

Who cares about diversity?

Effects of organizational diversity communication on organizational attractiveness and person-organization fit

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ABSTRACT

The increasingly diverse composition of the Dutch society challenges organizations to develop diversity approaches and to manage diversity in the workplace. If managed well, diversity in the workplace can have a multitude of beneficial effects, referring to both improved employee and corporate performance. Despite various governmental and corporate efforts, many Dutch organizations are still characterized by a lack of diversity, being dominated by the cultural majority. A possible explanation for this lack of diversity is that organizations that are dominated by a cultural majority tend to attract job applicants that are similar to this group. Organizational communication about diversity can play a role in attracting a diverse group of job applicants, as the diversity perspective (colorblindness or multiculturalism) used in job advertisements can be considered a filter for the type of job seeker that responds to the advertisement. The objective of this study is to examine whether job seekers' personal characteristics play a role in their assessment of different organizational diversity approaches. More specifically, it is researched whether ethnicity, gender, social dominance orientation, and need to belong moderate the relationship between colorblind or multicultural organizational diversity statements in job advertisements and job seekers' assessment of the attractiveness of the organization and perceived person-organization fit.

In order to study whether the two organizational diversity communication approaches attract different types of job seekers, an online survey experiment with a between-subjects design was conducted. The experiment consisted of three conditions in which participants were asked to look at one extract of a job vacancy of a fictitious organization, either without diversity statements, with colorblind diversity statements, or containing multicultural diversity statements. Respondents were randomly assigned to one of the conditions. The experimental results, based on data obtained from 153 respondents, suggest that for this particular sample, in this specific context of job advertisements, including colorblind or multicultural diversity statements does not drive away or attract certain types of people. Ethnicity, gender, social dominance orientation and need to belong do not moderate the effect of diversity communication on job seekers' assessment of an organization. Results of the study imply that the diversity perspective communicated in job advertisements actually may not be a crucial factor in attracting a diverse applicant pool. The study contributes to the limited amount of research on job seekers' assessment of organizations based on diversity communication in job advertisements and the moderating effect of job seekers' personal characteristics on this relationship. The results suggest that more research concerning increasing diversity in the workplace is required, as it continues to be an important and contemporary topic in our diversifying society.

KEYWORDS: *Diversity communication, job advertisements, multiculturalism, colorblindness, organizational attractiveness, person-organization fit*

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1. Introduction

“ **Society is unity in diversity.** ” - *George Herbert Mead*

Changing demographic trends in society more and more challenge organizations to develop diversity approaches. According to Statistics Netherlands (CBS), the Netherlands counted 3,9 million inhabitants with a Western and non-Western migration background in 2017, which is approximately 23% of the population. In 2040, the number of migrants living in the Netherlands is estimated to be approximately 5,4 million, and in 2060 some 6,3 million people with a migration background will live in the Netherlands (Stoeldraijer, Duin & Huisman, 2017). This increasingly diverse composition of society is also reflected in the Dutch workforce. In 2003, the net percentage of labor participation of people with a migration background in the Netherlands was 57.2%, which increased to 61.8% in 2017, whereas labor participation numbers of Dutch workers slightly declined in the past years (CBS, 2017a; CBS, 2018). As a result of such demographic trends, organizations are challenged to develop diversity approaches and to manage diversity in the workplace. The important social and organizational issue that emerges from this is how to generate diverse, inclusive, and tolerant working environments in organizations. In other words, the challenge for organizations nowadays is to create unity in diversity. If not implemented properly, diversity in the workplace can have negative effects. Several scholars argued that diversity in organizations may lead to conflict, intergroup bias, dissatisfaction, or higher employee turnover (Milliken & Martins, 1996; Van Knippenberg, De Dreu & Homan, 2004). Because of these challenges of diversity, it is important that organizations acknowledge differences between people and actively promote an inclusive and tolerant working environment. Then, diversity can actually result in a variety of positive effects, including innovation, flexibility, increased productivity, creativity, and higher quality solutions (Hofhuis, Van der Zee & Otten, 2011; Milliken & Martins, 1996; Van Knippenberg, De Dreu & Homan, 2004). Despite a lack of academic consensus about the exact effects of diversity in the workplace, it can be stated that a tendency exists toward the positive value-in-diversity perspective within organizations (Herring, 2009). The Dutch government actively shows to care about diversity in society and organizations. It acknowledges diversity as an important societal issue and developed nine principles for cultural diversity in organizations (Rijksoverheid, 4 May 2018). On its website, the government shares a document covering several case studies of organizations that engage in ‘good cultural diversity practices’ to be used as examples by others (Van Beek & Henderikse, 2015). A growing number of organizations in the Netherlands also states to care about diversity, and engages in diversity legislation, affirmative action programs, or diversity training interventions in order to promote workplace diversity. The fact that large corporations increasingly share special ‘Diversity and Inclusion’ policies and reports on their websites indicates that they consider diversity an important topic to communicate to stakeholders.

Yet, despite many organizations advocating for organizational diversity and developing policies and programs for promoting it, various jobs and sectors are still dominated by one gender or ethnic group. Two recent studies published in the Dutch national news (May 2018) demonstrate the prevalence of a dominant cultural majority in Dutch organizations. The first study described how the field of journalism is dominated by Dutch people without a migration background, resulting in the editorial offices producing news for the population while not at all reflecting this population in terms of cultural diversity (Takken & Geels, 2018). The second research found that only 2% of all members of local councils in the Netherlands has a migration background (Besselink & Boersema, 2018). The measures for diversity described above have not proven to provide a complete solution for the lack of diversity, be it in terms of race, gender, or sexuality, that continues to exist in many organizations. Scholars O'Brien, Scheffer, Van Nes, and Van der Lee (2015) explained that low workforce diversity in organizations can be caused by a variety of factors that interact with each other, such as unconscious bias and workplace culture. From all factors, they pointed out a diverse applicant pool is crucial for workplace diversity. It is as simple as it seems; if a company that is dominated by white male employees only attracts white male applicants, the organizations' workforce will not become more diverse. But what causes a company to mainly (or only) attract a specific type of job applicants? Organizations in the Netherlands are not allowed to include any preferences for gender, ethnicity, religion, or sexual orientation in their job vacancies and therefore cannot clearly state that they for instance are looking for white male applicants. Despite the fact that such statements usually are not specifically mentioned in job vacancies, it still is organizational communication that has proven to play a considerable role in applicant diversity.

Research in the field of recruitment, organizational selection decisions, and applicant attraction has shown that people and organizations usually feel most attracted to one another when they share similar values (Schneider, 1987; Cable & Judge, 1997; Kristof-Brown, Barrick & Franke, 2002). The fact that some organizations tend to attract a specific type of job applicants has to do with the values the companies portray in their organizational communication. Be it website content or job vacancies, any communication related to an organization can influence individuals' perception of the organization. Job advertisements can be considered a filter for the type of job seeker responding to the advertisement. Job seekers prefer to work for an organization that has values that are compatible with their personal values and actually integrate this in their search process (Cable & Judge, 1996; Backhaus, 2003). Applicants who feel like a job advertisement does not fit their personal values will almost automatically self-select themselves out of the recruitment process (Ng & Burke, 2005). This effect occurs, because the language used in job advertisements can be related to job seekers' level of attraction to the organization and person-organization (P-O) fit. These variables refer to individuals' appeal to an organization as well as their feeling of similarity to values communicated by the organization. Such values can relate to -among other things- the organization's position on racial or gender diversity and therefore, diversity communication can result in certain types of people feeling

more attracted to an organization than others. Brown, Cober, Keeping, and Levy (2006) studied responses to diversity information in job advertisements and concluded that the higher the level of racial intolerance of an individual, the less likely was this person to pursue a job with an organization promoting diversity in its job vacancy (Brown et al., 2006). A later study on gender diversity of Gaucher, Friesen and Kay (2011) fits these conclusions. The scholars found that gendered wording in job advertisements sustains gender inequality. They infer that women considered job advertisements containing more masculine rather than feminine wording less appealing than men (Gaucher, Friesen & Kay, 2011). Both studies illustrate that the way in which job advertisements are framed with regard to organizational diversity can be related to certain types of people considering the job and organization more or less appealing, which can result in a fairly homogenous applicant pool composed of people who share values similar to most employees of the organization. This process between organizational communication and job seekers most of the time occurs subconsciously as both organizations and applicants often are not aware of the effects of communication on recruitment and selection.

As mentioned earlier, organizations seem to increasingly respond to the diversifying workforce and adapt to societal demands for diversity in the workplace, for instance by incorporating diversity statements in organizational communication like job advertisements. Two often-used diversity approaches in job advertisements are 'colorblind' and 'multicultural' (Stevens, Plaut & Sanchez-Burks, 2008). The colorblind approach entails that all individuals are equal and that corporate decisions such as hiring and promotion should not be based on group differences. The multicultural perspective emphasizes that cultural differences should be recognized, accepted, and can be beneficial for work practices (Stevens, Plaut & Sanchez-Burks, 2008). Research has found that some individuals are more attracted to or feel a better fit with organizations sharing one or the other diversity perspective (Plaut, Garnett, Buffardi, & Sanchez-Burks, 2011; Jansen et al., 2015). Individuals' personal characteristics can in some cases be related to their attraction to either colorblind or multicultural diversity statements. The underlying issue here is that if organizations are not aware of the differences in attraction effect of diversity approaches, their job advertisements may always attract the same type of applicant. Studying what types of people are more or less attracted to a specific organizational diversity approach may help companies improve existing recruitment efforts. This can result in increased diversity in the workplace, which in turn potentially results in competitive advantage. Besides its numerous potential positive outcomes on employee and organizational performance, workplace diversity is important for society as a whole, because when organizations become more diverse, they more accurately reflect the diversifying population.

From an academic perspective, it is also important to study organizational diversity communication. A substantial body of literature exists on the advantages and disadvantages of a diverse workforce and how to manage diversity in the workplace, taking on both an employee- and performance-based approach (e.g. Milliken & Martins, 1996; Shore, Chung-Herrera, Dean, Ehrhart, Jung, Randel & Singh, 2009). This means that many studies focused on the effects of diversity on an

organization itself or on its employees. Less research, however, focused on the effects of diversity communication on *potential* employees, examining what types of job seekers are more attracted to certain communication approaches than others. Using an experimental design, this study aims to contribute to this limited amount of literature by examining the effects of diversity communication on potential employees, being job seekers, by incorporating different diversity statements related to racial diversity in extracts of job advertisements. Along with corporate websites, job advertisements are important channels for organizations to reach potential employees. Whereas corporate websites have been studied quite extensively on this topic (e.g. Point & Singh, 2003; Walker, Field, Giles, Armenakis & Bernerth, 2009), diversity communication in job advertisements has not been covered extensively in academia. In order to add to the knowledge gaps regarding job seekers and job advertisements, this study places job seekers in one of three conditions of an online experiment with either no, colorblind, or multicultural diversity communication integrated in a job advertisement. Respondents are asked to indicate whether they consider the organization described attractive and how they perceive their fit with the company. Besides that, the study is designed to examine whether differences exist in what types of job seekers are most attracted to the different diversity statements. As mentioned shortly above, research found that some individuals are more attracted to either colorblind or multicultural diversity communication. However, the body of literature on whether organizational diversity communication can be related to what types of people apply for a job is not at all exhaustive. Only a small amount of studies has been conducted on moderating effects of personal characteristics on individuals' attraction to organizational diversity statements (e.g. Perkins, Thomas & Taylor, 2000; Avery 2003), but these studies concluded that more research in this specific field is needed. The aforementioned studies of Brown et al. (2006) and Gaucher, Friesen and Kay (2011) also did incorporate characteristics such as racial tolerance and gender in this relationship, but did not extend it to different potentially moderating personal characteristics. The present study aims to contribute to the few existing studies conducted in this context by examining the effect of four potentially moderating variables, being ethnicity, gender, social dominance orientation, and need to belong, on the relationship between diversity communication and organizational attractiveness and person-organization fit. Especially social dominance orientation and need to belong are variables that are rarely studied in this context. By incorporating these moderating variables in the study, it is examined whether differences exist in what types of job seekers care about diversity communication in the sense that it influences their level of organizational attractiveness and person-organization fit. In order to add to existing knowledge gaps on organizational diversity communication to job seekers, in job advertisements, in relation to moderating personal characteristics, the main question addressed in this research is: Do ethnicity, gender, social dominance orientation, and need to belong moderate the relationship between organizational diversity statements in job advertisements and job seekers' assessment of the attractiveness of the organization and perceived person-organization fit?

In the following section (*chapter 2*), an overview of existing literature on diversity perspectives and their relationship with organizational attractiveness and person-organization fit is provided. This relationship then is linked to the moderators under study in this research after which the different hypotheses are presented. Following the theoretical section, the study's methodological choices (*chapter 3*) are discussed, including the online experiment procedure and a description of the stimulus material, sample, and measures used. Chapter 4 then presents the results of this research per hypothesis. In the final chapter (*chapter 5*), the main conclusions of this study are outlined as well as its implications and suggestions for further research.

