



THE UNIVERSITY OF  
**WESTERN  
AUSTRALIA**

# **Does Organisational Branding Impact Whether Mature Workers Self-Select Out of the Job Application Process?**

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(Kelly, 2020; Forbes Online)



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# Background

- Many organisations champion view that mature workers bring expertise and experience
- Many mature workers want to remain in the workforce, ... yet ultimately choose to retire prematurely (Coibion et al., 2020)

# Background

- The same company webpage may be perceived differently, depending on one's age (Kocak et al, 2022)
- What attracts (or discourages) potential job applicants from different age groups?
- Cues on company webpages may—*unintentionally*—signal a lack of fit (Connelly et al., 2011; Heilman, 1983), resulting in mature workers self-selecting out of the job application process.





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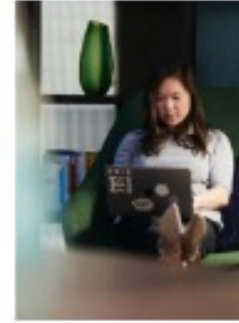




About

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# Background

- Demographic attributes are powerful determinants of perceptions of similarity and fit (Cable & Judge, 1996; Jackson et al., 1991)
- Lack of fit predicted lower levels of expected success on the job application (for women) (Hentschel et al. 2021)

# Hypothesis 1

Respondents' age will moderate the relationships between **age diversity signalling** and:

- Anticipated organisational fit
- Expected success
- Intention to apply for the job

The effect of age diversity signalling will be stronger for older (vs. younger) workers.

# Background

- Lack of diversity cues could signal lack of inclusiveness, which is potentially unattractive to job seekers from all demographic groups (Emerson & Murphy, 2014; Kulik & Li, 2015)
- Critical to manipulate multiple forms of diversity within the same study, to reduce salience of target demographic dimension (Murphy & DeNisi, 2021)

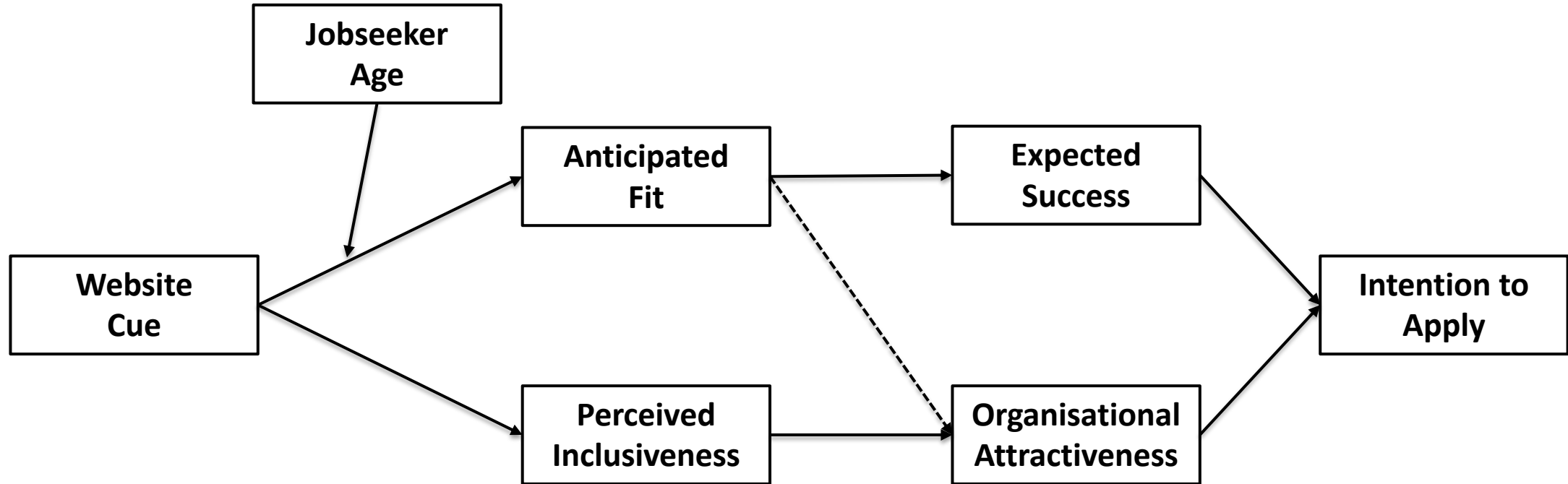


# Hypothesis 2

**Overall diversity signalling** (age & ethnicity) will positively influence:

- Perceived inclusiveness
- Organisational attraction
- Intention to apply

# Theoretical Model



# Participants

- Age-stratified online survey panel (young, middle-aged, mature)
- Excluded non-workers & those who failed attention checks
- N = 764 workers
  - Age range: 18 – 74 years (M = 39.2, SD = 13.3)
  - 50.7% men
  - 74.7% white
  - 59.6% permanent employment
  - Older participants tended to be white ( $p < .05$ )

