

Abstract

This study adopted a person-organization (P-O fit) framework to investigate job seeker attraction to organizations in the context of e-recruitment. Recruitment information posted on real corporate web sites was presented to active job seekers (N = 120) in order to better understand reactions to online recruiting. Participants examined one of three corporate web sites and completed questionnaires about their perceptions of web site usability, subjective P-O fit, and organizational attraction. In addition, occupational preference, internet experience, organization size and location were used as control variables. For female participants, perceptions of web site usability and subjective P-O fit were both positively related to attraction, with subjective P-O fit mediating the relationship between web site usability and organizational attraction. These relations were not found for male participants. Implications for future empirical research and recruitment practice were discussed.

Recruiting on Corporate Web Sites: Perceptions of Fit and Attraction

Effective recruitment practices are an essential function of human resource management not only because of their role in facilitating organizational success but also because of their role in affecting applicants' job choice and, ultimately, an individual's quality of life. It has been estimated that 4 million US job seekers use the Internet to search for a job on any given day (Pew Internet Surveys, 2002). Enhanced understanding of how these job seekers are differentially attracted to organizations via corporate recruitment web sites could help organizations design more effective tools for generating and retaining superior applicants. Rather than relying exclusively on electronic job board postings, organizations could focus more attention on developing their own employee recruitment web sites. Using their own web sites as a recruitment source provides a medium through which the company can present highly detailed job and organizational information to attract relevant job seekers who are a good fit for the organization. Also, individual recruitment web sites have the potential to streamline employee selection and ultimately lower recruitment costs (Cober, Brown, Blumental, Doverspike, & Levy, 2000).

Considerable research has been conducted examining the relationship between the recruitment source(s) that the organization chooses (e.g., newspaper ads, employee referrals, and employment agencies) and work attitudes, job performance, absenteeism, and turnover (for a comprehensive discussion see Barber, 1998). Researchers have also tended to focus on job seeker reactions to recruitment materials (advertisements or recruitment brochures), especially the content of recruitment materials rather than the style (Barber, 1998). Job seekers' decisions to pursue employment with a particular organization depend on the amount and specificity of information presented about organizational and job characteristics in their recruitment materials

(Barber, 1998; Barber & Roehling, 1993; Boswell, Roehling, LePine, & Moynihan, 2003; Highhouse & Hause, 1995; Maurer, Howe, & Lee, 1992).

According to the recent research on the recruitment, the Web is increasing in use both as a source of applicants for organizations and as a job search tool for individuals seeking employment. As many as 90% of large organizations in the U.S. have incorporated the Web in their current recruitment practices (cf. Cober, Brown, Blumental, Doverspike, & Levy, 2000) and as many as 15% of unemployed job seekers were using the Web as part of their job search by 1998 (cf. Kuhn & Skuterud, 2000). More recent job-seeker statistics reveal that as many as 52 million U.S. job seekers have used the Web to search for a job, with 4 million searching on any given day (up 60% from data reported in 2000) (Pew Internet Surveys, 2002).

Online recruiting can also produce cost savings and higher applicant yields. Companies have reported savings of 95% when changing from traditional to online recruiting sources and individual companies have generated as many as 10,000 applicants through their recruitment web sites to fill fewer than 1000 jobs (Cober et al., 2000). To reduce the burden associated with these source effects, human resource managers have adopted the use of specialized software to screen for only the qualified applicants and to immediately import applicant data into their databases (Dysart, 1999). This approach has afforded organizations the opportunity to reduce the recruitment and selection cycle time by up to 25% (cf. Cober et al., 2000). From the applicant perspective, access to over 1 million job postings has been made available through career enhancement sites such as Monster.com, and as many as 18 million job seekers compete for these job openings by posting their resumes annually on Monster.com (Capelli, 2001).