2. Theoretical framework

In this chapter, the diversity perspectives applied in the research are discussed in more detail, as well as their relationship with outcome variables organizational attractiveness and person-organization fit. Following on this, the rationale behind the different moderators included in the experiment is discussed and the hypotheses under study are presented.

2.1. Diversity perspectives

Decades of academic work have covered diversity within organizations. Topics such as employee behavior and organizational and team performance of diverse organizations were studied long before diversity and inclusion became ‘hot’ societal topics. Workforce diversity can be defined as “a multitude of beliefs, understandings, values, ways of viewing the world, and unique information” in the workplace (Shen, Chanda, D’netto & Monga, 2009, p. 235). Diversity can relate to many individual characteristics, including gender, race, sexual orientation, family, and disability (Bhattacharya and Sen, 2004). Several scholars have looked into what different perspectives organizations can develop with regard to diversity. Such approaches generally are characterized by either acknowledging or ignoring diversity, considering it an opportunity or threat, and responding proactively or defensive (Podsiadlowski, Gröschke, Kogler, Springer & Van der Zee, 2013). Dass & Parker (1999) developed three diversity approaches labelled ‘episodic’, ‘freestanding’, and ‘systemic’. These perspectives are based on the importance an organization attributes to diversity and how it is treated within the company, respectively as a marginal issue, a side issue, or a strategic issue (Dass & Parker, 1999). Similarly, Ely & Thomas (2001) identified three diversity perspectives in workgroups, being integration-and-learning, access-and-legitimacy, and discrimination-and-fairness. Organizations that apply these perspectives in their business practices all acknowledge diversity as an important topic, but for different reasons (i.e. learning, connecting with diverse markets, or fair treatment of all members of society) (Ely & Thomas, 2001). The most frequently applied diversity perspectives by organizations, however, are the ‘colorblind’ and ‘multicultural’ approach (Stevens, Plaut & Sanchez-Burks, 2008), which are researched in the present study. Besides these diversity approaches being implemented most frequently in organizations nowadays, the perspectives are sufficiently distinct from one another to be clearly communicated in the different job vacancies for this study.

With regard to organizational diversity, the colorblind perspective entails that there is one organizational culture in which all individuals are equally treated (Stevens, Plaut & Sanchez-Burks, 2008). Organizations that apply this approach strive for employee alignment with the overall organizational culture and identity rather than promoting individual differences among employees. A strong focus lies on cohesion and unity within the workforce. In terms of hiring practices, new employees are accepted based on qualifications, skills, and accomplishments (Stevens, Plaut & Sanchez-Burks, 2008). Organizations following the multicultural approach, on the other hand,

explicitly acknowledge individual and group differences (Stevens, Plaut & Sanchez-Burks, 2008). Such differences are considered valuable and are seen as potential resources for organizational learning and improvement of work processes. Different ideas are embraced and a focus lies on collaborative rather than individual development of new solutions and innovations (Jansen et al., 2015). The present study focuses on racial diversity, as this is an important current and future challenge for organizations as a result of the increasingly diversifying population. The colorblind and multicultural diversity statements used in the study's experimental conditions are therefore linked to racial diversity. With regard to racial diversity, organizations following the colorblind diversity perspective communicate that they do not care about one's ethnicity and that there is rather one company culture everyone adheres to than many individual cultural differences. An example of a colorblind diversity statement in a job vacancy is: 'Within our company, everyone's equal and gets similar opportunities, despite one's background' (Jansen, Vos, Otten, Podsiadlowski, & Van der Zee, 2015). Organizations adopting a multicultural approach to racial diversity acknowledge individuals' cultural values and embrace cultural differences, with job advertisements for instance stating: 'Within our company, every employee can be her/himself as we see that cultural differences result in innovative approaches to daily work practices' (Jansen et al., 2015). In short, the essence of colorblindness can be deduced to employee equality by sharing the same company culture, whereas multiculturalism focuses on equality of different cultures within the company.

The important issue underlying these diversity statements in job vacancies is that most organizations are not aware of the fact that multiple approaches to diversity communication exist, which each can have a different effect on individuals. As mentioned shortly in the introduction, which diversity approach is used by an organization can influence applicant attraction. Studies on colorblind and multicultural diversity communication of companies have found that diversity policies based on the multicultural approach are received more positively by cultural minority group employees, whereas cultural majority members prefer policies that emphasize colorblind values (Plaut, Garnett, Buffardi, & Sanchez-Burks, 2011; Jansen et al., 2015). Companies communicating a colorblind diversity perspective in their organizational communication may think they are promoting diversity by stating everyone is treated equally, but in reality may not see any increase in organizational diversity as research shows that mainly cultural majority group members feel attracted to this diversity approach. Based on this, it can be stated that multiculturalism is more pro-diverse than colorblindness. The colorblind diversity perspective can be interpreted as a politically correct way of maintaining the non-diverse status quo.

2.2. Organizational attractiveness & person-organization fit

This study incorporates organizational attractiveness and P-O fit as outcomes of organizational diversity communication. Organizational attractiveness is related to an individual's image of an organization and whether one considers the organization appealing, for instance as a potential

employer. Turban and Keon (1993) described the concept as one's positive affective attitude with regard to an organization and the willingness to potentially build a consumer relationship with or become an employee of the organization. In existing literature on recruitment processes and job choices, organizational attractiveness is one of the most popular outcome measures (Chapman, Uggerslev, Carroll, Piasentin & Jones, 2005). Person-organization fit can be defined as "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" (Kristof, 1996, p. 4-5). The concept entails that individuals generally are attracted to organizations that fit their (work) values and characteristics (Schneider, 1987; Schneider, 2001; Morley, 2007). Although the level of importance of person-organization fit with an employer differs per person, the variable has proven to be a criterion that is considered by individuals in the process of job searching, recruitment, and selection (Morley, 2007). Most studies that research person-organization fit ask actual employees of a company about the fit of their values with those of their employer. This study, however, focuses on *perceived* P-O fit, as participants of the study are asked to assess the compatibility of their values with an organization they do not work for. Cable and Judge (1996) found that individuals' perceived person-organization fit played a role in predicting actual job choices, making it a relevant concept to examine in the present study. Organizational attractiveness and person-organization fit are both criteria that can be considered important by job seekers in the process of searching a suitable employer. Although the concepts share similarities, it can be stated that person-organization fit goes beyond organizational attractiveness (Pratt, 1998). One can find an organization attractive in terms of what it offers, be it a product or service, but not feel a fit with what the company stands for. In such a situation, one's level of organizational attractiveness would be higher than the level of person-organization fit. In case one does feel this compatibility between personal values and company values, the level of person-organization fit rises. Despite the difference between the concepts, they are often used side by side in literature on job choices as they both do relate to job seekers' preferences for organizations. This is why it is decided to incorporate both concepts as outcome variables in the present study as well.

Organizational attractiveness and P-O fit have been empirically studied in relation to diversity communication in the past. Research of Williams and Bauer (1994) on the effect of diversity policies in recruitment brochures on organizational attractiveness indicated that the diversity condition resembling the multicultural approach -as opposed to the condition resembling the colorblind perspective- was rated significantly more positively by minority group participants. As these researchers applied a between-subjects design rather than a within-subjects design, other scholars argued the findings did not portray the relative attractiveness of the diversity condition over the control condition (Smith, Wokutch, Harrington, & Dennis, 2004). Based on this argument, these scholars decided to conduct a research on the relationship between organizational diversity communication and organizational attractiveness with a within-subjects design. Smith et al. (2004)

found that their respondents were generally more positive about the colorblind perspective as opposed to the multicultural one. The fact that these studies, which differed in subjects design but were similar in terms of variables used, revealed opposite results, makes one suspect another factor or multiple factors played a role in the relationship between diversity communication and organizational attractiveness. Smith et al. (2004) attempted to link the difference in outcomes to participants' race and gender based on information they acquired during focus groups, but did not find substantial proof for an effect of these characteristics. They suggested future studies should explore this relationship further. More researchers explored the relationship between diversity communication and organizational attractiveness and P-O fit. In 2006, Brown et al. concluded that diversity values in job advertisements affected organizational perceptions and pursuit intentions; variables which have similarities to organizational attractiveness and P-O fit. Comparable results have been found for person-organization fit specifically, as research on diversity management communication showed that this diversity approach resulted in higher levels of P-O fit among certain groups of people (Ng & Burke, 2005). In the past, organizational attractiveness and P-O fit thus have proven to be related to diversity communication and to matter to job seekers, who ideally strive for congruence between their personal values and values shared by the recruiting organization (Morley, 2007).

Academic literature, however, has so far not extensively covered the potential effects of moderators on the relationship between diversity communication and organizational attractiveness and P-O fit. Perkins, Thomas & Taylor (2000) are amongst the few scholars who focused on ethnicity as moderator for responses to job advertisements varying in racial composition. They found evidence for this relationship, but the scholars suggested more research is needed on the effect of job seekers' personal characteristics on responses to job advertisements. A few years later, Smith et al. (2004) suspected that certain personal characteristics of the participants played a role in their research on diversity communication and organizational attractiveness, as mentioned above. They however could not explain any effects of gender and race adequately based on their research results and also suggested more research on this topic is required. Chapman et al. (2005) looked into the potential moderating effects of race and gender on organizational attractiveness, but they did not examine whether this was linked to organizational diversity communication specifically. This also applied to Umphress, Smith-Crowe, Brief, Dietz & Watkins (2007), who included social dominance orientation as potential moderator for organizational attractiveness among applicants. The researchers found that social dominance orientation indeed helped to explain organizational attractiveness, but they did not place this outcome in the context of job advertisements and communication of diversity statements. The present research focuses on four potentially moderating variables, being ethnicity, gender, social dominance orientation, and need to belong, and examines whether these influence the effect of organizational diversity communication on organizational attractiveness and P-O fit. Below, existing literature regarding each moderator is discussed and linked to the hypotheses of this study.

2.3. *Ethnicity*

Ethnicity is the first variable that is examined as moderator for organizational attractiveness and P-O fit in this research. It is likely that in general, individuals with different ethnic backgrounds consider different norms and values important and differ in attitudes as a result of their cultural heritage (Van Hoof, Born, Taris & Van der Flier, 2006). As mentioned earlier, ethnicity is one of the few variables that has been studied as moderator in relation to diversity communication and organizational attractiveness in previous academic studies. Perkins, Thomas & Taylor (2000) examined whether job seekers' race would influence their level of attraction to job advertisements describing various racial compositions of employees. The scholars found that respondents' race indeed acted as a moderator on the effect of racial diversity in job advertisements and their attraction to the organization (Perkins, Thomas & Taylor, 2000). Although this study suggested that racial similarity between job seekers and the organization's employees plays a role in the level of organizational attractiveness, not all research fully supports these findings. In a study on reactions to diversity in recruitment advertisements, Avery (2003) focused on respondents' levels of organizational attractiveness and perceived compatibility with an organization (similar to person-organization fit) based on exposure to one of four experimental conditions containing various levels of diversity. One of his findings was that African American participants were more attracted to the organization when exposed to an advertisement that was more racially diverse (Avery, 2003). On the contrary, the study also showed that White participants' attractiveness to the organization was not influenced at all by the advertisement diversity (Avery, 2003). Similar results were obtained in another study on this topic by Avery, Hernandez and Hebl (2004), who concluded that the depiction of minority representatives in recruitment advertising influenced organizational attractiveness of Black and Hispanic participants, but did not affect responses of White participants. Scholars Ng and Burke (2005) yielded different results in their study on diversity management effects on individuals' job choice decisions. Participants were presented two offers of employment for organizations differing in diversity messages and it was found that only white women considered the organization promoting diversity more attractive than the organization not promoting diversity (Ng & Burke, 2005). Besides that, mixed results for organizational attractiveness were found for minority women and men. Yet, several later studies on organizational diversity communication that included the variable ethnicity found effects on both minority and majority group members' organizational attractiveness. These studies concluded that majority group members generally were more attracted to organizations that promoted a colorblind rather than a multicultural diversity perspective (Williams & Bauer, 1994; Stevens, Plaut & Sanchez-Burks, 2008; Plaut et al., 2011; Jansen et al., 2015). A possible explanation for this phenomenon can be found in the Integrated Threat Theory of Stephan and Stephan (2000). This theory is centered around intergroup bias and describes how majority groups can perceive culturally diverse environments as a threat and how this perception can influence attitudes of majority groups toward outgroups (Stephan & Stephan, 2000; Riek, Mania & Gaertner, 2006; Hofhuis, Van der Zee & Otten,

2015). The theory entails that majority group members can feel threatened in different ways by cultural diversity as they for instance fear it may lead to status loss for the in-group or changes to the group's values and beliefs (Hofhuis, Van der Zee & Otten, 2015). As the colorblind perspective neglects cultural differences of employees within organizations, majority group members may feel like this diversity approach reduces some of the threats of cultural diversity, while still sounding politically correct as equality among employees is emphasized. This attraction of one group of people to a specific diversity perspective also worked the other way around, with studies revealing that organizations that implemented a multicultural diversity approach were perceived as more attractive by minority groups than by majority groups (Stevens, Plaut & Sanchez-Burks, 2008; Plaut et al., 2011; Jansen et al., 2015). It is clear that no unanimous answer exists about whether ethnicity affects organizational attractiveness and one's perception of compatibility with an organization based on organizational diversity communication. This research aims to add to existing literature in this context. It categorizes participants as respondents with a migration background versus others without a migration background. Following the outcomes of the most recent publications on this topic and the Integrated Threat Theory, hypothesis 1 is constructed as follows:

H1: Ethnicity moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements.

