



Article Title

Attraction to Hospitality Companies: How Processing Fluency Moderates Value Fit.

Citation

By: McGinley, Sean; Zhang, Lu; Mattila, Anna; O'Neill, John. Journal of Human Resources in Hospitality & Tourism, Jan-Mar2015, Vol. 14 Issue 1, p25-44, 20p

Abstract

The purpose of this research study was to investigate how processing fluency moderates the effect of value fit on attraction to hospitality organizations. Specifically, the study found that processing fluency moderates the relationship between value fit and attraction to an organization so that highly fluent advertisements induce higher feelings of attraction to organizations than do advertisements that are not highly fluent. This article extends the reach of the marketingbased processing fluency framework into the study of recruitment, while also suggesting that value fit may not always explain attraction to organizations. Recommendations are given to practitioners regarding how they should present information to job seekers to attract the right quantity and quality of applicants.

Summary

In the current study, the moderating effect of processing fluency on individuals' behavioral intentions to apply for jobs was investigated. For practitioners, designing a job posting with an easy-to-read font and a strongly contrastive background could enhance processing fluency. Previous studies have shown that people perceived a clear font and a strong contrast between information and background as more aesthetically pleasing than contrasts that are not as strong. According to the results of the present study, enhanced processing fluency will be especially effective in attracting individuals with low organization value fit. Applicants with perceptions of low organizational fit may not necessarily be hired by the organization eventually; however, they could contribute to the quantity of the applicant pool and provide the company more options. Attracting these individuals could be valuable in certain situations, like a hotel opening when there is a high demand (on the part of the organization) for large numbers of new staff. Therefore, if a hotel were opening and needed to hire an entire housekeeping department, having advertisements that are easy to read with strongly contrastive backgrounds could potentially generate the largest pool of applicants. However, considering the high cost of turnover in

hospitality, the fewer people who are attracted, the lower the burden on the human resources and departmental management teams to sift through large quantities of applicant materials.