

ABSTRACT

STOUGHTON, JACK WILLIAM. Examining Applicant Reactions to the Use of Social Networking Websites in Pre-Employment Screening. (Under the direction of Lori Foster Thompson.)

Social networking websites such as Facebook allow employers to gain information about applicants, including personal details that job seekers may not otherwise share when competing for a position. The present study examines how job seekers react to this screening practice when implemented both consistently across applicants and inconsistently for some applicants but not others. Applicants ($N=175$) were randomly assigned to one of three social networking website screening conditions: (a) screening absent; control group, (b) consistent screening present, and (c) inconsistent screening present. Two weeks after completing a selection battery, they were informed that they were finalists for the position to which they had applied and told to expect a selection decision soon. Those in the experimental conditions were also informed that the hiring organization was now finishing a second round of assessment, which entailed reviewing their social networking website as well as the sites of all (consistent) or some (inconsistent) of the other finalists. Applicants were then asked to anonymously rate the selection process and organization. As expected, social networking website screening caused applicants to feel their privacy had been invaded. A manifest path model was supported, such that the adverse effect of this screening practice on perceived privacy invasion ultimately resulted in lower attraction to the organization. The negative association between privacy invasion and organizational attractiveness was partially mediated by views of the selection process's procedural justice. Surprisingly, the practice of screening social networking sites was not considered significantly less fair when administered inconsistently rather than consistently across applicants.

Examining Applicant Reactions to the Use of Social Networking Websites in Pre-Employment Screening

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Introduction

The use of computer-mediated social networking websites (e.g., MySpace.com, Friendster.com, Facebook.com, Buzz.Google.com, LinkedIn.com) has proliferated in recent years. In 2009, Facebook, originally oriented toward the college population, had an estimated 175 million active users, with more than half its members outside of college (Hawkins, 2009). MySpace, purchased by News Corporation (News Corp.) for \$580-million in 2007, has only recently been outstripped in the US by Facebook in terms of online users (Chmielewski & Sarno, 2009; Guynn & Menn, 2007). Social networking sites can be used for a variety of purposes, such as establishing work-related contacts (e.g., LinkedIn.com), finding individuals who have similar interests in music (e.g., MySpace.com), or connecting with individuals in one's community and keeping friends informed about interests and activities (e.g., Facebook.com, Twitter.com, Buzz.Google.com). Most computer-mediated social networking websites contain a myriad of information about users in their online profiles. Typically, users are able to amass "friends" who can communicate with each other through the site. Communication can occur through posts on each other's profiles. Members can also search other users' profiles to find common interests, favorite movies, musical tastes, classes, books, photos, and other information.

Some social networking websites, such as LinkedIn, are essentially designed by users to be viewed by colleagues and prospective employers. These websites contain information about past employment history, job relevant education, and/or other information pertinent to job contacts. Meanwhile, other social networking websites, such as Facebook and MySpace,

are not usually designed with work colleagues and prospective employers in mind. The current study focuses on the latter type of website. Accordingly, the term “social networking website” in this manuscript refers specifically to sites such as Facebook and MySpace, which are not designed for professional purposes yet are sometimes used by employers to evaluate and screen individuals applying for jobs (Goldberg, 2010).

As described on the following pages, the intention of this study is twofold. First, this study aims to test whether employers’ use of social networking sites for screening purposes affects applicants’ perceptions of privacy, procedural justice, and organizational attractiveness. The second purpose of the study is to examine whether applying these screening practices to some but not all applicants exacerbates the negative perceptions formed by applicants who have been screened on the basis of their social networking websites.¹

Social Networking Website Screening Practices

The wealth of information available on social networking sites offers researchers an abundance of phenomena to study (Ellison, Steinfield, & Lampe, 2007). However, published research on this topic within the organizational sciences is scarce. Meanwhile, the popular press has published a litany of articles on computer-mediated social networking sites. Many of these articles focus on using social networking sites to screen potential job applicants (e.g., Duffy, 2006; Schiffman, 2007; Wiehl, 2008; Wortham, 2009). When organizations seek to

¹ The research proposal upon which this study was based is presented in Appendix A.

hire a summer intern or recruit college seniors seeking their first jobs out of school, for example, they may use social networking websites to conduct background checks (Finder, 2006; Palank, 2006). Employers may look for provocative photos, references to drinking or drug use, and disparaging remarks about previous employers and colleagues to help “weed out” candidates (Wortham, 2009). In fact, 27% of the employers contacted for a National Association of Colleges and Employers’ (2006) survey said they check the backgrounds of job applicants using Google and social networking sites. This practice appears to have grown increasingly commonplace in recent years, as indicated by a 2009 study, conducted by Harris Interactive, which revealed that 45% of the companies contacted use Google and social networking websites to screen employees (CareerBuilder.com, 2009).

In most cases, employers take the liberty of screening social networking websites without asking permission from their applicants (Duffy, 2006; Schiffman, 2007). In theory, applicants can prevent this from happening by using privacy settings to limit access to their social networking websites to people they know. In practice, however, many people do not take advantage of these settings (Duffy, 2006; Schiffman, 2007), others may improperly implement the settings, creating a false sense of privacy. In addition, employers can bypass security settings. This could be accomplished in a number of ways. In the past, former and current interns have reportedly been used by employers to gain access to applicants’ social networking profiles (Palank, 2006). In such cases, the intern may belong to certain applicants’ network of friends, allowing the employer to see a profile intended to be limited to those in the applicant’s network. In addition, employers can set up fictitious Facebook

accounts in order to screen applicants by “friending” them (i.e., establishing a connection to them) under a false guise. While one might reason that the probability of applicants accepting friend requests from strangers would be low, research suggests otherwise. A study conducted by Saphos (2007) found that 41% of people accepted friend requests sent from a fabricated Facebook profile. In a 2009 follow-up study, a similar number of blind friend acceptances, 44%, was reported (Saphos, 2009).

Effects of Screening Implementation

In short, employers are known to screen applicants on the basis of their social networking websites, yet there is a dearth of research investigating this phenomenon. Though relatively small, the existing body of research on social networking websites is informative, providing insights into topics such as privacy concerns and identity-sharing behavior (e.g., Gross & Acquisti, 2005; Stutzman, 2006). However, past studies have not addressed how job applicants perceive the use of social networking websites for screening purposes. As described next, theory suggests that the implementation of this practice will affect perceptions of privacy, justice, and organizational attractiveness.

Privacy invasion. The collection of personal information by an organization for screening purposes has been deemed to be one of the more invasive procedures an organization can employ (Stone-Romero, Stone, & Hyatt, 2003). Claims in the popular press commonly maintain that employers’ use of social networking websites is a violation of applicants’ privacy (Duffy, 2006; Schiffman, 2007). There are numerous anecdotal accounts of individuals who have conducted fruitless job searches because of information that they

posted on these sites (Finder, 2006). With most of these anecdotes, the individual is reportedly surprised that the organization is prying into a realm that they believed to be private (Duffy, 2006; Schiffman, 2007).

Moving beyond anecdotes from the popular press, there are theoretical indications that individuals will perceive an invasion of privacy when companies take the liberty of using social networking websites to screen applicants for employment. First, drawing on Altman's (1975) and Westin's (1967) theories of privacy there is some agreement that individuals and groups have a desire to control access to themselves (Margulis, 2003). That is, boundaries exist between individuals or groups and the environment in which they operate. Maintaining these boundaries is paramount to the privacy of the individual or group. The privacy of the individual is essential to creating opportunities for self-evaluation, and it is also important in the formation or maintenance of one's self-identity and individuality (Margulis, 2003).

Alge (2001) theorizes that personal identity (i.e., self-definitions of qualities unique to the individual) is affected by perceptions of privacy (i.e., the control of personal information). Alge contends that personal identity can be parsed into two separate components: an individual's private assessment of oneself and how one wishes oneself to be represented publicly. An invasion of privacy is represented by a lack of control over how one's public self is conveyed. This lack of control is suggested by assertions that Facebook and MySpace pages can, "make students look immature and unprofessional, at best" (Finder, 2006, p. 1).

Finally, Alge (2001) theorizes that this lack of control over one's public persona can result in a negative estimation of oneself. Included in these negative estimations of the self is one's social identity (i.e., self-definitions in terms of group association) because the lack of control over one's public persona may impact which groups value one's self. In the case of e-screening, applicants risk being devalued by hiring organizations because of their lack of control over their public persona.

In accordance with the preceding theories of privacy, individuals should experience relatively high levels of privacy invasion when prospective employers take the liberty of examining areas of their lives which they consider to be non-work-related. As such, applicants who discover that a prospective employer has examined their social networking websites without permission should experience heightened perceptions of privacy invasion.

Hypothesis 1: Applicants whose social networking websites have been screened will report higher levels of privacy invasion than those whose social networking websites have not been screened.

Procedural justice. The preceding discussion implies that negative outcomes result from privacy invasions. Indeed, empirical research has supported this contention (e.g., Alge, Ballinger, Tangirala, & Oakley, 2006; Stone-Romero et al., 2003). While some of these consequences (e.g., negative estimation of one's social identity) are noted above, the outcomes of particular interest for this study, as shown in Figure 1, are perceptions regarding procedural justice and organizational attractiveness.

Procedural justice is defined as the fairness of the process that results in decision outcomes (Colquitt, 2001). In effect, negative perceptions of procedural justice represent the condemnation of a particular organizational process. According to Leventhal (1980), fairness of the process is determined by an organization's adherence to the ethicality rule, which is violated when organizational procedures are inconsistent with the moral and ethical values of individuals.

Gilliland's (1993) model of applicant reactions to selection systems has been a particularly dominant force guiding research in this area. According to Gilliland's (1993) model, there are 10 procedural justice "rules" or dimensions that affect the degree to which applicants perceive a selection procedure to be fair. These dimensions were first introduced by Leventhal (1980) and are as follows: job relatedness, opportunity to perform, reconsideration opportunity, consistency, explanation feedback, selection information, honesty [Bauer et al. (2001) refer to this as "openness"], interpersonal treatment/interpersonal effectiveness, two-way communication, and propriety of questions.

Job relatedness concerns the degree to which a selection procedure assesses content that appears to be job relevant or valid (Gilliland, 1993). Opportunity to perform refers to an applicant's perception of adequate opportunity to demonstrate one's knowledge, skills, and abilities throughout the selection process (Schleicher, Venkataramani, Morgeson, & Campion, 2006). Reconsideration opportunity can be operationalized as the ability to appeal screening decisions (Dineen, Noe, & Wang, 2004). Consistency of administration concerns both consistencies over time and consistencies across people with respect to the

administration of the selection system (Stanton, 2000). Feedback can be defined as a given response to an action that provides information on a person's situation and either encourages or discourages a relevant behavior (Schinkel, van Dierendonck, & Anderson, 2004). Selection information refers to justifications, if any, for a selection decision (Gilliland, 1993). Honesty or openness concerns the extent to which communications with the potential employer are perceived as sincere, truthful, and open (Bauer et al., 2001). Interpersonal treatment refers to the interpersonal effectiveness of the selection administrator when dealing with applicants (Gilliland, 1993). Two-way communication concerns applicants' ability to have a voice in the selection process (Gilliland, 1993). Finally, propriety of questions refers to the fairness of the questions asked during selection (Gilliland, 1993; Stone-Romero et al., 2003).

In 2001, Bauer and colleagues operationalized and extended Gilliland's (1993) model by developing the Selection Procedural Justice Scale (SPJS). This effort resulted in the addition of an eleventh factor, called job-relatedness content, which is defined as the extent to which a selection system appears to assess content relevant to the job situation. Bauer et al. (2001) organize these eleven dimensions into three higher-order factors known as structure, social, and job-relatedness content. Of particular relevance to the current study is the higher-order social factor, which pertains to employers' treatment of and communication with applicants and consists of the following procedural justice dimensions: consistency of administration, honesty, interpersonal treatment/interpersonal effectiveness, two-way communication, and propriety of questions.