H1A: Majority group members assess organizations communicating a colorblind diversity approach as more attractive compared to the multicultural approach.

H2B: Minority group job seekers assess organizations communicating a multicultural diversity approach as more attractive compared to the colorblind approach.

Existing literature mostly focuses on minority and majority groups' assessment of organizational attractiveness specifically, but this study also includes person-organization fit as outcome variable. Some studies described above did incorporate individuals' compatibility with the organization as variable as well, but then still only described the level of organizational attractiveness as outcome (e.g. Avery, 2003). In this study, it is expected that P-O fit is related to job seekers' ethnicity in a similar way as organizational attractiveness. Despite a difference in degree of attraction to a company, the concepts are closely related and based on the same premise of job seekers' search for organizations they consider special, either in terms of what they offer or the values they stand for (Pratt, 1998). Therefore, hypothesis 2, including person-organization fit as outcome variable, is constructed as follows:

H2: Ethnicity moderates job seekers' assessment of their perceived P-O fit based on exposure to job advertisements containing different diversity statements.

H2A: Majority group members consider their fit with the organization communicating a colorblind diversity approach as better compared to the multicultural approach.

H2B: Minority group members consider their fit with the organization communicating a multicultural diversity approach as better than the colorblind approach.

2.4. Gender

The second moderator included in the study is gender. Gender role studies and gender stereotype research have shown that generally speaking, women and men are different in terms of behavior, values, and attitudes (Konrad, Ritchie, Lieb & Corrigall, 2000; Van Hooft et al., 2006). Several studies have indicated that gender can have an effect on individuals' appreciation for organizational diversity communication and efforts (e.g. Kossek & Zonia, 1993; Backhaus, Stone & Heiner, 2002). Williams and Bauer (1994) revealed that gender caused variance in organizational attractiveness ratings based on diversity communication in recruitment brochures. Similar to that research, Thomas & Wise (1999) conducted a study on applicants' attraction to organizations based on diversity. It was found that females considered diversity more important than males, resulting in them showing a higher level of organizational attractiveness compared to their male counterparts when diversity was emphasized. Konrad & Hartmann (2001) studied whether gender differences existed in terms of support for affirmative action programs (a type of diversity programs). Although the scholars found that women were likely to be more attracted by the programs than men, they proposed that this attitude was mediated by other variables such as gender discrimination (Konrad & Hartmann, 2001). In their research on diversity management effects on individuals' job choice decisions, scholars Ng and Burke (2005) concluded that women showed higher levels of attraction to organizations communicating diversity management practices, but the effect did not reach statistical significance. The researchers did find statistical evidence for their finding that women considered diversity management practices of organizations more important than men, indicating that gender differences in terms of individual responses to organizational diversity exist in some cases (Ng & Burke, 2005). Several more studies described how women tend to value diversity more and are more open to it than men (Cox & Blake, 1991; Mor Barak, Cherin & Berkman, 1998; Maruyama & Moreno, 2000). Despite some variance in outcomes, all studies described above did identify gender differences in the context of organizational diversity to some extent.

Recently, however, no studies have been conducted on the potentially moderating effect of gender on organizational attractiveness based on colorblind versus multicultural diversity communication. It is important to examine whether gender differences in attitudes toward organizational diversity communication still exist, as recruitment efforts can then be adjusted accordingly. Following the conclusions of existing literature on gender differences and diversity communication, it can be

expected that women will respond more favorably to the promotion of diversity in the workplace compared to men. It is expected that female participants will act similar to ethnic minority groups in terms of organizational attractiveness and person-organization fit by feeling more positive about organizational diversity communication than men. It is possible to consider women a minority group in the Dutch workforce. In the Netherlands in 2017, almost 3.4 million women between 15-75 had a job, as opposed to approximately 4.6 million men. Besides that, only some 1 million women worked fulltime, as opposed to some 4 million men (CBS, 2017b). This indicates that in terms of labor participation, women can be considered a minority group compared to men. Based on existing literature on gender and organizational diversity, the labor market facts, and following the line of reasoning for ethnicity, it can then be hypothesized that men and women will indicate higher levels of organizational attraction and fit to respectively the colorblind and multicultural diversity approach, resulting in the following hypotheses:

H3: Gender moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements.

H3A: Male job seekers consider organizations communicating a colorblind diversity approach more attractive than organizations communicating a multicultural diversity approach.

H3B: Female job seekers consider organizations communicating a multicultural diversity approach more attractive than organizations communicating a colorblind diversity approach.

H4: Gender moderates job seekers' assessment of their P-O fit based on exposure to job advertisements containing different diversity statements.

H4A: Male job seekers consider their fit with the organization communicating a colorblind diversity approach as better compared to the multicultural approach.

H4B: Female job seekers consider their fit with the organization communicating a multicultural diversity approach as better than the colorblind approach.

2.5. Social dominance orientation

The third moderator under study is social dominance orientation (SDO). Pratto, Sidanius, Stallworth & Malle (1994) developed the social psychological scale of social dominance orientation, which can be used to determine an individuals' attitude toward intergroup relations. The researchers described social dominance orientation as "one's degree of preference for inequality among social groups" (Pratto et al., 1994, p. 741). Social dominance orientation is part of social dominance theory. This theory is based on the assumption that within societies different ideologies exist toward intergroup relations (Rubin & Hewstone, 2004). The theory distinguishes between two main sociopolitical ideologies concerning intergroup relations, stating that individuals either promote intergroup hierarchy, or favor the reduction of it (Rubin & Hewstone, 2004). Simply stated, this means

that some people see inequality as normal and consider certain societal groups as better than others, whereas other people favor social equality. The theory of social dominance proposes that people tend to feel attracted to people and organizations that express sociopolitical attitudes similar to their own (Haley & Sidanius, 2005). Being part of social dominance theory, social dominance orientation is the personality trait predicting individuals' preference for specific social and organizational settings (Haley & Sidanius, 2005). Pratto et al. (1994) theorized that individuals with a higher level of social dominance orientation, who tend to favor hierarchy over equality, are likely to be attracted to organizations characterized by low diversity and high social inequality. Such organizations generally have a dominant in-group that desires to maintain this dominance as well as the feeling to be superior to the out-group. Similarly, people with lower social dominance orientation are likely more inclined to work in more diverse organizations. Such organizations are generally characterized by more social equality among different cultural groups, as individual differences among employees are embraced. SDO can be linked to the two organizational diversity approaches studied in this research. An organization that communicates colorblind statements represents an hierarchical, less equal, and less diverse environment than a multicultural company and often is characterized by one dominant organizational culture. A multicultural diversity approach on the other hand favors diversity and challenges inequality among employees and social groups.

Some scholars have criticized social dominance theory as, according to them, the theory falsely builds on the assumption that humans in a dominant group possess a natural drive to oppress subordinate groups (Turner & Reynolds, 2003). The scholars argued that humans are too much displayed as "primitive hordes at constant war with each other" by the theory and stated that people historically have shown to also be able to influence rather than dominate one another, as well as to show mutual respect and unity (Turner & Reynolds, 2003, p. 200). More scholars supported this point of view and added that social dominance theory wrongly assumes one's level of SDO is stable rather than context-dependent (Reicher, 2004; Rubin & Hewstone, 2004). Yet, the definition of social dominance orientation has changed over the years and has become less fixated on human's natural drive for inequality in society. As mentioned earlier, the definition used in this study relates to one's preference for differences between social groups, as opposed to a definition related to the oppression of subordinate groups. Following this definition, it is considered to be a suitable variable for measuring participants' preference for diversity in society in this study.

In the present study, it is examined whether SDO serves as a moderator in the relationship between diversity communication and organizational attractiveness and P-O fit. The relationship between social dominance orientation and organizational attractiveness has been studied before by Umphress et al. (2007). In their research on status composition, social dominance orientation, and organizational attractiveness, the scholars concluded that SDO can influence one's level of attraction to an organization (Umphress et al., 2007). As mentioned earlier, individuals high in SDO are likely to be attracted to less diverse organizations and favor social inequality (Pratto et al., 1994). Even though

a colorblind diversity perspective is based around an assumption of equality among employees, colorblind organizations are generally characterized by low diversity. An explanation for this is that the promotion of equality within the colorblind perspective refers to equality of members within the majority group, to protect its dominant position with regard to other groups. Colorblindness basically entails that people should adapt to the dominant organizational culture, whereas equality between different social groups is not promoted, maintaining intergroup hierarchy. It is therefore expected that individuals with high levels of SDO will feel most attracted to organizations expressing a colorblind diversity approach, as they consider social inequality acceptable and in some cases even required in society. Furthermore, it is expected that job seekers with a lower level of SDO prefer multicultural organizations. Based on the studies by Pratto et al. (1994) and Umphress et al. (2007), hypothesis 5 is formulated as follows:

H5: Social dominance orientation (SDO) moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements.

H5A: Job seekers high in SDO assess organizations communicating a colorblind diversity approach as more attractive compared to the multicultural approach.

H5B: Job seekers low in SDO assess organizations communicating a multicultural diversity approach as more attractive compared to the colorblind approach.

As described shortly above, social dominance theory can be used to explain how people tend to feel more attracted to and feel a better 'fit' with organizations that have values similar to their personal values. Haley and Sidanius (2005) examined this so called 'worker-workplace fit' and found evidence for the idea that individuals search for congruence of their personal values with sociopolitical values communicated by an organization. These scholars studied individuals' responses to institutional settings such as police forces and civil liberties organizations, that respectively work to maintain or attenuate group-based social hierarchies, and related this to participants' level of SDO (Haley & Sidanius, 2005). The present study focuses on organizational diversity communication rather than the actual institutional function of the organization, but it is expected that participants will search for congruence with their personal values in a similar way. Therefore, it is expected that job seekers' level of SDO not only relates to their level of organizational attractiveness (hypothesis 5), but also to person-organization fit in the following way:

H6: SDO moderates job seekers' assessment of their person-organization (P-O) fit based on exposure to job advertisements containing different diversity statements.

H6A: Job seekers high in SDO consider their fit with the organization communicating a colorblind diversity approach as better compared to the multicultural approach.

H6B: Job seekers low in SDO consider their fit with the organization communicating a multicultural diversity approach as better than the colorblind approach.

2.6. Need to belong

Lastly, need to belong is included in this study as potential moderator for organizational attractiveness and P-O fit. As far as known at the time of writing the present study, this concept has not been incorporated as moderator for job seekers' assessment of organizational attractiveness or person-organization fit based on colorblind and multicultural diversity statements in job advertisements in existing literature before.

As stated in their review of research on the topic of need to belong, Baumeister and Leary (1995) consider it need a fundamental motivation guiding human behavior. The concept 'need to belong' is built on the hypothesis of belongingness stating that every person to some degree feels a need to form and maintain interpersonal relations (Baumeister & Leary, 1995). This hypothesis entails individuals' need to experience group belonging (Hornsey & Jetten, 2004). The variable is an attribute of individuals that can differ in strength and intensity per person. The variable not only relates to interpersonal relations and group membership, but can also be applied to organizational membership. The concept is part of Brewer's (1991) optimal distinctiveness theory, which states that humans inherently both want to belong to and be distinct from others. People naturally want to feel included in a group they consider the 'in-group' and yet also attempt to protect their individuality and uniqueness. Individuals with a high need to belong place much value on being part of a group, whereas those lower in need to belong tend to favor their independence over group membership (Brewer, 1991). Wiesenfeld, Raghuram and Garud (2001) supported this line of reasoning and stated that individuals with a low need to belong usually consider themselves as more independent as opposed to people with a high need to belong who consider their membership to a group as more important. Some criticism exists regarding the definition of need to belong of Baumeister and Leary (1995) as a fundamental motivational drive. Despite adequate support for the definition, these critics argue that inconsistencies in findings occurred concerning behavioral and cognitive effects of one's need to belong (Gere & MacDonald, 2010). Although they did acknowledge that one's need to belong can influence behavior and cognition, they concluded that more research on the topic is needed to fully capture the concept (Gere & MacDonald, 2010). Despite this criticism, the present study uses the concept as defined in earlier research, as it has been proven that one's need to belong can play a role in influencing attitudes or behavior.

