an individual’s KSAs and the KSAs required by the job or the wishes of the individual and the attributes of the job. Fit researchers often operationalize P-J Fit as a form of complementary fit (Muchinsky & Monahan, 1987; Kristof, 1996); however, recent literature suggests that in the context of recruiting and selection P-J Fit can be conceptualized as both complementary and supplementary (Kristof-Brown, 2000). Bretz, Rynes, and Gerhart (1993) and Ryans and Gerhart (1990) found that both

recruiters and applicants perceive P-J Fit in subjective terms, so that an applicant's KSAs, which are commonly associated with P-J Fit, can be viewed as either adding to the existing environment (complementary) or matching the characteristics of the existing environment (supplementary). From either perspective, the key component of P-J Fit, an individual's KSAs, are important in terms of the self-concept. Kihlstrom and Cantor (1984) demonstrated that an individual constructs a portion of the self-concept based upon KSAs. KSAs are a defining component of the self-concept; thus P-J Fit is also considered a sub-dimension of the self-concept.

Recently, a fourth stream of fit research has emerged into organizational studies called Person-Preferences for culture (P-P) Fit (Van Vianen, 2000). Relying on Schneider's (1987) ASA framework, Van Vianen described P-P Fit (2000) as the "match between characteristics of people" (p. 117) on the job. Whereas P-O Fit measures the congruence between the individual's values and goals and the organization's values and goals, P-P Fit measures the overlap between people (co-workers, subordinates, supervisors). Schneider et al (1995) found support for their hypothesis that an organization evolves into homogenous group of individuals, and P-P Fit seeks to measure this shared "personality" of the organization. As such, all individuals within an organization should exhibit similar preferences for organizational culture. Where P-O Fit relates to culture, P-P Fit relates to the shared endorsement of culture (Van Vianen, 2000). In terms of the self-concept, P-P Fit should manifest itself as an individual's preferences (pay, benefits, promotion schedules). As such, at an organization where people describe high P-P Fit, employees should "like" the same facets of the organization. Individuals should express a portion of their self-concept by describing

what they want from an organization; thus P-P Fit represents last sub-dimension to be considered in a theory of MDF.

While researchers have historically examined these sub-dimensions of fit as mutually exclusive constructs, other researchers have recently begun to examine some of the sub-dimensions as complementary constructs. P-O Fit and P-P Fit share an obvious relationship in that each deals with culture (Van Vianen, 2000). Kristof-Brown (2000) and Saks and Ashforth (1997) have conducted a set of studies to examine the combined predictability of P-O Fit and P-J Fit. In each study, the researchers assessed the incremental predictability of viewing P-O Fit (values) and P-J Fit (KSAs) as complementary as opposed to competing. Kristof-Brown (2000) entered both P-O Fit and P-J Fit into a hierarchical regression and reported a rather large effect size ($\Delta R^2 = 0.68$). Similarly, Cable and DeRue (2002) found combined effects of P-O Fit and the *demands-ability* perspective of P-E Fit, which closely resembles P-J Fit. Furnham (2001) suggests that P-O Fit and P-V Fit share a common connection, that of the estimation of congruence. These studies, however, do not offer any theoretical explanation for the combined effects of fit. If, as Kristof-Brown (2000) proposed, recruiters and applicants alike can differentiate P-O Fit from P-J Fit and base decisions on this distinction, how do the recruiters have the mental flexibility to consider these dimensions in tandem? If individuals display vocational preference as Holland (1985) outlined, how can they also assess P-O Fit of an organization within a vocation? How can individuals differentiate between P-O Fit and P-P Fit? Some social psychologist who explore decision-making processes rely on the process of prototype matching to explain how individuals choose to enter social settings (Niedenthal, Cantor, & Kihlstrom, 1985); moreover, prototype

matching has been used to explain how individuals navigate their multi-layered self-concept in the context of a complex social environment (Setterlund & Niedenthal, 1993).

MDF and Prototype Matching

Prototype matching refers to a social decision-making process that individuals engage in to guide behavior in complex social situations (Cantor et al, 1982; Niedenthal et al, 1985). Research regarding prototype matching seeks to explain how "the naïve perceiver construes, categorizes, and gives meaning to classes of social situations" (Cantor et al, 1982, p. 45). That is, in new or novel situations an individual relies upon a set of features that are associated with the typical person likely to be found in a specific social setting. These sets of features that are associated with the situation are referred to as prototypes, and this prototype acts as a frame of reference that will guide the expected behavior of an individual (Cantor et al, 1982; Niedenthal et al, 1985; Setterlund & Niedenthal, 1993). When an individual enters a new situation, he or she will immediately attempt to categorize the new situation into an existing mental category or schema that closely resembles the new situation. As the individual experiences new and distinctly different situations, new categories can be developed to mentally represent and make sense of those situations (Weick, 1995). Moreover, in social settings, the individual is likely to represent each specific social category or schema in terms of the prototypical person typically found in such settings (Cantor et al, 1982; Niedenthal et al, 1985; Setterlund & Niedenthal, 1993). The use of prototypes enables the individual to have a frame of reference to compare his or her self-concept, and the individual can utilize prototypes to maintain consistency in the "selection of daily contexts to enter" (Niedenthal et al, 1985, p. 576).

Once an individual accesses the situation-specific prototype, a comparison process begins. Several researchers (Kihlstrom & Cantor, 1984; Markus & Kunda, 1986; Liville, 1987; Margolin & Niedenthal, 2000) have proposed that individuals possess knowledge about their own self-concept. When the individual enters a new situation, he or she will access two forms of information (Niedenthal et al, 1985; Setterlund & Niedenthal, 1993). The first is the prototype of the typical person found in that situation. The second is information about the self-concept. A high degree of overlap between the self-concept and the prototype likely results in the individual entering the environment (Cantor et al, 1982; Niedenthal et al, 1985; Setterlund & Niedenthal, 1993). Interestingly, direct experience with the social target or environment is not needed to form prototypes or engage in prototype matching (Hassebrauck & Aron, 2001). Individuals can form prototypes from indirect experiences, such as television or a stereotype, and can assess prototypes on various levels, such as personality, preferences, behaviors, or appearances (Cantor, Markus, Niedenthal, & Nurius, 1986). This suggests that prototype matching can explain how an individual can self-select into an environment, even if the individual has never directly experienced the environment.

Several researchers have studied prototype matching in several environments or social settings. Niedenthal et al (1985) found that individuals have used prototype matching to make decisions on where to live. Prototype matching has also been found to explain preferences for type of clothing to wear (Malafi & Frieze, 1987), whether or not to smoke (Chassin, Presson, Sherman, Corty, & Olshavsky, 1981), whether or not to attend graduate school (Burke & Reitzes, 1981), automobile preferences (Setterlund & Niedenthal, 1993), psychiatric diagnoses (Cantor, Smith, French, & Mezzich, 1980),

alcohol consumption among adolescent boys (Chassin, Tetzloff, & Hershey 1985), emotions in close relationships (Fitness & Fletcher, 1993), and satisfaction in close relationships (Hassebrauck & Aron, 2001). In each study, the overlap between the construed prototype and the self-concept predicted subsequent participation in the environment. Moreover, the studies examined numerous facets of the self-concept, from personality, to values, to preferences, and to behaviors.

In terms of organizational studies, Moss and Frieze (1993) and Perry (1994) utilized prototype matching to describe job choice preferences and interviewer evaluation of prospective employees, respectively. Moss and Frieze (1993) assessed the predictive validity of using prototype matching to personality versus Holland's (1985) model to measure P-V Fit. This between subject design (personality prototype match vs. P-V Fit) reported that the expectancy-based P-V Fit model predicts job choice better than the personality prototype matching did (Moss & Frieze, 1993). Perry (1994) reported that interviewers used prototype matching to rate how closely prospective employees fit to a potential job. In both studies, the researchers utilized prototype matching in organizational settings. Prototype matching can also describe how individuals assess MDF with one caveat.

Niedenthal et al (1985) demonstrated that personal goals moderated the use of prototype matching. Individuals with social goals (i.e., relationships, status, location, etc.) will engage in prototype matching as a social decision-making strategy more than individuals with necessity goals for housing (i.e. cost of rent, availability, etc.). This suggests that external factors, such as the job market or the state of the economy, limit the use of prototype matching in job search situations. Recruiting researchers have noted the

influence of external factors such as the impact of the economy on job search behaviors (Rynes & Boudreau, 1986; Taylor & Bergmann, 1987). When unemployment rates remain low, movement between jobs tends to increase (Rynes, Heneman, & Schwab, 1980); on the other hand, high unemployment often leads to little movement between jobs (Rynes et al, 1980). A struggling economy could limit the use of prototype matching, no matter how much of the self-concept overlaps with the prototype.

The process of prototype matching explains how an individual can assess fit on multiple dimensions. Each sub-dimension of fit plays an important role in the individual's self-concept. While external factors, such as the economy, moderate the use of prototype matching, the process describes how the individual can match the dimensions of the self-construct to the dimensions of fit. Figure One portrays the theorized relationship between fit and job pursuit intentions.

Insert Figure One Here

However, prototype matching does not explain why an individual seeks MDF.

Motivation and MDF

Self-complexity and prototype matching explain two important components of a theory of MDF, namely how MDF overlaps with a complex self-concept and how the individual assesses MDF. However, these processes do not entirely explain the motive of MDF. This section of the present research addresses why individuals seek MDF. Aron & Aron (1986) proposed a model of self-expansion that outlines the motive of MDF.

The self-expansion model has five main hypotheses, which have been supported through numerous experiments (see Aron, Paris, & Aron, 1995; Aron & Aron, 1996 for a

review of these experiments). First, cognition about the self-concept and cognition about others are the endpoints of a continuum. Included in this linear relationship is knowledge about the self, knowledge of close others, and knowledge of unknown or unclosed others. Second, all of the components on the continuum result from knowledge about the self. What the individual knows about a prototype is based, in part, on knowledge of the self-concept. Third, the development of a relationship with another person or entity expands the self-concept. Fourth, individuals seek relationships in order to expand the self-concept. Finally, the individual perceives changes in satisfaction as a function of expanding the self-concept. An individual finds satisfaction in a relationship as long as it allows for or creates an opportunity to expand the self-concept. These hypotheses are considered the “self-expansion model” (Aron & Aron, 1986; 1996), and this model can explain the positive organizational outcomes often associated with the fit sub-dimensions.

Much of the fit literature examining the organizational entry process describes how individuals seek to match portions of their self-concept to characteristics of the organization (Kristof, 1996). Moreover, recent research examining P-O Fit and socialization suggests that individuals alter their perceptions of fit in response to organizational socialization tactics (Cable & Parsons, 2001). Schneider et al (1995) maintained that the assessment of fit occurs throughout the entire employment lifecycle, from recruiting and selection through turnover or retirement. Associated with a high degree of fit throughout the employment lifecycle are numerous desirable organizational outcomes. P-O fit has been found to positively relate to job satisfaction, organizational commitment, and job involvement (Saks & Ashforth, 1997) and been found to negatively relate to stress and intent to turnover (Vancouver & Schmitt, 1991). P-V Fit and P-J Fit

researchers have reported similar relationships between fit and these outcomes (Furnham, 2001; Edwards, 1991). Recently, Van Vianen (2000) found that P-P Fit positively related to organizational commitment. From both an individual and an organizational perspective, a high degree of fit is beneficial to all parties involved. While the motivation for an organization to select employees based on fit appears obvious (increased commitment, satisfaction, performance, and reduced turnover), the motivation for why an individual wants to fit appears less clear.

From a *complementary* fit perspective, where an individual adds to the environment, the Aron and Aron (1986; 1996) self-expansion model explains the individual's motive to fit. Entering an organization provides the individual an opportunity to expand the self-concept. By entering new relationships, the individual adds to the self-concept (Aron & Aron, 1986; 1996; 1997). An individual desires to become something more than he or she currently is, and entering a relationship provides that opportunity. From a *supplementary* fit perspective, where the individual seeks to match personal characteristics with the characteristics of the organization, the self-expansion model can also explain the motive to fit. As organizations provide endless opportunities to take on new challenges or meet new people (Schneider, 2001), the self-expansion model first hypothesizes that individuals look to close others (people like themselves) as the first opportunity to expand the self-concept (Aron & Aron, 1986). The individual who shares similarities with an organization's characteristics could view that organization as a gateway to self-expansion; moreover, the individual has an additional motive to fit: self-esteem.

Social identity theory (Tajfel & Turner, 1986) explains why individuals covet group membership, such as membership in an organization. Belonging to a group, especially an attractive group boosts the individual's self-esteem (Tajfel & Turner, 1986). In essence, belonging to a group becomes a part of an individual's core identity, much like Aron and Aron (1986) proposed in the self-expansion model. Moreover, Turner and Tajfel (1986) outlined several strategies in which individuals will engage to improve their standing within a group or to gain access to more desirable groups. Cable and Turban (2000) supported these contentions in their research on brand equity theory. They outlined the importance of brand equity in that "brand names offer signals that consumers [or prospective employees] use to make inferences about the quality of the product [or organization], and consumers [or prospective employees] endeavor to associate themselves with certain brands to improve their self-esteem" (p. 4). The second tenant of that proposal provides some insight to why a prospective employee would be influenced by the name of an organization: it bolsters self-esteem. Keon, Latack, and Wanous (1982) provided further evidence for the role of self-esteem in the process of fit. They reported that high self-esteem individuals seek employment with organizations that match their positive self-image, while individuals with low self-esteem seek to boost their self-esteem by attempting to gain entry into organizations that have a more positive image than their own self-image (Keon et al, 1982). Again, the self-expansion model could account for these findings as well. It appears that we do not simply have a need to fit; we have a need to belong to a group in which we feel we best fit because it might boost our self-esteem.

Implications of MDF

The theory of MDF consists of three components. First, because individuals possess a multidimensional self-concept, researchers should measure fit as a multidimensional construct. Instead of viewing the four dimensions of fit as being mutually exclusive, MDF proposes that the sub-dimensions of fit operate in tandem. Second, the theory MDF proposes that individuals assess MDF through prototype matching. Finally the theory of MDF proposes that the individual is motivated to assess fit in order to expand the self-concept. Moreover, the result of MDF, belonging to a coveted group, results in increased self-esteem. Several implications are inherent in this process.

Goals play a vital role in MDF. One consistent finding in the prototype-matching literature is the role of goals. As previously stated, goals moderate the relationship between the self-concept and prototype matching (Setterlund & Niedenthal, 1993); thus MDF may not predict job intentions when an individual possesses necessity goals. A necessity goal (i.e., simply needing a job) at any point of the employment contract will limit the predictability of MDF. If the individual has limited options due to the economy, job survival should predict job search intent or turnover intent better than prototype matching. However, during economic growth where jobs are plentiful, MDF provides support to Schneider et al's (1995) contention that organizations become homogenous in the characteristics of its employees.

In terms of the sub-dimensions of fit, saliency also plays an important role in MDF. As MDF operates as a function of the multidimensional self, an individual's immediate assessment of fit depends on what sub-dimension of the self-concept is active. Markus and Kunda (1986) outlined the self-concept as a collection of self-conceptions

that are activated by cues in the environment. An individual will describe the most salient characteristics of the self based on the demands of the environment. Some aspects of the self-concept are consistently more activated or more accessible than other aspects of the self due to the importance an individual places on that aspect (Higgins, King, & Mavin, 1982), and the individual places considerable attention, investment, salience, and concern on these core aspects of the self-concept (Markus, 1977). However, some aspects of the self-concept become more or less accessible due to an individual's motivation or emotional state or due to the demands of the environment (Markus & Kunda, 1986). In terms of MDF, this suggests that the individual may consistently express a preference for one of the sub-dimensions of fit because it is core to the self-concept. Nevertheless, the environment or social pressure may cause other sub-dimensions to become more salient to the individual. The fluidity of the self-concept, and therefore the fluidity of MDF, leads to the issue of conflict between the sub-dimensions of MDF.

While the individual might express a preference toward one sub-dimension of fit, the demands of the environment may cause another sub-dimension to become more salient. Linville (1987) and Donahue et al (1993) found that having many distinct aspects of the self-concept leads to a greater possibility of conflict between the aspects. In terms of MDF, four distinct sub-dimensions of fit could be used to describe how the individual assesses fit with any given organizational setting. The individual could experience conflict between a core aspect of the self-concept (like the value-driven P-O Fit) and another aspect of the self-concept that has been activated by environmental or social cues (like the personality-driven P-V Fit). This conflict could be described as cognitive

dissonance (Festinger, 1957). Traditionally, researchers have defined cognitive dissonance as “the emotional-motivational state evoked by cognitive discrepancy” between two thoughts (Harmon-Jones, 2000, p. 121). When confronted with two thoughts about the self-concept, the individual seeks to alleviate the discomfort associated with the discrepant thoughts. Cognitive dissonance researchers have proposed that the individual can choose several avenues to alleviate the discomfort. The individual can choose to act in a behaviorally consistent manner with one of discrepant thoughts (Aronson, 1999), or the individual can adopt a behavior that is consistent with one of the discrepant thoughts in order to maintain or affirm a self-ascribed image (Steele, 1988). In terms of MDF, this suggests that the individual who feels dissonance between sub-dimensions of fit can either choose to act in a manner consistent with one of prescribed sub-dimensions of fit or can choose to affirm or maintain an image associated with the most salient or activated sub-dimension. While these two possibilities make sense from a cognitive dissonance standpoint, self-complexity researchers posit a different outcome of conflict between aspects of the self-concept.

Self-expansion (Aron & Aron, 1996) argues that the individual seeks to expand the self-concept. In the process of expanding the self-concept, it is inevitable that aspects of the self-concept will come into conflict. At the point of conflict, the individual receives several benefits of possessing a multidimensional self-concept. Experiencing a negative event, such as dissonance, most likely will activate only one of the aspects of the self-concept (Linville, 1987); thus the other aspects of the self-concept will not experience the negative event. In essence, only one part of the self-concept feels bad. To support this notion, Linville (1987) also found that individuals with high self-complexity

experience fewer emotional swings than do individuals with low self-complexity.

Showers (1992) called this process of walling-off negative events in life to limit the impact on the self-concept, *compartmentalization*. Further, Donahue et al (1993) and Margolin and Niedenthal (2000) found that the individual could also collapse the self-concept to avoid possible conflict. The environment or the salient social cues determine the degree of self-complexity. When the individual expects negative information, the self-concept expands; whereas the expectation of positive feedback causes the self-concept to collapse to a few core aspects of the self-concept (Margolin & Niedenthal, 2000).

In terms of MDF, this suggests that individuals perceive cues from the environment that cause the self-concept, in terms of the sub-dimensions of fit, to either expand or collapse. The individual could hold one sub-dimension of fit as being core to the self-concept and could assess fit on this one sub-dimension; however, a collapsed self-concept leaves the individual vulnerable to dissonance or other negative events. While the individual could prefer one of the sub-dimensions as being primary, assessing fit across all of the sub-dimensions allows for compartmentalization of the self-concept. On the job, the individual could experience a negative event that relates to one of the sub-dimensions (like a change in the job). Instead of voluntarily terminating the employment contract, the individual could compartmentalize the dissonant feelings by falling back on the other sub-dimensions (like working for a company that shares similar values). In essence, MDF, through compartmentalization, mitigates the effects of negative events on the job. MDF allows the individual to assess fit on all of the dimensions. Voluntary

turnover would result from either misfit with most salient dimension of fit or from misfit with multiple sub-dimensions of fit.

Concluding Remarks about MDF

MDF proposes that individuals assess fit in multidimensional terms. Because of the complexity of the self-concept, fit researchers should consider each sub-dimension of fit as describing a portion of the self-concept. Currently, many organizational fit researchers study each sub-dimension of fit as a mutually exclusive construct. Prototype matching also explains how the individual can assess fit across multiple sub-dimensions of fit in relation to the self-concept. Finally, MDF suggests a motive to assess fit across multiple sub-dimensions of fit. While some might strictly consider MDF as organizational behavior issue, MDF has implications for human resource management.