Unfortunately, poor website design can have detrimental effects on recruitment outcomes. The navigational usability and stylistic features of web sites has been found to affect the degree to which job seekers are not only attracted to an organization but also their subsequent decision to accept a job with the organization (Cober et al., 2003; Hoffman & Novak, 1996; Thoms, Chinn, Goodrich, & Howard, 2004; Williamson, Lepak, & King, 2003; Zusman & Landis, 2002). For example, Nielson (2000) found that the inability to easily navigate a company's employment web site resulted in only 26% of applicants being able to search for a job and successfully submit an online application. Similarly, Hoffman and Novak (1996) found that users became frustrated and bored when experiencing difficulties in navigation and ultimately terminate their information searches and visit other web sites.

A number of gaps in e-recruitment research must be addressed. Specifically, researchers have called for more field studies to be conducted, the use of non-student samples of job seekers with work experience, and the use of real company web sites as opposed to the use of fictitious web sites created by investigators (Barber, 1998; Rynes & Cable, 2003). The purpose of this study was to present recruitment information posted on real corporate web sites to an adult sample of active job seekers in order to further understand the applicant generation stage of the recruitment process. To further understand the relationship between web site quality and organizational attraction, we also examined a potential mediating variable, person-organization fit (P-O fit).

P-O fit has been associated with a number of positive outcomes including, attraction to the organization, prolonged tenure and higher degrees of performance, satisfaction, commitment, job involvement, and adjustment at the level of the individual and higher degrees of effectiveness, productivity, cohesiveness, and decreased turnover at the level of the group and organization

(Bretz & Judge, 1994; Bretz, Ash, & Dreher, 1989; Burke & Descza, 1982; Cable & Judge, 1994; Christiansen, Villanova, & Mikulay, 1997; Kristof 1996; Ostroff, 1993; Schneider, 1995; Schneider, Goldstein, & Smith, 1995; Schneider, Smith, & Goldstein, 2000; Spokane, 1985; Turban & Keon, 1993; Verquer, Beehr, & Wagner, 2003). Although P-O fit has been measured in different ways (including perceived, subjective, and objective fit (Judge & Cable, 1997; Kristof, 1996), the present study used subjective P-O fit. Subjective P-O fit refers to an individual making a direct assessment of the compatibility between P and E. An example of subjective fit would be to directly ask individuals to report the degree to which their values match the values of the organization on the aspect of teamwork. Subjective fit has been shown to be a superior measure of P-O fit than using a perceived fit measure (i.e., a comparison of the individual's preferences with the individual's perceptions of the environment) or an objective measure (i.e., a comparison of the individual's preferences with someone else's perceptions of the environment (Verquer et al., 2003).

Corporate web sites have the potential to provide applicants with real-time feedback about P-O fit. Unfortunately, only one study has adopted a theoretical foundation grounded in P-O fit to examine applicant attraction in the context of e-recruitment. Dineen, Ash, and Noe (2002) had business students view different versions of a 'careers' page of a fictitious company's web site. Two of the web page versions contained an online questionnaire to assess applicant's fit with the fictitious company. After participants completed the online fit assessment they moved to another web page that provided feedback about the individuals' likely P-O fit with the company. The researchers manipulated the fit feedback reports to indicate that the individual's level of fit was either low or high. Participants were asked how well they thought they fit with the fictitious

company and how well they agreed with the fit assessment and their level of attraction to the company. Participants in the high fit feedback condition were more attracted to the organization than participants in the low fit feedback condition. More importantly, subjective P-O fit fully mediated the relationship between P-O fit feedback and attraction. However, the authors' use of a student sample who were not actively job seeking at the time of the experiment and the use of a fictitious company's web site limits the generalizability of their results. Moreover, the author's did not directly assess the relationship between the web site's navigational usability and P-O fit.