The present research aims to use the concept need to belong to explain individual differences in organizational attractiveness and perceived fit as an effect of organizational diversity communication perspectives. It is examined whether the concept moderates individuals' cognition in terms of organizational attractiveness and fit and whether it helps to answer the question why some individuals identify more with certain organizations than others. A high need to belong indicates one's desire to be part of a group. Linking this to the diversity approaches used in this research, the colorblind diversity perspective emphasizes the existence of one organizational culture of which every employee within the organization is part of. Plaut, Sanchez-Burks, Buffardi and Stevens (2007) concluded that nonminorities with a high need to belong were likely to identify with a colorblind approach to organizational diversity. Similarly, Plaut et al. (2011) found that individuals with a high need to belong indicated low attraction to a multicultural diversity approach. It is expected that this works the other way around as well. A lower need to belong indicates one's sense of independence with regard to organizations, which implies that people with a low need to belong value being recognized as different, unique, or individual. The multicultural diversity approach promotes such individuality and allows group members to be themselves within the organization (Stevens, Plaut & Sanchez-Burks, 2008). Based on this line of reasoning, hypotheses 7 and 8 are formulated as follows:

H7: Need to belong moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements.

H7A: Job seekers with a high need to belong consider organizations communicating a colorblind diversity approach more attractive than organizations communicating a multicultural approach.

H7B: Job seekers with a low need to belong consider organizations communicating a multicultural diversity approach more attractive than organizations communicating a colorblind approach.

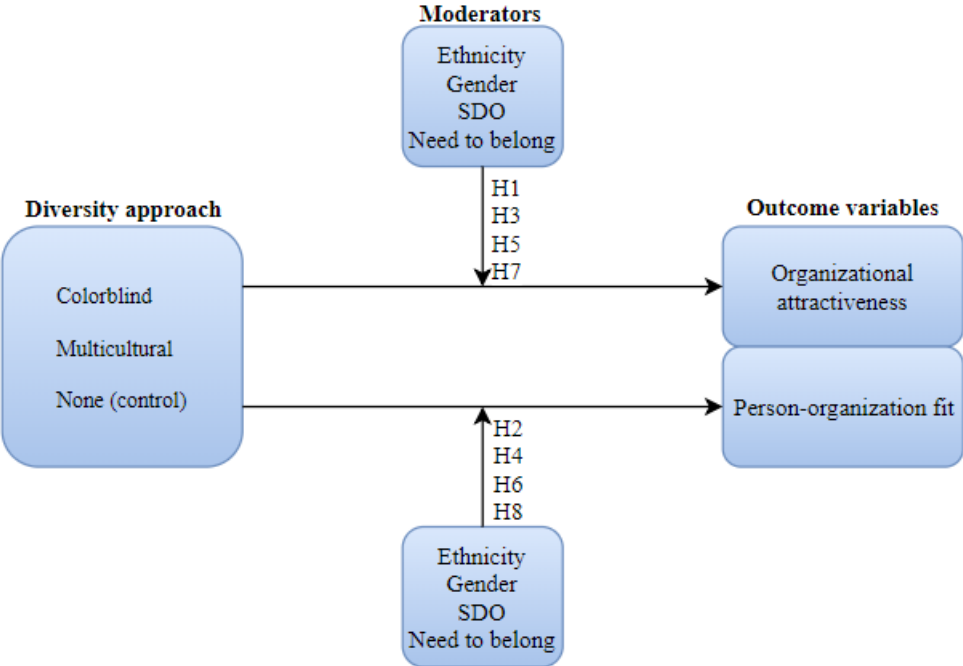
H8: Need to belong moderates job seekers' assessment of their person-organization (P-O) fit based on exposure to job advertisements containing different diversity statements.

H8A: Job seekers with a high need to belong consider their fit with the organization communicating a colorblind diversity approach as better compared to the multicultural approach.

H8B: Job seekers with a low need to belong consider their fit with the organization communicating a multicultural diversity approach as better than the colorblind approach.

The variables under study and predictions explained in this chapter are visually summarized in the conceptual model visible below (figure 1).

Figure 1. Conceptual model



3. Method

In this chapter, the methodological design of the research is explained. First, an overview of the experiment procedure is provided, after which a description of the stimulus material and sample acquired are presented. At the end of the chapter, the operationalization of the key variables included in the study's hypotheses is discussed.

3.1. Procedure

In order to answer the research question, this study was conducted as an online survey experiment with a between-subjects design in the Netherlands. The study's design as an online experiment allowed for controlling the independent variable, resulting in high internal validity, and examining relationships between the variables under study. Besides that, the online experiment method was chosen based on its feature to be easily shared with a broad spectrum of respondents throughout the Netherlands and its cost- and time-efficient characteristics (Wright, 2005). The survey experiment examined whether certain personal characteristics moderated the relationship between organizational diversity statements and respondents' assessment of the attractiveness of and perceived fit with an organization. A between-subjects rather than a within-subjects design was chosen as this way, it was harder for participants to discover the true purpose of the experiment as they could not recognize the manipulations between different conditions. The experiment was created in online survey tool Qualtrics and was designed to take 5-10 minutes to fill out. It consisted of three conditions in which participants looked at one extract of a job vacancy of a fictitious organization. All participants were asked for consent after which they were asked to read the short job vacancy text carefully as questions related to the text would follow. The outcome variables measured in the experiment were organizational attractiveness and person-organization fit. The moderators under study were ethnicity, gender, social dominance orientation, and need to belong. Besides questions related to these variables, a manipulation check and several additional demographic questions were included in the experiment survey, being age, birth country, parents' birth country, cultural identity, current occupation, educational level, diversity beliefs, and political preference.

The survey experiment was set up in Dutch, in order to make participation in the study accessible to a broad spectrum of Dutch citizens, including those with a low proficiency in English. Existing scales that were used for measuring the different variables were translated from English to Dutch when needed and were pre-tested in order to check their validity. Both the stimulus material and the online experiment as a whole then were pre-tested with six respondents varying in age and educational background in order to test the quality and recognizability of the different diversity statements and questions. The feedback provided during the pilot test was incorporated in the final experiment design. The full experiment survey as presented to respondents can be found in appendix A.

3.2. Stimulus material

As stated, the online experiment consisted of three conditions with each one job vacancy extract containing different organizational diversity statements. The three experimental conditions in the study were: (1) organizational description without any diversity statements, serving as the control condition, (2) organizational description with colorblind diversity statements, and (3) organizational description with multicultural diversity statements. The descriptions reflected the ‘about us’ part from a job vacancy, which usually is included in job advertisements to provide information about the organization offering the job. This part was chosen, as the stimulus material this way did not contain any specifics about a certain job, but just showed a description of the fictitious organization where a job was offered in order to fit the study’s target group of job seekers well. As opposed to a vacancy for a specific job, an organizational description namely can be considered interesting for all types of job seekers, varying in age, educational background, skills, job interests, and more. If a specific job would have been described, the advertisement itself could have served as a natural attraction filter for people with a certain age, educational background, or job interest. By showing a general organizational description only as opposed to an entire job advertisement, this natural filter effect was limited.

The organizational descriptions were created by the researcher and were based on existing job vacancy texts obtained online and literature on diversity language in job advertisements (Stevens, Plaut & Sanchez-Burks, 2008; Jansen et al., 2015). Creating the descriptions was an ongoing process between the researcher and several respondents who participated in a pilot-test of the texts. The organizational descriptions did not include any company-specific information such as a name, product or service, or home country. All three conditions were the same, except for the manipulations. As mentioned above, the conditions were pilot-tested with six respondents. Based on their feedback, the conditions were adjusted to make the different diversity approaches stronger, more distinct from each other, and easier to recognize. It was made sure to create sentences that were exactly the same in all conditions, except for the diversity manipulation. An example of this is: ‘we create a working environment in which *good employee behavior* is promoted’ (control condition). In the colorblind condition, this sentence was adjusted to ‘we create a working environment in which *equality* is promoted’. For the multicultural condition, the italic part of the sentence was replaced by ‘*cultural diversity*’. All words used in the conditions were carefully considered. Some words, such as ‘informal’ and ‘personal’, could potentially be interpreted by respondents as leaning more towards the multicultural than the colorblind condition. Therefore, it was decided to not include such words in any of the conditions to avoid ambiguity. After adjusting the texts of the conditions, they were presented to two different respondents again. This step resulted in some additional changes. The final texts of the three conditions can be found in appendix B. In the survey experiment, each condition consisted of three short paragraphs equal in length and in total, the word count of the conditions only differed 2-4 words (+/- 185 words). Respondents were randomly assigned to one of the three conditions.

3.3. Sample

As the stimulus material in the study was extracts of job advertisements, it was decided to mainly sample for job seekers as they were most likely to be exposed to such organizational communication in real life compared to other individuals. By choosing job seekers as sample, findings of the study became more relevant to organizations that use such diversity communication in their job advertisements. Chapman et al. (2005) namely concluded that job choice includes certain ramifications that are difficult for non-applicants (i.e. research participants asked to imagine to search for a job) to imagine. By using the actual target group of job advertisements, the effects of diversity communication in the recruitment process could be studied adequately. The definition of job seekers used in this study followed the International Labor Organization (ILO, 12 December 2018) and was combined with the age range used by Statistics Netherlands (Van den Elshout, Jacobi & Van der Valk, 2007). In this study, job seekers were defined as people of working age (between 15-65) who were (1) without work for pay or profit, (2) available for work, and (3) looking for work. The last part means that someone had to actually seek paid employment or self-employment, for instance by visiting job vacancy websites. In the present study, this definition of job seekers was extended to people who were employed, but yet also searching for a different job, and to future starters, being students. The ILO included this in their unemployment definition too and referred to future starters as “persons who did not look for work but have a future labor market stake (made arrangements for a future job start)” (ILO, 12 December 2018, p. 1).

The data was collected over a period of three weeks, between 31 March 2018 and 21 April 2018. Participants of the survey experiment were acquired via a combination of systematic and purposive sampling. Systematic sampling was conducted during the ‘Nationale Carrièrebeurs’ [national job fair], which is a yearly job event in the Netherlands. During this two-day event in the beginning of April, employers and potential employees gathered together to discuss job opportunities, exchange contact details, and participate in workshops related to getting a job. The researcher visited both days of this event and asked every tenth visitor passing by on the exhibition floor to participate in the study by filling out the questionnaire on an iPad. By using this random sampling technique, the representativeness of the sample to the population of Dutch job seekers was enlarged. Systematic sampling was combined with purposive sampling via Facebook, LinkedIn, and email by posting the survey on pages for vacancies, in groups for vacancies and unemployed people, and by emailing it to people and institutions that assist unemployed people in finding a job and preparing them for the job market. This sampling method resulted in the experiment survey being posted on several LinkedIn and Facebook pages, as well as on several websites (e.g. www.vacatureluurs.nl). In several cases, the survey experiment was posted by the administrator of the group, which made the message come across as more important for the group members as opposed to it being posted by the researcher as fellow group member.

The survey experiment reached 225 respondents in total, of which 170 completed the full survey. From these 170 respondents, 17 failed the manipulation check questions, resulting in them being removed from the dataset. Among the 153 respondents remaining, respondents' mean age was 35.44 years ($SD = 13.53$), with the youngest participant being 21 years old and the oldest participant being 65. The sample consisted of 68% women and 32% men. In terms of current occupation, 35.3% of the respondents indicated to be a student, 30.7% indicated to be unemployed and looking for a job, and 18.3% indicated to be employed but also looking for a new job. The 54 respondents who mentioned they were a student were asked to fill out their current level of education, which showed that 55.6% of them are enrolled in a master's program, 24.1% of them study at a university of applied sciences, and 16.7% is enrolled in a bachelor's program. The other respondents were asked to fill out their highest obtained educational level, which indicated that 50.5% completed a degree at a university of applied sciences, 20.2% completed a master's degree, and 17.2% completed a vocational training. In the sample, the distribution between Dutch people and people with a migration background was 84.3% vs. 15.7%. The experiment survey was designed in such a way that respondents would be equally distributed between the three conditions. In the end, 39.2% of the respondents were part of the control condition, versus 32.7% for the colorblind condition and 28.1% for the multicultural condition. More detailed information regarding the descriptive statistics of respondents can be found in table 1.

Table 1. *Descriptive statistics of respondents (N = 153).*

Variable	Value	Count	Percentage
Gender	Male	49	32.0%
	Female	104	68.0%
	Other	0	0.0%
Current occupation	Employed, not looking for different job	21	13.7%
	Employed, looking for different job	28	18.3%
	Unemployed, looking for job	47	30.7%
	Unemployed, not looking for job	1	0.7%
	Incapacitated	1	0.7%
	Retired	0	0.0%
	Student	54	35.3%
	Housewife/houseman	1	0.7%
	Other	0	0.0%
Level of education (Current and completed combined)	Primary education	0	0.0%
	Lower vocational education	0	0.0%
	Secondary education (havo)	2	1.3%
	Secondary education (vwo)	4	2.6%
	Secondary vocational educ.	17	11.1%
	Higher vocational education	63	41.2%
	Bachelor's degree	15	9.8%
	Master's degree	50	32.7%
	PhD	0	0.0%
	No answer	2	1.3%
Ethnicity	Dutch	129	84.3%
	Migration background	24	15.7%
Condition	Control	60	39.2%
	Colorblind	50	32.7%
	Multicultural	43	28.1%
	Range	Mean	SD
Age	21 – 65	35.44	13.53

3.4. Measures

The variables used in the hypotheses of this study were organizational diversity approaches, organizational attractiveness, person-organization fit, ethnicity, gender, social dominance orientation and need to belong. The diversity approaches (colorblind and multicultural) were the independent variables and organizational attractiveness and P-O fit served as dependent variables. Ethnicity, gender, SDO and need to belong were included as moderators. As mentioned before, as the experiment survey was Dutch, all scales were translated to Dutch by the researcher. The translations were checked by third readers and all questions were pre-tested in order to increase their validity. Below, all variables included in the study's hypotheses are discussed.