CHAPTER 2

APPLYING FIT TO THE RECRUITING PROCESS

Recruiting in organizations fulfills one basic, yet paramount goal: To attract the most qualified applicants to an organization (Barber, 1998). Organizations attempt to meet this goal through various means. Often organizations will transmit information about the organization and the job through several sources, such as the Internet, television, print advertisements, and so forth (Breaugh & Starke, 2000). From these sources, the organization must decide how to best portray itself and the job. How the organization transmits the information and the content of the information often lead to unforeseen outcomes for the employees recruited to join the organization (Buckley, Fedor, Veres, Wiese, & Carraher, 1998). Because many organizations often engage in impression management to attract employees (i.e., putting the best foot forward), recently hired employees often find that their initial expectations about the organization often go unmet (Breaugh & Starke, 2000). An organization's tendency to overemphasize the positive aspects of the organization while minimizing the negative aspects lead to a slew of negative organizational outcomes, such as decreased job satisfaction, increased absenteeism, and increased turnover (Lee, Ashford, Walsh, & Mowday, 1992). Accordingly, organizational scholars have examined the role of expectations during recruiting.

To combat inflated expectations brought about by organizational impression management during recruiting, several researchers have reported the utility of realistic job previews (RJPs) in accomplishing the lowering of employee expectations. Breaugh and Startke (2000) noted that realistic job preview (RJP) research, pioneered by Wanous

and his colleagues, has quite a long and distinguished history. The main goal of a RJP is to provide the prospective employee with job specific and organization specific knowledge during the recruitment process in the hopes that the RJP will set proper employee expectations about a job (Wanous, 1992). The result of RJP and the resulting lower expectations lead to positive organizational outcomes, such as increased job satisfaction, decreased voluntary turnover, and increased performance (Breaugh & Starke, 2000). Furthermore, RJP send an important signal to prospective employees that the organization is honest and will treat them fairly (Wanous, 1992). Unfortunately, much of the RJP literature also suggests that organizations fail to fully realize the value of the RJP (Wanous, 1992; Buckley et al, 1997; Breaugh & Starke, 2000), and the literature also suggests that prospective employees have adverse reactions to the negative job information often found in RJP (Bretz & Judge, 1998). Several issues may lead to these outcomes.

RJP serve multiple purposes for the organization. First, RJP set realistic expectations about the nature of the job. Second, many RJP researchers believe that RJP act as a self-selection screening mechanism for prospective employees (Wanous, 1992; Bretz & Judge, 1998; Breaugh & Starke, 2000). When the prospective employee receives RJP information during recruiting, the individual should be able to assess the match between personal abilities and the abilities required of the job. However, testing this process proves elusive to organizational scholars, as access to those individuals who have selected out of the recruiting process limits research opportunities (Wanous, 1992; Bretz & Judge, 1998). Furthermore, researchers have little understanding of the cognitive processing involved when an applicant receives RJP information. Breaugh and Starke

(2000) lamented that after years of studying RJPs, researchers still know very little about how RJPs influence the cognitive processing of applicants.

Some research does explore practices and outcomes of RJPs. Fedor, Buckley, and Davis (1997) found that organizations sometimes utilize RJPs in a manner that misrepresents the organization. In essence, the RJP becomes another tool to overemphasize the positive aspects of the organization. Other research suggests that only certain applicants have the cognitive ability to understand the contents of the RJP (Meglino, DeNisi, Youngblood, & Williams, 1988), while other research suggests that applicants understand RJP information based upon their past experiences with organizations (Breugh, 1992). Much of the aforementioned research, however, examined the outcomes of RJPs after an employee has accepted the job. Thus researchers again seldom have the opportunity to understand effects of RJPs due to the self-selection bias inherent in RJP research.

Another stream of RJP research focuses on the content of information transmitted to the prospective employee. As Buckley et al (1998) note, RJPs are often developed through job analysis. The information traditionally included in a RJP tends to solely focus on the KSAs needed to perform the job. Barber and Roehling (1993) found that most prospective employees deem the information included in RJPs as overly general or non-inclusive of organizational attributes (i.e., salary, benefits, etc.). Moreover, they also found that prospective applicants respond to more specific than general information. This suggests that RJPs should include not only job-specific information but also specific information regarding organizational practices, attributes, and expectations. Buckley and his colleagues outlined a process of expectation lowering utilized during organizational

socialization that includes more comprehensive information (Buckley et al, 1998; Buckley, Mobbs, Mendoza, Novicevic, Carraher, & Beu, 2002). Wanous and Reichers (2000) have also recently included more comprehensive organizational information in their study of RJPs, and Dineen, Ash, and Noe (2002) examined the influence of RJPs on perceptions of P-O Fit. This recent research suggests that RJP scholars could strengthen RJP research by incorporating, as Dineen et al (2002) did aspects of fit into RJPs.

RJPs and MDF

In order to capitalize on the benefits of RJPs, researchers have called for more study into the content of RJPs (Breaugh & Starke, 2000; Wanous & Reichers, 2000). Traditionally, the content of RJPs consisted mainly of KSAs derived from the job analysis process (Buckley et al, 1998). More recently Wanous and Reichers (2000) studied the effects of including more organization-specific information in RJPs, and Dineen et al (2002) linked the issue of P-O Fit (a values or culture-driven construct) to RJPs. They found that RJPs increased perceptions of P-O Fit. While P-O Fit explains several beneficial outcomes to both the organization and the employee (Kristof, 1996), researchers have identified other types of fit that also result in beneficial outcomes to organizations and employees (Holland, 1985; Edwards, 1994; Van Vianen, 2000). It appears appropriate, consequently, to enhance RJPs by including information that specifically addresses multiple dimensions of fit.

As RJPs traditionally have transmitted job-specific information to prospective employees (Wanous, 1992), the content of this information (i.e., KSAs) influences prospective employees' perceptions of Person-Job (P-J) Fit (Caldwell & O'Reilly, 1990). In Chapter 1 of this dissertation, a theory of MDF was proposed. MDF proposes that

individuals have a complex self-concept and organizational scholars should consider that multiple sub-dimensions of fit correspond to the multiple aspects of the self-concept. This suggests that RJP could include information to address each sub-dimension of fit. Among these sub-dimensions of fit is P-J Fit. In terms of RJP, job-specific information should change a prospective employee's perception of P-J Fit. If the prospective employee possesses P-J Fit, this should increase the probability of that applicant pursuing employment with an organization. However, if the prospective employee perceives P-J misfit, this should lead to the prospective employee self-selecting out of the recruiting process.

Wanous and Reichers (2000), as well as Buckley et al (1998) have suggested that organizations should include expectation or culture-driven content in RJP. Organizations set employee expectations through culture (Schein, 1990); moreover, P-O Fit has been defined by O'Reilly, Chatman, and Caldwell (1991) as 'person-culture fit'. Chatman (1989) focused the definition of P-O Fit as "the congruence between the norms and values of organizations and the values of persons" (p. 339). Dineen et al (2002) included culture information in their study of RJP and found that this type of content in RJP did in fact increase perceptions of P-O Fit among prospective employees. This finding, coupled with the traditional findings of RJP and job-specific information, suggests that organizations can benefit by using RJP that include multiple dimensions of fit. However, additional dimensions of fit could also enhance the utility of RJP.

As also described in Chapter 1, P-V Fit is based on the personalities or interests of prospective employees (Furnham, 2001). For instance, some occupations, such as lawyers or engineers, carry specific stereotypes about the personality of the individual

who works in any given occupation (Tversky & Kahneman, 1973). This can either attract individuals to that vocation or steer them clear of the vocation (Furnham, 2001).

Researchers have also found that individuals attribute personality types to others based on their occupation, such as engineers are introverted (Tversky & Kahneman, 1973).

Organizational scholars have studied the role of personality in organizations (Barrick & Mount, 1991; Salgado, 1997), and most researchers agree that personality is an important predictor of many organizational outcomes. If organizations seek certain types of individuals based upon personality, such as conscientiousness, it might make sense to include information in an RJP that describes the type of person that the organization seeks to recruit. Including desired personality types to increase perceptions of P-V Fit could further enhance the content of RJP.

Finally, a fourth type of fit should be considered as an important content component of RJP. Person-Preferences for culture (P-P) Fit (Van Vianen, 2000) has been described as the “match between characteristics of people” (p. 117) on the job. P-P Fit should manifest itself as an individual’s preferences (pay, benefits, promotion schedules). That is, individuals seek to match their preference for organizational benefits with what the organization actually offers. Organizations can capitalize on this last dimension of perceived fit by including this type of information in RJP.

RJPs and Prototype Matching

The four sub-dimensions of fit cover the content that RJP should contain. RJP research already concludes that RJP should include as much comprehensive information about the job and the organization as possible (Breaugh & Starke, 2000); however, RJP researchers know very little about how this type of information influences prospective

employees (Bretz & Judge, 1998). Specifically, how does RJP-type information cause prospective employees to self-select out of the recruiting process? Bretz & Judge (1998) concluded that prospective employees, especially those prospective employees with above average cognitive ability, appear to self-select out of the recruiting process due to negative, yet realistic information included in RJP. Breugh and Starke (2000), on the other hand, concluded that RJP research has not sufficiently explored why or how individuals choose to disengage from the recruiting process.

If individual do assess fit in multidimensional terms, and thus organizations should include multidimensional information in RJP, an individual-level cognitive process could account for how individual assess potential fit with organizations based upon the information they transmit through RJP about the organization. Prototype matching (Cantor, Mischel, & Schwartz, 1982) might explain the process of how individuals perceive RJP information regardless of content dimensionality.

As discussed in Chapter 1, prototype matching describes a social decision-making process that individuals use to self-select into social contexts (Cantor et al, 1982; Niedenthal et al, 1985). Prototype matching can explain how an individual can self-select into an environment, even if the individual has never directly experienced the environment. RJP-type information, therefore, should act to shape the prototypes that the individual forms about the typical person found in a particular organization. This appears congruent with the research of Wanous and Reichers (2000) in their ROPES (Realistic Orientation Programs for new Employee Stress) program. The organization transmits organization specific information, realistic or otherwise and the information influences the existing prototype that the individual might possess about the organization. Figure

Two depicts the theorized process of how organizations can influence prototypes through RJP.

Insert Figure Two Here

When an organization transmits relevant job and organizational information during the applicant generation phase of recruitment, the prospective employee uses that information to develop a prototype that is specific to the organization. If the individual engages in prototype matching, RJP information either forms a new prototype or alters an existing prototype that the individual has for a specific organization. If the prospective employee feels that the self-concept overlaps with the prototype formed from the RJP, job pursuit intentions should be influenced in either a positive or negative manner. The development of prototypes from information cues in the environment is consistent with cognitive research on prototypes (Cantor et al, 1982; Hampton, 1995), and prototype matching explains the process that prospective employees go through when receiving RJP information.

Organizations can improve the effectiveness of RJP by including multidimensional organizational information. Specifically, organizations could influence the prototype matching process by including content that activates the prototypes associated with the multiple dimensions of fit (P-V, P-O, P-J, and P-P). The more the individual feels that the multi-faceted self-concept overlaps with the multi-faceted prototype of the organization the more likely that individual will pursue employment. On the other hand, including multidimensional content in RJP could cause some individuals to feel misfit and self-select out of the recruiting process. Thus, prototype matching

explains how multidimensional RJPs can cause either perceptions of pre-hire fit or cause the self-selection out of recruiting that RJP researchers consistently report.

Concluding Remarks about RJPs

Chapter 1 of the present dissertation outlined a theory of multidimensional fit, which included a process call prototype matching. Information about organizations helps to form prototypes for applicants, so organizations should include multidimensional content in RJPs that corresponds to the sub-dimensions of fit. The multidimensional content of the information shapes the prototypes that prospective employees form when coming into contact with an organization. The resulting multidimensional assessment of fit should predict applicant job pursuit intentions. Thus, MDF and prototype matching could explain the self-selection process that RJP researchers have struggled to understand.

CHAPTER 3

CONCEPTUAL MODEL AND HYPOTHESES

Over the past decade, the issue of attracting employees during the recruiting process has been extensively studied (Cable & Judge, 1996; Saks & Ashforth, 1997; Cable, Aimen-Smith, Mulvey, & Edwards, 2000; Aimen-Smith, Bauer, & Cable, 2001; Turban, 2001). Organizations, through the recruiting process, attempt to attract a large pool of qualified applicants to fill the needs of the organization (Barber, 1998). The recruiting literature suggests that organizations engage in a multi-faceted, sometimes systematic process that begins with setting objectives and developing strategies, identifying recruiting activities and considering applicant reactions to those activities, and ends with the desired recruiting outcomes (Breaugh & Starke, 2000). Organizational scholars have made great strides in understanding this process, yet one component of this process, the applicant reaction to the recruiting process, is not well understood. The present study examines how prospective employees assess pre-hire fit between them and the organization.

Many recruiting researchers agree that organizations influence job-pursuit intents of prospective employees through recruiting (Rynes & Barber, 1990; Rynes, 1991; Breaugh & Starke, 2000). The recruiting process can be broken down into three phases: generating applicants (frequently called 'attraction'), maintaining applicants, and influencing applicant job-choice decisions (Barber, 1998; Breaugh & Starke, 2000). In the applicant generation phase of recruiting, organizations attempt to attract prospective employees to enter the recruiting process (Aimen-Smith et al, 2001). Researchers have traditionally studied realistic job previews (RJPs), on the other hand, during the

influencing applicant job choice phase of recruiting (Wanous, 1992; Breugh & Starke, 2000)). Recently, RJPs have been shown to both influence prospective employees' perceptions of fit during the attraction phase (Dineen et al, 2002) and subsequent job-pursuit intentions (Saks, 1989; Saks, Wiesner, & Summers, 1996; Bretz & Judge, 1998). This suggests that RJPs bridge the phases of the recruiting process; however, recruiting researchers have yet to provide the mechanism that links the phases together.

Organization attraction studies have mainly focused on the antecedents and outcomes of the attraction process (Cable & Judge, 1996; Saks & Ashforth, 1997; Turban, 2001; Aiman-Smith et al, 2001), but how the applicant processes the antecedent information that leads to the outcomes is not understood. Similarly, RJP studies report the outcomes and benefits of utilizing RJPs, but the process of how RJPs alter prospective employee perceptions remains enigmatic to RJP researchers (Breugh & Starke, 2000). In the present study, prototype matching (Cantor, Mischel, & Schwartz, 1982) is introduced to explain how prospective employees assess pre-hire fit during the attraction phase of recruiting and how organizations influence these perceptions through the use of RJPs.

Prototype Matching

As outlined in Chapter 1 of this dissertation, prototype matching refers to a social decision-making process that individuals engage in to guide behavior in complex social situations (Cantor et al, 1982; Niedenthal et al, 1985). Research regarding prototype matching seeks to explain how "the naïve perceiver construes, categorizes, and gives meaning to classes of social situations" (Cantor et al, 1982, p. 45). Prototypes enable the individual to have a frame of reference to compare his or her self-concept to social environments.

Prototype matching can explain how an individual can self-select into an environment, even if the individual has never directly experienced the environment. Once the individual accesses the situation-specific prototype formed through contact with an organization or organizational setting, the prototype comparison process begins. The individual will compare the self-concept to the prototype concept that represents the typical person found in the organization of interest (Kihlstrom & Cantor, 1984; Markus & Kunda, 1986; Liville, 1987; Margolin & Niedenthal, 2000). The overlap between the self-concept and the prototype should predict selection into an environment. However, prototype matching does not predict selection into social settings under one condition.

In Chapter 1 of the present dissertation, the role of goals was discussed. Individuals with social goals (i.e., relationships, status, location, etc.) will engage in prototype matching as a social decision-making strategy more than individuals with necessity goals for housing (i.e. cost of rent, availability, etc.). This suggests that external factors, such as the job market or the economy, limit the use of prototype matching in job search situations. Recruiting researchers have noted the influence of facts such as the economy on job search behaviors (Rynes & Boudreau, 1986; Taylor & Bergmann, 1987). When unemployment rates remain low, movement between jobs tends to increase (Rynes, Heneman, & Schwab, 1980); on the other hand, high unemployment often leads to little movement between jobs (Rynes et al, 1980). Economic factors or personal necessity factors will limit the use of prototype matching. Thus, the following hypothesis is offered.

Hypothesis 1 – Prospective employees with social goals are more likely to engage in prototype matching to predict job-search intent than will prospective employees with necessity goals.

Multidimensional Fit

While prototype matching explains how the individual assesses pre-fit and self-selects into an environment, it does not fully address the content of the information that the individual uses to assess pre-hire fit or attraction. Four streams for fit literature have been used to explain how the individual perceives fit, and these dimensions of fit could also be used to examine the process of applicant attraction and subsequent job-search intent. Many recruiting researchers (Cable & Judge, 1996; Turban, Lau, Ngo, Cho, & Si, 2001; Lievens, Decaestecker, & Coetsier, 2001) have utilized Person-Organization (P-O) Fit (Chatman, 1989) to explain attraction and job pursuit intent; however, researchers might also consider Person-Vocation (P-V) Fit (Holland, 1985), Person-Job (P-J) Fit (Caldwell & O'Reilly, 1990), and Person-Preferences for Culture (P-P) Fit (Van Vianen, 2000) important dimensions in understanding the process of attraction and job pursuit intent.

P-O Fit suggests that individuals are differentially attracted to organizations based on the overlap between individual values and organizational values (Chatman, 1989). Understanding attraction and job pursuit intentions through P-O Fit developed from Schneider's (1987) work on the *Attraction-Selection-Attrition* framework. Schneider proposed, and later confirmed, that individuals assessed fit "based upon an implicit estimate of the congruence of their own personal characteristics and the attributes of potential work organizations" (Schneider, Goldstein, & Smith, 1995, p. 749). P-O Fit literature suggests that individuals assess fit based upon personal values and the values that the organization transmits through its culture (O'Reilly et al, 1991). In terms of pre-hire attraction and job pursuit intentions, Cable and Judge (1996) confirmed that a high

degree of perceptions of P-O Fit predicted job pursuit and job choice intentions. Turban et al (2001) found the relationship between P-O Fit and attraction more complicated. They found that perceptions of P-O Fit moderated the relationship between organizational values and attractiveness. This suggests that the organizational values transmitted during recruiting influence perceptions of P-O Fit; consequently, P-O Fit influences attraction and job pursuit intentions. While the relationship between P-O Fit and job pursuit has been established, other dimensions of fit might also explain job pursuit intent.

P-V Fit (Holland, 1985) by its definition implicates attraction and job pursuit intent. P-V Fit posits that individuals select vocations based upon their personalities or interests (Furnham, 2001); moreover, vocations also have “personalities” that attract individuals (Holland, 1985). This suggests that organizations can attract individuals and influence job pursuit intentions based on different vocational interests found within the organization. Moreover, because P-V Fit relies on personality, the organization could target the desired personality traits of the typical employee to fill a vacant job (Holland, 1985; Elam, 1994; Furnham, 2001). The role of personality has been extensively examined in organizational studies (Barrick & Mount, 1991; Salgado, 1997), and most researchers agree that personality is an important predictor of many organizational processes and outcomes. As such, P-V Fit should also predict attraction and job pursuit intentions.

P-J Fit, which has its roots in what Edwards (1996) called '*person-environment fit*', “suggests that fit occurs when an individual has the abilities required to meet organizational demands” (Kristof, 1996, p. 3), such as the KSAs required for a job.

Specifically, Edwards (1991) defined P-J Fit as the congruence between an individual's KSAs and the KSAs required by the job or the wishes of the individual and the attributes of the job. Fit researchers have often operationalized P-J Fit as a form of complementary fit (Muchinsky & Monahan, 1987; Kristof, 1996); however, recent literature suggests that in the context of recruiting and selection P-J Fit can be conceptualized as both complementary and supplementary (Kristof-Brown, 2000). Bretz, Rynes, and Gerhart (1993) and Ryans and Gerhart (1990) found that both recruiters and applicants perceive P-J Fit in subjective terms. An applicant's KSAs, which are commonly associated with P-J Fit, can be viewed as either adding to the existing environment (complementary) or matching the characteristics of the existing environment (supplementary). This suggests that organizations can attract employees and influence job pursuit intentions by transmitting KSA-type information to prospective employees. Organizations seek employees with specific skills, and individuals seek jobs with organizations where their skills can be utilized (Barber, 1998).