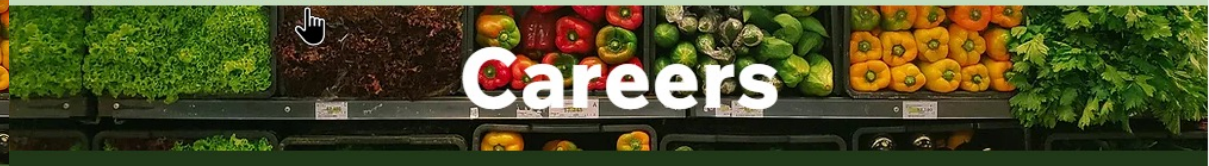
# Method

- 2 x 2 between-subjects design
  - Age diversity cues (all young, mixed ages)
  - Ethnicity diversity cues (all white, mixed ethnicities)
- All conditions are gender balanced





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# Careers

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Sarah Jones  
Chief Executive Officer



Michael Lee  
Chief Financial Officer



Rebecca Johnson  
Chief People Officer

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For more than 100 years, Supermarkets have been dedicated to delivering quality service to families across the country.

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Our vision is to become the most trusted retailer in the country and grow long-term shareholder value.

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Find all our retail jobs right here. From Store Team Member to Leadership level opportunities, and everything else in between.