Diversity approaches. As explained in detail in the section ‘stimulus material’ above, participants of the online experiment were placed in either the control condition without diversity statements, the colorblind diversity condition, or the multicultural diversity condition. The diversity perspectives were integrated in the ‘about us’ part of a job vacancy, describing what the organization offering a job stands for in terms of racial diversity values. In order to be able to conduct statistical analyses with this nominal variable with three levels, a dummy variable for both diversity conditions was created and used in the regression analyses performed for hypothesis testing.

Respondents’ level of **attractiveness to the organization** was measured based on a scale developed by Williams and Bauer (1994). The scholars created a 10-item scale to measure organizational attractiveness. This original scale was adjusted to a 7-item scale to fit the present study better and was translated to Dutch. Examples of items that were used in this scale are: ‘I consider this organization an attractive employer’, ‘I would want to get a job at this company’, and ‘this would be a good company to work for’. Respondents could indicate their level of agreement with these statements on a 7-point Likert scale ranging from ‘totally disagree’ to ‘totally agree’. Out of the seven items of this scale, two of them showed some abnormalities as they were not normally distributed. A reliability analysis of the organizational attractiveness scale with the five normally distributed items resulted in a Cronbach’s α of .858, which would increase to .878 if the item ‘I would request additional information about this company’ would be deleted. As a result, a new variable was created with four items (number 1, 4, 6 & 7) of the original scale ($M = 4.59$, $SD = 1.11$), which still sufficiently reflected the concept ‘organizational attractiveness’.

The variable **person-organization fit** was measured with a 4-item scale based on scales developed by Cable and Judge (1996) and Lauver and Kristof-Brown (2001). The original scales of both researcher duos included items related to the P-O fit of people who were already working at the organization under study. For the present research, it was important to measure *perceived* P-O fit, as respondents were asked to indicate their perception of fit with an organization they did not work for. This resulted in some items of the original scales being adjusted to fit the present study. The items used to measure P-O fit for this study were: (1) ‘my personal values fit this company’, (2) ‘I think I can maintain my personal values within this company’, (3) ‘the values and personality of this company are a reflection of my own values and personality’, and (4) ‘I would fit well with this company’. Respondents could indicate on a 7-point Likert scale ranging from ‘totally disagree’ to ‘totally agree’ whether or not they considered the statements applicable to themselves. Reliability analysis of this 4-item scale showed a Cronbach’s α of .916 which would decrease if any item was deleted. It was therefore decided to maintain this scale in its original form and create one variable for P-O fit based on these items ($M = 4.87$, $SD = 1.12$).

To examine participants’ **ethnicity**, they were asked in the survey to fill out their own country of birth, as well as the country of birth of their mom and dad. This way, it was possible to assess whether respondents had a migration background, referring to being either a first or second generation migrant.

This study followed the official definitions of migrants of Statistics Netherlands (CBS). This institution defines a first generation migrant as someone who now lives in the Netherlands, who is born in another country than the Netherlands, and has at least one parent who was born in another country than the Netherlands (CBS, 2 April 2018). People who live in the Netherlands, are born in the Netherlands, and have at least one parent who was born outside of the Netherlands are categorized as second generation migrants (CBS, 2 April 2018). The information respondents provided concerning their own and parents' birth countries was then used to categorize respondents as either majority group members (when born in the Netherlands with two Dutch parents) or minority group members (when being a first or second generation migrant from either a Western or non-Western country). Respondents with both a first and second generation migration background were considered minority group members based on research about the integration of second generation immigrants in the Dutch workforce. Research of The Netherlands Institute for Social Research (Huijnk & Andriessen, 2016) showed that the position of these people in the Dutch workforce did not improve compared to first generation migrants and did not yet reach a level similar to non-immigrants. The study provided more evidence for first and second generation migrants being minority groups in the Dutch workforce, which is why it was decided to categorize respondents from this study's sample in this way. In the sample, 5.2% of the respondents was a 1st generation immigrant and 10.5% was a 2nd generation immigrant in the Netherlands. These numbers were combined, resulting in one group of 24 respondents with a migration background. All respondents were also asked to indicate their level of identification with the Dutch culture and any other culture they felt tied to. Out of the 24 respondents with a migration background, only six indicated to identify more with a foreign culture than the Dutch culture. This information was used when interpreting results of the ethnicity variable.

Respondents were asked to indicate their **gender** choosing from the options 'male', 'female', and 'other'. In order to use this variable in the statistical analyses for hypothesis testing, it was decided to transform it into a dummy variable.

To measure respondents' **social dominance orientation**, a scale was used based on research by Pratto et al. (1994). These researchers constructed a 16-item scale to measure SDO. For this study, the original scale for social dominance orientation was adjusted to a 10-item scale in which respondents were asked to indicate their level of agreement with the statements on a 7-point Likert scale ranging from 'totally disagree' to 'totally agree'. It was decided to adjust the original scale in order to make it fit the present study better. The original scale was very extensive and quite long, containing 16 items. It was decided to take out some items that were phrased in a rather difficult or abstract way, as well as some items that meant the exact same thing in order to shorten the scale for the present study. The 10 items that were maintained reflected the original scale well and it was expected that these would still provide an accurate reflection of one's level of social dominance. Examples of items used in this scale are: 'some people deserve more respect than others', 'everyone should be treated equally', and 'some people are better than others'. Half of the items were reverse-coded and therefore recoded before any

analysis was conducted. A reliability analysis of this scale showed a Cronbach's α of .807, which would not increase if any item was deleted. Based on this demonstration of high internal consistency, it was decided to maintain the ten items of the scale for social dominance orientation and convert these to one variable for SDO ($M = 5.07$, $SD = 0.93$).

The **need to belong** was measured using a three-item scale retrieved from researcher Lise Jans (University of Groningen). The scale was not used by her in research yet but was developed for a study on social identity formation (Jans, Postmes & Van der Zee, 2011). In order to measure the need to belong in the present study, respondents were asked to indicate their level of agreement with three statements on a 7-point Likert scale ranging from 'totally disagree' to 'totally agree'. The three items of this scale were created in Dutch by the researcher. Freely translated to English they stated: 'I find it important to be part of the group within an organization', 'I strive to become an integrated part of the organization', and 'I want to be accepted within an organization'. Reliability analysis of this scale showed a Cronbach's α of .645, which increased to .767 when the second item was deleted, resulting in a new variable for 'need to belong' being created based on the first and third item of the original scale ($M = 6.05$, $SD = 0.66$).

Besides the main variables described above, several demographic questions were included in the survey to serve as control variables. In the following chapter, the preparatory analyses of the data are shortly discussed and the results of hypothesis testing are presented.

4. Results

4.1. Preparatory analyses

The collected data was exported from Qualtrics to SPSS 25 for analysis. Before testing the study's hypotheses, some preparatory analyses were conducted. As mentioned, the survey experiment included a manipulation check question in order to assess whether respondents in the colorblind and multicultural conditions noticed the diversity communication. The manipulation check question asked participants to indicate on a 7-point Likert scale from 'totally disagree' to 'totally agree' to what extent six statements related to the organizational description they just read. They could also select the option 'don't know' if they had forgotten the information or if the organizational description did not inform them sufficiently to provide an answer. Two of the manipulation check items were very general and did not state anything about diversity. These two statements were included as a cover-up of the true focus of the experiment on diversity communication and participants' responses to these questions were not analyzed as they were not relevant to the study. From the remaining four statements, two were related to colorblind diversity communication, and two focused on multicultural diversity communication. It was then examined whether each participant in the colorblind and multicultural condition scored a higher average agreement with the manipulation check statements about their diversity condition as opposed to the other statements. All respondents who scored higher on the statements for the opposite diversity condition were excluded from analyses, resulting in 17 respondents being excluded from the dataset.

Besides this, the data was checked for normality and outliers, typo's, etcetera. After conducting these checks, reliability of the different variables was assessed and respondents' demographics were analyzed. The information acquired in this process is described in detail in the previous chapter.

Furthermore, it was examined whether the control variables influenced the outcome variables organizational attractiveness and person-organization fit. Based on the insignificant outcomes of these different analyses, it was decided to not include any of the control variables in the regressions conducted for hypothesis testing.

4.2. Hypothesis testing

In this section, the statistical analyses that were conducted in order to test the study's hypotheses are reported per hypothesis. **Hypothesis 1** predicted that ethnicity moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements. It was expected that majority group members would consider colorblind diversity communication more attractive (H1B), whereas minority group members were expected to feel more attracted to multicultural diversity statements (H1B). In order to test these statements, a linear regression analysis was conducted with organizational attractiveness as criterium. To examine whether a moderation effect of ethnicity existed, the predictors included were the colorblind and multicultural

diversity condition (transformed to dummy variables), ethnicity (transformed to a dummy variable), and the interaction terms for ethnicity with each diversity condition. The model was not found to be significant, $F(5,147) = 0.13$, $p = .984$, $R^2 = .01$. Table 2 below presents a summary of the linear regression analysis conducted for testing hypothesis 1. Ethnicity was not found to be a significant moderator for either the colorblind ($\beta = -0.12$, $p = .640$) or the multicultural diversity condition ($\beta = 0.05$, $p = .831$), which resulted in hypothesis 1 being rejected. As the results showed no significant moderating effect of ethnicity on organizational attractiveness based on either the colorblind or multicultural diversity approach, sub-hypotheses 1A and 1B were rejected too.

Table 2: Summary of linear regression analysis for H1 with organizational attractiveness as dependent variable ($N = 153$)

Variable	<i>B</i>	<i>S.E.</i>	β	<i>t</i>	<i>p</i>
DummyColorblind	0.17	0.55	0.07	0.31	.757
DummyMulticultural	-0.11	0.55	-0.05	-0.21	.837
DummyEthnicity	-0.04	0.39	-0.01	-0.10	.918
DummyEthnicity_x_ DummyColorblind	-0.28	0.60	-0.12	-0.47	.640
DummyEthnicity_x_ DummyMulticultural	0.13	0.61	0.05	0.21	.831

$R^2 = .01$

Hypothesis 2 stated that ethnicity moderates job seekers' assessment of their P-O fit based on exposure to job advertisements containing different diversity statements. Following the line of reasoning of hypothesis 1A and 1B, it was expected that majority group members would consider their fit with the organization communicating a colorblind diversity approach as better compared to the multicultural approach (H2A), and similarly minority group members were expected to perceive a better fit with multicultural diversity communication (H2B). In order to test hypothesis 2, a linear regression analysis was conducted with person-organization fit as dependent variable and the colorblind and multicultural diversity conditions (dummy variables), ethnicity (dummy), and the interaction between ethnicity and each diversity condition as predictors. The model was not found to be significant, $F(5,147) = 0.20$, $p = .964$, $R^2 = .01$ (see table 3 below). Ethnicity was not found to be a significant moderator for either the colorblind ($\beta = -0.08$, $p = .747$) or the multicultural diversity condition ($\beta = -0.04$, $p = .865$), which resulted in rejection of hypothesis 2, including sub-hypotheses 2A and 2B.

Table 3: Summary of linear regression analysis for H2 with P-O fit as dependent variable (N = 153)

Variable	B	S.E.	β	t	p
DummyColorblind	0.22	0.56	0.09	0.39	.697
DummyMulticultural	0.29	0.56	0.12	0.52	.605
DummyEthnicity	0.14	0.39	0.05	0.36	.722
DummyEthnicity_x_	-0.20	0.61	-0.08	-0.08	.747
DummyColorblind					
DummyEthnicity_x_	-0.10	0.61	-0.04	-0.04	.865
DummyMulticultural					

$R^2 = .01$

Hypothesis 3 examined whether gender moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements. H3A stated that male job seekers would consider organizations communicating a colorblind diversity approach more attractive than the multicultural approach, as opposed to female job seekers who were expected to find the multicultural approach more attractive (H3B). A linear regression was performed with organizational attractiveness as criterium and the diversity conditions (dummy variables), gender (dummy), and interaction terms between gender and both diversity conditions as predictors. The model was not found to be significant, $F(5,147) = 0.48, p = .790, R^2 = .02$ (table 4). Gender was not found to be a significant moderator for both the colorblind ($\beta = 0.10, p = .564$) and the multicultural diversity condition ($\beta = -0.00, p = .996$). Based on these results, it was decided to reject hypothesis 3, as well as both sub-hypotheses.

