

## Abstract

- During the job search, individuals often make decisions on joining an organization based off the perceived similarity of their own values and those of a target organization. Thus, according to the attraction-selection-attrition framework (Schneider, 1987), individuals should select into firms with similar others and out when their values are misaligned. We, however, find that promotion or prevention systems may guide risk taking job seekers to form perceptions of fit in order to either enhance or maintain their self-image. Employer image drives these attitudes in that the self may be enhanced through perceived fit with an impressive organization and maintained through perceived fit with a respectable firm.

## Background

- Job seekers often encounter feedback mechanisms on internet recruitment sites (Manyika et al., 2015).
- Job seekers do not blindly agree with person-organization (PO) fit feedback (Dineen et al., 2002).
- Employer images influence job seeker attraction (Younis et al., 2020).
- Promotion and prevention systems that drive risk taking behavior may guide job seekers to move toward a perceived gain state (Scholer et al., 2010). Perceiving fit may act as a mechanism to maintain or enhance the self-image.
- H1:** Employer Image (EI) and PO Fit Feedback (POFF) interact to predict Subjective PO Fit.
- H2:** Agreement with PO Fit Feedback (APOFF) moderates the interaction of EI and POFF.
- H3:** Risk Propensity moderates the interaction of APOFF, EI, and POFF.

## Methodology

### Design, participants, and procedure

- 2 employer image (impressive, respectable) x 2 PO fit feedback (fit, misfit) between-subjects experimental design
- Data collected from Amazon Mechanical Turk
- Final sample:  $N = 389$
- Participants "beta tested" recruitment software
- Participants provided bogus fit information

### Measures

- Agreement with PO fit feedback (Dineen et al., 2002)
- Risk Propensity (Zhang et al., 2019)
- Subjective PO fit (Cable & DeRue, 2002)

## Results

Figure 1: Interaction of Employer Image, PO Fit Feedback, Agreement with PO Fit Feedback, and Risk Propensity

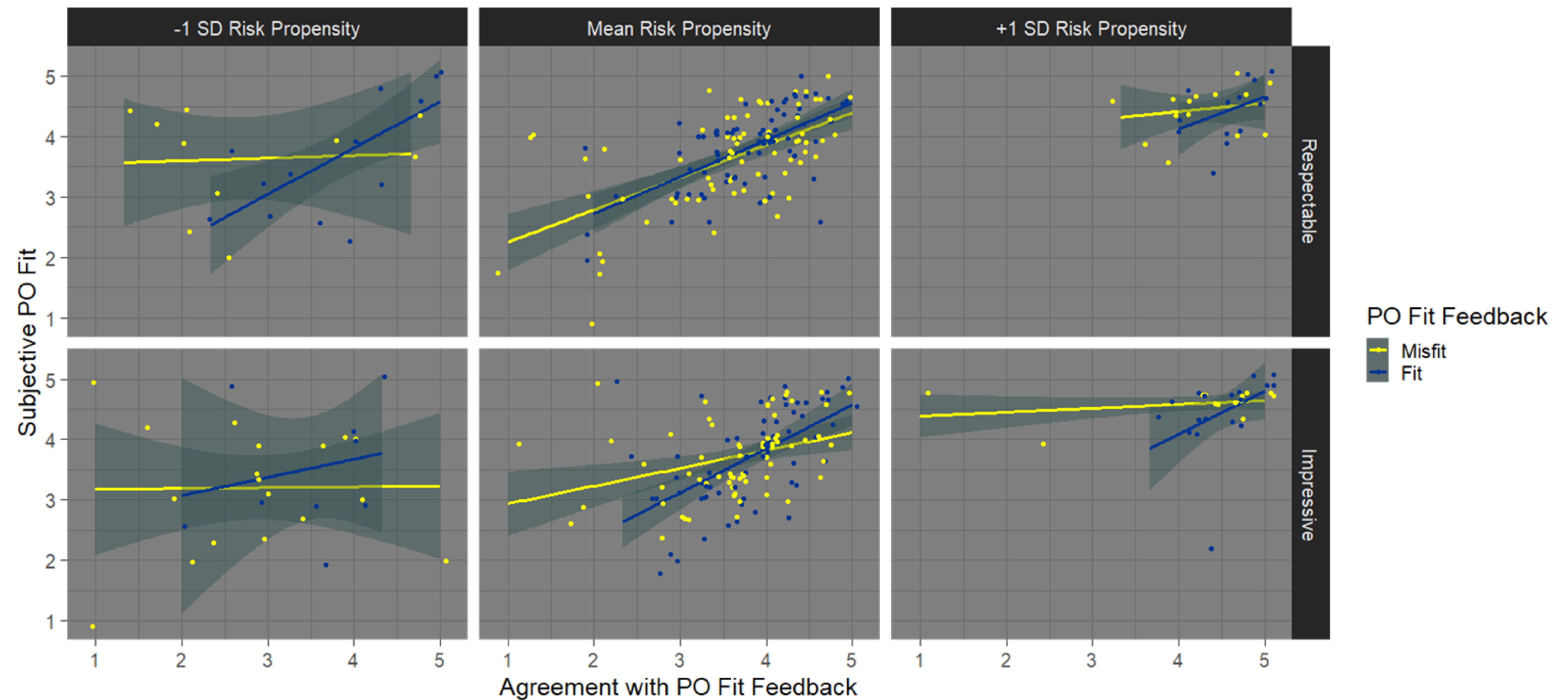


Table 1: ANOVA table depicting the interaction of Employer Image, PO Fit Feedback, Agreement with PO Fit Feedback, and Risk Propensity