As indicated in the preceding discussion of privacy invasions, people likely view their social networking websites as a non-work-related arena of their lives (Duffy, 2006; Schiffman, 2007). Because applicants tend to favor procedures that are job related (Ployhart & Ryan, 1997; Rynes, 1993), they are unlikely to consider the assessment of their social networking website to be just. Indeed, empirical research has demonstrated a moderate to strong negative relationship between privacy invasion and procedural justice (Alge, 2001; Eddy, Stone, & Stone-Romero, 1999; Racicot & Williams, 1993). For example, Alge (2001) has shown that invasion of privacy fully mediates the effect of electronically monitoring employees' job activities on procedural justice. Because the use of social networking websites to screen applicants employs a form of electronic monitoring, privacy perceptions should also mediate the effects of this practice on procedural justice views.

In particular, we expect the "social" higher-order factor identified by Bauer et al. (2001) to be affected in the manner suggested above. The sense of privacy invasion invoked by social networking website screening should influence perceptions of the screening content's appropriateness. It should also shape views of the employer's honesty, openness, and respect toward applicants. Because each of these perceptions helps comprise the social aspect of procedural justice in selection, the following hypothesis is proposed:

Hypothesis 2: A mediated relationship is expected, such that the effect of social networking website screening on privacy invasion will result in negative procedural justice (social) perceptions.

Organizational attractiveness. Justice perceptions are necessary to consider, given their documented relationship with applicant reactions (Bauer et al., 2001; Bauer et al., 2006, Lind & Tyler, 1988). The concept of applicant reactions encompasses constructs such as organizational attraction and recommendations to others to apply to a hiring organization (Bauer, Maertz, Dolen, & Campion, 1998; Macan, Avedon, Paese, & Smith, 1994). Organizational attraction indirectly measures applicants' attitudes toward an organization as an employer (Highhouse, Lievens, & Sinar, 2003; Turban & Keon, 1993). Attraction has been conceptualized as both multidimensional and as a general concept (Highhouse et al., 2003). Highhouse and colleagues (2003) divide it into three facets: general attractiveness, intentions to pursue employment with an organization, and perceptions of an organization's prestige. The current study's use of the term "organizational attractiveness" refers to the first of these facets, general attractiveness, which addresses initial attitudes about a company as a prospective place of employment.

Procedural justice during selection is expected to shape perceptions of organizational attractiveness due to assumptions applicants make about the organization on the basis of the selection process. Gilliland (1993) maintains that selection procedures provide the first information that an individual receives concerning how an organization treats its employees. Signaling theory suggests that this information is important because applicants facing ambiguity and/or incomplete information use the information available as signals about job and organizational attributes (Allen, Mahto, & Otondo, 2007; Rynes, 1991). Therefore, poor treatment by the organization during the selection process may be interpreted as an indication

of how the organization treats employees and how the individual may be treated in the future (Gilliland, 1993).

Patterns of findings in the research literature support the contention that procedural justice has implications for applicant reactions and related outcomes. Stone-Romero and colleagues (2003) found that when individuals feel they have been treated unfairly, they are less likely to accept a job offer. If they are already employed by the organization, they are more likely to quit their jobs (Stone-Romero et al., 2003). In addition, research has shown a negative relationship between fairness and intentions to recommend the organization, which could eventually influence the effectiveness of a company's selection procedures by impacting the size of future applicant pools (Murphy, 1986; Ryan et al., 1996).

Consistent with the abovementioned research and theory pertaining to procedural justice and applicant reactions, the following hypothesis is proposed.

Hypothesis 3: A mediated relationship is expected, such that the effect of social networking website screening on privacy invasion and subsequent procedural justice (social) perceptions will result in unfavorable perceptions of organizational attractiveness.

Effects of Screening Consistency

The anticipated effects of screening applicants on the basis of social networking websites have been described above, but relevant variables which may shape the magnitude of these effects have not been discussed. The manner in which social networking website screening is implemented is expected to make a difference. As shown in Figure 2, the

implementation variable most germane to this study is consistency, which refers here to whether employers screen all or only some applicants on the basis of social networking websites. In practice, inconsistent screening is likely to occur when employers seek out the social networking websites of some but not all applicants, or when they are only able to find or access the social networking websites belonging to a subset of the applicant pool.

As suggested earlier, Gilliland's (1993) model considers consistency across applicants to be an important aspect of selection procedures that contributes to applicants' perceptions of fairness. Consistency refers to both consistencies over time and consistencies across people (Stanton, 2000). Consistency over time signifies whether or not people are treated the same way every time they come into contact with organizational procedures. For example, if individuals are repeatedly screened by an organization, consistency over time may involve whether they are screened under the same policies from time to time.

Consistency across people, the phenomenon of interest in this study, has to do with whether or not every person within a relevant group is treated the same way. Leventhal (1980) postulates that people want to be treated in the same way as others who are in a similar situation (e.g., applying for a job). When being subjected to pre-employment screening on the basis of social networking websites, consistency is maintained when each person is screened in a like manner.

Procedural justice. Due to the personal nature of social networking websites, individuals who experience screening on the basis of these sites are likely to perceive an invasion of privacy – even if the screening occurs consistently across applicants (Alge, 2001;

Stone-Romero et al., 2003). As such, consistency is not expected to influence perceptions of privacy invasion. However, it should alter the degree to which social networking screening prompts feelings of injustice on the part of job applicants. Gilliland's (1993) model supports this contention, indicating that consistency is a crucial component of procedural justice – a component which, according to Bauer et al. (2001) falls under the “social” higher-order procedural justice factor.

Alge (2001) concurs that consistency is likely to affect procedural justice perceptions – a finding which has been demonstrated in a number of studies (e.g., Ambrose & Alder, 2000; Stanton, 2000; Van den Bos, Vermunt, & Wilke, 1996). For example, Stanton (2000) found that the consistency of electronic monitoring in the workplace affects the perceived fairness of electronic monitoring. In short, past research and theory suggest that consistency should influence the degree to which social networking website screening affects procedural justice perceptions. This hypothesis will be tested.

Hypothesis 4: Applicants who have been subjected to inconsistent social networking website screening practices will report lower procedural justice (social) perceptions than those who have been subjected to consistent social networking website screening practices.

Organizational attractiveness. As discussed above, procedural justice perceptions have been shown to shape applicant reactions (Bauer et al., 2001; Gilliland, 1993; Lind & Tyler, 1988). Accordingly, the influence of consistency on procedural justice should in turn affect organizational attractiveness. Said another way, inconsistency when screening on the

basis of social networking websites should not only exacerbate a sense of injustice, it should also heighten negative perceptions of prospective employers.

The influence of screening consistency on organizational attractiveness has been tested in contexts outside of the social networking arena. For example, Ployhart and Ryan (1998) hypothesized that applicants subjected to consistent screening practices would be particularly likely to (a) accept potential job offers, (b) recommend the job to others, and (c) participate in future similar selection procedures. Ployhart and Ryan (1998) obtained empirical support for the latter of these three predictions, finding that consistency affected whether applicants would participate in future similar selection procedures. Because Ployhart and Ryan (1998) were examining a unique type of screening inconsistency, different from what is investigated in this study, they advocated that reactions to consistency be retested to determine if their results are distinct to their methodology. In accordance with this recommendation, the following hypothesis will be tested.

Hypothesis 5: A mediated relationship is expected, such that the negative effect of inconsistent social networking website screening practices on procedural justice (social) perceptions will result in unfavorable perceptions of organizational attractiveness.

Method

Participants

Participants ($N=175$) were students at a large Southeastern university who applied for a temporary, paid, research assistant position. With regard to gender, 63% of applicants were

female. The mean age of the sample was 19.32 years ($SD = 3.59$). With respect to ethnicity, 76% of the sample was Caucasian, 10% was African-American, 5% was Asian-American, 2% was Hispanic, and approximately 7% reported another ethnicity.

Design

This study used a between-groups experimental design with random assignment to conditions. There were two independent variables: screening presence and screening consistency. Screening presence had two levels: present and absent, where applicants were (present) and were not (absent) led to believe that they had been screened on the basis of their social networking website. Screening consistency also had two levels: inconsistent and consistent, where individuals led to believe that their social networking website had been screened were informed that this practice was implemented for some (inconsistent) vs. all (consistent) applicants. The two independent variables in this study were not fully crossed because it was not possible to apply the consistency manipulation to those in the “screening absent” condition who were not led to believe that their social networking website had been reviewed. Instead, this study included three conditions: (a) screening absent, (b) consistent screening present, and (c) inconsistent screening present. The following three continuous variables were assessed as mediator and outcome variables in order to test the relationships depicted in Figures 1 and 2: invasion of privacy, procedural justice (social), and organizational attractiveness.

Procedure

Applicants were recruited from a larger pool ($N=976$) of psychology students who had volunteered to participate in a research study which laid the groundwork for the current experiment. Upon consenting to participate in the initial research study, participants were asked to read a cover story, which indicated that a university-affiliated firm had asked the Industrial-Organizational psychology program at their university to help select research assistants for a temporary assignment. This (fictitious) position was described as one that pays the selected individuals \$75 to spend one hour in an online web portal rating their opinions about a series of web pages being designed by the hiring organization. As part of this initiative, the psychology department was said to have developed an online application and assessment survey (i.e., selection battery) and research study, which participants were asked to complete. The selection battery gathered names, email addresses, and information about each individual's GPA, personality, and Internet experience/knowledge. Embedded in the Internet knowledge questionnaire was an item asking "Which of the following social networking websites do you use on a regular basis? Check all that apply." Response options included Facebook and MySpace. This item was later used to determine eligibility for the final study sample, which was limited to active Facebook and MySpace users. To prevent it from attracting unwanted attention, this item was presented along with an Internet knowledge scale; thus, it appeared to be a natural follow-on from the other technology-related questions.

Prospective participants were asked if they would like to be considered for the temporary position. Because most of them were completing the initial research study for

course credit, care was taken to explain that everyone who filled out the selection battery would receive credit for participating in the experiment, regardless of whether they wished to be considered for the job. A total of 506 (52%) of the participants expressed interest in applying for the job. All others were excluded from this study.

After completing the selection battery, the 506 prospective participants were, unbeknownst to them, randomly assigned to one of the three study conditions via a javascript application embedded in the online study materials. All prospective participants were then directed to a common closing statement indicating that (a) the applicants' responses to the selection battery would be used to determine who gets selected for the job, and (b) the research team would contact applicants with an update in 2-3 weeks to let them know if they were finalists for the position. Individuals were dismissed from the data collection website once they had read the closing statement.

Next, prospective participants' status on social networking websites was determined. Of the 506 individuals who expressed interest in the fictitious position, 502 individuals indicated that they use MySpace and/or Facebook on a regular basis and were therefore retained for this experiment. The 4 individuals who did not meet this inclusion criterion were removed from the study. After 2 weeks had passed, all participants (i.e., applicants with social networking profiles) were contacted and informed that the university team had completed its portion of the assessment and handed a list of finalists over to the organization, which would make the final selection decision. Specifically, they were told that, "You were chosen as a finalist for the position, and your name has been forwarded to the hiring

organization for further consideration. Congratulations! This decision was made after we here at [university name] carefully reviewed the results of the selection battery (i.e., questionnaires) completed by each applicant such as yourself. At this point, we have turned the process over to the hiring organization, which is now making the final decision concerning who to hire for the job. A member of the hiring organization will be in touch within a few weeks to let you know whether you have been selected.”

The text following the excerpt above varied according to the condition to which the participant had been randomly assigned. The screening absent control group received no further information. The consistent screening group was told that the hiring organization had just finished evaluating their social networking websites in order to assess professionalism. These individuals were informed that the employer was able to evaluate all finalists’ social networking websites after logging onto these sites with the help of student research assistants who had access to the applicants’ sites either because the sites were publically available or because the research assistants were listed as “friends” on the applicant’s site. Consistency was emphasized by explicitly stating that the employer determined that each and every finalist’s online profile could be accessed before screening applicants on the basis of their social networking websites. Finally, the inconsistent screening group was informed that the hiring organization inconsistently evaluated social networking websites in order to assess professionalism. Specifically, individuals in this group were told that the employer was “only able to conduct these Facebook/MySpace evaluations for some finalists, such as yourself, who either had a publically available profile or a profile that they were able to access with

the assistance of currently employed [university name] students with friend-links to finalists' profiles. Although this approach did not allow the hiring organization to access and evaluate all finalists' Facebook and/or MySpace pages, they made every attempt to do so when possible, and were able to evaluate your profile through one of the approaches described above.”