Table 4: Summary of linear regression analysis for H3 with organizational attractiveness as dependent variable (N = 153)

Variable	B	S.E.	β	t	p
DummyColorblind	-0.27	0.40	-0.11	-0.68	.500
DummyMulticultural	-0.04	0.38	-0.02	-0.12	.908
DummyGender	-0.35	0.32	-0.15	-1.10	.275
DummyGender_x_	0.27	0.47	0.10	0.58	.564
DummyColorblind					
DummyGender_x_	-0.00	0.47	-0.00	-0.01	.996
DummyMulticultural					

$R^2 = .02$

Hypothesis 4 predicted that gender moderates job seekers' assessment of their P-O fit based on exposure to job advertisements containing different diversity statements. It was predicted that male job seekers would consider their fit with the organization communicating a colorblind diversity approach as better compared to the multicultural approach (H4A). Besides that, it was expected that female job seekers would consider their fit better with the multicultural organizational communication, as opposed to the colorblind communication (H4B). A linear regression analysis was conducted with person-organization fit as criterium and the diversity conditions (dummy variables), gender (dummy),

and the interactions of gender with each of the diversity conditions as predictors. The analysis revealed the model to be not significant, $F(5,147) = 0.60$, $p = .698$, $R^2 = .02$ (table 5). Gender was not found to be a significant moderator for both the colorblind ($\beta = 0.21$, $p = .239$) and the multicultural diversity condition ($\beta = 0.03$, $p = .875$). These insignificant results resulted in hypothesis 4, including H4A and H4B, being rejected.

Table 5: Summary of linear regression analysis for H4 with P-O fit as dependent variable (N = 153)

Variable	B	S.E.	β	t	p
DummyColorblind	-0.34	0.40	-0.15	-0.86	.389
DummyMulticultural	0.12	0.39	0.05	0.31	.761
DummyGender	-0.35	0.32	-0.15	-1.10	.276
DummyGender_x_ DummyColorblind	0.56	0.47	0.21	1.18	.239
DummyGender_x_ DummyMulticultural	0.08	0.48	0.03	0.16	.875

$R^2 = .02$

Hypothesis 5 examined whether social dominance orientation moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements. H5A expected that job seekers high in SDO would assess organizations communicating a colorblind diversity approach as more attractive compared to the multicultural approach. H5B predicted that job seekers low in SDO would consider the organization communicating the multicultural diversity approach more attractive than the colorblind approach. Linear regression analysis with organizational attractiveness as dependent variable and the diversity conditions (dummy variables), SDO, and the interaction between SDO and each diversity condition as predictors showed that the model was not significant, $F(5,147) = 0.38$, $p = .863$, $R^2 = .01$ (table 6). Social dominance orientation was not found to be a significant moderator for the colorblind ($\beta = 0.14$, $p = .201$) and the multicultural diversity condition ($\beta = 0.08$, $p = .448$), resulting in hypothesis 5, including 5A and 5B, being rejected.

Table 6: Summary of linear regression analysis for H5 with organizational attractiveness as dependent variable (N = 153)

Variable	B	S.E.	β	t	p
DummyColorblind	-0.08	0.21	-0.03	-0.37	.714
DummyMulticultural	-0.01	0.22	-0.00	-0.02	.981
ZSDO	-0.11	0.14	-0.10	-0.79	.434
ZSDO_x_Dummy Colorblind	0.29	0.22	0.14	1.29	.201
ZSDO_x_Dummy Multicultural	0.17	0.22	0.08	0.76	.448

$R^2 = .01$

Hypothesis 6 predicted that SDO moderates job seekers' assessment of their P-O fit based on exposure to job advertisements containing different diversity statements. The sub-hypotheses were similar to those of hypothesis 5. H6A predicted that job seekers high in social dominance would consider their fit with the organization communicating a colorblind diversity approach as better compared to the multicultural approach. Hypothesis 6B expected job seekers low in social dominance to consider their fit with the organization communicating multicultural diversity statements better than the company communicating colorblind diversity statements. Again, a linear regression analysis was performed with the same predictors as for hypothesis 5, but this time with person-organization fit as criterium. The model was not found to be significant, $F(5,147) = 0.80, p = .551, R^2 = .03$ (table 7). Social dominance orientation was not found to be a significant moderator for both the colorblind ($\beta = 0.17, p = .120$) and the multicultural diversity condition ($\beta = 0.02, p = .827$). The results of the linear regression analysis led to hypothesis 6, including statement 6A and 6B, to be rejected.

Table 7: Summary of linear regression analysis for H6 with P-O fit as dependent variable (N = 153)

Variable	B	S.E.	β	t	p
DummyColorblind	0.05	0.22	0.02	0.21	.835
DummyMulticultural	0.20	0.22	0.08	0.90	.371
ZSDO	-0.05	0.14	-0.04	-0.34	.731
ZSDO_x_Dummy Colorblind	0.35	0.22	0.17	1.57	.120
ZSDO_x_Dummy Multicultural	0.05	0.22	0.02	0.22	.827

$R^2 = .03$

Hypothesis 7 stated that the need to belong moderates job seekers' assessment of the attractiveness of an organization based on exposure to job advertisements containing different diversity statements. H7A predicted that job seekers with a high need to belong consider organizations communicating a colorblind approach more attractive than organizations communicating a multicultural approach. H7B stated that job seekers with a low need to belong consider organizations communicating a multicultural diversity approach more attractive than the colorblind approach. A linear regression analysis was executed with organizational attractiveness as criterium and the diversity conditions (dummy variables), need to belong, and the interaction between need to belong and both diversity conditions as predictors. The model was not significant, $F(5,147) = 0.17, p = .973, R^2 = .01$ (table 8). Need to belong was not found to be a significant moderator for both the colorblind ($\beta = 0.00, p = .992$) and the multicultural diversity condition ($\beta = 0.09, p = .489$), resulting in rejection of hypothesis 7, including sub-hypotheses 7A and 7B.

Table 8: Summary of linear regression analysis for H7 with organizational attractiveness as dependent variable (N = 153)

Variable	B	S.E.	β	t	p
DummyColorblind	-0.08	0.22	-0.03	-0.36	.721
DummyMulticultural	-0.02	0.23	-0.01	-0.07	.945
ZBelong	-0.06	0.18	-0.05	-0.31	.757
ZBelong_x_Dummy Colorblind	0.00	0.25	0.00	0.01	.992
ZBelong_x_Dummy Multicultural	0.16	0.22	0.10	0.69	.489

$R^2 = .01$

Hypothesis 8 stated that the need to belong moderates job seekers' assessment of their P-O fit based on exposure to job advertisements containing different diversity statements. It was predicted that job seekers with a high need to belong would consider a better fit with the organization communicating a colorblind diversity approach as opposed to the multicultural approach (H8A). Similarly, it was expected that job seekers with a low need to belong would consider their fit with the organization communicating a multicultural diversity approach as better than the colorblind approach (H8B). A linear regression analysis was executed with P-O fit as criterium and the same predictors as for hypothesis 7. The model was not found to be significant, $F(5,147) = 0.42$, $p = .834$, $R^2 = .01$ (table 9). Need to belong was not found to be a significant moderator for both the colorblind ($\beta = -0.07$, $p = .543$) and the multicultural diversity condition ($\beta = 0.00$, $p = .993$). Therefore, it was decided to reject hypothesis 8, including sub-hypotheses 8A and 8B.

Table 9: Summary of linear regression analysis for H8 with P-O fit as dependent variable (N = 153)

Variable	B	S.E.	β	t	p
DummyColorblind	0.05	0.22	0.02	0.24	.810
DummyMulticultural	0.19	0.23	0.08	0.86	.393
ZBelong	0.12	0.18	0.11	0.68	.500
ZBelong_x_Dummy Colorblind	-0.15	0.25	-0.07	-0.61	.543
ZBelong_x_Dummy Multicultural	0.00	0.22	0.00	0.01	.993

$R^2 = .01$

Due to the fact that, contrary to expectations, all eight hypotheses were rejected based on the statistical analyses conducted, some additional tests were run to see whether different results would appear. To start with, all regression analyses were re-run with the group of job seekers (including students) as sample only, instead of the complete sample that included several respondents who were not looking for a job. The regression analyses for the group of job seekers did not yield different results, as all results were statistically insignificant for this group compared to the full sample, too. Besides that, it was checked whether both diversity conditions together versus the control condition

would result in different outcomes of the regressions. A new dummy variable was created to conduct the regression analyses with both diversity conditions combined rather than individually as separate conditions. This was done based on the assumption that the difference between the two diversity conditions may have been difficult to understand for participants, and the idea that diversity versus no diversity could potentially show different results. Again, however, this measure did not lead to different outcomes for either of the eight hypotheses. Lastly, it was checked whether any significant differences existed between participants in the three conditions on both organizational attractiveness and person-organization fit without any of the moderators included, but this was not the case. In the next chapter, the results of the study will be discussed further in relation to earlier expectations and theory, and limitations and suggestions for future research will be presented.

5. Conclusion & discussion

In today's increasingly diverse society, organizations more and more acknowledge the importance of a diverse workforce. The challenge of diversifying the employee file is approached in different ways by organizations, examples being diversity legislation, affirmative action programs, and diversity training interventions. Besides annual reports and CSR reports, larger corporations nowadays often also publish special 'Diversity and Inclusion' reports, explaining their approach to diversity and how they aim to achieve their inclusion goals. Another way of promoting diversity within companies is including diversity communication in job advertisements. This way, companies share their vision regarding diversity within the organization with job seekers, being potential employees. Reasons to communicate diversity statements can be to portray social consciousness to stakeholders or hope to attract a more diverse applicant pool. Two frequently applied approaches of diversity communication are 'colorblind' and 'multicultural' diversity statements. Research has shown that different types of people consider one or the other approach more attractive (e.g. Plaut et al., 2011; Jansen et al., 2015). Based on this existing literature, it was expected that when companies integrate such statements in job advertisements, certain types of job seekers would be more attracted to the organization communicating colorblind diversity statements, and others would assess the organization communicating multicultural diversity statements as more attractive. The present study integrated this expectation in an experimental research design and examined whether job seekers' personal characteristics influenced the relationship between diversity communication in job advertisements and people's attractiveness to the organization and perceived person-organization fit. The central question of this research was: *Do ethnicity, gender, social dominance orientation, and need to belong moderate the relationship between organizational diversity statements in job advertisements and job seekers' assessment of the attractiveness of the organization and perceived person-organization fit?* The experimental research design allowed for controlling the manipulation of organizational diversity statements and allowed for examining the moderating effects of the different personal characteristics. Below, the answer to this research question is discussed, as well as the academic relevance of this study, limitations and suggestions for future research, and societal implications of the topic.

5.1. Summary of findings & theoretical implications

The results of the statistical analyses testing the different hypotheses showed that no moderating effect existed for any of the personal characteristics on participants' level of organizational attractiveness and person-organization fit. This means that participants of the study were not influenced by ethnicity, gender, social dominance orientation, or need to belong in their assessment of an organization based on a job advertisement containing either a colorblind or multicultural diversity approach. Based on these results, it cannot be stated what type of job seeker is more attracted to and feels a better fit with an organization communicating a colorblind diversity perspective than an organization expressing a multicultural diversity approach and vice versa. The fact that non-significant

results were obtained for each of the moderators under study can be explained by different factors. Below, the outcomes of each of the moderator analyses are discussed in relation to potential explanations for the findings.

First of all, ethnicity was not found to be a moderator for organizational attractiveness (H1) or P-O fit (H2) in both the colorblind and multicultural conditions. This means that, contrary to expectations, being part of the cultural majority or cultural minority group did not influence respondents' assessment of the organization portrayed in the job advertisement. Literature on the moderating effect of ethnicity on organizational attractiveness yielded mixed results in the past, with some studies concluding that racial effects of diversity communication only occurred for minority group members (Avery, 2003; Avery, Hernandez & Hebl, 2004), whereas others found that both majority and minority group members could be influenced by diversity communication in their assessment of organizations (Williams & Bauer, 1994; Stevens, Plaut & Sanchez-Burks, 2008; Plaut et al., 2011; Jansen et al., 2015). Yet, the results of the present study reveal no effect of the two types of diversity communication on either one of the groups. A potential explanation for this is that ethnicity was not included well enough in the sample. It can be argued that cultural minority groups were actually not really reached to fill out the experiment survey. In the sample, 24 respondents were categorized as part of a minority group. From this group, only six respondents indicated to identify more with another culture than the Dutch culture. The others indicated a larger identification with the Dutch culture than any other culture, which implies that they are likely to relate to and feel included in the cultural majority group in the Netherlands. Besides that, it could also be that respondents did not interpret the colorblind diversity approach and multicultural approach differently. Usually, the colorblind perspective tends to be considered the less diverse approach compared to the multicultural one, but as respondents were only exposed to one of the conditions, they may have not realized differences in diversity approaches exist. Another possible explanation lies in the format in which the job advertisements were presented to participants. Scholars Walker, Field, Giles, Armenakis and Bernerth (2009) studied the relationship between employee testimonials on recruitment websites and job seekers' assessment of organizational attractiveness. The scholars found that participants' race influenced their level of organizational attractiveness based on employee testimonials differing in representation of racial minorities. This racial effect however was reduced when a richer medium (video as opposed to a picture) for communicating the testimonials was used. These findings imply that other factors, such as the presentation format of the job advertisements, can play a role in the attractiveness of an organization as assessed by individuals with different cultural backgrounds.