	SS	df	F	p	$\eta^2_p$
Model	93.61588	12	19.89292	<.001	0.388
Employer Image	0.03893	1	0.09928	0.753	0.000
PO Fit Feedback	0.00199	1	0.00507	0.943	0.000
Agreement with PO Fit Feedback	36.58713	1	93.29504	<.001	0.199
Risk Propensity	12.13798	1	30.94885	<.001	0.076
Employer Image X PO Fit Feedback	1.74234	1	4.44286	0.036	0.012
Employer Image X Agreement with PO Fit Feedback	0.90660	1	2.31178	0.129	0.006
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback	4.13297	2	5.26941	0.006	0.027
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	10.25040	4	6.53448	<.001	0.065
Residuals	147.45435	376			
Total	241.07023	388			

Table 3: Estimated marginal means for focal conditions

Agreement with PO Fit Feedback	Employer Image	PO Fit Feedback	Risk Propensity	Mean	SE	df	95% Confidence Interval	
							Lower	Upper
Mean-1-SD	Respectable	Misfit	Mean+1-SD	3.24	0.1334	376	2.98	3.51
Mean-1-SD	Respectable	Fit	Mean+1-SD	3.67	0.1611	376	3.35	3.98
Mean-1-SD	Impressive	Misfit	Mean+1-SD	3.85	0.1136	376	3.63	4.08
Mean-1-SD	Impressive	Fit	Mean+1-SD	3.23	0.1840	376	2.87	3.59

Table 2: Fixed effects parameter estimates for relevant study variables

Names	Effect	Estimate	SE	95% Confidence Interval		p	df	t	p
				Lower	Upper				
(Intercept)	(Intercept)	3.74302	0.0347	3.67485	3.8112	0.00000	376	107.9618	<.001
Employer Image	Impressive - Respectable	-0.02188	0.00995	-0.13845	0.1147	0.02776	376	-0.3151	0.753
PO Fit Feedback	Fit - Misfit	-0.00895	0.07931	-0.14229	0.1153	0.00635	376	-0.0712	0.943
Agreement with PO Fit Feedback	Agreement with PO Fit Feedback	0.44114	0.0457	0.35134	0.5309	0.47615	376	9.6589	<.001
Risk Propensity	Risk Propensity	0.28060	0.0504	0.18142	0.3798	0.27183	376	5.5632	<.001
Employer Image X PO Fit Feedback	Impressive - Respectable X Fit - Misfit	-0.29303	0.1390	-0.56639	-0.0197	-0.37176	376	-2.1078	0.036
Employer Image X Agreement with PO Fit Feedback	Impressive - Respectable X Agreement with PO Fit Feedback	-0.12521	0.0824	-0.28714	0.0367	-0.13515	376	-1.5205	0.129
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback	Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback	0.10000	0.1124	-0.12067	0.3213	0.10826	376	0.8925	0.373
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	0.37863	0.1211	0.14059	0.6167	0.40868	376	3.1276	0.002
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	0.41056	0.0931	0.22743	0.5937	0.33839	376	4.4083	<.001
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	0.01313	0.0542	-0.09337	0.1196	0.01082	376	0.2425	0.809
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	-0.15253	0.0885	-0.34624	0.0412	-0.12571	376	-1.5482	0.122
Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	Employer Image X PO Fit Feedback X Agreement with PO Fit Feedback X Risk Propensity	0.24433	0.1193	0.00974	0.4789	0.20138	376	2.0479	0.041

- Support was found for both Hypothesis 1 ( $F(1, 376)=4.44, p<.05$ ) and Hypothesis 2 ( $F(2, 376)=5.27, p<.05$ ).
- Hypothesis 3 was supported ( $F(4, 376)=6.53, p<.001$ ) in that Risk Propensity moderated the interaction of EI, POFF, and APOFF.

## Discussion

- Results suggest job seekers may perceive PO fit from organizations as a way of enhancing the self-image. Specifically, risk taking job seekers, in disagreeing with PO fit feedback provided by prestigious organizations, may perceive PO fit to enhance the self-image.
- Promotion systems suggest this construal as a perceived "gain state," moving from 0 (no perceived fit) to +1 (perceived fit).
- This rationale is problematic in that misfits experience pain and discomfort in organizations (Follmer et al., 2018).

## Select References

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