After providing the information described above, the emails offered a link to an applicant reactions survey, which measured the mediator and outcome variables of interest in this study: invasion of privacy, procedural justice of the selection process (social), and organizational attractiveness. Participants were told that “We would like to give this organization feedback on applicants' perceptions of their selection system. As part of an effort to improve this organization's hiring processes, we wish to obtain feedback from all applicants. We ask you to please follow the designated link below and complete a brief (20-minute) survey about your satisfaction with the hiring process. Everyone who completes this survey will be entered into a raffle for \$100.” Participants were assured that the hiring organization would not be told who did and did not complete the feedback survey, and that the results would only be presented in aggregate form, after the hiring decision was made and the job completed. The survey itself asked participants to reflect on and answer questions about the selection process and organization.

Overall, 35% of the 502 eligible individuals completed the applicant reactions survey described above, producing a final sample size of 175. Table 1 details the response rate and sample size within each of the three study conditions. A 3 x 2 chi-square test of

independence revealed no significant differences in response rates by condition, $\chi^2(2, N = 502) = 3.70, p = 0.16$.

At the end of the semester during which the study occurred, all participants received a link to a debriefing form revealing the true purpose of the study. The debriefing form indicated that they had been entered into a drawing to determine who got the \$75 originally offered as compensation for the fictitious job. Those who completed the follow-up survey assessing reactions to the hiring process were entered into a second lottery for \$100.

Measures

Because it was framed as a job application, the initial selection battery asked participants to indicate their names and email addresses. In addition, various constructs (e.g., personality, Internet knowledge) were assessed in order to lend face validity to the selection battery. With the exception of demographics and the aforementioned item asking respondents to self-report whether they use Facebook and/or MySpace on a regular basis, the selection battery data were not analyzed for the current study. The constructs of interest in this study, described next, were assessed via the applicant reactions survey administered 2 weeks after participants completed the selection battery.

Invasion of privacy (5 items, $\alpha = 0.78$). Invasion of privacy was measured using items adapted from previous privacy research (Alge, 2001; Tolchinsky et al., 1981). Though the intent of the original items was maintained, modifications were required to fit the context of the present study. For example, “I feel comfortable with personal information being given out this way,” was changed to “I felt comfortable with the personal information the hiring

organization collected.” Responses were provided on a 1 (*strongly disagree*) to 5 (*strongly agree*) scale.

Procedural justice (social) (18 items, $\alpha = 0.95$). Procedural justice (social) was measured using items adapted from Bauer and colleague’s (2001) higher-order “social” factor of the SPJS. Many of these items referred to a selection test. However, Bauer and collaborators (2001) instructed that the word “test” may be replaced with references to other selections devices or systems. Accordingly, the items in the procedural justice (social) scale were modified as necessary to fit this study’s context. Items were presented with a Likert-type scale, with responses ranging from 1 (*to a small extent*) to 5 (*to a large extent*). The subscales comprising the social higher-order factor included: consistency, honesty (openness), interpersonal treatment/interpersonal effectiveness, two-way communication, and propriety of questions. An example item from the consistency subscale is, “There were no differences in the way different applicants were assessed.” An example item from the honesty subscale is, “I was treated honestly and openly during the selection process.” An example item from the treatment subscale is, “I was treated politely during the selection process.” An example item from the two-way communication subscale is, “There was enough communication during the selection process.” Finally, an example item from the propriety subscale is, “The content of the assessment did not appear to be prejudiced.” Two items from the original honesty subscale were not administered; they were deemed irrelevant because applicants were not afforded the opportunity to ask questions about the selection system during this study.

Organizational attractiveness (5 items, $\alpha = 0.95$). Organizational attractiveness was measured using items from Highhouse et al. (2003). An example item is, “For me, this company would be a good place to work.” Each item was presented with a Likert-type scale, with responses ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

Manipulation checks (4 items). Manipulation check items were presented to assess whether or not participants perceived that their social networking websites were screened (2 items) and whether they perceived screening to occur consistently across applicants (2 items). These items are shown in Table 2. They were presented with a Likert-type scale, with responses ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

Results

Background Analyses

Prior to data collection, a power analysis was conducted using G*Power 3 (Faul, Erdfelder, Lang, & Buchner, 2007). The results suggested that for analyses utilizing an F statistic with three conditions, a minimum sample size of $N=159$ was needed to produce sufficient statistical power at a value of 0.80 for $\alpha = .05$ to detect a medium effect size of 0.25 (see Cohen, 1988). Thus, the final sample size of $N=175$ was deemed adequate to detect a medium or large effect.

As shown in Table 1, the final sample included 55 people in the screening absent control condition, 65 in the consistent screening condition, and 55 in the inconsistent screening condition. Though similar, sample sizes were not identical across conditions due to small differences in response rates and the number of eligible participants per condition. As

noted earlier, participants were randomly assigned to condition via a javascript application embedded in the online study materials. The application was set so that each condition had the same statistical likelihood of having a participant assigned. At the time data collection was terminated, the number of participants assigned to each condition was slightly uneven due to random chance.

Prior to testing the research hypotheses, the data were checked for violations of normality assumptions. All scales were within acceptable ranges for skewness and kurtosis. Table 3 provides descriptive means, standard deviations, and correlations among the study variables.

Next, experimental manipulations were checked. First, the data were examined to determine the extent to which participants believed their social networking websites had been accessed by the organization. Table 2 shows the two questionnaire items relevant to the screening manipulation, along with the mean responses per item, per condition. An ANOVA conducted on the first screening manipulation check item was significant $F(2, 172) = 13.53$, $p < .01$. Tukey post hoc tests revealed that the mean score for the screening absent control group was significantly lower than the score for both the consistent and inconsistent screening conditions. As expected, participants in the consistent and inconsistent screening conditions did not produce significantly different mean ratings. An ANOVA conducted on the second manipulation check item yielded similar results. The omnibus test was significant, ANOVA $F(2, 172) = 19.03$, $p < .01$, with Tukey post hoc tests revealing that the screening absent control group was significantly lower than the other two conditions, which did not

significantly differ from each other. Therefore, it can reasonably be assumed that the screening (absent vs. present) manipulation took hold as intended.

Next, the screening consistency manipulation was checked to determine whether those in the inconsistent screening condition perceived less screening regularity than their counterparts. The two relevant questionnaire items are shown in Table 2, along with the mean scores per item per condition. Significance tests produced mixed findings. The first consistency manipulation check item asked respondents to rate their agreement with the following statement: “The hiring organization used exactly the same procedure to evaluate all applicants the same way.” Although the inconsistent screening group produced the lowest rating in response to this item, mean differences among the three conditions were not significant, $F(2, 172) = 1.06, p = 0.35$. In contrast, the second consistency manipulation check item produced significant ANOVA results, $F(2, 172) = 9.92, p < .01$. Post hoc Tukey tests revealed differences in the expected direction, with those in the inconsistent screening condition significantly more likely than the other two conditions to endorse the item “It seems like the hiring organization gathered more information about some applicants than others.” As anticipated, the control group and the consistent screening group did not produce significantly different mean ratings for this item.

Hypothesis Tests

Table 2 provides the means and standard deviations per condition for the three primary outcome variables of interest. Hypothesis 1 predicted that applicants whose social networking websites were screened would report higher levels of privacy invasion than those

whose social networking websites were not screened. The initial test of this hypothesis entailed an ANOVA comparing the three conditions (i.e., screening absent vs. each of the two screening present conditions) with respect to the invasion of privacy ratings. The results were significant, $F(2, 172) = 6.35, p < .01$. In support of Hypothesis 1, Post hoc Tukey tests indicated that the mean score for the screening absent condition was significantly lower than the mean scores for the consistent screening and inconsistent screening groups, which did not significantly differ from each other.

Hypothesis 1 was further examined via a path analysis conducted to test the model shown in Figure 1, which encompasses Hypotheses 1-3 and pertains to the effects of screening irrespective of consistency. As noted above, the consistent and inconsistent screening groups did not hold significantly different views of privacy invasion, as expected. Therefore, the two screening groups were collapsed prior to the path analysis, which was conducted using Mplus 5 (Muthen & Muthen, 2007). The screening manipulation was dummy coded with a “0” for the screening absent control group and a “1” for the other two conditions. Hu and Bentler (1999) recommend a Tucker-Lewis index (TLI) with values of .95 or higher, a standardized root mean residual (SRMR) of .08 or lower, and .06 or lower for the root-mean-square error of approximation (RMSEA) as indications of good model fit. Based on these criteria, path analysis indicated that the initial model shown in Figure 1 did not fit the data well, $\chi^2(3, N = 175) = 9.87, p = 0.02, TLI = 0.89, RMSEA = 0.11, SRMR = 0.05$. There remained the possibility, however, that privacy invasion’s influence on organizational attractiveness is partially, rather than fully, mediated by procedural justice

perceptions. To test this possibility, the model was re-run after freeing the path from invasion of privacy to organizational attractiveness. The resultant model demonstrated very good fit, $\chi^2(2, N = 175) = 1.51, p = 0.47, TLI = 1.01, RMSEA < 0.001, SRMR = 0.02$. The χ^2/df ratio of 8.36 ($p < .01$) indicated significantly improved model specification after freeing the aforementioned path. Figure 3 shows the unique, significant variance explained by each link of the model. Taken together, these findings provide support for Hypotheses 1-3.

As suggested by the conceptual model shown in Figure 2, Hypotheses 4 and 5 pertain to the effects of screening consistency. To test the first link in this model (i.e., Hypothesis 4), a t-test for two independent samples was conducted on the two “screening present” conditions, which varied only with respect to consistency. Results indicated that applicants subjected to consistent social networking website screening practices ($M = 3.81, SD = 0.63$) did not significantly differ from those subjected to inconsistent social networking website screening practices ($M = 3.69, SD = 0.65$) when the two groups were compared with regard to procedural justice (social) perceptions, $t(118) = 1.01, p = .31$. Therefore, Hypothesis 4 was not supported. By extension, this indicates a failure to support the model shown in Figure 2 and thus Hypothesis 5, which proposed that the negative effect of inconsistency on procedural justice perceptions (which did not occur) would result in unfavorable perceptions of organizational attractiveness.

Discussion

This research study helps explain how social networking websites are changing the world of work in general and hiring dynamics in particular. By moving the consideration of

this pervasive, real-world issue beyond anecdotal accounts in the popular press, this study represents a useful step forward. The results empirically demonstrate the effect of pre-employment social networking website screening on applicants' privacy perceptions. They also document the serious implications of this effect. Applicants who experience an invasion of privacy hold relatively negative views of the selection process's fairness (i.e., the social component of procedural justice), which in turn predicts their attraction to the organization as an employer.

The practice of checking up on applicants via their social networking sites was expected to be more palatable when administered consistently across job seekers. However, through the eyes of the applicants in this study, consistency did not appear to soften the metaphorical blow. A selection process which involved checking each and every applicant's social networking website was not considered significantly fairer than one that used this procedure for some but not all candidates.

Study Limitations and Future Research

While this study makes a notable contribution to the extant literature, it has several limitations that need to be acknowledged. First, the relatively young age of the job seekers examined may limit its generalizability. However, in this case, young adults may be the most relevant population of interest. The use of social networking websites is particularly prevalent with this population; 18-24 year olds make up 25% of the Facebook population (Corbett, 2010), and young adults continue to enter the job market on an ongoing basis.

Nevertheless, it is important to recognize that this study's findings may not generalize to older social networking website users.

The nature of the job and selection procedure examined in this investigation may also serve as boundary conditions. The job was a short-term, temporary assignment, where applicants possessed limited information about the hiring organization. This is arguably similar to situations encountered by individuals who seek employment through temporary work agencies, and it should be noted that such individuals comprise a nontrivial segment of the labor force. According to the Bureau of Labor Statistics (2005) over 15 million workers are employed in some non-traditional (e.g., contractors, on-call workers, contingent workers) capacity in the United States. Such individuals do not always know the name or environment of the organization they will be contracted with when applying for temporary assignments. Similarly, individuals contacted about employment by a headhunter may not know the name or attributes of their future employer during the early stages of the selection process. Thus, although this study included unique features, it may generalize to similar settings (e.g., temporary employment, employment through headhunters) if not beyond. What remains unknown is the degree to which this study's findings extend to situations where applicants are seeking long-term employment with an organization with which they are quite familiar. When the stakes are higher (e.g., when applying for a more important position), the effects could be even stronger.