Finally, P-P Fit (Van Vianen, 2000) might also account for variability in attraction and job pursuit intentions. P-P Fit, like P-O Fit, relies on Schneider's (1987) ASA framework. Van Vianen described P-P Fit (2000) as the "match between characteristics of people" (p. 117) on the job. Whereas P-O Fit measures the congruence between the individual's values and goals and the organization's values and goals, P-P Fit measures the overlap between people (co-workers, subordinates, supervisors). Schneider et al (1995) found support for their hypothesis that an organization evolves into homogenous group of individuals, and P-P Fit seeks to measure this shared "personality" of the organization. As such, all individuals within an organization should exhibit similar

preferences for organizational culture. Where P-O Fit relates to culture, P-P Fit relates to the shared endorsement of culture (Van Vianen, 2000). For recruiting or attracting prospective employees, organizations can transmit information to prospective employees about the shared preferences of current employees. P-P Fit normally manifests itself as an individual's preferences (pay, benefits, promotion schedules), and Bretz and Judge (1994) found that these preferences predict employee attitudes. Recruiting researchers have also found that prospective employees positively respond to information about an organization's compensation and benefits (Barber, 1998; Breugh & Starke, 2000). Therefore, organizations can influence perceptions of P-P fit by transmitting this type of information to prospective employees. Thus P-P Fit represents last dimension of fit that organizations can transmit to influence attraction and job pursuit intent.

Organizations, therefore, can transmit multidimensional job and organization content information to employees. It is expected that each of these dimensions should account for unique variance in job pursuit intentions. Kristof-Brown (2000) and Saks and Ashforth (1997) found that P-O Fit and P-J Fit accounted for unique variance in recruiting and selection outcomes. They also found that the combination of the two dimensions of fit predicted these outcomes better than any one dimension alone. While neither study explicitly proposed a cognitive mechanism that allows for assessment of multiple dimensions of fit, prototype matching can account for complex assessment of fit. The following hypotheses are offered.

Hypothesis 2a – Each of the four dimensions of fit (P-O, P-V, P-J, P-P) will account for significant variance in pre-hire (i.e., no information given) job pursuit intentions.

Hypothesis 2b – The combined effect of the four dimensions of fit (P-O, P-V, P-J, P-P) will predict pre-hire (i.e., no information given) job pursuit intentions.

Realistic Job Previews

To this point, the present study has suggested that individuals assess pre-hire attraction and job pursuit intentions through the process of prototype matching. Moreover, organizations influence attraction and job pursuit intentions by transmitting multi-faceted information to prospective employees about the job and the organization. Recruiting, as a human resource management function seeks, to attract the largest number of qualified applicants to the organization (Barber, 1998), and the use of realistic job previews (RJPs) has been a useful tool in meeting this goal (Wanous, 1992; Breugh & Starke, 2000). RJPs provide important information to prospective employees about the nature of the job and the culture of the organization (Wanous & Reichers, 2000), and it is hypothesized that RJP-type information can either attract well-fitting prospective employees or cause poor-fitting employees to self-select out of the recruiting process (Wanous, 1992; Bretz & Judge, 1998). Empirical support for this hypothesis has been mixed.

Often organizations transmit information about the organization and the job through several sources, such as the Internet, television, print advertisements, and so forth (Breugh & Starke, 2000). From these sources, the organization must decide how to best portray itself and the job. How the organization transmits the information and the content of the information often leads to unforeseen outcomes for the employees recruited to join the organization (Buckley, Fedor, Veres, Wiese, & Carraher, 1998). Because many organizations often engage in impression management to attract employees (i.e., putting the best foot forward), recently hired employees sometimes find that their initial expectations about the organization often go unmet (Breugh & Starke, 2000). An

organization's tendency to overemphasize the positive aspects of the organization while minimizing the negative aspects lead to a slew of negative organizational outcomes, such as decreased job satisfaction, increased absenteeism, and increased turnover (Lee, Ashford, Walsh, & Mowday, 1992). Accordingly, organizational scholars have examined the role of expectations during recruiting, to which RJPs address.

As outlined in Chapter 2 of the present dissertation, the main goal of a RJP is to provide the prospective employee with job specific and organization specific knowledge during the recruitment process in the hopes that the RJP will set proper employee expectations about a job (Wanous, 1992). RJPs lower expectations, which leads to positive organizational outcomes (Breaugh & Starke, 2000). RJPs also send an important signal to prospective employees that the organization is honest and will treat them fairly (Wanous, 1992). However, many organizations fail to implement RJPs (Wanous, 1992; Buckley et al, 1997; Breaugh & Starke, 2000) because it has been found that prospective employees either ignore negative job information or self-select out of the recruiting process because the organization includes negative, yet realistic information in RJPs (Bretz & Judge, 1998). Several researchers have postulated why RJPs work; however, the self-selection bias that results from RJPs only allows researchers to study the effects of RJPs on applicants who join the organization.

Some research does explore practices and outcomes of RJPs. Fedor, Buckley, and Davis (1997) found that organizations sometimes utilize RJPs in a manner that misrepresents the organization. In essence, the RJP becomes another tool to overemphasize the positive aspects of the organization. Other research suggests that only certain applicants have the cognitive ability to understand the contents of the RJP

(Meglino, DeNisi, Youngblood, & Williams, 1988), while other research suggests that applicants understand RJP information based upon their past experiences with organizations (Breugh, 1992). Much of the aforementioned research, however, examined the outcomes of RJP after an employee has accepted the job. Thus researchers again seldom have the opportunity to understand effects of RJP due to the self-selection bias inherent in RJP research.

Chapter 2 summarized the information content of RJP. Wanous (1989) summarized the overall content of RJP. RJP should be highly structured, include judgmental information, and include moderate negativity in how the organization portrays itself. RJP should include specific, as opposed to general organizational information (Barber & Roehling, 1993). This information should come from current employees, as applicants often believe that organizations treat RJP as marketing tools (Wanous, 1989; 1992). Recently, researchers have started including more comprehensive organizational information (i.e., not simply job-specific) in RJP (Wanous & Reichers; Buckley, Mobbs, Mendoza, Novicevic, Carraher, & Beu, 2002). Moreover, Dineen et al (2002) examined the influence of RJP on perceptions of P-O Fit. This recent research suggests that RJP scholars could strengthen RJP research by incorporating multiple dimensions of fit into RJP, as Dineen et al (2002) did.

Taken together, this suggests that prototype matching might explain how individuals interpret RJP-type information. Organizations depress applicant job pursuit intentions by influencing the prototypes that prospective employees have about the organization. Organizations can maximize the utility of RJP by including more comprehensive information that addresses multiple dimensions of fit. As individuals

possess multi-faceted self-concepts (Linville, 1987; Margolin & Niedenthal, 2000), multidimensional information should influence the multiple prototypes that individuals have about organizations. RJP with multidimensional information should increase the frequency of prospective employees self-selecting out of the recruiting process. The following hypothesis is offered.

Hypothesis 3a – RJP with multidimensional content will reduce job pursuit intentions of prospective employees compared to pre-hire (i.e., No information) job pursuit intentions.

Hypothesis 3b – RJP result in reduced job search intentions than does Company-provided information.

CHAPTER 4

RESEARCH DESIGN AND MEASUREMENT

The research model and the hypotheses proposed for this experiment outline the relationships between four components of fit (P-O, P-V, P-J, and P-P) and job search intentions; moreover I postulated that in order to assess the multi-dimensional nature of fit prospective employees would engage in the process of self-to-prototype matching. The relationship between pre-hire fit and job search intentions is moderated by the job seeker's goals for the job search. Also in this experiment, I proposed that an organization could alter a job seeker's intent to pursue employment with that organization, through altering a job seeker's prototype of the organization, by implementing realistic job previews. Chapter 4 outlines the various facets of empirically testing the models and hypotheses stated in Chapter 3. These facets include the research design of the present experiment, pilot tests conducted on materials used in the present experiment, sampling frame, measurement and instrumentation, method of data collection, and psychometric analyses of measures used.

Pilot Tests

Prior to conducting the present experiment, I performed two preliminary (pilot) studies to develop the content of the realistic job previews. First, I conducted a study of magnitude estimation (Bass, Cascio, & O'Connor, 1974) designed to produce the name of the target organization to be used in the present experiment. Seventy (70) undergraduate management students participated in the study. Following the procedure outlined by Schriesheim and Gardiner (1992), the participants received a list of 31 randomly selected organizations that recruit on-campus at the University of Oklahoma,

obtained from the University's Career Placement Center website. At the top of the list of companies was a referent organization (Advanced Graphics Systems), I asked the participants to rate their familiarity with this base company by assigning a number greater than or equal to zero that seemed appropriate in terms of how familiar they were that organization. For instance, if an individual had no familiarity with that organization, he or she could rate the familiarity as zero. Once the participants rated the base or referent organization, they were instructed to rate each of the remaining 30 organizations in terms of their familiarity in proportion to the referent organization. Therefore, if an individual rated an organization as twice as familiar as the referent organization, they would give that organization the number '2'. An organization half as familiar as the referent organization would receive the rating of '1/2 or 0.05. The participants rated all 30 organizations in this manner. To determine the magnitude estimations of each company, I followed the procedure outlined by Schriesheim and Gardiner (1992). I entered each participant's rating of the organizations and took the natural log of that rating. I summed the natural log ratings for each organization and averaged the natural log ratings. To complete the procedure, I then took the inverse log of the average natural log rating for each organization. This placed the ratings of the organizations in a common metric so that I could determine the relative familiarity of each of the 30 organizations. The goal of this procedure was to identify one organization that some participants would find familiar while others found it unfamiliar (i.e., the mean familiar organization). Appendix A shows the instructions and list of 31 organizations. Table 4.1 provides the magnitude estimates for the 30 organization.

Upon selecting the mean familiar organization, an Ohio-based uniform manufacturing company named Cintas, I visited the organization's website to collect information about that organization. I copied all organization-specific information about the company that they provided on their website and pasted this information into a standard word-processing format (i.e., Microsoft Word). This company-specific material would be used to assess the prototype that individuals formed from reading the material that the company posted on its website. I then created a fictionalized version of this company material to act as a RJP. I followed the instructions of Wanous (1989), who outlined 10 issues to consider for installing RJP. This included issues such as including unstructured information and providing judgmental and intensive content with some negativity (Wanous, 1989). Furthermore, because I identified four sub-dimensions of fit, I included aspects of each dimension in the RJP.

I then conducted a second pilot test. Five doctoral candidates (all ABD) from three academic disciplines familiar with organizations (industrial-organizational psychology, management, and marketing) and one junior marketing professor read an article (Wanous, 1989) about the development of RJP. Each participant then read the fictionalized RJP described above and rated the RJP on two dimensions. On a seven-point Likert scale (1 = "Not at all realistic, 4 = "No opinion", and 7 = "Very realistic"), the participants answered five questions about how realistic the information was in the RJP. They also rated, on a seven-point Likert scale (1 = "Strongly disagree", 4 = "No opinion", and 7 = "Strongly agree"), the content of the RJP. I then conducted an inter-rater reliability estimate for the two dimensions of the RJP across the six raters ($ICC_{\text{Realistic}} = 0.92$, $ICC_{\text{Content}} = 0.91$). Thus, the second pilot study established agreement

that the RJP met the guidelines established by Wanous (1989). The fictionalized RJP would be used to assess the prototype that participants formed when reading RJP-type information. Appendix B shows the measure used for this pilot study. Appendix C displays the company profile information and the fictionalized RJP information.

Research Design

Although I have presented this experiment as a single experiment, this dissertation addresses two conceptually distinct processes. The first three hypotheses focused on multi-dimensional pre-hire fit and prototype matching, while the remaining hypotheses examined how organizations can manipulate multidimensional fit and prototypes through the use of realistic job previews. The actual design of the experiment was a mixed model design with both within subject factors and between subject factors (Maxwell & Delaney, 1990). According to the prototype matching literature, job search goals should moderate the relationship between multidimensional fit and subsequent job search intentions. As such, job search goals are treated in this study as a between subject factor with two levels: social goals (i.e., goals related to the four fit dimensions) and necessity goals. Gender was also included as a between subject factor for analysis purposes. The present experiment also included one within subject factor (information exchanged) with three levels: a control condition, where participants receive no information and assess pre-hire fit, a company-provided information condition, and a realistic job preview condition. Each participant experienced all three within subject conditions, so that each participant acted as his or her own control group for the experiment. Participants answered organization familiarity questions at the end of the control condition only. At the end of each condition, the participants rated the prototype of the typical employee of an

organization on all four fit sub-dimensions. Each participant also assessed his or her job-search intentions at the end of each condition.

Participants

One hundred twenty-two (122) senior management students, 60 men and 62 women, participated in this experiment. At the time of the experiment the participants were enrolled in three sections of the capstone business course required for graduation. Table 4.2 provides the demographic information related to this sample. These participants will shortly enter or have already entered the job search process at the time of the experiment. As I intended to study job pursuit intentions and pre-hire fit, I felt that this sample would generalize to job-searchers at large. Moreover, many recruiting researchers have utilized similar samples as organizations tend to rely upon recent college graduates to fill entry level roles (Barber, 1998)

Measurement and Instrumentation

To measure the various constructs of interest to this experiment, I developed a comprehensive measure to assess the four stated sub-dimensions of fit (i.e., the predictors of the experiment), demographic measures that might influence pre-hire fit and organizational familiarity (i.e., control items), job pursuit intention behavior (i.e., the dependent variable), and job search goals (i.e., the moderator). With internal reliability and validity in mind, I constructed most of the comprehensive measure with items utilized in existing studies of fit and organizational recruiting practices. Appendix D displays all scales and items used in this experiment.

Predictor Variables

I measured the various dimensions of fit based upon established measures of each dimension of fit. Kristof-Brown (2000) identified 30 adjectives to describe a person's personality (P-V Fit) with a reported coefficient Alpha of 0.73. The participants were instructed to rate how descriptive each adjective is of their personality on a five-point Likert scale, where 1 = 'not at all descriptive' to 5 = 'extremely descriptive', with 3 = 'neutral'. Moss and Frieze (1993) used a five-point Likert scale with the same anchors in their study of prototype matching and job choice; therefore, all of the fit scales will be measured using this scale with these anchors. I measured P-J Fit through 24 items identified by Kristof-Brown (2000). The participants rated themselves on the knowledge, skills, and abilities that they possess (reported coefficient Alpha = 0.78). I assessed P-O Fit via eight items taken from Bretz and Judge (1994) that asked participants to assess their values (no reported coefficient Alpha). Finally, I measured P-P Fit through seven items taken from Bretz and Judge (1994) that asked participants about their preferences for organizational attributes (i.e., salary, promotions, benefits, etc.). No coefficient Alpha was reported.

Control Variables

As familiarity with the target organization (Cintas) could account for established prototypes, I measured two types of familiarity. *Organization source familiarity* was measured using 11 items generated from Saks and Ashforth (1997). Their study examined sources of organization or job information, including both formal and informal sources of information. They operationalized job source information by summing the total number of job sources that an applicant used to gather organization or job

information, where yes = 1 and no = 0. This method of operationalization is consistent with other research regarding recruiting (Barber, Daly, Giannantonio, & Phillips, 1994; Williams, Labig, & Stone, 1993). *Organization specific familiarity* was assessed through five items that I developed for the study. The items asked participants about their specific knowledge of Cintas's values, compensation, industry, desired worker skills, and desired worker personality. These items correspond to the four dimensions of fit used throughout the experiment. . Participants answered the items by stating 'yes' or 'no', where yes = 1 and no = 0, and I summed the total number from these items.

The control measures also included a set of demographic questions taken from Bretz and Judge (1994). 18 demographic items measure what Bretz and Judge (1994) call *human capital*. These questions included variables such as age, gender, race/ethnicity, SES, employment and educational history, and familial obligation information. Bretz and Judge (1994) found that human capital accounts for variance in job choice behavior, as such I included these items in my measure.

Dependent Variable

I measured *job pursuit intention* through four questions developed by Aiman-Smith, Bauer, and Cable (2001). These questions ask participants to assess on a five-point Likert scale, where 1 = 'Strongly disagree', 3 = 'Neutral' and 7 = 'Strongly agree', their job-search intentions. Aiman-Smith et al (2001) reported a coefficient Alpha of 0.91.

Moderating Variable

Niedenthal et al (1985) discussed the moderating nature of goals in the process of prototype matching as a social decision-making strategy. Accordingly, I developed five

items that measured *job search goals* by asking participants to rate on a five-point Likert scale, where 1 = '*Not at all important*', 3 = '*Neutral*', and 5 = '*Extremely important*', their job search goals. Four items corresponded to the four dimensions of fit (social goals) and one item corresponded to necessity goals. As previously stated, job search goals were treated as a between subjects variable; therefore I separated the sample into two groups based upon reported job search goals. If a participant rated necessity as important in his or her job search (i.e., assigning a rating of 3 or higher) regardless of how he or she rated the other goals, this indicated that the participant might not engage in the prototype-matching process. Accordingly, a person with this type of job search goals was placed in the necessity goal group (n = 65). On the other hand, if a participant rated necessity as unimportant (assigning a rating of 2 or lower) and rated any of the fit goals as important in the job search (i.e., assigning a rating of 3 or higher), the participant is more likely to engage in the prototype-matching process. Any participant fitting this profile was placed in the social goals group (n = 57). Niedenthal et al (1985) assessed goals using a similar rationale.

Method

Niedenthal et al (1985) established the protocol for conducting self-to-prototype matching studies, which has been replicated several times under several conditions (Fitness & Fletcher, 1993; Moss & Frieze, 1993; Setterlund & Niedenthal, 1993; Hassebrauk & Aron, 2001). Data collection took place over the course of a week in the form of three one-hour sessions. Participants signed up for one of the three sessions. Participants received three extra credit points toward their final exam grade in their

capstone business course. To facilitate internal validity in the experiment, I read the following instructions to the participants:

Thank you for taking the time out of your day to come and help us with this project. About 2 months ago a large corporation that actively recruits on campus here at OU contacted us about helping them redesign their recruiting materials. Because they have spent so much time on campus and had many positive experiences with OU students, they asked the Management Division at the Michael F. Price College of Business conduct the study in which you will participate. The following study will take approximately 50 – 60 minutes to complete. We ask that you answer the questions as honestly as possible, so that the organization can accurately redesign its recruiting system. In order to receive the full extra credit promised to you by the instructors in your Business Capstone courses, we ask that you complete the survey and remain in your seats for the entire 60-minute duration of the study. At the end of the 60-minute session, I will collect your anonymous surveys and pass around a sign-up list for you to write your name. This sheet will be given to your instructors as proof of your participation in this study. Again, we want to ensure your full and honest cooperation in this study. If you cannot remain in this room for the entire duration of the study, please leave the room at this point. We thank you for your participation.

I asked the participants if they had any questions, and then I instructed the participants to begin the experiment by first reading an informed consent form that outlined their rights in the research process. After reading the informed consent form, the participants completed the human capital and job-search goals information. From this point forward, the actual prototype matching protocol began.

Participants first assessed their self-concept information pertaining to the four sub-dimensions of fit (P-V Fit, P-J Fit, P-O Fit, P-P Fit). Participants rated their self-concepts for the sub-dimensions of fit on a five-point Likert scale, where 1 = *“Not at all descriptive”*, 3 = *“Neutral”*, and 5 = *“Extremely descriptive”*. Upon completing this self-relevant information, the first portion of the prototype matching protocol, the participants were then instructed that they would be asked to answer questions about an organization named ‘Cintas’. The instructions asked the participants to “think about the average or typical person who works for Cintas” and to rate that typical person relating to the four sub-dimensions on a five-point Likert scale, where 1 = *“Not at all descriptive”*, 3 = *“Neutral”*, and 5 = *“Extremely descriptive”*. After completing the fit sub-dimensions, the

participants completed the familiarity control items and the dependent variable, and job pursuit intentions items. The entire process stated in this paragraph assessed the participants' pre-hire fit and job pursuit intentions.