There are numerous reasons to posit a positive relationship between web site navigational usability and P-O fit. Web site usability enables job seekers to find information about organizational values that may be congruent with their own (values-based P-O fit). Furthermore, applicants who encounter a web site that they can successfully navigate may experience greater effort-performance expectancy (Vroom, 1964). That is, they may perceive that the probability of their efforts resulting in successful performance is high within an organization whose web site is highly navigable. In contrast, those experiencing difficulty navigating the organization's web site may experience lower effort-performance expectancy. Thus, web site navigational usability may indicate to job seekers how well they will fit within the organization based on their ability to function effectively within that organization. Similarly, organization-based self-efficacy may develop from successful interaction with the web site and lead job seekers to perceive greater fit with that organization and, ultimately, greater organizational attraction (Bandura, 1977).

Using real company web sites, Cober and his colleagues (2003) found that perceptions of web site content (e.g., information about the company's compensation culture and training) and style (e.g., navigability) were positively related to organizational attraction. When web site style

was operationalized as perceptions of navigational usability it accounted for unique variance in organizational attraction, whereas when style was operationalized as perceptions of aesthetic characteristics it failed to independently affect organizational attraction (Cober et al., 2003). This finding contradicts the finding that website aesthetics affect job seeker attraction to organizations (Zusman & Landis, 2002). However, Cober et al. (2003) examined actual web sites, whereas Zusman and Landis (2002) presented information on a single static page. Aesthetic features may play a more prominent role in the Zusman and Landis study because job seekers could not navigate the site and, therefore, these features become more central in their decision-making (Cober et al., 2003). The present study more closely follows the methodology used by Cober et al. (2003) in that job seekers extensively navigate actual corporate web sites before making attraction decisions. Because job seekers evaluate information about a company's culture characteristics, an aspect of P-O fit, as a critical factor throughout the stages of job choice decision-making (Boswell et al., 2003), and e-recruitment research results indicate that web site content (i.e., organizational culture information) accounts for unique variance in attraction beyond web site functionality effects (Cober et al., 2003), we posited the following:

Hypothesis 1: Web site usability will be positively related to organizational attraction.

Hypothesis 2: The relationship between web site usability and organizational attraction will be mediated by subjective P-O fit.

Demographic Moderators of Reactions to Web Sites

It has long been understood that there is a 'digital divide', that is, differential access to the internet between various demographic groups (United States Department of Commerce, 1995). Use of the internet is less prevalent among older people and those of racial minority status (The Digital Future Report, 2004). Porter and Donthu (2006) found that age was negatively related to

the perceived ease of use of the internet whereas racial minority status was positively related to perceived access barriers to the internet. Research on organizational recruiting via the internet confirms that internet recruits are more likely to be younger and White than to be older and of racial minority status (McManus & Ferguson, 2003). Although the differential usage rates between men and women no longer exist in the United States and Canada, sex differences appear to be sustained in most other countries (International Telecommunication Union, 2002). Differences in internet usage may influence the relationships between subjective P-O fit, organizational attraction, and web site usability. However, demographic differences in reactions to the internet have been found even when internet usage is controlled. Ybarra and Suman (2008) found that women and older users perceived internet searches as taking more effort than men and younger users, even when internet usage was controlled. Thus, the current research examined the moderating effects of demographic variables and controlled for past internet experience.

Hypothesis 3: Web site usability will be a stronger predictor of subjective P-O fit and organizational attraction for participants that are older, female, and minority racial status than participants that are younger, male, and White.

Method

Participants

One hundred and thirty-eight patrons from a public employment office were recruited to act as participants. Seventeen individuals were ineligible to participate or chose to withdraw due to the lengthy timeframe of the study (approximately 45 minutes). One case was dropped due to missing data, reducing the sample size to 120 participating job seekers. The sample included 61 males and 59 females. Age ranged from 18 to 62, with a mean of 31.7 years ($SD = 11.49$ years).