Surprisingly, screening consistency did not affect procedural justice perceptions. However, one of the two screening consistency manipulation checks did not yield significant

results, raising questions about whether the consistency manipulation was sufficiently salient to applicants. This is a potential limitation that warrants consideration. Future research should look for ways to ensure consistency/inconsistency of screening is salient to job seekers. Doing so would enable more decisive conclusions regarding the effects of consistency, and may yield the results predicted in the present study. Research that makes this manipulation salient can extend the procedural justice literature toward pre-employment website screening in important new ways.

It is prudent to keep in mind that none of the applicants in this study had been turned down for the job at the point at which they completed the applicant reactions survey assessing perceived invasion of privacy, procedural justice, and organizational attractiveness. They all believed they were still “in the running” for the position. This is an important population to study, as it represents the people employers wish to hire. However, the results from this study population may offer a conservative estimate of reactions that may be expected among other populations. Specifically, the present study’s results do not speak to the reactions of applicants who have been turned down for a job by an employer who screens social networking websites. It is quite possible that the negative effects of this screening practice on applicant reactions are even stronger among those who ultimately are not hired. Future research should examine this possibility.

The present study was a first step in exploring how social networking websites are changing the job environment. Future research should examine whether these findings generalize to other social media such as Twitter and LinkedIn, which applicants also use. In

addition, future research could examine the content of applicants' social networking websites. By doing so, researchers can determine whether the effects of the screening practice examined in this study depend on things like: the degree to which the applicant's social media contain information generally regarded as inappropriate or unprofessional; and whether the applicant has attempted to make his or her social media profiles "private," i.e., inaccessible to the general public. Researchers could also look at how applicants react when employers make their social media screening practices known to job candidates in advance of the screening process.

Outside of the hiring context, future research should examine the consequences that occur when organizations use social networking websites as a mechanism to check up on current employees. Such efforts may wish to examine whether this represents a violation of an implicit psychological contract and/or whether it affects outcomes such as organizational commitment, deviant and counter-productive work behaviors, organizational citizenship behavior, and turnover.

Theoretical and Practical Implications

This is the first known experiment examining social network website screening for employment, which appears to be an increasingly pervasive practice. Because follow-on work will likely build off of this early initiative, positioning this study in the broader literature is particularly important. From a theoretical standpoint, this study integrates prior conceptualizations of privacy and control, procedural justice, and applicant reactions while drawing linkages between electronic monitoring in the workplace and the practice of

screening applicants on the basis of their social networking websites. It is hoped that this integration lays fruitful groundwork for future research and theory devoted to understanding the consequences that occur when employers use social media to gain information about applicants and employees.

This study also has practical implications for both organizations and applicants. The results indicate that organizations seeking to hire individuals should consider the costs and benefits of the clandestine use social networking websites to screen employees. Such arrangements could damage the attractiveness of an organization to applicants in various phases of the selection process, especially if the applicant pool at large knows or suspects that the organization engages in this practice. “Applicants talk,” as is evidenced by items commonly administered in organizational research to assess intentions to pursue employment with a given organization. For example, “I would recommend this company to a friend looking for a job” is an item in a scale developed by Highhouse et al. (2003) to assess applicant reactions to an organization. Thus, a soured applicant could affect others' perceptions of the organization as well.

Moreover, job candidates may be discouraged from accepting offers of employment if they interpret poor treatment of applicants as a preview indicating how they would be dealt with in the future, if employed (Gilliland, 1993). Indeed, signaling theory suggests that applicants use information gleaned during the selection process as signals about job and organizational attributes, including how the employer treats its personnel (Allen, Mahto, & Otondo, 2007; Rynes, 1991).

Finally, this study suggests that applicants view social networking websites as a space separate from their work environment. Practically speaking, if organizations continue to use the information found on these websites to make work-related decisions, applicants may need to change their conceptualization of social networking websites. Applicants may wish to reconsider using their Facebook and MySpace pages as private forums for casual discussion with their friends. Instead, they may wish to sanitize their social networking website pages. This is especially true if applicants do not make use of privacy settings, are connected to an expansive network that includes people they do not know and trust, and/or have a profile that would be deemed unprofessional by employers.

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Table 1

Responses Per Condition

	Screening Absent	Consistent Screening	Inconsistent Screening	Total <i>N</i>
Eligible Participants ^a	182	162	158	502
Respondents	55	65	55	175
Response Rate	30%	40%	35%	35%

^a Participants were randomly assigned to condition via a javascript application embedded in the online study materials. The application was set so that each condition had the same statistical likelihood of having a participant assigned. At the time data collection was terminated, the number of participants assigned to each condition was slightly uneven due to random chance.

Table 2

Criterion Means, Standard Deviations, and 95% Confidence Intervals by Condition

Condition	Screening Absent (<i>N</i> = 55)				Consistent Screening (<i>N</i> = 65)				Inconsistent Screening (<i>N</i> = 55)			
	<i>M</i>	(<i>SD</i>)	<i>CI_L</i>	<i>CI_U</i>	<i>M</i>	(<i>SD</i>)	<i>CI_L</i>	<i>CI_U</i>	<i>M</i>	(<i>SD</i>)	<i>CI_L</i>	<i>CI_U</i>
Screening Manipulation Check 1 ^a	3.40	(0.97)	3.14	3.66	4.14	(0.90)	3.92	4.36	4.24	(0.92)	3.79	4.09
Screening Manipulation Check 2 ^b	2.56	(0.78)	2.35	2.78	3.42	(1.13)	3.14	3.70	3.67	(1.00)	3.40	3.94
Consistency Manipulation Check 1 ^c	4.00	(0.77)	3.79	4.21	3.86	(0.75)	3.68	4.05	3.78	(0.88)	3.55	4.02
Consistency Manipulation Check 2 ^d	2.55	(0.76)	2.23	2.64	2.77	(0.92)	2.54	3.00	3.20	(1.01)	2.93	3.47
Invasion of Privacy	1.87	(0.73)	1.67	2.07	2.32	(0.77)	2.13	2.51	2.27	(0.70)	2.08	2.46
Procedural Justice(Social)	4.05	(0.53)	3.91	4.20	3.81	(0.63)	3.65	3.96	3.69	(0.65)	3.51	3.86
Organizational Attractiveness	3.80	(0.79)	3.58	4.01	3.66	(0.65)	3.50	3.82	3.53	(0.63)	3.36	3.70

^aScreening Manipulation Check 1 – It is likely that the hiring organization accessed my Facebook/MySpace profile before deciding who to hire. ^bScreening Manipulation Check 2 – I believe the hiring organization gathered personal information about me, without my permission, when deciding who to hire. ^cConsistency Manipulation Check 1 – The hiring organization used exactly the same procedure to evaluate all applicants in the same way. ^dConsistency Manipulation Check 2 – It seems like the hiring organization gathered more information about some applicants than others.

Table 3

Descriptive Statistics and Correlations among the Study Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3
1. Invasion of Privacy	2.16	0.76	–		
2. Procedural Justice (Social)	3.85	0.63	-0.59**	–	
3. Organizational Attractiveness	3.66	0.69	-0.41**	0.42**	–

N = 175

***p* < .01 (2-tailed)

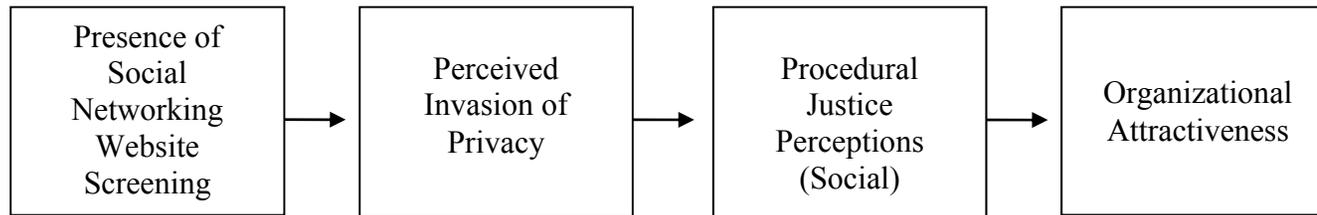


Figure 1. Proposed model of relationship between presence of social networking website screening and organizational attractiveness.

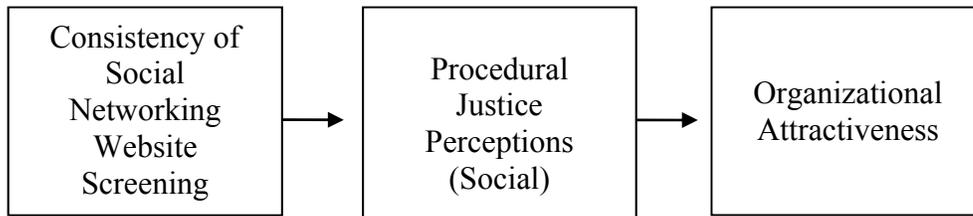
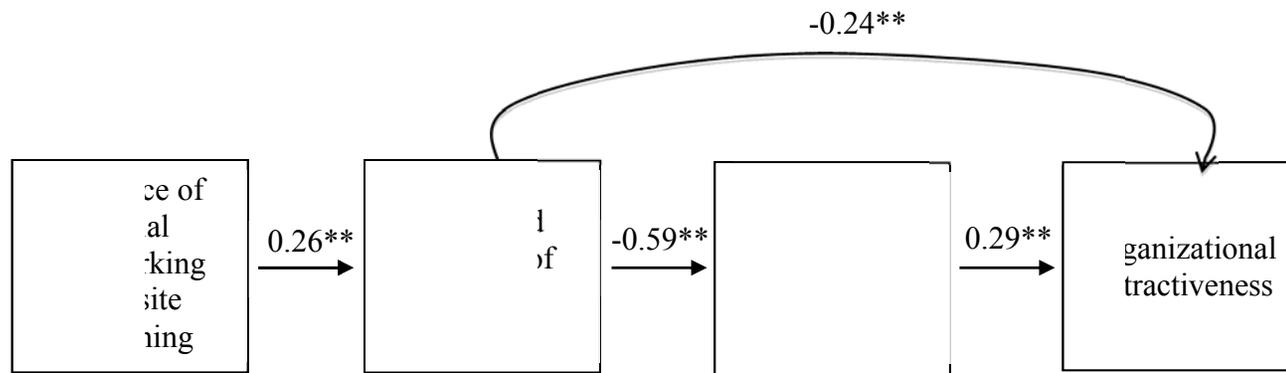


Figure 2. Proposed model of relationship between consistency of social networking website screening and organizational attractiveness.



$** p < .01$

Figure 3. Model of relationship between presence of social networking website screening and organizational attractiveness with freed parameter.

Appendix

Appendix A.

Proposal Document.

**EXAMINING APPLICANT REACTIONS TO THE USE OF SOCIAL
NETWORKING WEBSITES IN PRE-EMPLOYMENT SCREENING**

The use of computer-mediated social networking websites (e.g., MySpace.com, Friendster.com, Facebook.com, Buzz.Google.com, and LinkedIn.com) has proliferated in recent years. Facebook, originally oriented toward the college population, currently has an estimated 175 million active users, with more than half its members outside of college (Hawkins, 2009). MySpace, purchased by News Corporation (News Corp.) for \$580-million in 2007, has only recently been outstripped in the US by Facebook in terms of online users (Chmielewski & Sarno, 2009; Guynn & Menn, 2007). Social networking sites can be used for a variety of purposes, such as establishing work-related contacts (e.g., LinkedIn.com), finding individuals who have similar interests in music (e.g., MySpace.com), or connecting with individuals in one's community and keeping friends informed about interests and activities (e.g., Facebook.com, Twitter.com, and Buzz.Google.com). The typical computer-mediated social networking website contains a myriad of information about users in their online profiles. Typically, users are able to amass "friends" who can communicate with each other. Communication can occur through posts on each other's profiles. Members can also search other users' profiles to find common interests, favorite movies, musical tastes, classes, books, photos, and other information.