The following paragraph outlines the procedure for the remainder of the experiment, where I assessed the influence of RJPs and company-provided information on participants' prototypes. After completing the self-relevant and organization prototype portion of the experiment, the participants were instructed to read one of two company information sections (either the RJP or the company-provided). Participants read the section, and completed the entire measurement packet, including all predictor, control, and dependent items. Finally, I instructed the participants to read the remaining information section (either the RJP or company-provided). Again, after reading the information of last condition the participants completed the entire measurement packet, which again included all predictor, control, and dependent items. I counterbalanced the order of presentation of the company information. Half of the participants received the company-provided information first and the RJP information second, and the other half of the participants received the RJP information first and the company-provided information second. I also counterbalanced the order of the predictor scales to combat fatigue and order effects (Cook & Campbell, 1979).

To close the procedure section, I asked the participants to again assess their self-concept on the four sub-dimensions of fit. The purpose of this last procedure was to check for stability of the self-concept (Kihlstrom & Cantor, 1984; Markus & Kunda, 1986). The entire experiment took approximately 60 minutes to complete. I thanked the participants for their cooperation, and I asked them to not discuss the experiment with

other students in their section of the capstone course. I wanted to avoid contamination of treatment effects (Cook & Campbell, 1979). As the students received extra credit for their participation, they wrote their name and the name of their instructor on a sign-in sheet as they left the experimentation room. In turn, I provided the instructors the lists of participants. About one week after data collection ended, I sent the instructors an email with debriefing information. The debriefing information included an explanation of the true purpose of the study, including a statement about the development and the use of the fictionalized RJP. It was made clear that Cintas did not contact the University to assist with their recruiting efforts, and the debriefing also made clear that deception was required to facilitate the participants' full effort and cooperation in the study. The course instructors read this information to their classes and instructed the participants to contact me if they had any questions.

Psychometric Analyses

Table 4.2 presents the correlation matrix for all *human capital* items. Because the *human capital* items did not share a common metric scale (i.e., 11 variables were measured as continuous, while the remaining eight variables were categorical or dichotomous), I conducted a correlation analysis on the items. Of the 19 *human capital* items, three items shared a significant relationship with *job pursuit intentions*. These items were income, number of hours worked per week, and gender. Income and work hours, along with familiarity, would be included in all subsequent analyses as control variables. Because gender is a categorical variable, I added this variable as a second between subject variable. The remaining 16 *human capital* items would not be included

in subsequent analyses, as these variables would not likely explain unique variance and would reduce observed power (Maxwell & Delaney, 1990).

Table 4.3 presents the full correlation matrix for all variables of interest in this study, including the internal reliability estimates (Cronbach's Alpha). As I have proposed four sub-dimensions of fit, I conducted a series of confirmatory factor analyses (CFA) with a Promax/oblique rotation. An oblique rotation allows for the estimation of the correlation between factors. For each measurement of multidimensional fit (pre-information, organizational information, RJP information) I forced a four-factor solution based upon the four hypothesized sub-dimensions of fit. I also conducted another series of CFAs where I forced a one-factor solution for each condition to compare the relative fit of each model. As seen in Table 4.4 neither the four-factor nor the one-factor solution fit the well. The strong positive correlations between the four sub-dimensions of fit suggest multi-collinearity between the factors. This suggests that job seekers perceived fit in a complex manner. While the measures exhibited a high degree of reliability, the participants could not easily distinguish four separate sub-dimensions of fit.

CHAPTER 5

DATA ANALYSES

Measuring Fit

The prototype matching procedure, as outline by Niedenthal et al (1985) relies upon distance or difference scores. Furthermore, as Aron and Aron (1996) summarized, studies implementing self-other protocols must consider the dependency of self-other scores. Because descriptions of the self-concept are linearly related to descriptions of friends and unknown others (such as prototypes), the 'self' component of self-other distance scores will covary with the 'other' component of the difference score. This is both a conceptual and a statistical issue, as a portion of the self-concept theoretically explains a portion of the prototype.

The issue of difference scores raises methodological and statistical problems (Edwards, 2002). Statistically speaking, many researchers have demonstrated several problems with the use of difference scores. Cronbach and Furby (1970) first exposed the main issues with difference scores. Edwards (2002) summarized these issues by noting that difference scores demonstrated reduced reliability, caused ambiguous interpretation, measured combined or confounded effects, imposed constraints on the relationship between the component scores, and reduced an inherently three dimensional relationship to a two dimensional relationship. Upon plotting the data from the present experiment, I noticed no curvilinear pattern in the data. Moreover, theoretical and practical reasons suggest that I use a simpler data analysis, while still controlling for the dependency of the data. Cable and his colleagues (Cable & Judge, 1994; Cable et al, 2000; Cable & Parsons, 2001) have suggested that researchers handle the issue of difference scores by

separately estimating the effect size for each component of the difference score.

Moreover, Cable et al (2000) found that this method eliminated the need for difference scores while still accounting for both components of the difference score. Based upon this review of relevant fit literature, I utilized a similar method of analysis to estimate the effect of fit on job search behavior.

Given the theoretical and practical issues discussed, I conducted mixed-model ANOVA analysis on the data, where *job search goals* and *gender* acted as between subject factors and *information given* (no information, company-provided, and RJP) represented the within subject factor. The dependent variable, *job pursuit intentions*, was measured at three instances, and the predictors, the sub-dimensions of fit, were also measured at three instances. All control variables were measured at one instant. I will report the results of this experiment in the order of the hypotheses.

Analyses

To test for the moderating effect of job search goals on job search intentions as offered in Hypothesis 1, I conducted a Mixed-model ANOVA. In support of Hypothesis 1, I found a significant interaction between the type of information given to participants and job search goals, $F(2, 117) = 5.24, p = 0.007$ (Wilks' Lambda = 0.918, $p = 0.007$). A between subject main effect for job search goals was also significant, $F(1, 118) = 11.979, p = 0.001$ (partial $\eta^2 = 0.09$, observed power = 0.93). Taken together this suggests individuals with social job search goals were less likely to pursue a job with the target organization than would individuals with necessity goals (see Table 5.1). This provided evidence that prototype matching occurs for individuals with social goals, as individuals with necessity goals would pursue employment with the target organization

regardless of information that they receive. No significant main effects for the mixed model were discovered.

To explore the remaining hypotheses, a series of univariate hierarchical regressions were conducted. Hypotheses 2a and 2b examined the predictability of each sub-dimension of fit and the combined effect of the sub-dimensions in the no information condition. This condition can be conceptualized as pre-hire fit or attraction. The overall mixed-model ANOVA revealed no significant main effect for condition, $F(2, 117) = 1.77, p > 0.05$, and an examination of cell means across the information condition suggested that the overall mixed-model interaction did not include the no information condition. For pre-hire attraction, job search goals did not moderate the relationship between perceived fit and job search intentions. To further explore the no information condition, a hierarchical regression was conducted. For Step 1 of the analysis, all control variables were entered and regressed on the job pursuit intentions (DV) taken for the no information condition. All self-assessments of the four sub-dimensions of fit were entered in Step 2 of the analysis and regressed onto the DV. Finally, all prototype scores of the four sub-dimensions of fit for the no information condition were entered into Step 3 and regressed onto the DV. No significant effects were discovered for this analysis, $F(11, 110) = 1.58, p > 0.05, R^2 = 0.159$. Thus Hypotheses 2a and 2b received no support. Each sub-dimension of fit did not account for unique variance in predicting pre-hire job pursuit intentions when the individual received no information about the organization. Moreover, the combined effects of the four sub-dimensions of fit did not predict pre-hire job search intentions when the individual received no information about the organization.

Table 5.2 displays the results of the hierarchical regression of the no information condition on job search goals.

Hypotheses 3a and 3b examined the influence of information, either company-provided information or RJP information, on job search intentions. As the overall significant mixed-model interaction between information and job search goals revealed, job search goals do moderate the relationship between fit and job pursuit intentions. Controlling for the influence of job search goals, a test of within subject factor contrasts was conducted on the mixed-model ANOVA and significant difference was found between information exchange conditions, $F(1, 118) = 10.52, p = 0.002$. An examination of the mean DV scores for information given within each condition of job search goals showed that participants with social goals had lower job pursuit intentions in the company-provided information condition than did participants with social job search goals in the no information given condition (see Table 5.1). Hypothesis 3a was supported. Information altered prospective employees' prototypes about the target organization; thus their job pursuit intentions decreased. However, the mean DV scores for company-provided information condition and the RJP information condition were almost identical. Thus Hypothesis 3b received no support. RJP did not decrease job pursuit intentions compared to company-provided information. Combining the results from Hypotheses 3a and 3b, it can be concluded that providing prospective applicants with any information, whether it be realistic or not, altered the prototypes that prospective employees had about a target organization. Providing prospective employees with any information resulted in self-selection.

To further examine the influence of the sub-dimensions of fit on job pursuit intentions, a series of hierarchical regressions were separately conducted on the company-provided and RJP conditions. To test the company-provided information condition, control variables were entered at Step 1 and regressed onto the DV measured for this condition. For Step 1 of the analysis, all control variables were entered and regressed on the job pursuit intentions (DV) taken for the company-provided information condition. All self-assessments of the four sub-dimensions of fit was entered in Step 2 of the analysis and regressed onto the DV. Finally, all prototype scores of the four sub-dimensions of fit for the company-provided information condition were entered into Step 3 and regressed onto the DV. For the company-provided information condition, a significant effect was found, $F(11, 110) = 7.76, p = 0.001$. As shown in Table 5.3, the model accounted for a significant effect size. Specifically, the self-assessment scores for the sub-dimensions of fit predicted a large amount of job pursuit intention variability, while the control variables and the prototype scores predicted significant, yet less amounts of job pursuit intention variability.

Finally, for the RJP information condition, a hierarchical regression was conducted. As with the previous hierarchical regression analyses, Step 1 included all control variables regressed onto job pursuit intentions for the RJP information condition. Step 2 included all self-assessment scores for the four sub-dimensions of fit, and Step 3 included all prototype scores from the RJP information condition. The results yielded a significant effect, $F(11, 110) = 6.277, p = 0.001$ (see Table 5.4). As with the company-provided information condition, the model accounted for statistically significant effect sizes. Specifically, as found in the company-provided information condition, the self-

assessment scores on the four sub-dimensions of fit predicted a large amount of the job pursuit intention variability, while the control variables and RJP prototype scores predicted significant, yet smaller amounts of job pursuit intention variability for this condition.

The role of each sub-dimension of fit across all three univariate hierarchical regressions differed. In the no information condition, self-assessments of P-V Fit and P-J Fit had little effect on job pursuit intentions (as seen through the respective Beta weights in Table 5.2). The self-assessment P-O Fit and P-P Fit scores had larger Beta weights. However, the prototype P-V Fit and P-J Fit scores predicted job pursuit intentions better than prototype P-O Fit and P-P Fit did. The pattern of the Beta weights for the self-assessment scores and the prototype scores presented some interesting implications. The pattern suggests that the participants rated P-O Fit as important to their self-concept and P-P Fit as unimportant to their self-concept. However, they rated the prototypical person's P-P Fit as being important and P-O Fit as unimportant. This suggests that participants might have viewed themselves as more value-driven and less interested in financial benefits than the typical person found at the target organization. They also assigned more weight to the prototype's P-V Fit and P-J Fit concepts than to their own self-concept, which could mean that they believed that the target organization desired specific job skills and a specific personality for the employee.

The Beta weights for the company-provided information condition revealed a different pattern (see Table 5.3). After reading information about the target organization, participants assigned greater weight to the prototype's P-J Fit and P-P Fit; moreover, they assigned a positive weight to the prototype's P-O Fit. This could suggest that the

participants had a more positive view of the typical person found at the target organization after reading the information provided directly from the organization. Specifically, this could imply that the organization effectively transmitted P-J Fit, P-O Fit, and P-P Fit to prospective employees.

Finally, an examination of the beta weights from the RJP condition hierarchical regression demonstrated the effect of the negative information included in the fictionalized RJP from the target organization (see Table 5.4). The participants negatively weighted aspects of the prototype's P-V Fit after reading the RJP. This might suggest that the participants negatively viewed the fictionalized personality of the typical person found at the target organization. However, participants did assign a positive weight to aspects of the prototype's P-O Fit. This might suggest that the participants positively viewed the values of the typical person found at the target organization. Interestingly, the remaining components of the prototype's concept were not rated highly by the participants. This might suggest that prospective employees did not easily discern P-J Fit and P-P Fit information in RJP, or it might mean that these are the aspects of RJP that prospective employees tend to ignore, possibly due to the negative content inherent in RJP.

CHAPTER 6

CONCLUSIONS AND IMPLICATIONS

The present dissertation makes three contributions to the existing literature on fit and RJPs. Chapter 1 proposed a theory of multidimensional fit, explained the components of the theory, proposed how multidimensional fit operates, and explained why prospective employees are motivated to assess fit in multidimensional terms. Developing a multidimensional theory of fit is the first contribution to the literature. Chapter 2 proposed that organizations can improve the effectiveness of RJPs by including comprehensive organizational and job-specific information to address the multiple components of fit. Uniting RJPs to a theory of multidimensional fit is the second contribution to the literature. The present dissertation proposed that both the attraction literature and the RJP literature share a common underlying process, called prototype matching, that prospective or current employees use to assess fit or use to self-select out of the organization. Introducing prototype matching as the cognitive mechanism that allows individuals to assess fit is the third contribution to the literature. In Chapter 4, several hypotheses were offered, which were experimentally examined in Chapter 5. This chapter summarizes these findings and relates the findings to current literature, discusses the strengths and limitations of the empirical findings, and proposes future directions of research related to this dissertation.

Summary

Most of the literature that examines the attraction phase of recruiting relies upon P-O Fit to explain how prospective employees are attracted to organizations. P-O Fit researchers have proposed that individuals seek value-goal congruence between

themselves and the organization (Chatman, 1989; Kristof, 1996). The desire to achieve value-goal congruence drives the attraction process (Cable & Judge, 1996; Lievens et al, 2001; Turban et al, 2001). Independent of the P-O Fit research, other forms of fit describe a similar desire to match personal characteristics to the characteristics of the organizational environment. P-V Fit researchers propose that individuals seek congruence between the self-concept and the personality characteristics of a vocation (Kristof, 1996; Furnham, 2001). P-J Fit and P-P Fit researchers suggest similar processes in their domain of interest. Each of these dimensions of fit share an underlying process that Schneider and his colleagues have described as “an implicit estimate of the congruence of their own personal characteristics and attributes of potential work organizations” (Schneider et al, 1995, p. 749). The present dissertation has proposed that this implicit estimation of fit is called prototype matching and that the individual assesses fit in a multidimensional manner. Moreover, job search goals moderate the relationship between the four dimensions of fit and subsequent job pursuit intentions.

Hypothesis 1 assessed this moderated relationship, and Hypothesis 1 was supported. An individual with social job search goals (i.e., a goal related to one of the dimensions of fit) was more likely to engage in the estimation of pre-hire fit than would an individual with necessity job search goals. Many recruiting researchers have also found that job search goals are an important aspect of understanding applicant responses to the recruiting process (Taylor & Bergmann, 1987; Barber, 1998; Breaugh & Starke, 2000). An individual with necessity goals will seek immediate employment to alleviate a jobless situation. While the recruiting literature notes the importance of job search goals in the recruiting process, most of the attraction literature fails to address the importance

of job search goals. The findings of this dissertation suggest that not all applicants were motivated to assess fit. Prospective employees with necessity goals will most likely engage in the recruiting process regardless of perceptions of pre-hire fit on any dimension of fit. The findings also support the literature on prototype matching literature, which contends that prototype matching occurs only in the context of social goals (Cantor et al, 1982; Niedenthal et al, 1985)

Hypotheses 2a and 2b specifically examined the pre-hire attraction of prospective employees to an organization. Neither of the hypotheses received statistically significant support. Upon examining the beta weights of a hierarchical regression, it appeared that in the absence of company information, participants relied upon self-assessments of P-O Fit. They based their company prototypes, however, on perceptions of P-V Fit and P-J Fit. The participants knew about their own values and the importance these values to their self-concept; but they lacked a clear frame of reference for understanding the values of the target organization. Because P-O Fit describes organizational culture-based values (O'Reilly et al, 1991), it was not surprising that the participants, most of whom had no knowledge of the target organization, did not rate the prototype's P-O Fit in a positive manner. In the absence of company information, applicants will base their assessments of fit what type of skill they think they need for the job and the industry or vocation of the target organization.

Hypotheses 3a and 3b received mixed support. When compared to the no information condition, the participants in the company-provided information condition and the RJP information condition decreased their job pursuit intentions. This suggests that providing applicants with any type of information, whether overly positive or

realistic, altered the prototypes that the applicant had about the target organization. This is consistent with Barber and Roehling (1993) who found that applicants preferred any descriptive information about a target organization, so long as the information was accurate. The reduced job pursuit intentions found in the experiment also demonstrated the self-selection process outlined by RJP researchers (Wanous, 1992; Bretz & Judge, 1998; Breugh & Starke, 2000). The results of the present experiment also provide support for the process of prototype matching in explaining how RJP cause reduced job pursuit intentions. It is important to also note that company-provided information and RJP information resulted in decreased job pursuit intentions. Wanous (1992) and Bretz and Judge (1998) have noted that applicants sometimes do not respond to the negative information included in RJP. The results of the present dissertation suggest that any type of organizational information reduce job pursuit intentions. RJP only reduced job pursuit intentions of applicants when compared to the no information condition.

The hierarchical regressions conducted on the company-provided and RJP conditions revealed interesting findings. In each condition, as participants acquired more information about the target organization, the more important their own P-O Fit and the prototype P-O Fit became. This clearly suggests that the participants were not equipped to assess prototype P-O Fit until given information about the values of the target organization. Moreover, as they received more information, P-O Fit became more important to their self-concept. The same pattern was found for P-P Fit. The more applicants read about the target organization's compensation and benefits, the more positively they rated P-P Fit. This is consistent with recruiting literature that suggests that applicants pay particular attention to these aspects of an organization (Barber, 1998;

Breaugh & Starke, 2000). This suggests that organizations could increase applicant attraction by including P-O Fit and P-P Fit information, regardless of negative content. The pattern of beta weights also suggested that providing applicants with realistic information about the KSAs needed to perform on the job caused applicants to negatively weight that information. After reading the company-provided information, applicants positively rated the prototype P-J Fit for that condition. However, when the applicants read the RJP information, which included negative aspects of P-J Fit, applicants negatively responded to this information. The same pattern appeared for P-V Fit. This suggests that organizations could greatly reduce applicant job pursuit intentions by including negative information in RJPs. This is consistent with Bretz and Judge (1998) who found that applicants, especially intelligent applicants, negatively responded to RJPs.

Finally, the results of the dissertation supported the theory of multidimensional fit proposed in Chapter 1. Individuals with social goals appeared to assess fit in multidimensional terms. In so far as applicants could discern the dimensions of fit, applicants appeared to be capable of assessing multiple dimensions of fit. This suggests that fit researchers should begin to view the dimensions of fit as being complementary instead of mutually exclusive. Kristof-Brown (2000), Cable and DeRue (2002), Saks and Ashforth (1997) have published research that combined at least two dimensions of fit, and a theory of multidimensional fit explains how and why individuals assess multidimensional fit. The use of prototype matching to explain attraction and the outcomes of RJPs moves Aron and Aron's self-expansion model (1986; 1996; 1997) into

organizational studies. If the individual can assess fit on multiple dimensions, it is only because the individual can expand and collapse the self-concept.