## Meet The Retail Team



Matthew Williams  
Store Team Manager



Jessica Taylor  
Personal Online Shopper



James Brown  
Store Team Member

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Chief Executive Officer



**Michael Lee**  
Chief Financial Officer



**Annah Moyo**  
Chief People Officer

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### Meet The Retail Team



**Mohammed Singh**  
Store Team Manager



**Jing Li**  
Personal Online Shopper



**James Brown**  
Store Team Member

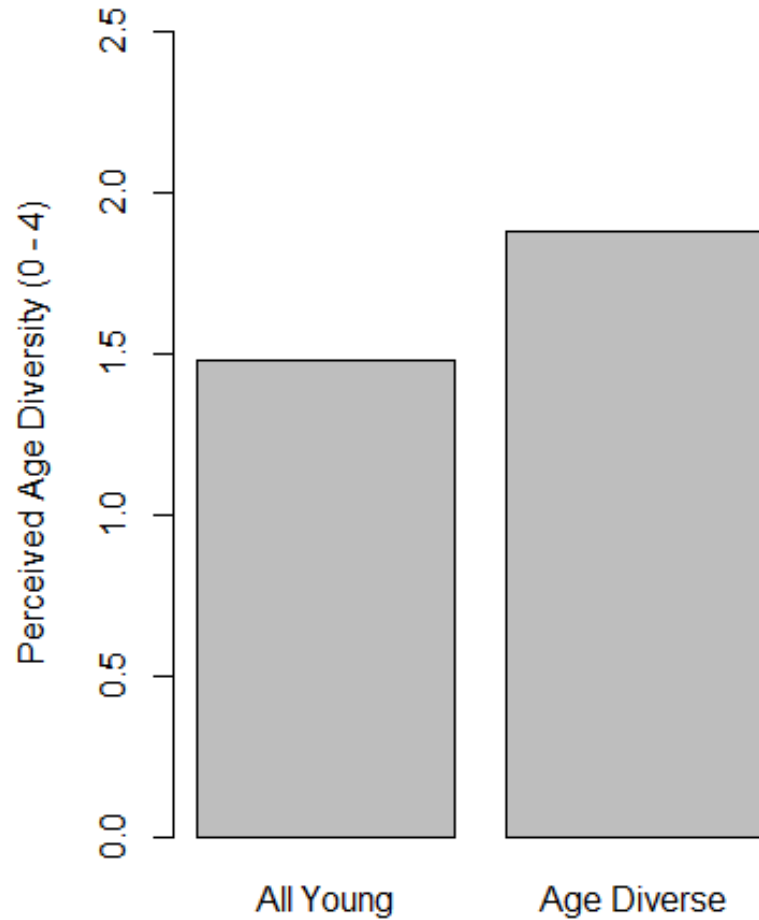
### Our people are our biggest stre



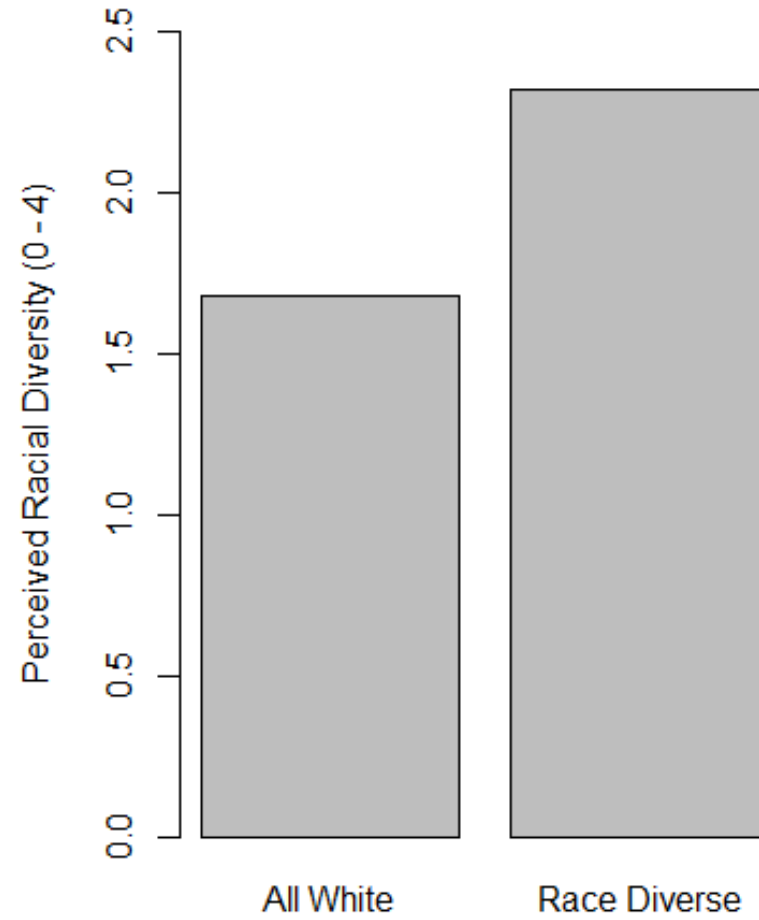
# Measures

- Anticipated fit (Herdman & Carlson, 2009;  $\alpha = .90$ )
  - *“I believe I would fit in this company”*
- Expected success (Hentschel et al., 2021)
  - *“If you were to apply [for a position you were qualified for], how likely do you think it is that you would get the position?”*
- Intention to apply (Highhouse et al., 2003,  $\alpha = .91$ )
  - *“I would consider applying for a job in this company”*
- Perceived inclusiveness (Chung et al., 2020 ;  $\alpha = .83$ )
  - *“They will make me feel like I belong”*
- Organisational attractiveness (Highhouse et al., 2003;  $\alpha = .84$ )
  - *“This company is attractive to me as a place for employment”*