Some social networking websites, such as LinkedIn, are essentially designed by users to be viewed by colleagues and prospective employers. These websites contain information about past employment history, job relevant education, and/or other information pertinent to job contacts. Meanwhile, other social networking websites, such as Facebook and MySpace, are not usually designed with work colleagues and prospective employers in mind. The current study focuses on the latter type of website. Accordingly, the term “social networking website” in this manuscript refers specifically to sites such as Facebook and MySpace, which are not designed for professional purposes yet are sometimes used by employers to evaluate and screen individuals applying for jobs (Goldberg, 2010).

As described on the following pages, the intention of the proposed study is twofold. First, this study aims to test whether employers’ use of social networking sites for screening purposes affects applicants’ perceptions of privacy, procedural justice, and organizational attractiveness. The second purpose of the study is to examine whether applying these screening practices to some but not all applicants exacerbates the negative perceptions formed by applicants who have been screened on the basis of their social networking websites.

Social Networking Website Screening Practices

The wealth of information available on social networking sites offers researchers an abundance of phenomena to study (Ellison, Steinfield, & Lampe, 2007). However, published research on this topic is scarce. When a PsycINFO search was conducted with the term “Facebook” on February 22, 2010, it yielded only eighty-one articles. When a similar search

was conducted on PsycINFO, again on February 22, 2010, with the term “MySpace,” sixty-five articles were found.

In contrast to the academic community, the popular press has written a litany of articles on computer-mediated social networking sites. A February 22, 2010 LexisNexis database search for newspaper articles published in the last 5 years which include the term “Facebook” resulted in 1,000 hits and an indication that additional articles were available yet not shown due to the 1,000-article cap imposed by the database. A similar search with the term “MySpace” yielded 998 articles. Many of these articles focus on using social networking sites to screen potential job applicants (e.g., Duffy, 2006; Schiffman, 2007; Wiehl, 2008; Wortham, 2009). When organizations seek to hire a summer intern or recruit seniors seeking their first jobs out of college, for example, they may use social networking websites to conduct background checks (Finder, 2006; Palank, 2006). Employers may look for provocative photos, references to drinking or drug use, and disparaging remarks about previous employers and colleagues to help “weed out” candidates (Wortham, 2009). In fact, 27% of the employers contacted for a National Association of Colleges and Employers’ (2006) survey said they check the backgrounds of job applicants using Google and social networking sites. This practice appears to have grown increasingly commonplace in recent years, as indicated by a 2009 follow-up study, conducted by Harris Interactive, which revealed that 45% of the companies contacted use Google and social networking websites to screen employees (CareerBuilder.com, 2009).

In most cases, employers take the liberty of screening social networking websites without asking permission from their applicants (Duffy, 2006; Schiffman, 2007). In theory, applicants can prevent this from happening by using privacy settings to limit access to their social networking websites to people they know. In practice, however, many people do not take advantage of these settings (Duffy, 2006; Schiffman, 2007). In addition, employers can bypass security settings. This could be accomplished in a number of ways. In the past, former and current interns have reportedly been used by employers to gain access to applicants' social networking profiles (Palank, 2006). In such cases, the intern may belong to certain applicants' network of friends, allowing the employer to see a profile intended to be limited to those in the applicant's network. In addition, employers can set up fictitious Facebook accounts in order to screen applicants by "friending" them (i.e., establishing a connection to them) under a false guise. While one might reason that the probability of applicants accepting friend requests from strangers would be low, research suggests otherwise. A study conducted by Saphos (2007) found that 41% of people accepted friend requests sent from a fabricated Facebook profile. In a 2009 follow-up study, a similar number of blind friend acceptances, 44%, was reported (Saphos, 2009).

Effects of Screening Implementation

As suggested above, employers are known to screen applicants on the basis of their social networking websites, yet there is a dearth of research investigating this phenomenon. Though relatively small, the existing body of research on social networking websites is informative, providing insights into topics such as privacy concerns and identity-sharing

behavior (e.g., Gross & Acquisti, 2005; Stutzman, 2006). However, past studies have not addressed how job applicants perceive the use of social networking websites for screening purposes. As described next, theory suggests that the implementation of this practice will affect perceptions of privacy, justice, and organizational attractiveness.

Privacy invasion. The collection of personal information by an organization for screening purposes has been deemed to be one of the more invasive procedures an organization can employ (Stone-Romero, Stone, & Hyatt, 2003). Claims in the popular press commonly maintain that employers' use of social networking websites is a violation of applicants' privacy (Duffy, 2006; Schiffman, 2007). There are numerous anecdotal accounts of individuals who have conducted fruitless job searches because of information that they posted on these sites (Finder, 2006). With most of these anecdotes, the individual is reportedly surprised that the organization is prying into a realm that they believed to be private (Duffy, 2006; Schiffman, 2007).

Moving beyond anecdotes from the popular press, there are theoretical indications that individuals will perceive an invasion of privacy when companies take the liberty of using social networking websites to screen applicants for employment. First, drawing on Altman's (1975) and Westin's (1967) theories of privacy there is some agreement that individuals and groups have a desire to control access to themselves (Margulis, 2003). That is, boundaries exist between individuals or groups and the environment in which they operate. Maintaining these boundaries is paramount to the privacy of the individual or group. The privacy of the

individual is essential to creating opportunities for self-evaluation, and it is also important in the formation or maintenance of one's self-identity and individuality (Margulis, 2003).

Alge (2001) theorizes that personal identity (i.e., self-definitions of qualities unique to the individual) is affected by perceptions of privacy (i.e., the control of personal information). Alge contends that personal identity can be parsed into two separate components: an individual's private assessment of oneself and how one wishes oneself to be represented publicly. An invasion of privacy is represented by a lack of control over how one's public self is conveyed. This lack of control is suggested by assertions that Facebook and MySpace pages can, "make students look immature and unprofessional, at best" (Finder, 2006, p. 1).

Finally, Alge (2001) theorizes that this lack of control over one's public persona can result in a negative estimation of oneself. Included in these negative estimations of the self is one's social identity (i.e., self-definitions in terms of group association) because the lack of control over one's public persona may impact which groups value one's self. In the case of e-screening, applicants risk being devalued by hiring organizations because of their lack of control over their public persona.

In accordance with the preceding theories of privacy, individuals should experience relatively high levels of privacy invasion when prospective employers take the liberty of examining areas of their lives which they consider to be non-work-related. As such, applicants who discover that a prospective employer has examined their social networking websites without permission should experience heightened perceptions of privacy invasion.

Hypothesis 1: Applicants whose social networking websites have been screened will report higher levels of privacy invasion than those whose social networking websites have not been screened.

Procedural justice. The preceding discussion implies that negative outcomes result from privacy invasions. Indeed, empirical research has supported this contention (e.g., Alge, Ballinger, Tangirala, & Oakley, 2006; Stone-Romero et al., 2003). While some of these consequences (e.g., negative estimation of one's social identity) are noted above, the outcomes of interest for this study, as shown in Figure 1, are perceptions regarding procedural justice and organizational attractiveness.

Procedural justice is defined as the fairness of the process that results in decision outcomes (Colquitt, 2001). In effect, negative perceptions of procedural justice represent the condemnation of a particular organizational process. According to Leventhal (1980), fairness of the process is determined by an organization's adherence to the ethicality rule, which is violated when organizational procedures are inconsistent with the moral and ethical values of individuals.

Gilliland's (1993) model of applicant reactions to selection systems has been a particularly dominant force guiding research in this area. According to Gilliland's (1993) model, there are 10 procedural justice "rules" or dimensions that affect the degree to which applicants perceive a selection procedure to be fair. These dimensions were first introduced by Leventhal (1980) and are as follows: job relatedness, opportunity to perform, reconsideration opportunity, consistency, explanation feedback, selection information,

honesty [Bauer et al. (2001) refer to this as “openness”], interpersonal treatment/interpersonal effectiveness, two-way communication, and propriety of questions.

Job relatedness concerns the degree to which a selection procedure assesses content that appears to be job relevant or valid (Gilliland, 1993). Opportunity to perform refers to an applicant’s perception of adequate opportunity to demonstrate one’s knowledge, skills, and abilities throughout the selection process (Schleicher, Venkataramani, Morgeson, & Campion, 2006). Reconsideration opportunity can be operationalized as the ability to appeal screening decisions (Dineen, Noe, & Wang, 2004). Consistency of administration concerns both consistencies over time and consistencies across people with respect to the administration of the selection system (Stanton, 2000). Feedback can be defined as a given response to an action that provides information on a person’s situation and either encourages or discourages a relevant behavior (Schinkel, van Dierendonck, & Anderson, 2004). Selection information refers to justifications, if any, for a selection decision (Gilliland, 1993). Honesty or openness concerns the extent to which communications with the potential employer are perceived as sincere, truthful, and open (Bauer et al., 2001). Interpersonal treatment refers to the interpersonal effectiveness of the selection administrator when dealing with applicants (Gilliland, 1993). Two-way communication concerns applicants’ ability to have a voice in the selection process (Gilliland, 1993). Finally, propriety of questions refers to the fairness of the questions asked during selection (Gilliland, 1993; Stone-Romero et al., 2003).

In 2001, Bauer and colleagues operationalized and extended Gilland's (1993) model by developing the Selection Procedural Justice Scale (SPJS). This effort resulted in the addition of an eleventh factor, called job-relatedness content, which is defined as the extent to which a selection system appears to assess content relevant to the job situation. Bauer et al. (2001) organize these eleven dimensions into three higher-order factors known as structure, social, and job-relatedness content. The higher-order structure factor refers to the specifics of the actual selection process and comprises the following dimensions: job-relatedness (predictive), information known, chance to perform, reconsideration opportunity, and feedback. The higher-order social factor pertains to employers' treatment of and communication with applicants and consists of the following procedural justice dimensions: consistency of administration, honesty, interpersonal treatment/interpersonal effectiveness, two-way communication, and propriety of questions. Finally, the single-scale job-relatedness content factor pertains to the relevance of the content of the selection system.

As indicated in the preceding discussion of privacy invasions, people likely view their social networking websites as a non-work-related arena of their lives (Duffy, 2006; Schiffman, 2007). Because applicants tend to favor procedures that are job related (Ployhart & Ryan, 1997; Rynes, 1993), they are unlikely to consider the assessment of their social networking website to be just. Indeed, empirical research has demonstrated a moderate to strong negative relationship between privacy invasion and procedural justice (Alge, 2001; Eddy, Stone, & Stone-Romero, 1999; Racicot & Williams, 1993). For example, Alge (2001) has shown that invasion of privacy fully mediates the effect of electronically monitoring

employees' job activities on procedural justice. Because the use of social networking websites to screen applicants employs a form of electronic monitoring, privacy perceptions should also mediate the effects of this practice on procedural justice perceptions.

In particular, we expect the "social" higher-order factor identified by Bauer et al. (2001) to be affected in the manner suggested above. The sense of privacy invasion invoked by social networking website screening should influence perceptions of the screening content's appropriateness. It should also shape views of the employer's honesty, openness, and respect toward applicants. Because each of these perceptions helps comprise the social aspect of procedural justice in selection, the following hypothesis is proposed:

Hypothesis 2: A mediated relationship is expected, such that the effect of social networking website screening on privacy invasion will result in negative procedural justice (social) perceptions.

Organizational attractiveness. Justice perceptions are necessary to consider, given their documented relationship with applicant reactions and attitudes toward organizations (Bauer et al., 2001; Bauer et al., 2006, Lind & Tyler, 1988). The concept of applicant reactions encompasses constructs such as organizational attraction and recommendations to others to apply to a hiring organization (Bauer, Maertz, Dolen, & Campion, 1998; Macan, Avedon, Paese, & Smith, 1994). Organizational attraction indirectly measures applicants' attitudes toward an organization as an employer (Highhouse, Lievens, & Sinar, 2003; Turban & Keon, 1993). Attraction has been conceptualized as both multidimensional and as a general concept (Highhouse et al., 2003). Highhouse and colleagues (2003) divide it into

three facets: general attractiveness, intentions to pursue employment with an organization, and perceptions of an organization's prestige. The current study's use of the term "organizational attractiveness" refers to general attractiveness, which addresses initial attitudes about a company as a prospective place of employment.