Strengths and Limitations

The present dissertation had many strengths. The theory of multidimensional fit was developed from a large and diverse body of social psychology, cognitive psychology, and management theory. This extant literature had a foundation of empirical and theoretical support. The empirical test of the dissertation in Chapters 4 and 5 utilized many techniques to increase the validity of the study. The sample of participants allowed for external validity (Cook & Campbell, 1979). Because the participants included soon-to-graduate college seniors who were currently seeking employment, this research can generalize to a larger sample of job seekers. Moreover, other recruiting researchers have utilized similar samples (Rynes & Boudreau, 1986; Rynes & Gerhart, 1990; Rynes & Barber, 1991). Construct validity of study was established by utilizing existing measures of all variables. Furthermore, all of the measures had good internal reliability (Nunnally, 1968; Cook & Campbell, 1979). Every attempt was also made to ensure that the proper statistical procedures were used for each analysis; thus statistical conclusion validity was established (Cook & Campbell, 1979). Given the sampling frame and by utilizing a within-subject research design, where each participant acted as his or her own control (Maxwell & Delaney, 1990), selection confounds could be controlled without utilizing random assignment (Cook & Campbell, 1979). All of these considerations made it possible to increase internal validity in the experiment.

While these theoretical and practical considerations were taken into account, some limitations should be noted. The series of confirmatory factor analyses yielded

poor fitting models. The observed factors for each CFA were all highly correlated, which suggest high multi-colinearity in the models. Given the relatively high internal reliabilities observed for the measures, one possible conclusion can be drawn. As Chapter 1 outlined a multidimensional theory of fit and Chapters 4 and 5 tested a model of multidimensional fit across information conditions, it should be expected that the sub-dimensions of fit highly correlate. Operationalizing fit in terms of prototype matching necessarily meant that the sub-dimensions should correlate. Aron and Aron (1996) demonstrated that a linear relationship existed between the self-concept and descriptions of others. Since the 'person' was included in each of the four sub-dimensions of fit, this linear relationship should also exist between the dimensions.

Another limitation of the present dissertation related to the psychometric properties of the measures. While most of the fit measures yielded high internal reliability, the observed internal reliability for the self-assessment of P-O Fit was unusually low ($\text{Alpha} = 0.58$). However, the measured internal reliability of the prototype P-O Fit increased as the participants learned more about the organization, through reading the company-provided information and the RJP information. While most individuals learn personal values at a young age and solidify these values throughout early adulthood (Rokeach, 1973), individuals may not be able to develop values that are related to organizations until they enter an organization. Organizational scholars have found that organizational values are instilled during the organizational socialization process (Louis, 1980; 1990) and the organizational socialization process itself increases perceptions of P-O Fit (Cable & Parsons, 2001). In terms of the present dissertation, the participants might not have possessed the proper frame of reference, due to a lack of

experience, to assess their own P-O Fit. Donahue et al (1993) discussed the importance of experience in developing the self-concept. They found that individuals had difficulty in explaining the portions of the self-concept that were rarely activated or rarely used. Moreover, the relatively small beta weights that applicants assigned to their own P-V Fit and P-J Fit dimensions demonstrated the ability to expand and collapse the self-concept (Linville, 1987; Showers, 1992). During the self-assessment portion of the experiment, the participants assigned large beta weights to their own P-O Fit and P-P Fit dimensions. The fact that the reliabilities of P-O Fit increased over the course of the study could mean that this study, in essence, acted as a socialization process for the target organization. Some researchers have considered the recruiting process to be the beginning of the socialization process (Buckley et al, 1998; Bauer, Morrison, & Callister, 1998).

Finally, it should be reiterated that difference scores have been known to be problematic in analyses (Cronbach & Furby, 1970; Edwards, 1991). The analyses included in this dissertation did not use difference scores per se; instead each component of the difference score was separately regressed onto the DVs. This was done for theoretical and conceptual reasons related to prototype matching and the self-concept. This type of analysis method was consistent with other research on fit; however, some scholars might suggest that an alternate method of data collection and analysis be used.

Future Directions

The present dissertation stimulates many ideas for future research and implications for organizations. The issue of prototypes and fit needs to be further explored. Social psychologists have manipulated prototypes to produce beneficial outcomes (Fitness & Fletcher, 1993; Hassebrauk & Aron, 2001). Organizations could

also manipulate prototypes to produce benefits as well. The present dissertation did not specifically describe the content of the prototypes formed by each participant. While each participant read the same company-provided information and RJP information, it was unclear if each participant formed the same prototype for each situation. It appeared that certain organizational information influenced prototypes better, such as P-O Fit and P-P Fit. Future research should examine how much information needs to be included in a RJP to induce the results observed in the present dissertation. Similarly, researchers should explore the possibility that different levels of fit information could produce optimal results for an organization. The present research suggests that participants attended to a very little amount of P-P Fit information, while they needed more P-O Fit information to assess fit. It appeared that P-J Fit and P-V Fit could be included in RJP if it does not contain negative information. Interestingly, more realistic or negative P-O Fit information did not appear to cause applicants to decrease job pursuit intentions.

The issue of job search goals needs to be included in fit literature, especially in the attraction phase of recruiting. There is a surprising lack of research related to job search goals and fit. The present dissertation might stimulate research in this direction. The present dissertation also suggests that using P-O Fit as a pre-hire predictor when the applicant might not possess information about the organization might be a futile exercise. If the prospective applicant has no frame of reference for understanding the culture of an organization, as often assessed pre-hire through P-O Fit, they will most likely show decreased perceptions of fit. It might be appropriate to measure perceptions of climate, a more superficial or surface representation of culture (Denison, 1996). Joyce and Slocum (1984) conducted research on collective climate, which might be useful in understanding

pre-hire attraction and fit. Schneider's (2001) work on climate could also guide future research in this endeavor.

Organization Recommendations

Organizations could benefit from the results of the present dissertation. Organizations could maximize the utility of the recruiting process through several means. First, as this present dissertation demonstrated, organizations should make efforts to transmit culture and benefits/compensation information. Because applicants, especially in the absence of information, relied upon their own self-assessments of P-O Fit and P-P Fit to guide job pursuit intentions, organizations should make efforts to provide this information through as many sources as possible. However, organizations should avoid including overly negative P-J Fit content, as applicants appeared particularly averse to this type of information. Finally, organizations should develop RJPs to effectively transmit this type of information. While organizations might fear that wanted applicants will self-select out of the recruiting process, the findings of the present dissertation suggest name recognition alone did not facilitate the important aspects of fit. Further, P-O Fit predicted a large amount of job pursuit intentions; however, the present dissertation suggests that applicants did not have a proper frame of reference to evaluate the target organization's culture. P-O Fit required learning about the organization.

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APPENDICES

ORGANIZATIONAL FAMILIARITY QUESTIONNAIRE (PILOT TEST 1)

Part A

Below are some questions concerning personal and job characteristics and which will provide necessary background information for our study. Please answer all questions and don't omit any. Thanks.

- 1-2. How old were you on your last birthday? _____ Years old.
3. How many hours per week do you work at your current job (or did you work at your most recent job)?
_____ (1) 0 - 10 hours _____ (5) 41 - 50 hours
_____ (2) 11 - 20 hours _____ (6) 51 - 60 hours
_____ (3) 21 - 30 hours _____ (7) 61 and more hours
_____ (4) 31 - 40 hours
4. How long have you spent doing the type of work above (in question 2)?
_____ (1) Less than 3 months _____ (5) 3 - 5 years
_____ (2) 3 - 6 months _____ (6) 6 - 10 years
_____ (3) 7 months - 1 year _____ (7) Over 10 years
_____ (4) 1 - 2 years
5. What is your sex? _____ (1) Male _____ (2) Female
6. What is your race/national origin?
_____ (1) Anglo _____ (3) Black _____ (5) Other
_____ (2) Hispanic _____ (4) Asian
7. What is your current employment status?
_____ (1) Currently employed
_____ (2) Not currently employed but was employed within the last 6 months
_____ (3) Not currently employed but was employed between 6 months and 1 year ago
_____ (4) Not currently employed but was employed more than 1 year ago
_____ (5) Never employed
8. How would you classify your current or most recent job?
_____ (1) Supervisory/Managerial _____ (4) Service (e.g., cook)
_____ (2) Sales (retail or wholesale) _____ (5) Other Professional
_____ (3) Secretarial/Clerical _____ (6) Other Non-Professional
9. What is your current educational classification?
_____ (1) Freshman _____ (4) Senior
_____ (2) Sophomore _____ (5) Graduate
_____ (3) Junior _____ (6) Other

This completes the Background section. Please go on to the next page.

Part B

Appearing below in random order is a series of companies with which you may be familiar. Your task is to tell how familiar they are to you by assigning numbers to them. The company name in the small box below (Advanced Graphics Systems) is the "base" company. Assign to the base company (Advanced Graphics Systems) any number greater than or equal to zero (0) that seems appropriate to you in terms of your familiarity with this company. Then assign numbers to each of the companies in the table below in such a way that they reflect their familiarity in proportion to the base company (Advanced Graphics Systems). For example, if the second company is twice as familiar to you as Advanced Graphics Systems, assign to it a number twice as large as the base expression. If the next company is one-half as familiar to you as Advanced Graphics Systems, assign a number one-half as large, and so forth. Use fractions, whole numbers, or decimals, but make each assignment proportional to the company's familiarity as you perceive it. (Using the same number more than once is allowed; negative numbers are not allowed.)

| | |
|---------------------------|--|
| Advanced Graphics Systems | |
|---------------------------|--|

| Company | Number | Company | Number |
|-------------------------------|--------|----------------------------------|--------|
| Unocal Corporation | | Electronic Data Systems | |
| Mervyn's | | Infrequently | |
| Aerotek | | Alegis Group | |
| Caterpillar, Inc. | | OLDE Discount Stockbrokers | |
| HNTB Corporation | | Digimedia | |
| Wilbanks Securities | | Williams Communications | |
| Wal-Mart | | Georgia Pacific | |
| Federal Realty | | JD Edwards | |
| Coventry Healthcare | | Caridas Consulting International | |
| Boeing | | National Instruments | |
| Teccor Electronics, Inc. | | Louis Dreyfus | |
| Rockwell International | | John Hancock Financial Services | |
| Coastal Corporation | | Reda | |
| Horace Mann Insurance | | Finley & Cook PLLC | |
| Chesapeake Energy Corporation | | Home Depot | |
| Sigma Chemical Co. | | Cintas Corporation | |
| Corporate Express | | Oak Tree Systems, Inc. | |

PILOT 2 MEASURE

Directions: Please read the article entitled “Installing a realistic job preview: Tough choices” (Wanous, 1989) that I have provided. When you finish reading the article please read the first company description of Cintas that I have provided. You will then fill out a brief measure that assesses how “realistic” this company information is. You will then read the second company description of Cintas that I have provided. You will then fill out another measure that assesses how “realistic” this company information is. On each measure, you will have the opportunity to make comments about the company information that I have provided. This open-ended information will help me to make any changes to each company description.

Directions: Please rate the realism of the company information from the preceding page, where 1 = “Not at all realistic”, 4 = “No opinion”, and 7 = “Very Realistic”.

The information provided about....

- 1) The working conditions found at Cintas. _____
- 2) The knowledge, skills, and abilities required to work at Cintas. _____
- 3) The personality of the typical Cintas employee. _____
- 4) The compensation/benefits offered by Cintas. _____
- 5) Cintas’s corporate values. _____

On the next set of questions, please rate the degree to which you agree or disagree, where 1 = “Strongly disagree”, 4 = “No opinion”, and 7 = “Strongly agree”.

The corporate material presented...

- 1) Included mostly positive aspects of working at Cintas. _____
- 2) Contained descriptive (i.e., facts) information about Cintas. _____
- 3) Omitted aspects of the work environment at Cintas. _____
- 4) Was realistic. _____

Do you have any comments about the company information you have read?

Directions: Please rate the realism of the company information from the preceding page, where 1 = “Not at all realistic”, 4 = “No opinion”, and 7 = “Very Realistic”.

The information provided about....

- 1) The working conditions found at Cintas. _____
- 2) The knowledge, skills, and abilities required to work at Cintas. _____
- 3) The personality of the typical Cintas employee. _____
- 4) The compensation/benefits offered by Cintas. _____
- 5) Cintas’s corporate values. _____

On the next set of questions, please rate the degree to which you agree or disagree, where 1 = “Strongly disagree”, 4 = “No opinion”, and 7 = “Strongly agree”.

The corporate material presented...

- 1) Included mostly positive aspects of working at Cintas. _____
- 2) Contained descriptive (i.e., facts) information about Cintas. _____
- 3) Omitted aspects of the work environment at Cintas. _____
- 4) Was realistic. _____

Do you have any comments about the company information you have read?

Company-Provided Profile

Why Cintas? In just 15 short years, we expanded from less than 1,000 associates to more than 24,000 and we've grown from 19 locations to more than 300. This aggressive growth pattern has created tremendous opportunities for talented, ambitious people to join a company that is internationally recognized as the leader in a multi-billion dollar service industry.

In the future, we plan to enter a variety of new markets, expand existing markets and introduce new products and services. A crucial component of these plans is the recruitment of outstanding individuals who can demonstrate initiative, integrity, interpersonal skills and the desire to succeed in a fast-track environment. We are currently seeking candidates for sales, operations, service, MIS, engineering, human resources, accounting and many other positions.

We invite you to explore the unique advantages and benefits of a career position with a company that considers every associate to be a partner

A well-trained, knowledgeable team is the cornerstone upon which Cintas has built a company that has enjoyed exceptional growth over the past 32 years. Continuing that growth requires attracting recent college graduates who have demonstrated, during their academic career, strong leadership skills and the potential for superior performance in our service-oriented business.

Recent college graduates are selected to enter our two-year Management Trainee Program, which is designed to provide comprehensive, on-the-job training in conjunction with corporate seminars led by key executives. Our goal is to promote and nurture personal and professional development so that, ultimately, successful candidates will be equipped to make significant contributions in one or more of the following areas:

- Accounting
- Administration
- Advertising
- Data Processing including Computer Operations & Systems Analysis
- Engineering
- General Management
- Manufacturing Management
- Market Planning Management
- Market Research
- Production Management
- Sales Management
- Sales
- Systems Analysis
- Human Resources

Requirements

Cintas partners are not cast from a mold. Each member of the team has his or her individual approach to business, but there are certain characteristics we all have in common. Frequently, we hear comments such as:

"They work harder and take pride in being on a winning team. They are professional — and they are very intense."

"Cintas has talented people who seem to inspire each other — their enthusiasm is contagious."

All candidates who fit this profile are considered, regardless of their major course of study. Please note, however, that special consideration is given to graduates with Business or Industrial Engineering degrees and also to those who have a strong interest in sales.

Today, our Management Trainee Program is producing top-notch executive talent, partners with superior management skills, an in-depth understanding of our business and, most importantly, enthusiasm for the Cintas fast-paced, high intensity environment. If you are interested in becoming part of our team and your fit the profile, we urge you to send in your application today!

Job Classifications

Cintas sets the pace and enjoys a leadership position in a multi-billion dollar service industry. We design, manufacture and implement corporate identity uniform programs, as well as provide first aid and safety programs to our customers throughout the U.S. and Canada.

Qualified candidates will find incredible opportunities in the following primary operating units:

Corporate Group: Provides strategic planning, accounting, data processing, human resources, engineering, marketing and administrative services.

Rental Division: The largest division of Cintas, it provides uniform rental service to customers throughout the U.S. and Canada.

Cleanroom Division: Specializes in apparel service, supplies and equipment for sterile and non-sterile cleanrooms and other critical applications. Multiple locations serve more than 1,000 customers engaged in diverse industries such as semi-conductor, pharmaceutical, biotechnology, and medical device manufacturing.

National Account Sales Division: includes customizing rental, direct sales, or lease of uniform programs for national and regional customers. Also, designs, manufactures, sells and delivers quality uniforms to high-image clients, which include airlines, hotels, and restaurants.

First Aid & Safety Division: Delivers first aid, safety and OSHA compliance products and services to businesses. We partner with employers to increase productivity, and reduce turnover and compensation costs. Since 1997, we have established a strong service presence in 42 of the Top 50 U.S. Markets.

Manufacturing Division: Operates 13 state-of-the-art uniform manufacturing operations.

Ancillary Services: Provides value-added services including the maintenance of entrance mats, hand soaps and air fresheners for business customers throughout North America.

Distribution Division: Provides unparalleled service to our customers through a network of ultra-modern distribution centers.

Each of these primary-operating units is seeking great people to help us continue our phenomenal growth. Specifically, we are looking for:

- Recent MBA Graduates
- JMO or Military
- Recent College Graduates
- Cintas Scholars
- High School Graduates
- Technical Professionals
- Experienced Professionals

A Great Place to Work

For the past 32 years, Cintas has made every effort to create a work environment that will bring out the best in our "partners," the term we use to describe one another. We are the leader and the pacesetter in our industry and we owe our success to our partners of more than 24,000 outstanding men and women.

Each of us embraces the Cintas corporate culture, which encourages and promotes the highest ethical and moral standards. The culture of our company is the invisible force behind the tangibles and the outstanding records we have achieved. At the core of this culture are a few basic elements we call the "Cintas Way".

- We live by the rules.
- We are professional.
- We are thorough.
- Our work is important to us.
- We are enthusiastic.
- We have a passion for growth.

Cintas is a great place to work. In addition to the many career opportunities available, the company recognizes and rewards our partners with a benefit package that is unsurpassed in the industry.

As a partner on the Cintas team, you can look forward to:

- Comprehensive medical insurance
- Dental insurance
- Vision plan

- 401(k) plan
- Profit sharing plan
- Stock ownership plan
- Paid sick leave
- Company paid group life insurance
- Voluntary Life Insurance
- Short term disability coverage
- Credit union
- Company supplied uniforms
- Safe, clean and professional work environment

A diverse workforce is critical for Cintas to improve and maintain competitive advantage. Cintas is committed to focusing on diversity and looking for more ways to be a truly inclusive organization that makes full use of all partners' contributions. Diverse partners better understand our customers and identify with their needs. By drawing upon the strength of the diversity of our partners we will continue to exceed our customers' expectations.

Although diversity is often used to refer to differences such as gender, age, religion, disability and national origin, diversity encompasses an infinite range of individuals' unique characteristics and experiences.

Diversity is one of the reasons Cintas is the world's leading uniform company and the fastest growing company in the industry.

Cintas is committed to taking great strides toward not only embracing diversity, but also weaving it throughout the fabric of our corporation

Our Success is Your Success

Our people like coming to work and they enjoy doing what needs to be done in order to help the company succeed. Most importantly, every partner knows that they will be recognized and rewarded for a job well done. Our success is their success, and it could be yours.

FICTIONALIZED RJP INFORMATION

Why Cintas? In just 15 short years, we expanded from less than 1,000 associates to more than 24,000 and we've grown from our original 19 Ohio-based locations to more than 300 nationwide locations. This aggressive growth pattern has created tremendous opportunities for talented, ambitious people to join a company that is internationally recognized as the leader in a multi-billion dollar service industry.

In the future, we plan to enter a variety of new markets (including international), expand existing markets and introduce new products and services. A crucial component of these plans is the recruitment of outstanding individuals who can demonstrate initiative, integrity, interpersonal skills, commitment, hard work and the desire to succeed in a fast-track environment. We are currently seeking candidates for sales, operations, service, MIS, engineering, human resources, accounting and many other positions.

We invite you to explore the unique advantages and benefits of a career position with a company that considers every associate to be a partner.

A well-trained, knowledgeable team is the cornerstone upon which Cintas has built a company that has enjoyed exceptional growth over the past 32 years. Continuing that growth requires attracting recent college graduates who have demonstrated, during their academic career, strong leadership skills and the potential for superior performance in our customer and service-oriented business.