Besides ethnicity, gender was examined as moderator for organizational attractiveness (H3) and P-O fit (H4) in relation to organizational diversity statements. Based on the outcomes of hypothesis testing, it can be concluded that gender did not moderate job seekers' assessment of the attractiveness of and their fit with an organization communicating different diversity statements. This means that respondents' gender did not cause significant differences in terms of assessment of organizations

based on colorblind and multicultural diversity statements, even though it was expected that males would be more attracted to the colorblind condition, and females would prefer the multicultural condition. The findings contradict earlier research on gender differences in individuals' appreciation for diversity communication that generally concluded gender differences were present in the context of diversity communication assessment (Konrad & Hartmann, 2001; Ng & Burke, 2005). As existing literature on gender differences in attraction to organizational diversity dated from several years ago, a possible explanation for the findings is that men and women nowadays respond to organizational diversity communication in a more similar way than a decade ago. It is plausible that nowadays, men and women are more equal in the level of importance they place on diversity as a result of increasing societal attention to the topic.

Results of the third set of moderator analyses concerning social dominance orientation indicated that respondents' level of SDO does not have a moderating effect on organizational attractiveness (H5) and person-organization fit (H6). This means that whether respondents were high or low in social dominance orientation did not influence their assessment of an organization communicating either a colorblind or multicultural diversity approach. The hypotheses linked to social dominance orientation were built on the theory of social dominance, which stipulates that individuals either promote hierarchy in society and organizations, or favor social equality (Rubin & Hewstone, 2004). Based on this theory, it was expected that job seekers high in social dominance would be more attracted by the organization communicating a colorblind diversity perspective, whereas those low in SDO were expected to favor the multicultural diversity approach. Results of hypothesis testing however did not provide evidence for the assumption that individuals high in social dominance preferred colorblind diversity statements, and those low in social dominance preferred multicultural statements. A possible explanation for these surprising findings is that the questions that measured respondents' level of SDO may have been quite difficult to answer and therefore did not accurately reflect people's actual social dominance orientation. Statements such as 'some people are better than others' and 'it is no problem that some people get more opportunities in life than others' are quite provocative, require some thinking, and may be difficult to answer without being able to provide context about why one chooses to agree or disagree with the statements. Besides that, some social desirability bias may have occurred in relation to these statements. Social desirability bias entails that respondents answer questions in a way that they expect will be viewed favorably by others. That is, respondents respond in a way they consider socially desirable rather than their real point of view. This bias can influence individuals' responses, which can result in different research outcomes than expected.

Lastly, results of the statistical analyses showed that need to belong did not act as a moderator for job seekers' assessment of organizational attractiveness (H7) and P-O fit (H8) based on organizational diversity communication. This means that, contrary to expectations, respondents' level of need to belong did not influence their appreciation of organizations communicating either a colorblind or multicultural diversity approach. The concept need to belong had not been included in research on job

seekers' assessment of job advertisements in this way before and the hypotheses were based on a fairly limited amount of earlier research, which increased the 'risk' of the hypotheses not being accepted already beforehand. It was expected that individuals' level of need to belong would influence their assessment of organizations communicating colorblind and multicultural diversity statements, but this could not be confirmed by the present study. A possible explanation for the findings of this study is that respondents did not perceive the diversity conditions differently in terms of opportunity to belong to the organization. Whereas the colorblind condition was expected to attract more respondents high in need to belong, participants with a high need to belong in the multicultural condition may have interpreted this organization as a desirable group to belong to as well. Besides that, it is possible that individuals base their attraction to groups on different information than was communicated in the organizational descriptions. Information on the type of employees working for the organization, cohesion within the company, and opportunities to work independently for instance was lacking in the descriptions, which could have been of more importance for respondents' assessment of the organizations in relation to their level of need to belong.

Despite the fact that the eight hypotheses under study could not be confirmed, the study has contributed to academic literature in the context of organizational diversity communication in several ways. By acquiring a sample mainly consisting of job seekers, the study contributed to the limited body of literature on the effects of diversity communication on potential employees rather than actual employees of organizations. Besides that, not much empirical research on diversity communication focused on job advertisements specifically. Different communication channels such as corporate websites and recruitment brochures were studied more extensively before, leaving a gap in job advertisement studies that was addressed by the present study. Lastly, a knowledge gap existed regarding moderating effects of personal characteristics, especially SDO and need to belong, on the relationship between diversity communication and organizational attractiveness and P-O fit. The present study contributed to the limited amount of studies conducted in this context.

5.2. Limitations and future research

Despite multiple measures that were taken to increase reliability, validity, and generalizability of the study, some limitations were noted which are important to discuss. One of the main variables under study was ethnicity, as potential moderator of the relationship between diversity communication and assessment of organizations. Participants were categorized based on being member of the cultural majority group in the Netherlands, or being part of the cultural minority group. As discussed earlier, a limitation of the study is that the cultural minority group was not represented well in the sample. The group was very small to base conclusions on, as most minority group members in the sample actually also identified mostly with the Dutch -majority group- culture. Future research could aim to include more individuals with different backgrounds in the sample, which would also allow for a distinction

between people with a Western and non-Western migration background, resulting in more options to examine ethnicity as moderating variable.

Secondly, social desirability bias may have occurred when collecting data. It has been described shortly above already, but participants may have answered questions concerning diversity and social dominance orientation in a socially desirable way. The risk of social desirability bias was particularly high during the systematic sampling, where the researcher actively approached individuals to participate in the study. The presence of the researcher while respondents filled out the experiment survey may have influenced their answers, despite the fact that respondent anonymity was guaranteed in the survey. In this context, social desirability bias may have resulted in people who are high in SDO answering more mildly than they actually feel to statements such as ‘some social groups are better than other groups’, leading to different results than anticipated. Besides that, despite thorough attempts to not reveal the real purpose of the experiment, both questions related to diversity and social dominance orientation were included in the online survey. Respondents in the experimental conditions first received information about an organization including many diversity statements, after which they were asked how they felt about social (in)equality and individual differences. Some respondents may have discovered the experiment focus on diversity communication and the link to their personal characteristics, which may have influenced them to answer in a more socially desirable way. To decrease the risk for social desirability bias, future research could first measure personal characteristics, such as SDO and diversity beliefs, and then in a separate follow-up survey a few weeks later approach the same respondents to assess a job advertisement containing diversity communication. This way, the direct link between personal characteristics and the assessment of organizations is masked even more than it was in the present study. This stepwise approach has been applied in studies on social dominance orientation, organizational attractiveness, and diversity approaches before and was considered a solid research approach (Umphress et al., 2007; Walker, Field, Giles, Bernerth & Jones-Farmer, 2007).

Besides that, this study only examined whether a moderating effect existed of each of the four variables separately, while no attention was given to combinations of personal characteristics and within-variable differences. That is, the study for instance examined whether differences between males and females existed in terms of organizational attractiveness and fit, but levels of SDO or need to belong for males and females were not included in that relationship. Future research could focus on within-race and within-gender differences between respondents, including variables such as the level of identification with a gender, diversity beliefs, SDO, need to belong, and perceptions of cultural/gender discrimination.

Furthermore, future studies in this context could consider using a within-subjects rather than a between-subjects design. Although a between-subjects design reduces the risk of participants finding out the true purpose of the experiment, it at the same time limits people in assessing attractiveness of and fit with an organization presented. As only one organizational description was provided,

participants namely could not compare the type of organizational communication presented to an alternative option. It may be that respondents interpreted the colorblind condition as pro-diverse, because it emphasized that everyone is treated equally in the company. Because of the fact that no comparison material was provided, they could not assess whether another approach to organizational communication would have suited them better. As the risk of participants discovering the manipulations is bigger in such a design, future research should consider showing several short texts of which some do not relate to diversity at all to properly mask the experimental manipulations.

Lastly, it is important to acknowledge that all findings of this study only reflect the opinions of the sample that was obtained for this research, which may be considerably different from samples of other studies. Despite the combination of non-random and random sampling techniques, this study's sample may not be completely representative of the population of job seekers in the Netherlands. The sample for instance was relatively highly educated. Visitors of the Nationale Careerbeurs generally followed higher education, which resulted in the sample not necessarily representing the full range of job seekers in the Netherlands. It is also possible that the sample was relatively openminded with regard to diversity in organizations, or that the respondents did not care so much about diversity when it comes to determining how attractive an organization is. Another explanation could be that for our sample, the diversity manipulations were not strong enough to influence participants' responses, despite the thorough process of creating the different organizational descriptions. The diversity manipulations could have been made even stronger by creating texts that respondents could relate to more, providing examples of how respondents would need to deal with diversity in the workplace in a multicultural or colorblind context. It could be an idea to describe a part of a working day within the organization presented, for instance stating for the multicultural condition that one would need to work with colleagues from different cultural backgrounds and reach consensus or create innovative solutions for a problem. This way, participants potentially can assess better whether or not they consider this approach attractive and suitable to them. By making the diversity manipulations stronger, the risk of respondents missing the nuances of the different diversity approaches is reduced, which in turn can lead to different research findings.

5.3. Societal implications

Existing research on diversity in organizations described how a diverse workforce can have various benefits if implemented properly, such as increased innovation, employee productivity, and flexibility in finding solutions (Hofhuis, Van der Zee & Otten, 2011; Milliken & Martins, 1996; Van Knippenberg, De Dreu & Homan, 2004). As the Dutch society is becoming more culturally diverse and the government places importance on diversity and inclusivity in organizations, companies increasingly create diversity policies and share these values with stakeholders, for instance in job advertisements. The important issue with diversity communication is that most organizations are not aware of the fact that different diversity perspectives exist, which each can have different effects on

individuals (Plaut et al., 2011; Jansen et al., 2015). A lack of awareness about diversity communication helps to maintain the non-diverse status quo in many organizations, as companies may continue to attract a non-diverse applicant pool. This study aimed to examine whether different approaches to organizational diversity communication would attract different types of job seekers. It was expected that outcomes of the study could help improve the language used in existing job advertisements of organizations, which in the end would result in a more diverse applicant pool and increased diversity in the workplace. Results of the research however showed that no definite answer can be given on how to improve organizational recruitment efforts and diversity by changing the diversity language used in job advertisements. The outcomes of this study mean that for this particular sample, in this specific context of organizational descriptions, including colorblind or multicultural diversity statements does not drive away or attract certain types of people. The study thus showed that the diversity perspective communicated in job advertisements actually may not be a crucial factor in attracting a diverse applicant pool. On the one hand, this is good news, as it shows that the diversity statements in a job vacancy text do not act as a natural filter for the types of people applying for a job. On the other hand, based on these outcomes, it is important to re-think what can be changed in order to improve diversity within organizations. The results namely imply that other factors are at stake that help to maintain the non-diverse status quo in many organizations. Diversity continues to be an important and very contemporary topic for organizations and society as a whole. When organizations become more diverse, this may result in competitive advantages and they will better reflect the diversifying population.

The title of this study is 'Who cares about diversity?'. Examination of attitudes toward organizations of different types of job seekers has indicated that multiple factors can play a role in individuals' job choice at the same time. It is not a specific personal characteristic that defines whether individuals care more or less about diversity statements of organizations. The study has added to awareness about the different diversity communication perspectives that exist and about the various factors that can play a role in the recruitment process. The study has contributed to the literature on job seekers specifically, as well as on job advertisements and moderator influence. The results only emphasize more that the recruitment process is complex and that job seekers' assessments of organizations are not guided by one personal characteristic or predicted by one company value. Job seekers should care about the diversity values within a company, as value congruence can result in higher employee satisfaction and better performance of employees and the organization itself. That is also why organizations should care more about increasing diversity and take more action to achieve this. It is a process in which the government, organizations, and individuals all share responsibility: creating unity in diversity.

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Appendix A – Survey

Page 1

Welkom! Deze enquête is onderdeel van een onderzoek naar hoe organisaties zich presenteren in vacatureteksten. Het onderzoek wordt uitgevoerd voor een masterscriptie aan de Erasmus Universiteit Rotterdam. Deelname aan het onderzoek is volledig vrijwillig en vrijblijvend. Het is dan ook altijd toegestaan om bepaalde vragen niet te beantwoorden en er kan op elk moment worden besloten te stoppen met de enquête. Dit onderzoek volgt de privacy richtlijnen opgesteld in de gedragscode van de Vereniging van Universiteiten (VNSU). Dit betekent dat persoonlijke data versleuteld wordt opgeslagen en wordt verwijderd na afloop van de studie. Het invullen van de enquête duurt ongeveer 5-10 minuten. We vragen deelnemers om eerlijk antwoord te geven op de vragen. Alle antwoorden zijn volledig anoniem en er is geen goed of fout. Voor vragen over het onderzoek kan contact worden opgenomen met de onderzoeker via 383708tb@student.eur.nl. Door op het rode pijltje te klikken, geef ik aan dat ik bovenstaande informatie heb gelezen en vrijwillig deelneem aan dit onderzoek. De enquête gaat dan van start.