Procedural justice during selection is expected to shape perceptions of organizational attractiveness due to assumptions applicants make about the organization on the basis of the selection process. Gilliland (1993) maintains that selection procedures provide the first information that an individual receives concerning how an organization treats its employees. Signaling theory suggests that this information is important because applicants facing ambiguity and/or incomplete information use the information available as signals about job and organizational attributes (Allen, Mahto, & Otondo, 2007; Rynes, 1991). Therefore, poor treatment by the organization during the selection process may be interpreted as an indication of how the organization treats employees and how the individual may be treated in the future (Gilliland, 1993).

Patterns of findings in the research literature support the contention that procedural justice has implications for applicant reactions and related outcomes. Stone-Romero and associates (2003) found that when individuals feel they have been treated unfairly, they are less likely to accept a job offer. If they are already employed by the organization, they are more likely to quit their jobs (Stone-Romero et al., 2003). In addition, research has shown a negative relationship between fairness and intentions to recommend the organization, which

could eventually influence the effectiveness of a company's selection procedures by impacting the size of future applicant pools (Murphy, 1986; Ryan et al., 1996).

Consistent with the abovementioned research and theory pertaining to procedural justice and applicant reactions, the following hypothesis is proposed.

Hypothesis 3: A mediated relationship is expected, such that the effect of social networking website screening on privacy invasion and subsequent procedural justice (social) perceptions will result in unfavorable perceptions of organizational attractiveness.

Effects of Screening Consistency

The anticipated effects of screening applicants on the basis of social networking websites have been described above, but relevant variables which may shape the magnitude of these effects have not been discussed. In all likelihood, the manner in which social networking website screening is implemented makes a difference. As shown in Figure 2, the implementation variable most germane to this study is consistency, which refers here to whether employers screen all or only some applicants on the basis of social networking websites. In practice, inconsistent screening is likely to occur when employers seek out the social networking websites of some but not all applicants, or when they are only able to find or access the social networking websites belonging to a subset of the applicant pool.

As suggested earlier, Gilliland's (1993) model considers consistency across applicants to be an important aspect of selection procedures that contributes to applicants' perceptions of fairness. Consistency refers to both consistencies over time and consistencies

across people (Stanton, 2000). Consistency over time signifies whether or not people are treated the same way every time they come into contact with organizational procedures. For example, if individuals are screened each time they come in contact with an organization, consistency over time may involve the length of time for which people are screened (e.g., screening longer could be interpreted as greater scrutiny), and whether they are screened under the same policies from time to time. Consistency across people, the phenomenon of interest in this study, has to do with whether or not every person within a relevant group is treated the same way. Leventhal (1980) postulates that people want to be treated in the same way as others who are in a similar situation (e.g., applying for a job). When being subjected to pre-employment screening on the basis of social networking websites, consistency is maintained when each person is screened in a like manner.

Procedural justice. Due to the personal nature of social networking websites, individuals who experience screening on the basis of these sites are likely to perceive an invasion of privacy – even if the screening occurs consistently across applicants (Alge, 2001; Stone-Romero et al., 2003). As such, consistency is not expected to influence perceptions of privacy invasion. However, it should alter the degree to which social networking screening prompts feelings of injustice on the part of job applicants. Gilliland's (1993) model supports this contention, indicating that consistency is a crucial component of procedural justice – a component which, according to Bauer et al. (2001) falls under the “social” higher-order procedural justice factor.

Alge (2001) concurs that consistency is likely to affect procedural justice perceptions – a finding which has been demonstrated in a number of studies (e.g., Ambrose & Alder, 2000; Stanton, 2000; Van den Bos, Vermunt, & Wilke, 1996). For example, Stanton (2000) found that the consistency of electronic monitoring in the workplace affects the perceived fairness of electronic monitoring. If applicants are monitored or screened in a different way than other employees (i.e., inconsistently) they will perceive injustice. In short, past research and theory suggest that consistency should influence the degree to which social networking website screening affects procedural justice perceptions. This hypothesis will be tested.

Hypothesis 4: Applicants who have been subjected to inconsistent social networking website screening practices will report lower procedural justice (social) perceptions than those who have been subjected to consistent social networking website screening practices.

Organizational attractiveness. As discussed above, procedural justice perceptions have been shown to shape applicant reactions (Bauer et al., 2001; Gilliland, 1993; Lind & Tyler, 1988). Accordingly, the influence of consistency on procedural justice should in turn affect organizational attractiveness. Said another way, inconsistency when screening on the basis of social networking websites should not only exacerbate a sense of injustice, it should also heighten negative perceptions of prospective employers.

The influence of screening consistency has been tested in contexts outside of the social networking arena. For example, Ployhart and Ryan (1998) hypothesized that applicants subjected to consistent screening practices would be particularly likely to (a)

accept potential job offers, (b) recommend the job to others, and (c) participate in future similar selection procedures. Ployhart and Ryan (1998) obtained empirical support for the latter of these three predictions, finding that consistency affected whether applicants would participate in future similar selection procedures. Because Ployhart and Ryan (1998) were examining a unique type of screening inconsistency, one different from this study, they advocated that reactions to consistency be retested to determine if their results are distinct to their methodology. In accordance with this recommendation, the following hypothesis will be tested.

Hypothesis 5: A mediated relationship is expected, such that the negative effect of inconsistent social networking website screening practices on procedural justice (social) perceptions will result in unfavorable perceptions of organizational attractiveness.

Method

Participants

Participants will be students at a large Southeastern university. They will be recruited from Introduction to Psychology courses. These students typically receive credit for participating in research, as some form of research experience (e.g., participating in a study or writing a research paper) is a requirement of the class. Demographic information about the participants will be collected.

Design

This study will use a between-groups design with random assignment to conditions. There are two independent variables: screening presence and screening consistency. Screening presence has two levels: present and absent, where applicants are (present) and are not (absent) led to believe that they have been screened on the basis of their social networking website. Screening consistency will also have two levels: inconsistent and consistent, where individuals who believe that their social networking website has been screened are informed that this practice has been implemented for some (inconsistent) vs. all (consistent) applicants. Because it is not possible to apply the consistency manipulation to those in the “screening absent” condition who are not led to believe that their social networking website has been reviewed, the two independent variables in this study are not fully crossed. Instead, this study includes three conditions: (a) screening absent, (b) consistent screening present, and (c) inconsistent screening present. The following three continuous variables will be assessed as mediator and outcome variables in order to test the relationships depicted in Figures 1 and 2: invasion of privacy, procedural justice (social), and organizational attractiveness.

Procedure

Participants will be presented with a web page containing informed consent materials after volunteering to take part in the study (see Appendix A). After checking a box to electronically give their informed consent, participants will be asked to read a cover story (see Appendix B), which indicates that a university-affiliated firm has asked the Industrial-Organizational psychology program at their university to help select research assistants for a

temporary assignment. This (fictitious) temporary position will be described as one that pays the selected individuals \$75 to spend one hour in an online web portal rating their opinions about a series of web pages being designed by the hiring organization. As part of this initiative, the psychology department will be said to have developed an online application and assessment survey (i.e., selection profile) and research study, which participants will be asked to complete. The selection profile will gather names, email addresses, and information about each individual's GPA, personality, and Internet experience/knowledge. Embedded in the Internet knowledge questionnaire will be an item asking "Which of the following social networking websites do you use on a regular basis? Check all that apply."

Prospective participants will be asked if they would like to be considered for the temporary position. They will be informed that everyone who fills out the survey will receive credit for participating in the experiment, regardless of whether they wish to be considered for the job. Those who do not wish to be considered for the job will be excluded from this study.

After they have completed the selection profile, prospective participants will be directed to a closing statement (see Appendix F) indicating that (a) the applicants' survey results will be used to determine who gets selected for the fictitious job, and (b) the research team will contact applicants with an update in 2-3 weeks, to let them know if they are finalists for the position. Individuals will be dismissed from the data collection website once they have read the closing statement.

Next, prospective participants' status on social networking websites will be determined. Those whose selection profile indicates that they use MySpace and/or Facebook on a regular basis will be retained for this experiment. Those without profiles will be removed from this study. After 2-3 weeks have passed, all participants (i.e., individuals with social networking profiles) will be contacted and informed that, "You were chosen as a finalist for the position, and your name has been forwarded to the hiring organization for further consideration. Congratulations! This decision was made after we here at [university name] carefully reviewed the results of the selection profile (i.e., questionnaires) completed by each applicant such as yourself. At this point, we have turned the process over to the hiring organization, which is now making the final decision concerning who to hire for the job. A member of the hiring organization will be in touch within a few weeks to let you know whether you have been selected."

Participants will be randomly assigned to one of three groups corresponding to one of three e-mails, which vary with regard to the text following the excerpt above. As shown in Appendix C, the first group will receive no information about social networking screening. As indicated in Appendix D, the second group will be told that the hiring organization has evaluated their social networking websites in order to assess professionalism. These individuals will be informed that the employer was able to evaluate all finalists' social networking websites after logging onto these sites with the help of student research assistants who had access to the applicants' sites either because the sites were publically available or because the research assistants were listed as "friends" on the applicant's site. Consistency

will be made salient to this group by indicating that the employer determined that each and every finalist's online profile could be accessed before screening applicants on the basis of their social networking websites. Finally, as shown in Appendix E, the third group of individuals will be informed that the hiring organization has inconsistently evaluated social networking websites in order to assess professionalism. Individuals in this group will be told that the employer was "only able to conduct these Facebook/MySpace evaluations for some finalists, such as yourself, who either had a publically available profile or a profile that they were able to access with the assistance of currently employed [university name] students with friend-links to finalists' profiles. Although this approach did not allow the hiring organization to access and evaluate all finalists' Facebook and/or MySpace pages, they made every attempt to do so when possible, and were able to evaluate your profile through one of the approaches described above."

After providing the information described above, the emails will offer a link to a reactions survey, which measures the mediator and outcome variables of interest in this study: invasion of privacy, procedural justice of the selection process (social), and organizational attractiveness. Participants will be told that "We would like to give this organization feedback on applicants' perceptions of their selection system. As part of an effort to improve this organization's hiring processes, we wish to obtain feedback from all applicants. We ask you to please follow the designated link below and complete a brief (xx-minute) survey about your satisfaction with the hiring process. Everyone who completes this survey will be entered into a raffle for \$100" (See Appendix K). Participants will be assured

that the hiring organization will not be told who did and did not complete the feedback survey, and that the results will only be presented in aggregate form, after the hiring decision has been made and the job has been completed. The survey itself will ask participants to reflect on and answer questions about the selection process and organization.

At the end of the semester in which the study takes place, all participants will receive a link to a debriefing form (see Appendix G) revealing the true purpose of the study. The debriefing form will inform them that they have been entered in a drawing to determine who gets the \$75 originally offered as compensation for the fictitious job. Those who completed the follow-up survey assessing reactions to the hiring process will be entered into a second lottery for \$100.

Data collection will be terminated after 53 selection profiles and reactions questionnaires are completed within each of the conditions. An *a priori* power analysis was conducted using G*Power 3 (Faul, Erdfelder, Lang, & Buchner, 2007). The results indicated that for a sample size of 159, analyses utilizing an *F* statistic with three conditions would have adequate statistical power at a value of 0.80 for $\alpha = .05$ to detect a medium effect size of 0.25 (see Cohen, 1988).

Measures: Selection Profile

Because this is framed as a job application, the selection profile will ask participants to indicate their names and email addresses. In addition, the following variables will be assessed in order to lend face validity to the selection profile. With the exception of

demographics and the item assessing social networking web site usage, these variables will not be analyzed for the current study.

Demographics (6 items). Six items will be administered to assess participants' age, gender, ethnicity, university class standing, major, and GPA (See Appendix H). These data will be collected to facilitate a description of the study sample, and to test and control for any unintentional demographic differences between conditions.

Internet knowledge (13 items, $\alpha = .88$). Internet knowledge will be measured using items using Potosky's (2007) Internet knowledge (iKnow) measure. Respondents will be asked use 1 (*strongly disagree*) to 5 (*strongly agree*) Likert-type scale to rate the degree to which they agree with various statements (see Appendix I). An example item from the iKnow is, "If a computer problem occurs while I am using the Internet, I usually know how to fix the problem."