A select group recent college graduates, based upon college GPA, previous work experience, and letters of recommendation, are invited to enter our two-year intensive Management Trainee Program, which is designed to provide comprehensive, on-the-job training in conjunction with corporate seminars led by key executives. We believe that our Management Trainee Program provides a holistic view of the organization; thus we believe that every Cintas employee should experience every aspect of the organization, from the factory floor to the corporate office. In the Management Training Program, the typical employee can expect to work on the factory floor, answer customer service calls, enter data in our data analysis center, conduct clerical or administrative duties for senior executives, and support our sales division through follow-up calls to potential customers. We believe that in order to be a successful manager with Cintas, any manager must have exposure to every aspect of our organization. Our goal is to promote and nurture personal and professional development so that, ultimately, successful candidates will be equipped to make significant contributions in one or more of the following areas:

- Accounting
- Administration
- Advertising
- Data Processing including Computer Operations & Systems Analysis
- Engineering
- General Management
- Manufacturing Management
- Market Planning Management

- Market Research
- Production Management
- Sales Management
- Sales
- Systems Analysis
- Human Resources

Requirements

Cintas partners are not cast from a mold. Each member of the team has his or her individual approach to business, but there are certain characteristics we all have in common. Frequently, we hear comments such as:

"Cintas people have a high degree of self-discipline. They are intelligent and more career-oriented than people you find in most companies."

"They work harder and take pride in being on a winning team. They are professional — and they are very intense."

"They don't mind getting in on the ground floor and working their way up. They seem to know that their hard work will pay off in the future."

"They thrive in an environment where higher standards of performance are expected and achieved."

"Cintas has talented people who seem to inspire each other — their enthusiasm is contagious."

"Cintas people are always available. They don't mind working long hours to help deliver products to the customers."

All candidates who fit this profile are considered, regardless of their major course of study. Please note, however, that special consideration is given to graduates with Business or Industrial Engineering degrees and also to those who have a strong interest in sales. We also give special consideration to graduates who have demonstrated a willingness to work hard and who are committed to a career with Cintas.

Today, our Management Trainee Program is producing top-notch executive talent, partners with superior management skills, an in-depth understanding of our business and, most importantly, enthusiasm for the Cintas fast-paced, high intensity, competitive environment. We promote from within, so our top managers have shown a dedication and a commitment Cintas through their hard work. If you are interested in becoming part of our team and you fit the profile, we urge you to send in your application today!

Job Classifications

Cintas sets the pace and enjoys a leadership position in a multi-billion dollar service industry. We design, manufacture and implement corporate identity uniform programs, as well as provide first aid and safety programs to our customers throughout the U.S. and Canada.

Qualified candidates will find incredible opportunities in the following primary operating units:

Corporate Group: Recent college graduates help provide strategic planning, accounting, data processing, human resources, engineering, marketing and administrative services. Typical jobs include: marketing researcher, data analyst, human resource assistant, and junior accountant.

Rental Division: The largest division of Cintas, it provides uniform rental service to customers throughout the U.S. and Canada. Recent college graduates often provide vital customer service support for this division. Typical jobs include: leasing representative, customer service representative, and quality control representative.

Cleanroom Division: Specializes in apparel service, supplies and equipment for sterile and non-sterile cleanrooms and other critical applications. Multiple locations serve more than 1,000 customers engaged in diverse industries such as semi-conductor, pharmaceutical, biotechnology, and medical device manufacturing. Typical jobs include: marketing representative, designer, research and development professional, and account specialist.

National Account Sales Division: includes customizing rental, direct sales, or lease of uniform programs for national and regional customers. Also, designs, manufactures, sells and delivers quality uniforms to high-image clients, which include airlines, hotels, and restaurants. Many recent college graduates often find great success in the Sales Division, as long work hours, frequent travel, and competition are rewarded. Typical jobs include: sales representative, account representative, manufacturing professional, research and development professional, and quality control specialist.

First Aid & Safety Division: Delivers first aid, safety and OSHA compliance products and services to businesses. We partner with employers to increase productivity, and reduce turnover and compensation costs. Since 1997, we have established a strong service presence in 42 of the Top 50 U.S. Markets.

Manufacturing Division: Operates 13 state-of-the-art uniform manufacturing operations. Recent college graduates can expect to work on a shop floor, handle machinery, and interact with Union representatives in this Division. Typical jobs include: warehouse manger, industrial relations professional, purchasing agent, logistic control specialist.

Ancillary Services: Provides value-added services including the maintenance of entrance mats, hand soaps and air fresheners for business customers throughout North America.

Distribution Division: Provides unparalleled service to our customers through a network of ultra-modern distribution centers.

Each of these primary-operating units is seeking great people to help us continue our phenomenal growth. Specifically, we are looking for:

- Recent MBA Graduates
- JMO or Military
- Recent College Graduates

- Cintas Scholars
- High School Graduates
- Technical Professionals
- Experienced Professionals

Because Cintas has a “promote-from-within” policy, we value employees who exhibit commitment and hard work. Long hours, varied work environments (from the office to the factory), customer service, and discipline are the norm at Cintas.

A Great Place to Work

For the past 32 years, Cintas has made every effort to create a work environment that will bring out the best in our “partners,” the term we use to describe one another. We are the leader and the pacesetter in our industry and we owe our success to our partners of more than 24,000 outstanding men and women.

Each of us embraces the Cintas corporate culture, which encourages and promotes the highest ethical and moral standards. The culture of our company is the invisible force behind the tangibles and the outstanding records we have achieved. At the core of this culture are a few basic elements we call the “Cintas Way”.

- We live by the rules.
- We are professional.
- We are thorough.
- Our work is important to us.
- We are tough-minded, strong-willed people.
- We operate with a sense of positive discontent — never satisfied with the status quo.
- We operate with a sense of competitive urgency.
- We are enthusiastic.
- We have a passion for growth.
- We have high standards; we're committed to high performance.
- We cherish our partners on the frontline.

Embracing the “Cintas Way” is crucial to your development. While we value your creativity and decision making, we believe that working within the established culture of Cintas is the best way to work. As a recent college graduate, we expect you to listen to the advice and the guidance of your managers. Our Management Training Program exposes you to new areas of development. To be successful at Cintas, you must be willing to perform tasks and duties that you may feel are “beneath” you. Your ability to complete assignments on time will lead to a successful career at Cintas.

Cintas is a great place to work. In addition to the many career opportunities available, the company recognizes and rewards our partners with a benefit package that is unsurpassed in the industry.

As a partner on the Cintas team, you can look forward to:

- Average starting salary, depending on position and location, between \$28,000 - \$34,000 per year
- Comprehensive medical insurance, through Blue Cross and Blue Shield
- Dental insurance, through Allied Dental Plan
- Vision plan, through Lens Crafters of America
- 401(k) plan (vested after 5 years of work at Cintas)
- Profit sharing plan (beginning after 2 years)
- Stock ownership plan (beginning after 2 years)
- 14 days of paid sick leave/vacation upon entry
- \$25,000 company paid group life insurance upon entry
- Voluntary Life Insurance, through the Harford Group
- Short term disability coverage
- Credit union
- Company supplied uniforms
- Safe, clean and professional work environment

We take good care of each other so that we can take good care of our customers. The following testimonials, from several of our partners, best illustrate what we mean:

"Cintas is a great place to work not only because of 'employee' being a phrase of the past and 'partner' the phrase of the present, but we also have steady growth which insures my future..."
Rita M. - Production Partner

"Professional environment. Strong, but caring leadership. Quality benefits. Strong growth-oriented company. Everyone takes pride in their job."
Ed W. - Service Sales Representative

"My biggest fear upon leaving the army was that I would wind up in a boring 8 to 5 desk job. Cintas has certainly eased that fear. Every day greets me with new challenges and opportunities that make my work exciting."
John S. - Branch Manager.

"I really enjoy training partners and watching them achieve their own personal goals. I have achieved my goals by staying focused and helping my partners realize their full potential..."
Shaun K. - General Manager

A diverse workforce is critical for Cintas to improve and maintain competitive advantage. Cintas is committed to focusing on diversity and looking for more ways to be a truly inclusive organization that makes full use of all partners' contributions. Diverse partners better understand our customers and identify with their needs. By drawing upon the strength of the diversity of our partners we will continue to exceed our customers' expectations.

Although diversity is often used to refer to differences such as gender, age, religion, disability and national origin, diversity encompasses an infinite range of individuals' unique characteristics and experiences.

Diversity is one of the reasons Cintas is the world's leading uniform company and the fastest growing company in the industry.

Cintas is committed to taking great strides toward not only embracing diversity, but also weaving it throughout the fabric of our corporation

Our Success is Your Success

Our people like coming to work and they enjoy doing what needs to be done in order to help the company succeed. Most importantly, every partner knows that they will be recognized and rewarded for a job well done. Our success is their success, and it could be yours.

Here are some of the ways we have been recognized:

- Cintas Corporation was named the most admired company in the Outsourcing Services category by Fortune Magazine.
- For nine consecutive years, Cintas has been named one of America's Most Valuable Companies by BusinessWeek.
- For the second year in a row, Cintas has been chosen as one of BusinessWeek's global 1000.
- In February, 2001, Cintas Corporation was named to the S&P 500 index.
- Cintas Corporation was awarded the Bain Award for Strategy Excellence by Bain & Company, one of the world's leading strategy consulting firms.
- Cintas Corporation was named to the Forbes Platinum List, marking its second straight appearance among a prestigious group of the best performing large corporations.
- Goldman, Sachs & Co. put Cintas on its list of favorite stocks for the year 2000.
- We're ranked in the top one-third of Information Week's 500 Leading Information Technology Innovators.
- The Station Institute named us on the elite list of America's Finest Companies.
- In less than 3 years, our First Aid and Safety Division has grown to become the largest distributor in the industry.

**Informed Consent Form –
For Research Being Conducted Under the Auspices
of the University of Oklahoma – Norman Campus**

The following questionnaire gathers participants' perceptions of organizations for the study entitled "Realistic job previews and prototype matching: A test of pre-hire fit". Dr. Michael Buckley, Chair of the Department of Management at the University of Oklahoma, sponsors the study; and Anthony R. Wheeler, a graduate student in the Department of Psychology at the University of Oklahoma, is the principal investigator. This form provides informed consent for any individual's participation in this study.

The questionnaire collects perceptions that participants possess regarding the preferences organizations have toward prospective employees. The questionnaire will take 40-50 minutes to complete.

The following procedure contains no foreseeable risks to the participants, and the results of the study provide valuable insight into the perceptions that individuals have about how they believe they will fit with an organization. Furthermore, the findings of this study may help organizations and job seekers better understand the importance of individual difference in the recruiting process and the post-hire consequences of the recruiting process.

Any individual's participation is completely voluntary, and refusal to participate involves no penalty or loss of benefits to which an individual is otherwise entitled. If any individual feels that he or she does not want to participate, please return your questionnaire to the principal investigator. *In order to participate in this study, you must be at least 18 years of age.*

Because you will receive extra credit points toward your final grade for full completion of this questionnaire, continuing this study implies the following:

"If I am participating in this research project to obtain course credit and I decide to withdraw from participating, I might not get the course credit associated with the research project".

All information collected remains confidential and will be kept safely locked in the principal investigator's office. Your professor will not see the information any participant provides. Please do not write your name or any other identification marker on any page of this questionnaire.

For any questions related to the study, please contact Anthony R. Wheeler, the principal investigator, at (405) 325-4511. For information pertaining to your rights as a participant in a research study, please contact the Office of Research Administration at the University of Oklahoma – Norman Campus at (405) 325-4757.

I hereby agree to participate in the above-described research. I understand my participation is voluntary and that I may withdraw at any time without penalty or loss of benefits. By continuing this survey I give my informed consent.

DO NOT TURN TO THE NEXT PAGE UNTIL YOU ARE INSTRUCTED TO DO SO

DEMOGRAPHIC INFORMATION

Please provide the following demographic information as honestly as possible. All information will be kept **CONFIDENTIAL**. Please do not write your name or any other identifying markers on this page.

Background Information

Gender: _____ Age: _____ Race/Ethnicity: _____
Marital Status (Single, Married, Divorced, Widow/er): _____
Average Hours Worked per Week: _____
Average Hours Spent per Week Fulfilling Household Duties and Caring for Dependents: _____
Hours per Week Spent in Family Leisure Activities: _____
Annual Family Income (in Thousands): _____

Current Employment Information

Industry Employed: _____
Line or Staff Position? (Pick One): _____
Tenure with Current Company (in Months): _____
Number of Hours You Work Per Week: _____
Do you Have Access to a Mentor at Work? (Yes or No): _____
How long do you Intend to Remain with your Current Organization (in Months)?: _____
Within how Many **Months** do you Intend to Actively Look for a New Job?: _____

Educational Information

What is Your Year in School (i.e., freshman, sophomore, etc.): _____
What is Your Current GPA?: _____
When do You Expect to Graduate?: _____
What is Your Major?: _____

Job Search Goals

Of the following job search goals, please rate from 1 – 5, where 1 = “*Not at all important to me*” and 5 = “*Extremely important to me*” the importance of the job search goals.

| | | | | |
|----------------------|---|---------|---|---------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Important | | Neutral | | Extremely Important |

I plan to base my job search on...

- 1) The values and mission of an organization _____
- 2) Salary and benefits offered _____
- 3) The industry of an organization _____
- 4) The skills and abilities required for a job _____
- 5) Necessity (i.e., I will take any job offered) _____

PLEASE CONTINUE TO THE NEXT SECTION

DIRECTIONS: The following items assess how you feel about various aspects of *your self*. Please rate as honestly as possible the extent to which you would describe yourself on the following dimensions. 1 = "*not at all descriptive of me*" and 5 = "*extremely descriptive of me*". Please write the appropriate number that describes how you feel about yourself on the line after the question. All information is **CONFIDENTIAL**.

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 1

- 1) I have a big picture focus? _____
- 2) I see the gray areas? _____
- 3) I am politically savvy or a smooth talker? _____
- 4) I feel that I am extroverted? _____
- 5) I am personable or warm? _____
- 6) I always strive for excellence? _____
- 7) I am aggressive? _____
- 8) I am can sell myself? _____
- 9) I have a realistic view of myself? _____
- 10) I usually display poise under pressure? _____
- 11) I always prepare for interviews? _____
- 12) I have a 5-year plan for my career? _____
- 13) I feel that I am adaptable to any situation? _____
- 14) I am self-motivated? _____
- 15) I describe myself as team player? _____
- 16) I always demonstrate a positive attitude? _____
- 17) I don't need hand holding? _____
- 18) I am easy to label or predictable? _____
- 19) I feel that I am always direct and straightforward? _____
- 20) I am sincere and honest? _____
- 21) I am inquisitive? _____
- 22) I believe that I am a creative person? _____
- 23) I always like to plan my actions? _____
- 24) I am always logical? _____
- 25) I would describe myself as a perfectionist? _____
- 26) I always take responsibility for the end result of my work? _____
- 27) I am easy-going? _____
- 28) I am totally comfortable with myself? _____
- 29) I am down to earth and not flashy? _____
- 30) I would describe myself as the "All American-type"? _____

PLEASE CONTINUE TO THE NEXT SECTION

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 2

- 1) I possess consulting skills and experience? _____
- 2) I have technical or computers skills and experience? _____
- 3) I have quantitative skills and experience? _____
- 4) I possess problem-solving skills and experience? _____
- 5) I have analysis skills and experience? _____
- 6) I possess process-focused skills and experience? _____
- 7) I have client service experience? _____
- 8) I have managerial skills and experience? _____
- 9) I have leadership skills and experience? _____
- 10) I possess team skills and experience? _____
- 11) I have broad work skills? _____
- 12) I possess a high level of work experience? _____
- 13) I have a wide breadth of life experiences? _____
- 14) I possess excellent communications skills and listening skills? _____
- 15) I have "people" skills? _____
- 16) I have great organizational and time management skills? _____
- 17) I have experience with small companies? _____
- 18) I ran or have run my own business? _____
- 19) I have niche skills or a niche major? _____
- 20) I have a relevant major to my job? _____
- 21) I am very intelligent? _____
- 22) I hold a CPA certificate? _____
- 23) I can make substantive comments on my own experiences? _____
- 24) I possess a realistic view of industry? _____

Block 3

- 1) I want to work for an organization that encourages competition between employees? _____
- 2) I want to work for an organization encourages and rewards loyalty? _____
- 3) I value teamwork and cooperation? _____
- 4) I think that people generally have to work in groups to get their work done? _____
- 5) I work very hard to fulfill work expectations? _____
- 6) I want to work for an organization that emphasizes helping others? _____
- 7) Fairness is an important consideration in organizational activities? _____
- 8) When mistakes are made it is best to be honest and "take your lumps"? _____

Block 4

- 1) I want to work for an organization that pays on the basis of individual performance? _____
- 2) I want to work for an organization that has a profit or gain-sharing plan? _____
- 3) Organizations should make promotions based mostly on individual performance? _____
- 4) When the organization has a good year, it should pay bonuses to employees? _____
- 5) I want to work for an organization that offers long-term employment security? _____
- 6) I want to work for an organization that has a "fast track" program? _____
- 7) I want to work for an organization that follows a promote-from-within policy? _____

PLEASE CONTINUE TO THE NEXT SECTION

DIRECTIONS: On the following pages, you will be asked to answer a series of questions about an organization named *Cintas*. Please answer the questions as honestly as possible.

PLEASE CONTINUE TO THE NEXT SECTION

DIRECTIONS: Please think about the typical or average person who works for *Cintas*. Please rate as honestly as possible the extent to which you would describe the typical or average person from this company on the following dimensions. 1 = "not at all descriptive of the typical or average person" and 5 = "extremely descriptive of the typical or average person". Please write the appropriate number that describes how you feel about the typical or average person from *Cintas*. on the line after the question. All information is **CONFIDENTIAL**.

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 1

The typical worker at Cintas....

- 1) Has a big picture focus? _____
- 2) Sees the gray areas? _____
- 3) Is politically savvy or a smooth talker? _____
- 4) Is extroverted? _____
- 5) Is personable or warm? _____
- 6) Always strives for excellence? _____
- 7) Is aggressive? _____
- 8) Can sell him/herself? _____
- 9) Has a realistic view of his/herself? _____
- 10) Usually displays poise under pressure? _____
- 11) Always prepares for interviews? _____
- 12) Has a 5-year plan for his/her career? _____
- 13) Is adaptable to any situation? _____
- 14) Is self-motivated? _____
- 15) Describes him/herself as team player? _____
- 16) Always demonstrates a positive attitude? _____
- 17) Doesn't need hand holding? _____
- 18) Is easy to label or predictable? _____
- 19) Is always direct and straightforward? _____
- 20) Is sincere and honest? _____
- 21) Is inquisitive? _____
- 22) Is a creative person? _____
- 23) Likes to plan his/her actions? _____
- 24) Is always logical? _____
- 25) Would describe him/herself as a perfectionist? _____
- 26) Always takes responsibility for the end result of his/her work? _____
- 27) Is easy-going? _____
- 28) Is totally comfortable with him/herself? _____
- 29) Is down to earth and not flashy? _____
- 30) Would describe him/herself as the "All American-type"? _____

PLEASE CONTINUE TO THE NEXT SECTION

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 2

The typical worker at *Cintas*....

- 1) Possesses consulting skills and experience? _____
- 2) Has technical or computers skills and experience? _____
- 3) Has quantitative skills and experience? _____
- 4) Possesses problem-solving skills and experience? _____
- 5) Has analysis skills and experience? _____
- 6) Possesses process-focused skills and experience? _____
- 7) Has client service experience? _____
- 8) Has managerial skills and experience? _____
- 9) Has leadership skills and experience? _____
- 10) Possesses team skills and experience? _____
- 11) Has broad work skills? _____
- 12) Possesses a high level of work experience? _____
- 13) Has a wide breadth of life experiences? _____
- 14) Possesses excellent communications skills and listening skills? _____
- 15) Has "people" skills? _____
- 16) Has great organizational and time management skills? _____
- 17) Has experience with small companies? _____
- 18) Ran or has run his/her own business? _____
- 19) Has niche skills or a niche major? _____
- 20) Has a relevant major to his/her job? _____
- 21) Is very intelligent? _____
- 22) Holds a CPA certificate? _____
- 23) Can make substantive comments on his/her own experiences? _____
- 24) Possesses a realistic view of industry? _____

Block 3

The typical worker at *Cintas*....