Eighty-one percent were Caucasian, 8.3% were African American, 6.6% were Hispanic, 2.5% were Native American, and the remaining 1.7% were Asian or Pacific Islander. Forty-six percent of the sample reported having a high school diploma or GED certificate, and 10.7% reported having only some high school education or less. Thirty-three percent reported having at least some exposure to college or trade school but not a 4-year degree, 5% reported having a Bachelor's Degree, and 5% reported having at least some education at the graduate level. Participants also reported their experience with the Internet. Weekly Internet use ranged from 0 to 40 hours, with a mean of 7.91 hours ($SD=8.5$). The range for number of years of Internet use was 0 to 20, with a mean of 5.57 years ($SD = 3.83$ years).

Procedure

The first survey packet (Survey Packet 1) contained demographic items and a brief description of three organizations. These descriptions included the full name of the organization, the industry of the organization, and a brief description of the organization's primary product or service. No additional organizational information was provided in the descriptions in order to keep everything as neutral as possible. Participants were instructed to choose the one organization that initially appeared most appealing to them as a potential employer. Participants indicated their preference on a single questionnaire item.

Participants were then individually assigned to a computer workstation according to the organization they chose from the questionnaire. The participants were given a 5-minute tutorial on Internet surfing to insure that all participants were familiar with the basic procedures for navigating a web site (i.e., point and click on Internet browser options) and understood how to operate their mouse. As in Cober et al. (2003), the address bar of the Internet browser was hidden

from view to enhance the importance of participants being familiar with Windows-based browsing before exploring the web site. Participants were instructed to ask for help if encountering any difficulty surfing the web site. Participants were provided with an instruction sheet regarding the information highlighted in the tutorial and a summary of the web site search activity. Participants were informed that they would be surfing the web site of an organization currently seeking employees and were instructed to evaluate the organization as a potential employer. Specifically, they were instructed to determine the extent to which the organization would be attractive to them as employers. Participants were further told that their goal during the web site search was to determine the degree to which he/she would be interested in working for the organization and to evaluate whatever information they deemed necessary.

Participants were each given 15 minutes to search their organization's web site for information that would help them determine their level of interest in working for the organization. The instructions encouraged participants to search the web site to learn as much as they could about the organization in order to make an informed decision about the company's attractiveness as an employer. This 15-minute time limit was set in accordance with the procedures of Cober et al. (2003) and Levering and Moskowitz (2000).

Once the 15-minute search period was over, participants were instructed to turn off their monitors and complete Survey Packet 2. This packet contained all remaining questionnaires (i.e., the navigational usability measure, the subjective P-O fit measure, two items assessing organizational geography and size, and the measure of organizational attraction). Once all questionnaire packets were accounted for, participants were paid \$10.00 for their participation and

were released from the study. After the study was completed, two \$50 gift card winners were chosen through a random drawing.

Measures

Perceptions of Web Site Usability. This six-item measure adapted from Cober et al. (2003) asked individuals to report the ease with which they were able to find information site and move through the web site on a six-point response scale. Because of its wording, one of the items was reverse-scored before a composite usability score was computed for the six items. The internal consistency reliability observed in our sample was .88.

Subjective P-O Fit. Job seekers provided subjective fit perceptions by responding to 2 items from Saks and Ashforth (1997) and a third item from Judge and Cable's (1996) subjective fit measure. The original five-point response scales used for these questions were adapted to six-point scales in order to remove the neutral midpoint and force respondents to commit to some degree of fit or non-fit. The internal consistency estimate observed in our sample was .89.

Organizational Attraction. Job seekers' attraction to the organization was assessed using pursuit intentions of job seekers. A five-item measure developed by Highhouse and colleagues (2003) was slightly altered for this study. One item that loaded equally well on two factors in Highhouse and colleagues research was omitted. Responses to the remaining four items were made on a six-point agreement scale. The internal consistency estimate observed in our sample was .92.

Internet Experience. Internet experience was measured with four items developed by Feldman and Klass (2002). Participants were asked how many hours on average they use the Internet each week and for how many years they have been using the Internet (in cases of less than

one year of use they were asked the number of months). Additionally, participants were asked to determine their comfort level with using the World Wide Web to communicate through electronic mail and their comfort with using the World Wide Web to conduct informational searches by responding to a six-point response scale (1 = Not At All Comfortable, 6 = Completely Comfortable). Z-score transformations were performed before creating a composite of these four items. The internal consistency reliability observed in our sample was .78.