Social networking web site usage (1 item). Participants will be asked to indicate "Which of the following social networking websites do you use on a regular basis? (check all that apply)." Response options will include Facebook, MySpace, LinkedIn, Friendster, Buzz.Google, Twitter, "Other (please specify)," and "I don't use social networking websites." To prevent it from attracting unwanted attention, this item will be presented along with the Internet knowledge scale described above, where it should appear to be a natural follow-on from the other technology-related questions.

Personality (50 items). The following "Big Five" personality variables will be assessed via Goldberg's (1999) International Personality Item Pool: openness to experience

(10 items, $\alpha = .XX$, e.g., “I have a rich vocabulary”), conscientiousness (10 items, $\alpha = .XX$, e.g., “I am always prepared”), extraversion (10 items, $\alpha = .XX$, e.g., “I am the life of the party”), agreeableness (10 items, $\alpha = .XX$, e.g., “I am interested in people”), and emotional stability (10 items, $\alpha = .XX$, e.g., “I am relaxed most of the time”). Respondents will be asked to use a 1 (*very inaccurate*) to 5 (*very accurate*) scale to rate the degree to which each statement describes them (see Appendix J). In addition, the personality construct public self-consciousness (12 items, $\alpha = .XX$, e.g., “I worry about what other people think of me”) will also be assessed via Goldberg’s (1999) International Personality Item Pool (see Appendix J).

Measures: Reactions Survey

The mediator and outcome variables of interest in this study will be assessed via the reactions survey administered 2-3 weeks after participants complete the selection profile described above.

Invasion of privacy (5 items, $\alpha = .XX$). Invasion of privacy will be measured using items adapted from previous privacy research (Alge, 2001; Tolchinsky et al., 1981). Though the integrity of the original scales will be maintained, modifications will be required to fit the context of the present study. For example, “I feel comfortable with personal information being given out this way,” will be changed to “I felt comfortable with the personal information the hiring organization collected” (see Appendix L). The items in the invasion of privacy scale will be presented with a Likert-type scale, with scores ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

Procedural justice (social) (18 items, $\alpha = .XX$). Procedural justice (social) will be measured using items adapted from Bauer and colleague's (2001) Social higher-order factor of the SPJS. Many of these items refer to a selection test. However, Bauer and collaborators (2001) instructed that the word "test" could be replaced with references to other selections devices or systems. Accordingly, the items in the procedural justice (social) scale will be modified as necessary to fit this study's context (see Appendix M). Items will be presented with a Likert-type scale, with scores ranging from 1 (*to a small extent*) to 5 (*to a large extent*). The subscales comprising the social higher-order factor include: consistency, honesty (openness), interpersonal treatment/interpersonal effectiveness, two-way communication, and propriety of questions. An example item from the consistency subscale is, "There were no differences in the way different applicants were assessed." An example item from the honesty subscale is, "I was treated honestly and openly during the selection process." An example item from the treatment subscale is, "I was treated politely during the selection process." An example item from the two-way communication subscale is, "There was enough communication during the selection process." And, an example item from the propriety subscale is, "The content of the assessment did not appear to be prejudiced." Two items were deleted from the *Honesty (Openness)* subscale the original scale because participants were not afforded the opportunity to ask questions about the selection system during the "selection process."

Organizational attractiveness (15 items, $\alpha = .XX$). The applicant reaction organizational attractiveness will be measured using items from Highhouse et al. (2003). The

items will be presented with a Likert-type scale, with scores ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). An example item from the organizational attractiveness scale is, “For me, this company would be a good place to work” (see Appendix N).

Manipulation check (4 items). Some manipulation check items will be presented to assess whether or not participants perceived that their social networking websites were screened, and if so, whether they perceived this screening to occur consistently across applicants. These items will be presented with a Likert-type scale, with scores ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). An example manipulation check item is, “It is likely that the hiring organization accessed my Facebook/MySpace profile before deciding who to hire” (see Appendix O).

Social Networking Website Content Check (XX items). Finally, some items will be presented to assess the content of participants’ social networking websites. These items will be presented with a frequency scale, with scores ranging from 1 (*never*) to 5 (*almost always*). An example content check item is, “I use profanity when posting on my social networking website(s)” (see Appendix Q).

Analyses

The data for this study will be analyzed as follows. First, to test Hypothesis 1 an ANOVA with post hoc tests will be conducted comparing the three conditions (i.e., “screening absent” vs. each of the two “screening present” conditions) on the dependent variable invasion of privacy. Effect sizes will be calculated where relevant.

Next, in order to test the three-variable mediation predicted in Hypotheses 2 and 5, I will follow the recommendations set forth by Baron and Kenny (1986). They outline four conditions for testing for mediation, which have been employed extensively in the literature (e.g., Brown, 2001; Thompson & Lynch, 2003) and adapted to experimental research in the past (e.g., McNall & Roch, 2007). For the models tested in this study (a) the independent variable must predict the dependent variable, (b) the independent variable must predict the mediator, (c) the dependent variable must be significantly predicted by the mediator when controlling for the effect of the independent variable, and (d) the partial relationship between the independent and dependent variables, holding the effect of the mediator constant, must be smaller in magnitude than the zero order correlation between the independent and dependent variables.

In order to test the third hypothesis, a path analysis will be conducted. This will test the complete model shown in Figure 1 and indicate the unique variance explained by each link of the model. The criteria for evaluating the model fit will follow those recommended by Hu and Bentler (1999).

Finally, to test Hypothesis 4 a t-test for two independent samples will be conducted to compare the two “screening present” conditions, which vary with regard to consistency, on the procedural justice (social) dependent variable.

Appendix A.1.

INFORMED CONSENT FORM FOR RESEARCH

Title of Study: **Validation of an online application and assessment survey**

Principle Investigator: Will Stoughton

Faculty Sponsor: Dr. Lori Foster Thompson

We are asking you to participate in a research study. The purpose of this study is to examine an online application and assessment survey. As part of this initiative, the psychology department has developed an online application and assessment survey (i.e., selection profile) and research study, which you will be asked to complete. The selection profile will gather names, email addresses, and information about each individual's GPA, Internet experience/knowledge, and personality.

Please read the following sections carefully. You must acknowledge that you have read this material by marking check boxes below. If you do not mark all of the check boxes, you will not be able to continue.

INFORMATION

If you agree to participate in this study, you will be asked to fill out a survey asking questions about you. You will be asked to complete a questionnaire about your self-assessed internet experience/knowledge, followed by several questionnaires that ask you about how accurate you feel some statements reflect your personality. This study should take forty-five minutes or less to complete. *Check here to acknowledge that you have read this section.*

RISKS

None foreseeable.

POTENTIAL BENEFITS

This study will benefit you by giving you insight into how research surveys are designed and administered.

CONFIDENTIALITY

The information the study records will be kept strictly confidential. Your responses to the survey will be confidential. All results will be reported in aggregated format (i.e., as averages). Data will be stored securely in a password-protected computer. Under no circumstance will any individual participant be identified in a publication or presentation describing this study. *Check here to acknowledge that you have read this section.*

COMPENSATION

For participating in this study you will receive 2 experiment credits. If you withdraw from the study prior to its completion, you will receive no credit for participation. Other ways to earn the same amount of credit are at the discretion of your course instructor. You will receive no monetary compensation for participating in this study.

CONTACT

If you have questions at any time about the study or the procedures, you may contact the researcher, Mr. Will Stoughton, at (626) 991-2287 or jwstough@ncsu.edu. If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Deb Paxton, Regulatory Compliance Administrator, Box 7514, NCSU Campus (919/515-4514) *Check here to acknowledge that you have read this section.*

PARTICIPATION

Your participation in this study is voluntary; you may decline to participate without penalty. If you decide to participate, you may withdraw from the study at any time without penalty and without loss of benefits to which you are otherwise entitled. *Check here to acknowledge that you have read this section.*

CONSENT

“I have read and understand the above information. I agree to participate in this study with the understanding that I may withdraw at any time.”

By clicking “Submit,” you are certifying that you are 18 years of age and giving your consent to participate in this study.

Appendix A.2.

COVER STORY

You are about to complete a series of questionnaires as part of experiment #XXXX. This study is being conducted in conjunction with the Industrial-Organizational (I-O) psychology program at NC State, which specializes in selecting employees for jobs. A university-affiliated firm has asked us to help them select several research assistants for a temporary one-hour assignment. This temporary position will pay the selected individuals \$75 to spend one hour in an online web portal rating their opinions about a series of web pages being designed by the hiring organization.

As part of this initiative, we have developed an online application and assessment survey, which you will be asked to complete momentarily. This selection profile gathers names, email addresses, and information about each individual's GPA, Internet experience/knowledge, and personality.

Please check the box if you would like apply for the temporary position described above. Everyone who fills out the selection profile described above will receive credit for participating in this study, regardless of whether you check the box indicating that you truly wish to apply for the job. However, only those who check the box above will actually be considered for the one-hour position.

When you have completed the survey, please submit your answers and follow the instructions provided at the end of the survey to ensure receipt of experiment credit.

Thank you for your participation.

Appendix A.3.

FOLLOW-UP E-MAIL, NO SCREENING

{INSERT NAME},

Thank you for applying for the temporary research assistant position in conjunction with NC State University Experiment #1765. As indicated previously, this assignment pays selected individuals \$75 to spend one hour in an online web portal rating their opinions about a series of web pages being designed by the hiring organization.

As a representative of the NCSU research team assisting with the hiring process, I am in touch with an update. You were chosen as a finalist for the position, and your name has been forwarded to the hiring organization for further consideration. Congratulations! This decision was made after we here at NC State carefully reviewed the results of the selection profile (i.e., questionnaires) completed by each applicant such as yourself.

At this point, we have turned the selection process over to the hiring organization, which is now making the final decision concerning who to hire for the job. A member of the hiring organization will be in touch within a few weeks to let you know whether you have been selected.

We would like to give this organization feedback on applicants' perceptions of their selection system. As part of an effort to improve this organization's hiring processes, we wish to obtain feedback from all applicants. We ask you to please follow the designated link below and complete a brief (20-minute) survey about your satisfaction with the hiring process. Everyone who completes this survey will be entered into a raffle for \$100.

Your responses to this survey will in no way affect your chances of being hired for the position. To insure this, we will not let the hiring organization know who did and did not complete the feedback survey below. In addition, we will only present the results in aggregate form, after the hiring decision has been made and the job has been completed. Under no circumstances, will any single applicant's survey responses be conveyed to the hiring organization.

Thank you for your time.

[Click here](#) to complete the survey and enter the drawing for \$100.

[Click here](#) to decline this survey opportunity.

Appendix A.4.

FOLLOW-UP E-MAIL, CONSISTENT SCREENING

{INSERT NAME},

Thank you for applying for the temporary research assistant position in conjunction with NC State University Experiment #1765. As indicated previously, this assignment pays selected individuals \$75 to spend one hour in an online web portal rating their opinions about a series of web pages being designed by the hiring organization.

As a representative of the NCSU research team assisting with the hiring process, I am in touch with an update. You were chosen as a finalist for the position, and your name has been forwarded to the hiring organization for further consideration. Congratulations! This decision was made after we here at NC State carefully reviewed the results of the selection profile (i.e., questionnaires) completed by each applicant such as yourself.

At this point, we have turned the selection process over to the hiring organization, which is now making the final decision concerning who to hire for the job. A member of the hiring organization will be in touch within a few weeks to let you know whether you have been selected. To assess professionalism, the hiring firm decided to evaluate all finalists, such as yourself, on the basis of Facebook and/or MySpace pages. This assessment was completed last week. Before incorporating this review into the selection process, care was taken to ensure each and every finalist's profile could be accessed. In cases where finalists' Facebook/MySpace sites were not publically available, the employer gained access with the assistance of currently employed NC State students with friend-links to the finalists' profiles. Thus, the employer was able to evaluate your and all other finalists' Facebook/MySpace profiles through one of the approaches described above.

We would like to give this organization feedback on applicants' perceptions of their selection system. As part of an effort to improve this organization's hiring processes, we wish to obtain feedback from all applicants. We ask you to please follow the designated link below and complete a brief (20-minute) survey about your satisfaction with the hiring process. Everyone who completes this survey will be entered into a raffle for \$100.