- 1) Wants to work for an organization that encourages competition between employees? _____
- 2) Wants to work for an organization encourages and rewards loyalty? _____
- 3) Values teamwork and cooperation? _____
- 4) Thinks that people generally have to work in groups to get their work done? _____
- 5) Works very hard to fulfill work expectations? _____
- 6) Wants to work for an organization that emphasizes helping others? _____
- 7) Believes that fairness is an important consideration in organizational activities? _____
- 8) Thinks that when mistakes are made it is best to be honest and "take your lumps"? _____

Block 4

The typical worker at *Cintas*....

- 1) Wants to work for an organization that pays on the basis of individual performance? _____
- 2) Wants to work for an organization that has a profit or gain-sharing plan? _____
- 3) Thinks that organizations should make promotions based mostly on individual performance? _____
- 4) Thinks that when the organization has a good year, it should pay bonuses to employees? _____
- 5) Wants to work for an organization that offers long-term employment security? _____
- 6) Wants to work for an organization that has a "fast track" program? _____
- 7) Wants to work for an organization that follows a promote-from-within policy? _____

Block 5

Please answer YES or NO to the following questions regarding your knowledge of this company:

I know about this company from...

- 1) A current or formal employee? _____
- 2) A friend or relative who has not worked at the organization? _____
- 3) A friend or relative who has worked at the organization? _____
- 4) An employment agency? _____
- 5) Their website? _____
- 6) A television advertisement? _____
- 7) A radio advertisement? _____
- 8) A newspaper advertisement? _____
- 9) A campus visit by recruiter? _____
- 10) A previous walk-in without knowledge of opening? _____
- 11) University placement services? _____

I am familiar with *Cintas*'s....

- 1) Values, goals, and culture? _____
- 2) Compensation and benefits philosophy? _____
- 3) Industry and products? _____
- 4) Preferred skills and abilities for employees? _____
- 5) Preferred personality of its employees? _____

Block 6

Please rate the extent to which you agree with the following statements about *Cintas*, where 1 = *strongly disagree* and 5 = *strongly agree*:

| | | | | |
|-------------------|---|---------|---|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | | Neutral | | Strongly Agree |

If *Cintas, Inc.*....

- 1) Had an opening I would apply? _____
- 2) Had an opening, I would request more information about the company? _____
- 3) Offered me an interview, I would agree to interview with them? _____
- 4) Offered me a position I would take it? _____

PLEASE CONTINUE TO THE NEXT SECTION

DIRECTIONS: On the following pages, you will read information taken directly from *Cintas's* website. After reading the information, you will be asked to answer a series of questions that assesses your knowledge of this company. Please answer the questions as honestly as possible.

PLEASE READ THE COMPANY INFORMATION AND CONTINUE TO THE NEXT SECTION.

DIRECTIONS: After reading the material about *Cintas*, please think about the typical or average person who works for that company. Please rate as honestly as possible the extent to which you would describe the typical or average person from this company on the following dimensions. 1 = “*not at all descriptive of the typical or average person*” and 5 = “*extremely descriptive of the typical or average person*”. Please write the appropriate number that describes how you feel about the typical or average person from *Cintas* on the line after the question. All information is **CONFIDENTIAL**.

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 1

The typical worker at *Cintas*...

- 1) Has a big picture focus? _____
- 2) Sees the gray areas? _____
- 3) Is politically savvy or a smooth talker? _____
- 4) Is extroverted? _____
- 5) Is personable or warm? _____
- 6) Always strives for excellence? _____
- 7) Is aggressive? _____
- 8) Can sell him/herself? _____
- 9) Has a realistic view of his/herself? _____
- 10) Usually displays poise under pressure? _____
- 11) Always prepares for interviews? _____
- 12) Has a 5-year plan for his/her career? _____
- 13) Is adaptable to any situation? _____
- 14) Is self-motivated? _____
- 15) Describes him/herself as team player? _____
- 16) Always demonstrates a positive attitude? _____
- 17) Doesn't need hand holding? _____
- 18) Is easy to label or predictable? _____
- 19) Is always direct and straightforward? _____
- 20) Is sincere and honest? _____
- 21) Is inquisitive? _____
- 22) Is a creative person? _____
- 23) Likes to plan his/her actions? _____
- 24) Is always logical? _____
- 25) Would describe him/herself as a perfectionist? _____
- 26) Always takes responsibility for the end result of his/her work? _____
- 27) Is easy-going? _____
- 28) Is totally comfortable with him/herself? _____
- 29) Is down to earth and not flashy? _____
- 30) Would describe him/herself as the “All American-type”? _____

PLEASE CONTINUE TO THE NEXT SECTION

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 2

The typical worker at *Cintas*....

- 1) Possesses consulting skills and experience? _____
- 2) Has technical or computers skills and experience? _____
- 3) Has quantitative skills and experience? _____
- 4) Possesses problem-solving skills and experience? _____
- 5) Has analysis skills and experience? _____
- 6) Possesses process-focused skills and experience? _____
- 7) Has client service experience? _____
- 8) Has managerial skills and experience? _____
- 9) Has leadership skills and experience? _____
- 10) Possesses team skills and experience? _____
- 11) Has broad work skills? _____
- 12) Possesses a high level of work experience? _____
- 13) Has a wide breadth of life experiences? _____
- 14) Possesses excellent communications skills and listening skills? _____
- 15) Has "people" skills? _____
- 16) Has great organizational and time management skills? _____
- 17) Has experience with small companies? _____
- 18) Ran or has run his/her own business? _____
- 19) Has niche skills or a niche major? _____
- 20) Has a relevant major to his/her job? _____
- 21) Is very intelligent? _____
- 22) Holds a CPA certificate? _____
- 23) Can make substantive comments on his/her own experiences? _____
- 24) Possesses a realistic view of industry? _____

Block 3

The typical worker at *Cintas*....

- 1) Wants to work for an organization that encourages competition between employees? _____
- 2) Wants to work for an organization encourages and rewards loyalty? _____
- 3) Values teamwork and cooperation? _____
- 4) Thinks that people generally have to work in groups to get their work done? _____
- 5) Works very hard to fulfill work expectations? _____
- 6) Wants to work for an organization that emphasizes helping others? _____
- 7) Believes that fairness is an important consideration in organizational activities? _____
- 8) Thinks that when mistakes are made it is best to be honest and "take your lumps"? _____

Block 4

The typical worker at *Cintas*....

- 1) Wants to work for an organization that pays on the basis of individual performance? _____
- 2) Wants to work for an organization that has a profit or gain-sharing plan? _____
- 3) Thinks that organizations should make promotions based mostly on individual performance? _____
- 4) Thinks that when the organization has a good year, it should pay bonuses to employees? _____
- 5) Wants to work for an organization that offers long-term employment security? _____
- 6) Wants to work for an organization that has a "fast track" program? _____
- 7) Wants to work for an organization that follows a promote-from-within policy? _____

Block 5

Please rate the extent to which you agree with the following statements about *Cintas*, where 1 = *strongly disagree* and 5 = *strongly agree*:

| | | | | |
|-------------------|---|---------|---|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | | Neutral | | Strongly Agree |

If *Cintas*....

- 1) Had an opening I would apply? _____
- 2) Had an opening, I would request more information about the company? _____
- 3) Offered me an interview, I would agree to interview with them? _____
- 4) Offered me a position I would take it? _____

PLEASE CONTINUE TO THE NEXT SECTION

DIRECTIONS: On the following pages, you will read an updated version of *Cintas*'s website. They want to include more comprehensive information about their company for prospective employees to view. We ask that you read this information carefully, as it significantly differs from the information you viewed earlier in this study. You will again be asked to answer several questions about *Cintas*. Please answer these questions as honestly as possible.

PLEASE READ THE COMPANY INFORMATION AND CONTINUE TO THE NEXT SECTION.

DIRECTIONS: After reading the updated material about *Cintas*, please think about the typical or average person who works for that company. Please rate as honestly as possible the extent to which you would describe the typical or average person from this company on the following dimensions. 1 = “*not at all descriptive of the typical or average person*” and 5 = “*extremely descriptive of the typical or average person*”. Please write the appropriate number that describes how you feel about the typical or average person from *Cintas* on the line after the question. All information is **CONFIDENTIAL**.

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 1

The typical worker at *Cintas*....

- 1) Has a big picture focus? _____
- 2) Sees the gray areas? _____
- 3) Is politically savvy or a smooth talker? _____
- 4) Is extroverted? _____
- 5) Is personable or warm? _____
- 6) Always strives for excellence? _____
- 7) Is aggressive? _____
- 8) Can sell him/herself? _____
- 9) Has a realistic view of his/herself? _____
- 10) Usually displays poise under pressure? _____
- 11) Always prepares for interviews? _____
- 12) Has a 5-year plan for his/her career? _____
- 13) Is adaptable to any situation? _____
- 14) Is self-motivated? _____
- 15) Describes him/herself as team player? _____
- 16) Always demonstrates a positive attitude? _____
- 17) Doesn't need hand holding? _____
- 18) Is easy to label or predictable? _____
- 19) Is always direct and straightforward? _____
- 20) Is sincere and honest? _____
- 21) Is inquisitive? _____
- 22) Is a creative person? _____
- 23) Likes to plan his/her actions? _____
- 24) Is always logical? _____
- 25) Would describe him/herself as a perfectionist? _____
- 26) Always takes responsibility for the end result of his/her work? _____
- 27) Is easy-going? _____
- 28) Is totally comfortable with him/herself? _____
- 29) Is down to earth and not flashy? _____
- 30) Would describe him/herself as the “All American-type”? _____

PLEASE CONTINUE TO THE NEXT SECTION

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 2

The typical worker at *Cintas*....

- 1) Possesses consulting skills and experience? _____
- 2) Has technical or computers skills and experience? _____
- 3) Has quantitative skills and experience? _____
- 4) Possesses problem-solving skills and experience? _____
- 5) Has analysis skills and experience? _____
- 6) Possesses process-focused skills and experience? _____
- 7) Has client service experience? _____
- 8) Has managerial skills and experience? _____
- 9) Has leadership skills and experience? _____
- 10) Possesses team skills and experience? _____
- 11) Has broad work skills? _____
- 12) Possesses a high level of work experience? _____
- 13) Has a wide breadth of life experiences? _____
- 14) Possesses excellent communications skills and listening skills? _____
- 15) Has "people" skills? _____
- 16) Has great organizational and time management skills? _____
- 17) Has experience with small companies? _____
- 18) Ran or has run his/her own business? _____
- 19) Has niche skills or a niche major? _____
- 20) Has a relevant major to his/her job? _____
- 21) Is very intelligent? _____
- 22) Holds a CPA certificate? _____
- 23) Can make substantive comments on his/her own experiences? _____
- 24) Possesses a realistic view of industry? _____

Block 3

The typical worker at *Cintas*....

- 1) Wants to work for an organization that encourages competition between employees? _____
- 2) Wants to work for an organization encourages and rewards loyalty? _____
- 3) Values teamwork and cooperation? _____
- 4) Thinks that people generally have to work in groups to get their work done? _____
- 5) Works very hard to fulfill work expectations? _____
- 6) Wants to work for an organization that emphasizes helping others? _____
- 7) Believes that fairness is an important consideration in organizational activities? _____
- 8) Thinks that when mistakes are made it is best to be honest and "take your lumps"? _____

Block 4

The typical worker at *Cintas*....

- 1) Wants to work for an organization that pays on the basis of individual performance? _____
- 2) Wants to work for an organization that has a profit or gain-sharing plan? _____
- 3) Thinks that organizations should make promotions based mostly on individual performance? _____
- 4) Thinks that when the organization has a good year, it should pay bonuses to employees? _____
- 5) Wants to work for an organization that offers long-term employment security? _____
- 6) Wants to work for an organization that has a "fast track" program? _____
- 7) Wants to work for an organization that follows a promote-from-within policy? _____

Block 5

Please rate the extent to which you agree with the following statements about *Cintas*, where 1 = *strongly disagree* and 5 = *strongly agree*:

| | | | | |
|-------------------|---|---------|---|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | | Neutral | | Strongly Agree |

If *Cintas*....

- 1) Had an opening I would apply? _____
- 2) Had an opening, I would request more information about the company? _____
- 3) Offered me an interview, I would agree to interview with them? _____
- 4) Offered me a position I would take it? _____

PLEASE CONTINUE TO THE NEXT SECTION

DIRECTIONS: The following items assess how you feel about various aspects of your self. Please rate as honestly as possible the extent to which you would describe yourself on the following dimensions. 1 = "*not at all descriptive of me*" and 5 = "*extremely descriptive of me*". Please write the appropriate number that describes how you feel about yourself on the line after the question. All information is **CONFIDENTIAL**.

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 1

- 1) I have a big picture focus? _____
- 2) I see the gray areas? _____
- 3) I am politically savvy or a smooth talker? _____
- 4) I feel that I am extroverted? _____
- 5) I am personable or warm? _____
- 6) I always strive for excellence? _____
- 7) I am aggressive? _____
- 8) I am can sell myself? _____
- 9) I have a realistic view of myself? _____
- 10) I usually display poise under pressure? _____
- 11) I always prepare for interviews? _____
- 12) I have a 5-year plan for my career? _____
- 13) I feel that I am adaptable to any situation? _____
- 14) I am self-motivated? _____
- 15) I describe myself as team player? _____
- 16) I always demonstrate a positive attitude? _____
- 17) I don't need hand holding? _____
- 18) I am easy to label or predictable? _____
- 19) I feel that I am always direct and straightforward? _____
- 20) I am sincere and honest? _____
- 21) I am inquisitive? _____
- 22) I believe that I am a creative person? _____
- 23) I always like to plan my actions? _____
- 24) I am always logical? _____
- 25) I would describe myself as a perfectionist? _____
- 26) I always take responsibility for the end result of my work? _____
- 27) I am easy-going? _____
- 28) I am totally comfortable with myself? _____
- 29) I am down to earth and not flashy? _____
- 30) I would describe myself as the "All American-type"? _____

PLEASE CONTINUE TO THE NEXT SECTION

| | | | | |
|------------------------|---|---------|---|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All Descriptive | | Neutral | | Extremely Descriptive |

Block 2

- 1) I possess consulting skills and experience? _____
- 2) I have technical or computers skills and experience? _____
- 3) I have quantitative skills and experience? _____
- 4) I possess problem-solving skills and experience? _____
- 5) I have analysis skills and experience? _____
- 6) I possess process-focused skills and experience? _____
- 7) I have client service experience? _____
- 8) I have managerial skills and experience? _____
- 9) I have leadership skills and experience? _____
- 10) I possess team skills and experience? _____
- 11) I have broad work skills? _____
- 12) I possess a high level of work experience? _____
- 13) I have a wide breadth of life experiences? _____
- 14) I possess excellent communications skills and listening skills? _____
- 15) I have "people" skills? _____
- 16) I have great organizational and time management skills? _____
- 17) I have experience with small companies? _____
- 18) I ran or have run my own business? _____
- 19) I have niche skills or a niche major? _____
- 20) I have a relevant major to my job? _____
- 21) I am very intelligent? _____
- 22) I hold a CPA certificate? _____
- 23) I can make substantive comments on my own experiences? _____
- 24) I possess a realistic view of industry? _____

Block 3

- 1) I want to work for an organization that encourages competition between employees? _____
- 2) I want to work for an organization encourages and rewards loyalty? _____
- 3) I value teamwork and cooperation? _____
- 4) I think that people generally have to work in groups to get their work done? _____
- 5) I work very hard to fulfill work expectations? _____
- 6) I want to work for an organization that emphasizes helping others? _____
- 7) Fairness is an important consideration in organizational activities? _____
- 8) When mistakes are made it is best to be honest and "take your lumps"? _____

Block 4

- 1) I want to work for an organization that pays on the basis of individual performance? _____
- 2) I want to work for an organization that has a profit or gain-sharing plan? _____
- 3) Organizations should make promotions based mostly on individual performance? _____
- 4) When the organization has a good year, it should pay bonuses to employees? _____
- 5) I want to work for an organization that offers long-term employment security? _____
- 6) I want to work for an organization that has a "fast track" program? _____
- 7) I want to work for an organization that follows a promote-from-within policy? _____

FINISHED! THANK YOU FOR YOUR PARTICIPATION!

Table 1.1 - Summary of Differences Between Complementary and Supplementary Fit

| Type of Fit | Defining Characteristics |
|--------------------|--|
| Complementary | "Hard" Fit Individual Characteristics Add to Existing Environment Complete the Environment |
| Supplementary | "Soft" Fit Individuals Match Characteristics to Existing Environment Perceived Fit |

Table 1.2 - A Comparison of the Four Dimensions of Fit

| Dimension | Defining Characteristics |
|-------------------------|---|
| Person-Organization Fit | Mostly Supplementary fit-focused Values-Goals Congruence Culture-based |
| Person-Vocation Fit | Exclusively Supplementary fit-focused Self-concept/Vocation Congruence Broadly defined |
| Person-Job Fit | Mixed Supplementary and Complementary fit-focused Demands-Abilities Congruence Interplay between Individual and Organization |
| Person-Preferences Fit | Exclusively Supplementary fit-focused Match between Individual Preferences on the Job Operationalized in terms of Compensation/Benefits |

Table 4.1 Magnitude Estimates for Organizations Used in Pilot Study 1

| Organization | Mag Est. | Organization | Mag Est. |
|--------------------------|-----------------|-------------------------|-----------------|
| Unocol Corp | 1.54 | Electronic Data Systems | 3.53 |
| Mervyn's | 10.84 | Infrequently | 1.18 |
| Aerotek | 1.97 | Alegis Group | 1.48 |
| Catepillar, Inc. | 13.26 | OLDE Discount Stock | 1.35 |
| HNTB Corp. | 1.3 | Digimedia | 1.72 |
| Wilbanks Securities | 1.11 | Williams Communications | 8.63 |
| Wal-Mart | 34.1 | Georgia Pacific | 4.56 |
| Federal Realty | 1.84 | JD Edwards | 4.49 |
| Coventry Healthcare | 1.82 | Caridas Consulting Int. | 1.32 |
| Boeing | 16.87 | National Instruments | 2.68 |
| Teccor Electronics, Inc. | 1.42 | Louis Dreyfus | 2.16 |
| Rockwell International | 2.81 | John Hancock Fin. Srv. | 4.43 |
| Coastal Corp. | 1.78 | Reda | 1.49 |
| Horace Mann Insurance | 1.51 | Finley & Cook PLLC | 1.44 |
| Chesapeake Energy Corp | 3.8 | Home Depot | 22.58 |
| Sigma Chemical Co. | 1.75 | Cintas Corporations | 4.8 |
| Corporate Express | 3.09 | Oak Tree Systems, Inc. | 1.83 |

Table 4.2 - Human Capital Correlation Matrix of Variables in Study

| Variable | Mean | SD | Gender | Age | Race | WkHrs | FamHrs | LeisHrs | Income | IntTurn | Look | DV1 | DV2 | DV3 |
|----------|-------|--------|--------|-------|-------|-------|--------|---------|--------|---------|-------|------|------|-----|
| Gender | (N/A) | (N/A) | 1 | | | | | | | | | | | |
| Age | 24.95 | 5.59 | -0.03 | 1 | | | | | | | | | | |
| Race | (N/A) | (N/A) | 0.003 | 0.13 | 1 | | | | | | | | | |
| WkHrs | 17.75 | 14.17 | -0.24 | 0.14 | 0.08 | 1 | | | | | | | | |
| FamHrs | 8.97 | 11.02 | -0.01 | 0.11 | 0.08 | 0.08 | 1 | | | | | | | |
| LeisHrs | 9.72 | 8.08 | -0.01 | -0.17 | -0.09 | -0.01 | 0.14 | 1 | | | | | | |
| Income | 45258 | 129387 | -0.05 | -0.03 | -0.08 | -0.14 | -0.02 | -0.07 | 1 | | | | | |
| IntTurn | 11 | 40.7 | -0.1 | 0.21 | -0.12 | 0.43 | 0.12 | -0.04 | -0.02 | 1 | | | | |
| Look | 4.67 | 13.5 | -0.12 | -0.04 | -0.07 | 0.3 | 0.06 | 0.15 | 0.02 | 0.27 | 1 | | | |
| DV1 | 14.53 | 4.2 | 0.18 | 0.03 | 0.03 | -0.03 | 0.11 | -0.01 | -0.19 | -0.003 | -0.06 | 1 | | |
| DV2 | 13.84 | 4.7 | -0.07 | 0.03 | 0.03 | -0.19 | 0.02 | 0.11 | -0.17 | 0.004 | 0.05 | 0.31 | 1 | |
| DV3 | 13.82 | 4.77 | -0.06 | -0.6 | 0.003 | -0.17 | 0.05 | 0.05 | -0.13 | -0.08 | 0.06 | 0.28 | 0.79 | 1 |