Organizational Characteristics. The size and geographic location of the organization were also rated. The response options for each item ranged from one to six on a Likert scale, with one indicating very unfavorable and six indicating very favorable.

Occupational Preference. Participants reported the occupational category for which they were most interested in pursuing employment. Twenty-two categories, based on the O*Net system (U.S. Department of Labor, 1991), were listed along with example jobs for each category (the military job family was excluded). Participants expressed interest in 20 of the 22 categories listed. Four categories were cited most often, including 13% for Office/Administrative Support, 9.9% for Healthcare, 8.3% for Production/Manufacturing, and 8.3% for Management.

Results

Means, standard deviations, and correlations for the variables studied are presented in Table 1. There were a number of noteworthy correlations. Although sex and racial minority status were not associated with Internet experience, age was negatively related to Internet experience ($r = -.16, p < .05$, one-tailed). Furthermore, Internet experience was positively related to perceptions of web site usability ($r = .18, p < .05$, one-tailed). Web site usability was also positively related to subjective P-O fit ($r = .21, p < .05$, one-tailed) and organizational attraction ($r = .16, p < .05$, one-

tailed). Subjective P-O Fit had a moderately-sized, positive relationship with organizational attraction ($r = .57, p < .05$, one-tailed).

Although the pattern of zero-order correlations in Table 1 provides initial support for hypotheses 1 and 2, more rigorous tests of these hypotheses were conducted that controlled for the influence of occupational preference, Internet experience organization size, and organization location. A technique developed by Cohen and Cohen (1983) was used to control for the occupational preference, which was a categorical variable represented by 19 dummy coded variables. Subjective P-O fit and organizational attraction were each regressed on the variables representing occupation preference and residual scores were calculated to represent subjective P-O fit and organizational attraction in all subsequent analyses. Internet experience, organization size, and organization location were controlled by entering them in the first step of all regression analyses

In order to test hypothesis 1, organizational attraction was regressed on the control variables in step one and web site usability in step two. The relationship between web site usability and organizational attraction was not significant ($\Delta R^2 = .08$). Thus, after controlling for occupational preference, Internet experience, organization size, and organization location, hypothesis 1 was not supported. According to Baron and Kenny's (1986) method for testing mediation, significant relationships must exist between the predictor and the mediator, the predictor and the criterion, and the mediator and the criterion. Because there was not a significant relationship between web site usability (the predictor) and organizational attraction (the criterion), there was no further need for analysis to conclude that hypotheses 2 was not supported.

To test hypothesis 3, moderated regression analyses were conducted using an approach suggested by Aiken and West (1991). Predictor variables (web site usability, age, racial minority status, and sex) were centered and interactions variables were computed as the product of these centered predictors. To test for a moderating effect of age, organizational attraction was regressed on the control variables in the first step, website usability and age in the second step, and the interaction of web site usability and age in the third step. No significant interaction was found ($\Delta R^2 = .01$ s). A similar analysis using subjective P-O fit as the criterion also failed to produce a significant interaction ($\Delta R^2 = .00$). Next the moderating effect of racial minority status was examined. Organizational attraction was regressed on the control variables in step one, web site usability and age in step two, and the interaction of web site usability and age in step three. The interaction between web site usability and racial minority status was not significant ($\Delta R^2 = .00$). A parallel analysis with subjective P-O fit as the criterion also failed to produce a significant interaction ($\Delta R^2 = .01$). The moderating effect of sex differences were also tested. Organizational attraction was regressed on the control variables in step one, web site usability and age in step two, and the interaction of web site usability and sex in step three. There was a significant interaction between web site usability and the sex of job seekers ($\Delta R^2 = .04, p < .05$). Similar analyses with subjective P-O fit as the criterion also revealed a significant interaction ($\Delta R^2 = .05, p < .05$).