# Manipulation Checks



**Cohen's D = .45,  
*p* < .001**



**Cohen's D = .63,  
*p* < .001**



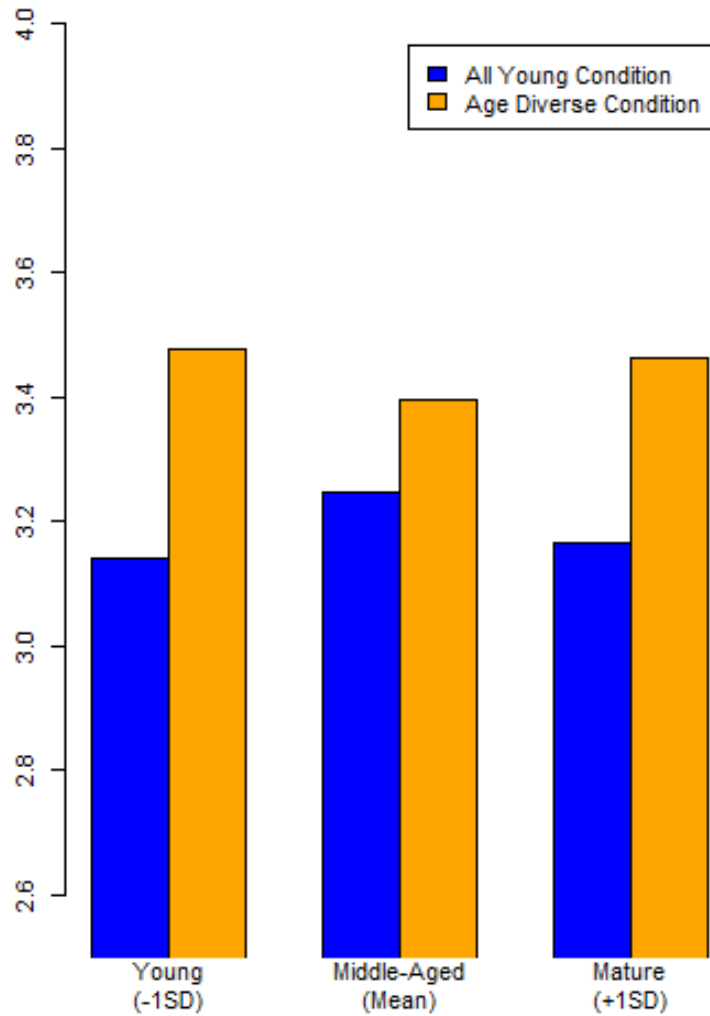
# Results

## Regression results for Hypothesis 1

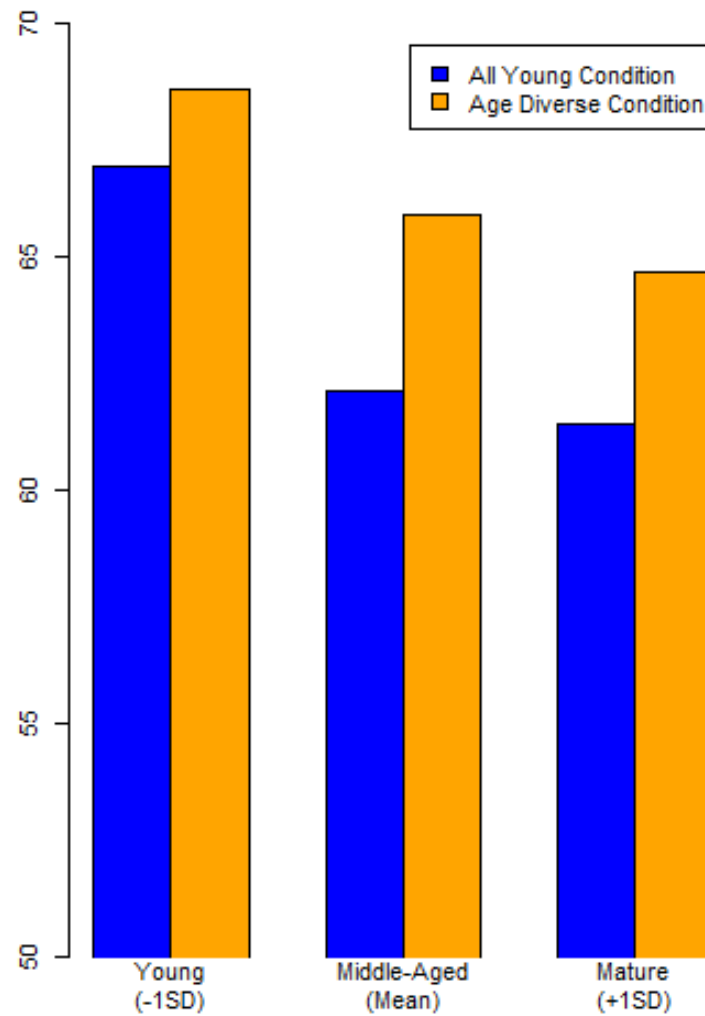
	<i>Dependent variable:</i>		
	Anticipated Fit	Expected Success	Intention to Apply
	(1)	(2)	(3)
Intercept	3.487*** (0.087)	64.428*** (2.208)	3.639*** (0.093)
Age Signal (Young=1; Age-Diverse=0)	-0.317*** (0.090)	-2.445 (2.301)	-0.291*** (0.097)
Participant Age	0.006 (0.004)	-0.084 (0.103)	0.009** (0.004)
Participant Age2	-0.0004 (0.0003)	-0.004 (0.006)	-0.0005* (0.0003)
Participant Race (White=1, Non-White=0)	-0.023 (0.075)	2.945 (1.905)	-0.166** (0.080)
Age Signal x Age	-0.014** (0.006)	0.061 (0.143)	-0.013** (0.006)
Age Signal x Age2	0.001*** (0.0004)	-0.008 (0.009)	0.001** (0.0004)