Page 2

Bedrijven presenteren zichzelf in vacatures vaak met een korte organisatiebeschrijving. Op de volgende pagina staat zo'n beschrijving. Probeer voor te stellen dat deze tekst onderdeel is van een echte vacature op een banenwebsite. Lees de tekst zorgvuldig. Hierna volgen enkele vragen met betrekking tot de organisatiebeschrijving.

Page 3: Organisationsbeschrijving (controle conditie, colorblind, of multicultural)

Q1 De volgende stellingen gaan over de organisatie beschreven in de vacature. We begrijpen dat de vacature niet erg uitgebreid was, en er mogelijk informatie over het bedrijf miste.

Probeer de volgende stellingen alsnog te beoordelen op basis van de eerste indruk van dit bedrijf.

Beoordeel de volgende stellingen op een schaal van zeer mee oneens tot zeer mee eens:

	Ze er mee oneens (1)	Mee oneens (2)	Een beetje mee oneens (3)	Neutraal (4)	Een beetje mee eens (5)	Mee eens (6)	Ze er mee eens (7)
Ik beschouw deze organisatie als een aantrekkelijke werkgever.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou een baan willen bij dit bedrijf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou aanvullende informatie opvragen over dit bedrijf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou een sollicitatiegesprek willen bij dit bedrijf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou willen spreken met een vertegenwoordiger van dit bedrijf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou dit bedrijf aanraden bij vrienden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dit zou een goed bedrijf zijn om voor te werken.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Beoordeel de volgende stellingen op een schaal van zeer mee oneens tot zeer mee eens:

	Zeet mee oneens (1)	Mee oneens (2)	Een beetje mee oneens (3)	Neutraal (4)	Een beetje mee eens (5)	Mee eens (6)	Zeet mee eens (7)
Mijn persoonlijke waarden passen bij dit bedrijf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik schat in dat ik binnen dit bedrijf mijn persoonlijke waarden kan behouden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De waarden en persoonlijkheid van het bedrijf zijn een afspiegeling van mijn eigen waarden en persoonlijkheid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou goed bij dit bedrijf passen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 In hoeverre passen de volgende stellingen bij de vacature die zojuist getoond is?

	Zeet mee oneens (1)	Mee oneens (2)	Een beetje mee oneens (3)	Neutraal (4)	Een beetje mee eens (5)	Mee eens (6)	Zeet mee eens (7)	Weet ik niet (8)
Deze organisatie biedt werknemers goede secundaire arbeidsvoorwaarden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Werknemers worden aangenomen op basis van competenties, niet op basis van etnische achtergrond.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Culturele diversiteit wordt gewaardeerd binnen dit bedrijf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dit bedrijf biedt werknemers een marktconform salaris.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deze organisatie gelooft dat culturele diversiteit resulteert in innovatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Iedereen met de juiste kwalificaties is welkom bij dit bedrijf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 De volgende vragen gaan over hoe belangrijk deelnemers bepaalde zaken vinden bij organisaties in het algemeen. Beantwoord de volgende stellingen op een schaal van zeer mee oneens tot zeer mee eens:

	Ze er mee oneens (1)	Mee oneens (2)	Een beetje mee oneens (3)	Neutraal (4)	Een beetje mee eens (5)	Mee eens (6)	Ze er mee eens (7)
Ik vind het belangrijk om erbij te horen in een organisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind het prettig om me uniek te voelen binnen een organisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik streef ernaar om onderdeel van een organisatie te worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik wil me anders voelen dan andere medewerkers in een organisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind het belangrijk om voldoende uniek te zijn in vergelijking met andere medewerkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik wil graag geaccepteerd worden in een organisatie.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 Beoordeel de volgende stellingen op een schaal van zeer mee oneens tot zeer mee eens:

	Zeer mee oneens (1)	Mee oneens (2)	Een beetje mee oneens (3)	Neutraal (4)	Een beetje mee eens (5)	Mee eens (6)	Zeer mee eens (7)
Sommige sociale groepen zijn niet gelijk aan andere groepen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We moeten streven naar meer economische gelijkheid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sommige mensen verdienen meer respect dan anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als iedereen gelijk behandeld zou worden, dan zouden er minder problemen zijn in deze maatschappij.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het is geen probleem dat sommige mensen meer kansen in het leven krijgen dan anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Iedereen zou gelijk behandeld moeten worden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soms kan iemand alleen maar vooruit komen in het leven ten koste van anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We moeten streven naar meer sociale gelijkheid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gelijkheid is een belangrijke waarde voor mij.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sommige mensen zijn beter dan anderen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 Beoordeel de volgende stellingen op een schaal van zeer mee oneens tot zeer mee eens:

	Zeer mee oneens (1)	Mee oneens (2)	Een beetje mee oneens (3)	Neutraal (4)	Een beetje mee eens (5)	Mee eens (6)	Zeer mee eens (7)
Ik denk dat een team baat heeft bij input van mensen met verschillende etnische achtergronden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Een team met verschillende etnische achtergronden is vragen om problemen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Een team zou moeten bestaan uit mensen met soortgelijke etnische achtergronden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taken worden beter uitgevoerd wanneer een team bestaat uit verschillende etnische achtergronden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 Nu volgen de laatste vragen uit deze enquête. Dit zijn enkele persoonlijke vragen om een algemeen beeld te krijgen van de deelnemers aan dit onderzoek. We willen nogmaals benadrukken dat alle antwoorden in dit onderzoek anoniem zijn en de privacy van deelnemers volledig is beschermd.

Q8 Ik ben een:

- Man (1)
- Vrouw (2)
- Anders (3)

Q9 Mijn geboortjaar is: _____

Q10 Ik ben geboren in (land) _____

Q11 Mijn vader is geboren in (land) _____

Q12 Mijn moeder is geboren in (land)_____

Q13 Deze vraag betreft identiteit en culturele achtergrond. Met de schuifbalk kan worden aangegeven in hoeverre de Nederlandse nationaliteit (en eventuele andere nationaliteiten) belangrijk is (zijn) voor iemand. **Het is niet verplicht om nog andere nationaliteiten toe te voegen.** Ik voel me ...

0 1 2 3 4 5 6 7 8 9 10



Q14 Ik ben op dit moment:

- Werkzaam en niet op zoek naar een andere baan (1)
- Werkzaam en wel op zoek naar een andere baan (2)
- Werkloos en werkzoekend (3)
- Werkloos en niet werkzoekend (4)
- Arbeidsongeschikt (5)
- Gepensioneerd (6)
- Studerend/schoolgaand (7)
- Huisvrouw/huisman (8)
- Anders, namelijk... (9)_____

Display This Question:

If Ik ben op dit moment: = Studerend/schoolgaand

Q15 Ik volg op dit moment:

- Basisonderwijs (1)
- Lager / voorbereidend beroepsonderwijs (lbo / vmbo) (2)
- Hoger algemeen voortgezet onderwijs (havo) (3)
- Voorbereidend wetenschappelijk onderwijs (vwo) (4)
- Middelbaar beroepsonderwijs (mbo) (5)
- Hoger beroepsonderwijs (hbo) (6)
- Bachelor opleiding (wo) (7)
- Master opleiding (wo) (8)
- PhD opleiding (wo) (9)
- Geen antwoord (10)

Display This Question:

If Ik ben op dit moment: != Studerend/schoolgaand

Q16 Mijn hoogst afgeronde opleiding is:

- Basisonderwijs (1)
- Lager / voorbereidend beroepsonderwijs (lbo / vmbo) (2)
- Hoger algemeen voortgezet onderwijs (havo) (3)
- Voorbereidend wetenschappelijk onderwijs (vwo) (4)
- Middelbaar beroepsonderwijs (mbo) (5)
- Hoger beroepsonderwijs (hbo) (6)
- Bachelor opleiding (wo) (7)
- Master opleiding (wo) (8)
- PhD opleiding (wo) (9)

Geen antwoord (10)

Q17 Als er vandaag landelijke verkiezingen zouden zijn, dan zou ik stemmen op:

CDA (1)

ChristenUnie (2)

DENK (3)

D66 (4)

Forum voor Democratie (5)

GroenLinks (6)

Partij voor de Dieren (7)

PvdA (8)

PVV (9)

SGP (10)

SP (11)

VVD (12)

50PLUS (13)

Weet ik niet (14)

Wil ik niet zeggen (15)

Anders, namelijk (16) _____

Q18 Kans maken op een van de Bol.com cadeaubonnen van €20,-? Laat dan hier een email adres achter. Er wordt voor 1 juni contact opgenomen met de winnaars _____

Q23 Dit is het einde van de vragenlijst. **Klik op het rode pijltje om de antwoorden in te sturen.** Hartelijk bedankt voor deelname aan dit onderzoek! Bij vragen of opmerkingen over dit onderzoek kan altijd contact worden opgenomen met de onderzoeker door te mailen naar 383708tb@student.eur.nl.

Appendix B - Experiment conditions

1. Control condition

Wij zijn een dynamische organisatie met een sterke positie op de internationale markt. Goed werkgeverschap staat bij ons hoog in het vaandel. Wij geven veel om onze werknemers en daarin nemen wij onze verantwoordelijkheid.

Nieuwe medewerkers worden bij ons aangenomen na een zorgvuldig selectieproces. Iedere werknemer wordt goed behandeld en we bieden iedereen de ruimte om binnen onze organisatie door te groeien. De carrière van elke werknemer staat bij ons namelijk centraal. Onze organisatie biedt een marktconform salaris. Daarnaast bieden wij verscheidene doorgroeimogelijkheden en goede secundaire arbeidsvoorwaarden. Zo is er bijvoorbeeld een ruim budget voor verschillende opleidingen en trainingen. Op de werkvloer gaat het om doorgroeien. Zo krijgen al onze werknemers veel kansen voor persoonlijke vooruitgang.

Wij hebben een groot personeelsbestand. Voor al onze werknemers geldt: goed werknemerschap is wat telt binnen de organisatie, dat vinden we erg belangrijk. Zo zien wij in ons bedrijf geen problemen, maar alleen mogelijkheden. We geloven dat een goede sfeer op de werkvloer resulteert in innovatie. Wij creëren een werkomgeving waarin goed werknemerschap wordt gepromoot. Wij geven dus veel om onze werknemers en daarin nemen wij onze verantwoordelijkheid.

2. Colorblind condition

Wij zijn een dynamische organisatie met een sterke positie op de internationale markt. Goed werkgeverschap staat bij ons hoog in het vaandel. Wij geven niet om etnische achtergrond, want binnen onze organisatie is iedereen gelijk.

Nieuwe medewerkers worden bij ons aangenomen op basis van competenties in plaats van op achtergrond. Iedere werknemer wordt gelijk behandeld en we bieden iedereen de ruimte om optimaal te kunnen presteren. De gelijkwaardigheid van elke werknemer staat bij ons namelijk centraal. Onze organisatie biedt een marktconform salaris, doorgroeimogelijkheden, goede secundaire arbeidsvoorwaarden en een ruim budget voor opleidingen en trainingen. Op de werkvloer deelt iedereen dezelfde normen en waarden. Zo krijgen al onze werknemers dezelfde kansen, ongeacht hun achtergrond of afkomst.

We hebben een groot werknemersbestand. Voor al onze werknemers geldt: prestatie is wat telt binnen de organisatie, niet waar iemand vandaan komt. Zo negeren wij in ons bedrijf individuele cultuurverschillen, er is namelijk één algemene bedrijfscultuur. We geloven dat gelijkwaardigheid op

de werkvloer resulteert in innovatie. Wij creëren een werkomgeving waarin gelijkheid wordt gepromoot. Wij geven dus niet om etnische achtergrond, want bij ons is iedereen gelijk.

3. Multicultural condition

Wij zijn een dynamische organisatie met een sterke positie op de internationale markt. Goed werkgeverschap staat bij ons hoog in het vaandel. Bij ons kan iedereen zichzelf zijn, want iedere werknemer voegt iets unieks toe aan het bedrijf.

Nieuwe medewerkers worden bij ons aangenomen op basis van individuele eigenschappen. Iedere werknemer wordt als individu behandeld en we bieden iedereen de ruimte om volledig zichzelf te zijn. De unieke identiteit van elke werknemer staat bij ons namelijk centraal. Onze organisatie biedt een marktconform salaris, doorgroeimogelijkheden, goede secundaire arbeidsvoorwaarden en er is een ruim budget beschikbaar voor opleidingen en trainingen. Op de werkvloer zien wij veel diversiteit. Zo krijgen al onze werknemers de kans om hun persoonlijke visie te delen.

We hebben een divers werknemersbestand. Voor al onze werknemers geldt: diversiteit is wat telt binnen de organisatie, niet één standaard cultuur. Zo zien wij in ons bedrijf dat cultuurverschillen moeten worden omarmd. We geloven dat diversiteit op de werkvloer resulteert in innovatie. Wij creëren een werkomgeving waarin culturele verscheidenheid wordt gepromoot. Bij ons kan iedereen dus zichzelf zijn, want iedere werknemer voegt iets unieks toe aan het bedrijf.