Additional regression analyses were conducted to describe the nature of these interactions and determine whether the mediating effect predicted in hypothesis 2 was moderated by the sex of the job seeker. Table 2 displays these regression analyses for female participants. Web site usability predicted organizational attraction ($\beta = .45, p < .05$) and person-organization fit ($\beta = .65, p < .05$), after controlling for internet experience, organization size, and organization location. To test for mediation, a third hierarchical analysis was conducted that regressed organizational

attraction on the control variables, then on person-organization fit, and finally on web-site usability. With all variables in the model, the relationship between web-site usability and organizational attraction was no longer significant ($\beta = .10$, *ns*), however, person-organization fit remained a significant predictor ($\beta = .59$, $p < .05$). Thus, for female participants, the hypothesis that person-organization fit mediates the relationship between web site usability and organizational attraction was supported. A similar set of analyses were conducted for male participants and are displayed in Table 3. In these analyses, neither organizational attraction nor person-organization fit was predicted by web site usability, after controlling for internet experience, organization size, and organization location. Further examination of mediation was not necessary as these relationships were necessary precursors for a test of mediation. In sum, these analyses suggest the mediating effect of person-organization fit on the relationship between web-site usability and organizational attraction is moderated by sex. That is, the proposed model is supported for females but not for males.

Discussion

Despite the increased use of the Internet for organizational recruiting (Cable & Yu, 2007), research on this topic has been scant. The present study attempts to resolve the gap between research and practice by examining how the usability of a web site influences initial organizational attraction and how an adult sample of job seekers respond to and use this medium. We found some support for the hypotheses that perceptions of web site usability would be positively related to organizational attraction and that this relationship would be mediated by P-O fit. This model was supported for female job applicants but not for male job applicants. These findings support the notion that organizations should acknowledge web design as a key factor in the success of their recruiting process.

Our hypotheses regarding the relations between Internet usability, person-organization fit, and organization attraction were not supported when we examined them using the entire sample and controlled for Internet experience, organization size, organization location, and occupational preference. However, past research has shown that internet usage differs among demographic groups (International Telecommunication Union, 2002; McManus & Ferguson, 2003; Porter & Donthu, 2006). In the present investigation, we failed to find moderating effects for age or race; however, we did find moderating effects for sex. Similar to Ybarra and Suman (2008), we found that women's reactions to the Internet differed from those of men, even when experience using the Internet was controlled. One implication of our finding is that Internet usability is particularly important for organizations focused on recruiting women.

A limitation of the present study was the timing of the measurement of the subjective P-O fit measure and organizational attraction. Subjective P-O fit and organizational attraction were measured at the same time and, therefore, the relationship is subject to common method variance. However, these variables were measured at the same time because measuring job seekers' attraction at the time of viewing the web site was of greater interest than measuring job seekers' attraction at a later time. We also did not control for individual differences that may influence P-O fit and organizational attraction, such as trait affectivity. Future research should examine the role trait affectivity has on relations between internet recruiting, P-O fit, and organizational attraction. Another limitation was lack of control over the specific information participants viewed. The study was conducted in a small timeframe in order to reduce the likelihood that the content of each corporate web site would change over the course of the study. Capturing each web site electronically and storing each to a file on the computer's hard drive would extend the time frame for a study of this kind and allow for a longitudinal design. Furthermore, it would allow for the

measurement of each job seeker's unique search behavior (i.e., the number of pages viewed, the specific content viewed, the average amount of time spent on each page, etc.). However, in order to maintain ecological fidelity, individuals were allowed to search web site content at their own volition, just as they would normally.

These results will provide organizations with foresight for developing better web sites for employee recruitment and will help employment counselors to better understand the needs of job seekers. Specifically, the results will not only help organizations further understand the importance of ensuring that web sites are navigable, but also the added usefulness of posting information related to the work environment and culture (factors contributing to P-O fit). Furthermore, it will help employment counselors understand the importance of ensuring that job seekers are incorporating online sources into their job search activities.