*Correlations greater than or equal to 0.18 are significant at 0.05

**Denotes categorical/dichotomous variable

Table 4.3 - Full Correlation Matrix of Variables Included in Analyses

| Variable | Mean | SD | Gender | WrkHr | Incom | JSG | Source | Famil | SPV | SPJ | SPO | SPP | PPV | PPJ | PPO | PPP | CPV | CPJ | CPO | CPP | RPV | RPJ | RPO | RPP | DV1 | DV2 | DV3 |
|----------|--------|--------|--------|-------|--------|--------|--------|--------|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|-------|
| Gender | N/A | N/A | (N/A) | | | | | | | | | | | | | | | | | | | | | | | | |
| WrkHr | 17.75 | 14.17 | -0.24 | (N/A) | | | | | | | | | | | | | | | | | | | | | | | |
| Incom | 45258 | 129387 | -0.05 | -0.15 | (N/A) | | | | | | | | | | | | | | | | | | | | | | |
| JSG | (N/A) | (N/A) | -0.001 | -0.06 | -0.09 | (N/A) | | | | | | | | | | | | | | | | | | | | | |
| Source | 1.57 | 2.08 | -0.004 | -0.02 | -0.07 | 0.12 | (.77) | | | | | | | | | | | | | | | | | | | | |
| Famil | 0.9 | 1.35 | -0.02 | -0.02 | 0.04 | -0.01 | 0.81 | (.80) | | | | | | | | | | | | | | | | | | | |
| SPV | 114.3 | 11.68 | -0.04 | 0.11 | -0.07 | -0.15 | 0.08 | 0.18 | (.83) | | | | | | | | | | | | | | | | | | |
| SPJ | 84.85 | 11.35 | -0.22 | 0.15 | -0.07 | 0.005 | 0.12 | 0.18 | 0.59 | (.84) | | | | | | | | | | | | | | | | | |
| SPO | 31.07 | 3.55 | -0.23 | 0.12 | -0.08 | 0.18 | 0.02 | 0.12 | 0.39 | 0.4 | (.58) | | | | | | | | | | | | | | | | |
| SPP | 28.79 | 4.25 | -0.33 | 0.14 | -0.19 | 0.15 | 0.08 | 0.17 | 0.2 | 0.32 | 0.59 | (.72) | | | | | | | | | | | | | | | |
| PPV | 99.37 | 15.6 | 0.18 | 0.12 | -0.05 | -0.2 | 0.11 | 0.15 | 0.32 | 0.07 | 0.12 | 0.09 | (.92) | | | | | | | | | | | | | | |
| PPJ | 76.68 | 12.38 | 0.17 | 0.03 | -0.13 | -0.03 | 0.17 | 0.19 | 0.1 | -0.07 | 0.22 | 0.1 | 0.71 | (.89) | | | | | | | | | | | | | |
| PPO | 27.71 | 4.61 | 0.07 | 0.02 | 0.02 | -0.001 | 0.15 | 0.12 | 0.14 | -0.07 | 0.34 | 0.24 | 0.51 | 0.64 | (.79) | | | | | | | | | | | | |
| PPP | 25.63 | 4.86 | -0.002 | 0.09 | -0.14 | 0.04 | 0.01 | 0.07 | 0.22 | 0.03 | 0.29 | 0.37 | 0.23 | 0.19 | 0.5 | (.60) | | | | | | | | | | | |
| CPV | 107.45 | 17.01 | 0.08 | -0.13 | -0.04 | 0.005 | -0.13 | -0.09 | 0.24 | 0.05 | 0.35 | 0.13 | 0.43 | 0.4 | 0.41 | 0.17 | (.95) | | | | | | | | | | |
| CPJ | 80.82 | 16.51 | 0.06 | -0.14 | -0.1 | 0.22 | -0.08 | -0.08 | -0.05 | -0.02 | 0.3 | 0.09 | 0.16 | 0.3 | 0.23 | -0.07 | 0.76 | (.95) | | | | | | | | | |
| CPO | 30.4 | 4.76 | 0.04 | -0.13 | -0.005 | 0.11 | -0.02 | -0.06 | 0.11 | -0.002 | 0.36 | 0.18 | 0.19 | 0.3 | 0.52 | 0.24 | 0.68 | 0.69 | (.81) | | | | | | | | |
| CPP | 28.11 | 4.47 | 0.02 | 0.05 | -0.14 | 0.19 | -0.01 | -0.001 | -0.02 | -0.02 | 0.34 | 0.25 | 0.07 | 0.19 | 0.38 | 0.46 | 0.54 | 0.52 | 0.63 | (.86) | | | | | | | |
| RPV | 111.35 | 18.9 | -0.03 | 0.02 | -0.04 | 0.05 | -0.12 | -0.09 | 0.12 | -0.05 | 0.41 | 0.23 | 0.32 | 0.37 | 0.48 | 0.24 | 0.76 | 0.62 | 0.63 | 0.63 | (.95) | | | | | | |
| RPJ | 85.24 | 17.56 | -0.1 | -0.12 | -0.06 | 0.2 | -0.01 | -0.01 | 0.01 | 0.08 | 0.49 | 0.31 | 0.1 | 0.31 | 0.4 | 0.1 | 0.57 | 0.66 | 0.56 | 0.49 | 0.75 | (.94) | | | | | |
| RPO | 31.72 | 4.97 | -0.06 | -0.05 | 0.05 | 0.18 | -0.001 | -0.02 | 0.03 | -0.08 | 0.31 | 0.12 | 0.04 | 0.25 | 0.43 | 0.12 | 0.57 | 0.59 | 0.69 | 0.6 | 0.72 | 0.65 | (.80) | | | | |
| RPP | 29.78 | 4.44 | -0.12 | -0.09 | -0.1 | 0.14 | -0.15 | -0.14 | -0.04 | -0.13 | 0.28 | 0.24 | -0.11 | 0.03 | 0.13 | 0.32 | 0.46 | 0.46 | 0.48 | 0.69 | 0.63 | 0.56 | 0.62 | (.87) | | | |
| DV1 | 14.58 | 4.26 | 0.18 | -0.02 | -0.19 | 0.05 | 0.14 | 0.1 | -0.01 | -0.01 | 0.07 | -0.01 | 0.22 | 0.27 | 0.13 | 0.12 | 0.01 | 0.004 | -0.01 | 0.12 | -0.03 | -0.11 | -0.02 | -0.06 | (0.88) | | |
| DV2 | 13.82 | 4.68 | -0.07 | -0.19 | -0.17 | 0.3 | -0.05 | -0.01 | -0.08 | -0.09 | 0.37 | 0.39 | -0.16 | 0.03 | 0.16 | 0.28 | 0.24 | 0.36 | 0.34 | 0.43 | 0.21 | 0.26 | 0.35 | 0.38 | 0.33 | (0.89) | |
| DV3 | 13.82 | 4.78 | -0.05 | -0.18 | -0.13 | 0.37 | 0.11 | 0.05 | -0.19 | -0.08 | 0.33 | 0.31 | -0.18 | 0.02 | 0.2 | 0.14 | 0.18 | 0.39 | 0.41 | 0.38 | 0.23 | 0.32 | 0.36 | 0.33 | 0.29 | 0.8 | (.89) |

*Internal reliability estimates (Alpha) appear in parentheses on the off-diagonal

**All correlations greater than or equal to 0.18 are significant at 0.05

*** (N/A) denotes either dichotomized/single item variable where no statistics appear

Table 4.4 - Confirmatory Factor Analyses Results

| Model | Condition | Df | Chi-Square | Bartlett's X2 | AIC | BIC | TLI |
|----------|-----------|------|------------|---------------|---------|----------|------|
| 4 Factor | Self | 2076 | 4497.43 | 5758.62 | 1606.62 | -4214.53 | 0.41 |
| | Prototype | 2076 | 7257.78 | 9293.03 | 5141.03 | -680.12 | 0.31 |
| | Company | 2076 | 4773.01 | 6111.47 | 1959.47 | -3861.68 | 0.52 |
| | RJP | 2076 | 4971.89 | 6366.13 | 2214.13 | -3607.02 | 0.53 |
| 1 Factor | Self | 2277 | 6069.13 | 7609.99 | 3055.99 | -3328.76 | 0.16 |
| | Prototype | 2277 | 8898.12 | 11157.23 | 6603.23 | 218.47 | 0.19 |
| | Company | 2277 | 5844.5 | 7328.34 | 2774.34 | -3618.41 | 0.42 |
| | RJP | 2277 | 6519.95 | 8175.28 | 3621.28 | -2763.48 | 0.38 |

Table 4.4a Interfactor Correlation Matirx for 4 Factor Self Ratings

| | Factor 1 | Factor 2 | Factor 3 | Factor 4 |
|----------|----------|----------|----------|----------|
| Factor 1 | 1 | | | |
| Factor 2 | -0.14 | 1 | | |
| Factor 3 | 0.12 | 0.36 | 1 | |
| Factor 4 | 0.25 | -0.05 | 0.18 | 1 |

Table 4.4b Interfactor Correlation Matirx for 4 Factor Prototype Ratings

| | Factor 1 | Factor 2 | Factor 3 | Factor 4 |
|----------|----------|----------|----------|----------|
| Factor 1 | 1 | | | |
| Factor 2 | 0.54 | 1 | | |
| Factor 3 | -0.001 | 0.2 | 1 | |
| Factor 4 | 0.42 | 0.24 | -0.21 | 1 |

Table 4.4c Interfactor Correlation Matirx for 4 Factor Company Ratings

| | Factor 1 | Factor 2 | Factor 3 | Factor 4 |
|----------|----------|----------|----------|----------|
| Factor 1 | 1 | | | |
| Factor 2 | 0.67 | 1 | | |
| Factor 3 | 0.65 | 0.63 | 1 | |
| Factor 4 | 0.49 | 0.46 | 0.47 | 1 |

Table 4.4d Interfactor Correlation Matirx for 4 Factor RJP Ratings

| | Factor 1 | Factor 2 | Factor 3 | Factor 4 |
|----------|----------|----------|----------|----------|
| Factor 1 | 1 | | | |
| Factor 2 | 0.55 | 1 | | |
| Factor 3 | 0.44 | 0.53 | 1 | |
| Factor 4 | 0.39 | 0.43 | 0.27 | 1 |

Table 5.1 Mean DV Scores Within Information Condition Across Job Search Goals

| JSG | Condition | Mean | SE |
|-----------|-----------|-------|-------|
| Social | No Info | 14.31 | 0.558 |
| | Company | 12.36 | 0.598 |
| | RJP | 11.98 | 0.594 |
| Necessity | No Info | 14.79 | 0.523 |
| | Company | 15.13 | 0.56 |
| | RJP | 15.46 | 0.557 |

Table 5.2 Hierarchical Regression of No Information on Job Search Intentions

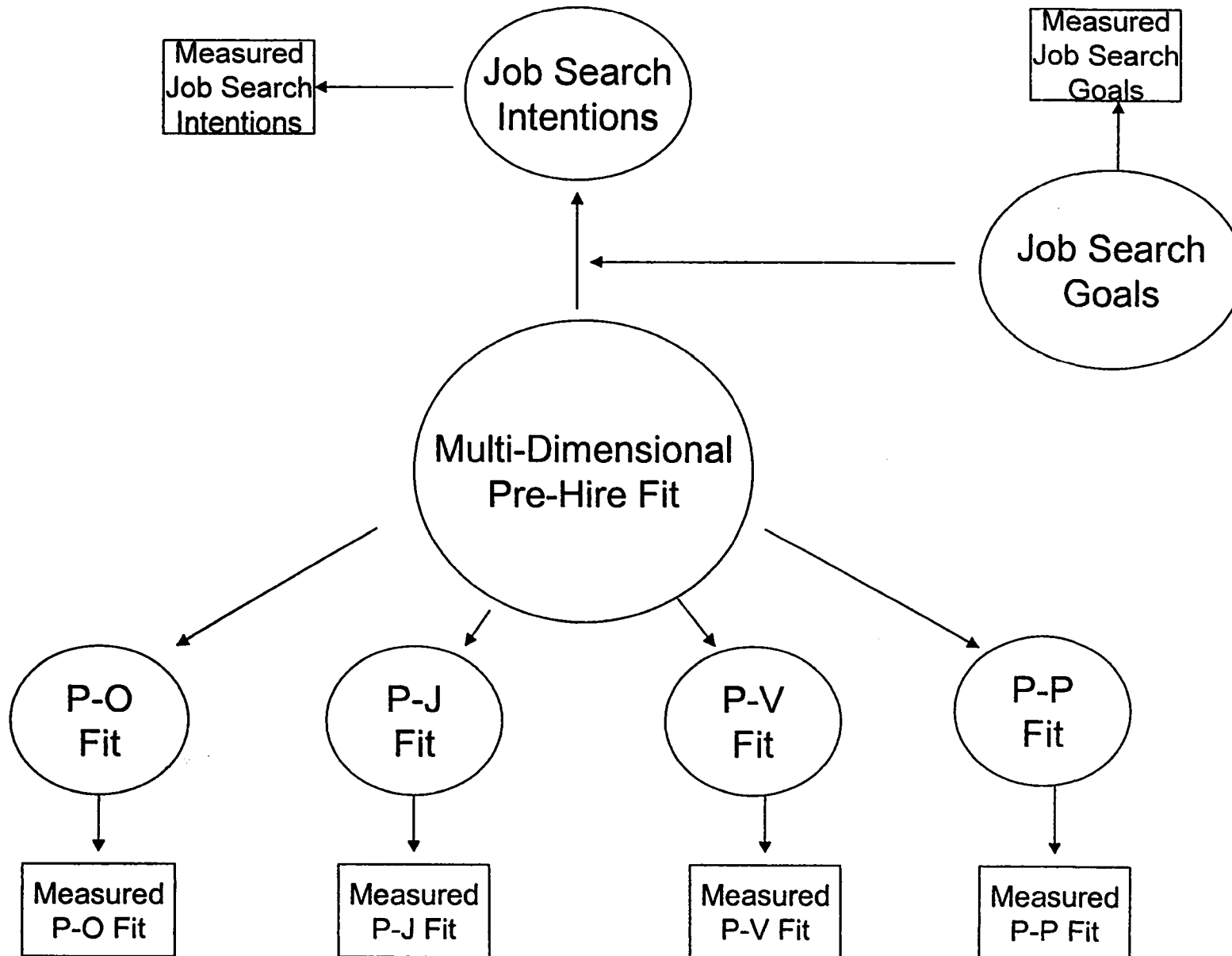
| Step | Variable | Beta | R2 Step | Delta R2 | Df | F Value | P Value |
|------|----------|--------|---------|----------|--------|---------|---------|
| 1 | WrkHrs | -0.048 | | | | | |
| | Income | -0.193 | | | | | |
| | Source | 0.123 | 0.055 | | 3,118 | 2.299 | 0.08 |
| 2 | Self PV | -0.061 | | | | | |
| | Self PJ | -0.024 | | | | | |
| | Self PO | 0.175 | | | | | |
| | Self PP | -0.143 | 0.076 | 0.021 | 7,114 | 1.33 | 0.241 |
| 3 | Comp PV | 0.174 | | | | | |
| | Comp PJ | 0.169 | | | | | |
| | Comp PO | -0.139 | | | | | |
| | Comp PP | 0.156 | 0.149 | 0.073 | 11,110 | 1.76 | 0.07 |

Table 5.3 Hierarchical Regression of Company-Provided Information on Job Search Intentions

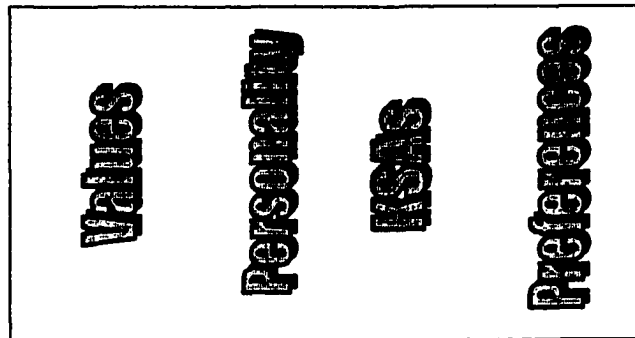
| Step | Variable | Beta | R2 Step | Delta R2 | Df | F Value | P Value |
|------|----------|--------|---------|----------|--------|---------|---------|
| 1 | WrkHrs | -0.22 | | | | | |
| | Income | -0.22 | | | | | |
| | Source | -0.07 | 0.084 | | 3,118 | 3.63 | 0.015 |
| 2 | Self PV | -0.071 | | | | | |
| | Self PJ | -0.052 | | | | | |
| | Self PO | 0.521 | | | | | |
| | Self PP | 0.274 | 0.352 | 0.268 | 7,114 | 8.86 | 0.001 |
| 3 | Comp PV | 0.096 | | | | | |
| | Comp PJ | 0.302 | | | | | |
| | Comp PO | 0.108 | | | | | |
| | Comp PP | 0.291 | 0.437 | 0.085 | 11,110 | 7.77 | 0.001 |

Table 5.4 Hierarchical Regression of RJP Information on Job Search Intentions

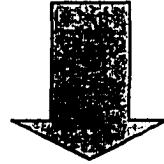
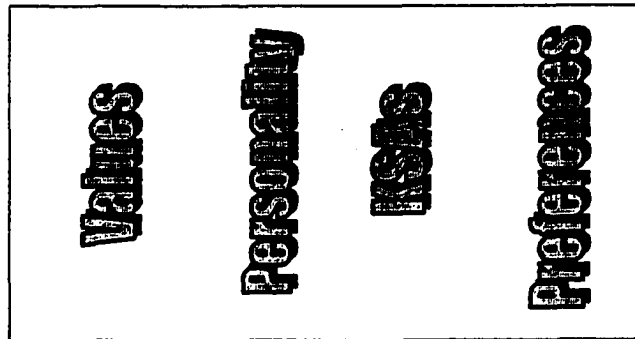
| Step | Variable | Beta | R2 Step | Delta R2 | Df | F Value | P Value |
|------|----------|--------|---------|----------|--------|---------|---------|
| 1 | WrkHrs | -0.196 | 0.065 | | 3,118 | 2.71 | 0.048 |
| | Income | -0.153 | | | | | |
| | Source | 0.094 | | | | | |
| | | | | | | | |
| 2 | Self PV | -0.314 | 0.321 | 0.256 | 7,114 | 7.68 | 0.001 |
| | Self PJ | -0.111 | | | | | |
| | Self PO | 0.419 | | | | | |
| | Self PP | 0.154 | | | | | |
| 3 | Comp PV | -0.128 | 0.386 | 0.065 | 11,110 | 6.28 | 0.001 |
| | Comp PJ | -0.082 | | | | | |
| | Comp PO | 0.33 | | | | | |
| | Comp PP | 0.077 | | | | | |



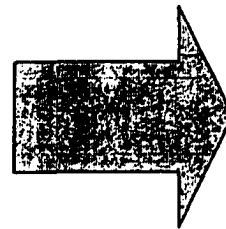
Self-Concept



Prototype



RIP



Multi-Dimensional Fit