# Results: H1

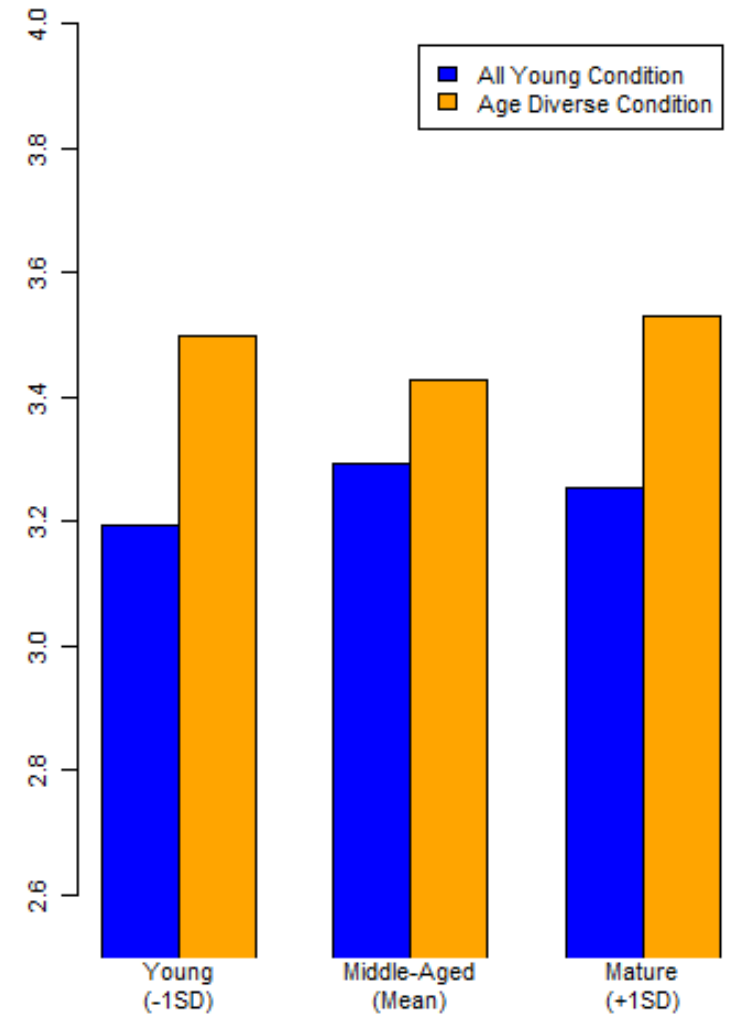
Anticipated Fit\*\*



Expected Success



Intention to Apply\*\*



# Results: H1

There was main and interaction effect of age diversity signalling.

Effect of age diversity signalling was stronger for **older and younger workers**, than for middle-aged workers.

Both groups reported greater *anticipated fit and intention to apply*, than did middle-aged workers.

# Results

## Regression results for Hypothesis 2

	<i>Dependent variable:</i>		
	Perceived Inclusiveness	Org. Attractiveness	Intention to Apply
	(1)	(2)	(3)
Intercept	3.717*** (0.052)	3.619*** (0.064)	3.418*** (0.069)
Age Signal (Young=1; Age-Diverse=0)	-0.021 (0.074)	-0.099 (0.090)	-0.148 (0.097)
Race Signal (White=1; Race-Diverse=0)	-0.050 (0.075)	0.020 (0.092)	0.029 (0.099)
Age Signal x Race Signal	-0.045 (0.106)	-0.046 (0.129)	0.016 (0.139)

No support for Hypothesis 2

# Conclusions

- Nonlinear effects of respondents' age on outcomes
- Age diversity signally was favourably received by both younger and older workers





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**THANK YOU!**

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