A primary strength of the study was its use of an employment agency to recruit job seekers. This strength allowed for a greater diversity of job seekers with which to promote the generalizability of the results (e.g., a relatively equal split between men and women, a predominantly non-student sample of which approximately 20% were not Caucasian, and the inclusion of unemployed job seekers on which to test P-O fit assumptions for the first time). The use of real corporate web sites also contributes to the generalizability of the results. Additionally, incorporating a P-O fit framework to investigate the effects of e-recruitment provided a greater depth to understanding the relationship between corporate web sites and organizational attraction. In conclusion, whether organizations make a poor attempt at recruiting through their web sites or they neglect it altogether, they can be certain that there will be missed opportunities to literally "connect" with many talented individuals.

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Table 1. Means, standard deviations, and correlations of variables studied.

Variables	<i>M</i>	<i>SD</i>	1.	2.	3.	4.	5.	6.	7.	8.
1. Organizational Size	5.22	.87	--							
2. Organization Location	4.46	1.37	.26	--						
3. Age	31.69	11.49	.02	.12	--					
4. Sex	--	--	.07	.21	.05	--				
5. Racial Minority Status	--	--	.01	.15	.05	-.01	--			
6. Internet Experience	.00	3.11	.05	-.12	-.16	.13	-.15	--		
7. Website Usability	5.08	.83	.39	.16	.06	.12	.06	.18	--	
8. Person-Organization Fit	3.79	1.20	.11	-.01	.11	-.22	.09	-.09	.21	--
9. Organizational Attraction	4.40	1.46	.26	-.09	.13	-.04	.15	-.16	.16	.57

Note. $N = 120$. Correlations with values of .16 or higher are significant ($p < .05$, one-tailed). Sex: 0 = Male, 1 = Female. Racial Minority Status: 0 = Non-minority, 1 = Minority.

Table 2. Mediating effect of person-organization fit on the relationship between web site usability and organizational attraction with control variables among females

	<u>Dependent Variables</u>					
	<u>Organizational Attraction</u>			<u>Person-Organization Fit</u>		
	R^2	ΔR^2	β	R^2	ΔR^2	β
<i>Step one</i>	.15*			.05		
Internet Experience			-.18			-.21
Organization Size			.13			-.21
Organization Location			.27*			-.01
<i>Step two</i>	.25**	.10*		.24**	.19**	
Web site usability			.45*			.65**
<i>Step one</i>	.15*					
Internet Experience			-.10			
Organization Size			-.00			
Organization Location			.33**			
<i>Step two</i>	.52**	.37**				
Person-Organization Fit			.59**			
<i>Step three</i>						
Web site usability	.52**	.00	.10			

Note. $N = 59$. * $p < .05$, ** $p < .01$. Dependent variables were residualized for occupational preference prior to analysis. Standardized regression coefficients (β) from the model with all variables included are reported.

Table 3. Mediating effect of person-organization fit on the relationship between web site usability and organizational attraction with control variables among males

	<u>Dependent Variables</u>					
	<u>Organizational Attraction</u>			<u>Person-Organization Fit</u>		
	R^2	ΔR^2	β	R^2	ΔR^2	β
<i>Step one</i>	.25*			.04		
Internet Experience			-.11			.04
Organization Size			.18			.18
Organization Location			.40*			.08
<i>Step two</i>	.27**	.01		.04	.00	
Web site usability			-.11			.16
<i>Step one</i>	.25**					
Internet Experience			-.06			
Organization Size			.16			
Organization Location			.40**			
<i>Step two</i>	.33**	.07**				
Person-Organization Fit			.28*			
<i>Step three</i>						
Web site usability	.34**	.02	-.13			

Note. $N = 59$. * $p < .05$, ** $p < .01$. Dependent variables were residualized for occupational preference prior to analysis. Standardized regression coefficients (β) from the model with all variables included are reported.