Your responses to this survey will in no way affect your chances of being hired for the position. To insure this, we will not let the hiring organization know who did and did not complete the feedback survey below. In addition, we will only present the results in aggregate form, after the hiring decision has been made and the job has been completed. Under no circumstances, will any single applicant's survey responses be conveyed to the hiring organization.

Thank you for your time.

[Click here](#) to complete the survey and enter the drawing for \$100.

[Click here](#) to decline this survey opportunity.

Appendix A.5.

FOLLOW-UP E-MAIL, INCONSISTENT SCREENING

{INSERT NAME},

Thank you for applying for the temporary research assistant position in conjunction with NC State University Experiment #1765. As indicated previously, this assignment pays selected individuals \$75 to spend one hour in an online web portal rating their opinions about a series of web pages being designed by the hiring organization.

As a representative of the NCSU research team assisting with the hiring process, I am in touch with an update. You were chosen as a finalist for the position, and your name has been forwarded to the hiring organization for further consideration. Congratulations! This decision was made after we here at NC State carefully reviewed the results of the selection profile (i.e., questionnaires) completed by each applicant such as yourself.

At this point, we have turned the selection process over to the hiring organization, which is now making the final decision concerning who to hire for the job. A member of the hiring organization will be in touch within a few weeks to let you know whether you have been selected. To assess professionalism, the hiring firm decided to evaluate all finalists, such as yourself, on the basis of Facebook and/or MySpace pages. This assessment was completed last week. The employer was only able to conduct these Facebook/MySpace evaluations for some finalists, such as yourself, who either had a publically available profile or a profile that they were able to access with the assistance of currently employed NC State students with friend-links to finalists' profiles. Although this approach did not allow the hiring organization to access and evaluate all finalists' Facebook and/or MySpace pages, they made every attempt to do so when possible, and were able to evaluate your profile through one of the approaches described above.

We would like to give this organization feedback on applicants' perceptions of their selection system. As part of an effort to improve this organization's hiring processes, we wish to obtain feedback from all applicants. We ask you to please follow the designated link below and complete a brief (20-minute) survey about your satisfaction with the hiring process. Everyone who completes this survey will be entered into a raffle for \$100.

Your responses to this survey will in no way affect your chances of being hired for the position. To insure this, we will not let the hiring organization know who did and did not complete the feedback survey below. In addition, we will only present the results in aggregate form, after the hiring decision has been made and the job has been completed. Under no circumstances, will any single applicant's survey responses be conveyed to the hiring organization.

Thank you for your time.

[Click here](#) to complete the survey and enter the drawing for \$100.

[Click here](#) to decline this survey opportunity.

Appendix A.6.

North Carolina State University

CLOSING STATEMENT

You have now completed this research study. Thank you for your participation. We have made note of your willingness to be considered for the open temporary position which pays selected individuals \$75 to spend one hour in an online web portal rating their opinions about a series of web pages being designed by the hiring organization.

After scoring the questionnaires that you and the other applicants have filled out, we will develop a short list of finalists, whose names will be passed along to the hiring organization for further consideration. You can expect a member of our research team to contact you with an update in 2-3 weeks to let you know if you are one of the finalists being considered for the position. We will contact you via the email address you listed on the selection survey you completed today.

CONTACT

If you have questions at any time about the study or the procedures, you may contact the researcher, Mr. Will Stoughton, at (626) 991-2287 or jwstough@ncsu.edu. If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Deb Paxton, Regulatory Compliance Administrator, Box 7514, NCSU Campus (919/515-4514).

Thank you for giving your time and effort to help us conduct this research!

Appendix A.7.

North Carolina State University

DEBRIEFING FORM

Title of Study: Examining Applicant Reactions to the Use of Social Networking Sites in Pre-Employment ScreeningPrinciple Investigator: Will StoughtonFaculty Sponsor: Dr. Lori Foster Thompson

You have now completed participation in this research study. The actual premise of this study was not to investigate an online application and assessment survey. Instead, the true purpose of this study was to investigate privacy invasions and subsequent perceptions resulting from the use of social networking websites to screen job applicants. Data analysis will focus on individuals who indicated they wished to apply for the temporary position, which was fictitious and created for the purpose of this study. Each of these individuals was randomly assigned to believe they were or were not evaluated on the basis of the organization's screening of their Facebook and/or MySpace profile. We then measured perceived level of privacy invasion, procedural justice, and organizational attractiveness. No one's Facebook and/or MySpace profile was actually accessed or searched in conjunction with this experiment.

Those individuals indicating interest in applying for the fictitious job will be entered into a lottery for \$75. Those who completed the reactions survey assessing perceived fairness of the organization's selection procedures will also be entered into a second lottery for \$100. The winner of the lotteries will be notified within four weeks of the conclusion of data collection.

All data have been recorded in a manner that provides you total confidentiality. Results will be reported in aggregated format (i.e., as averages across participants). Data will be stored securely in a password-protected computer/server. In addition, code numbers were used to replace all identifiable participant information (e.g., names and addresses) as soon data was collected. Names were immediately disassociated from the collected data as soon as data is collected. And, the record of your contact information will be used only to assign experiment credits and to contact you in the event that you win one of the lotteries associated with the study. Only the principal investigator and faculty supervisor will have access to the data you generate. Under no circumstance will any individual participant be identified in a publication or presentation describing this study.

CONTACT

If you have questions at any time about the study or the procedures, you may contact the researcher, Mr. Will Stoughton, at (626) 991-2287 or jwstough@ncsu.edu. If you feel you

have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Deb Paxton, Regulatory Compliance Administrator, Box 7514, NCSU Campus (919/515-4514).

Thank you for giving your time and effort to help us conduct this research!

Appendix A.8.

Demographics Questionnaire

Please fill in the blank or circle the number that corresponds to your answer to the following questions.

1. What is your gender?
0 = Female, 1 = Male
2. What is your class standing (according to credit hours earned)?
1 = Freshman, 2 = Sophomore, 3 = Junior, 4 = Senior, 5 = Graduate Student, 6 = Other
3. What is your ethnicity?
1 = African American, 2 = Asian American, 3 = Caucasian, 4 = Hispanic, 5 = Native American, 6 = Other
4. How old are you?
_____ years
5. What is your major (or intended major)? _____
6. What is your GPA?

Appendix A.9.

Internet Knowledge Questionnaire

Please read each statement carefully, and then use the rating scale below to indicate the extent to which you agree or disagree with each statement.

- 1 = strongly disagree
 2 = somewhat disagree
 3 = neither agree nor disagree
 4 = somewhat agree
 5 = strongly agree

1. If a computer problem occurs while I am using the Internet, I usually know how to fix the problem
 2. I know how to create a website
 3. I know some good ways to avoid computer viruses
 4. I am familiar with html
 5. I know how to enable and disable cookies on my computer
 6. I am able to download a "plug-in" when one is recommended in order to view or access something on the Internet
 7. I can usually fix any problems I encounter when using the Internet
 8. I help others who are learning to use the Internet
 9. I download and install software updates from the Internet when necessary
 10. I regularly update my virus protection software
 11. I can design a nice background and/or signature for the email messages I send
 12. I know what a browser is
 13. I have changed the settings or preferences on my computer that pertain to my Internet access.
 14. Which of the following social networking websites do you use on a regular basis?
(check all that apply)
- Facebook
 - MySpace
 - LinkedIn
 - Friendster
 - Buzz.Google
 - Twitter
 - Other (please specify) _____
 - I do not use social networking websites

Appendix A.10.

Personality

Please read each statement carefully, and then use the rating scale below to indicate the extent to which you agree or disagree with each statement.

- 1 = strongly disagree
- 2 = somewhat disagree
- 3 = neither agree nor disagree
- 4 = somewhat agree
- 5 = strongly agree

Extraversion

1. I am the life of the party.
2. I don't talk a lot. ^a
3. I feel comfortable around people.
4. I start conversations.
5. Talk to a lot of different people at parties.
6. I don't like to draw attention to myself. ^a
7. I am quiet around strangers. ^a
8. I don't mind being the center of attention.
9. I keep in the background. ^a
10. I have little to say. ^a

Agreeableness

1. I am not really interested in others. ^a
2. I am interested in people.
3. I sympathize with others' feelings.
4. I have a soft heart.
5. I feel little concern for others. ^a
6. I take time out for others.
7. I feel others' emotions.
8. I make people feel at ease.
9. I insult people. ^a
10. I am not interested in other people's problems. ^a

Conscientiousness

1. I am always prepared.
2. I pay attention to details.

3. I shirk my duties. ^a
4. I leave my belongings around. ^a
5. I often forget to put things back in their proper place. ^a
6. I get chores done right away.
7. I like order.
8. I follow a schedule.
9. I am exacting in my work.
10. I make a mess of things. ^a

Emotional Stability

1. I am relaxed most of the time.
2. I get stressed out easily. ^a
3. I worry about things. ^a
4. I am easily disturbed. ^a
5. I get upset easily. ^a
6. I change my mood a lot. ^a
7. I have frequent mood swings. ^a
8. I get irritated easily. ^a
9. I often feel blue. ^a
10. I seldom feel blue.

Openness to Experience

1. I have a rich vocabulary.
2. I have difficulty understanding abstract ideas. ^a
3. I have a vivid imagination.
4. I have excellent ideas.
5. I am quick to understand things.
6. I do not have a good imagination. ^a
7. I use difficult words.
8. I spend time reflecting on things.
9. I am full of ideas.
10. I am not interested in abstract ideas. ^a

Public Self-Consciousness

1. I worry about what other people think of me.
2. I am not concerned with making a good impression. ^a
3. I want to amount to something special in others' eyes.
4. I feel threatened easily.
5. I need reassurance.
6. I feel comfortable with myself. ^a

7. I need the approval of others.
8. I am easily intimidated.
9. I am not easily bothered by things. ^a
10. I am not easily embarrassed. ^a
11. I seldom feel blue. ^a
12. I don't worry about things that have already happened. ^a

^a reverse scored items

Appendix A.11.

North Carolina State University

FOLLOW-UP STATEMENT

NC State would like to give the hiring organization feedback on applicants' perceptions of their selection system. Please think about the process this organization used to decide who to hire for the \$75 assignment under consideration. This process involved filling out an online questionnaire a few weeks ago, which assessed your Internet knowledge, personality, GPA, etc.

[It also entailed screening all finalists on the basis of their Facebook or MySpace pages.]

[It also entailed screening certain applicants on the basis of their Facebook or MySpace pages – though it was not possible to evaluate all finalists in this manner.]

Please read each statement carefully, and then use the rating scale below to indicate your opinions. Your individual responses to this survey will only be available to the NC State research team. Under no circumstances, will any single applicant's survey responses be conveyed to the hiring organization. Therefore, your responses to the survey below will not affect your chances of being hired for the position. To insure this, we will not let the hiring organization know who did and did not complete the feedback survey below. In addition, we will only present the results in aggregate form, after the hiring decision has been made and the job has been completed.

Appendix A.12.

Invasion of Privacy

Please read each statement carefully and then use the rating scale below to indicate the extent to which the various statements describe you.

- 1 = very inaccurate
- 2 = somewhat inaccurate
- 3 = neither accurate nor inaccurate
- 4 = somewhat accurate
- 5 = very accurate

1. It was acceptable for the organization to collect the information that it during the selection process.^a
2. It was not necessary for the organization to collect the information it did when deciding who to hire.
3. I felt comfortable with the personal information the hiring organization collected.^a
4. I felt like the manner in which I was screened for employment was an invasion of my privacy.
5. I feel that the information being collected by the organization is none of anybody's business but my own.

^a reverse scored items

Appendix A.13.

Selection Procedural Justice Scale

The following items measure your reactions to “the selection system” – that is, the process the organization used to decide who to hire. Questions about “the hiring organization” refer to the employer wishing to hire research assistants for \$75.

Using the scale below as a guide, indicate for each statement how much you feel you agree or disagree with that statement.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree nor disagree
- 4 = agree
- 5 = strongly agree

Social Higher-Order Factor

Consistency

1. The selection system was administered to all applicants in the same way.
2. There were no differences in the way different applicants were assessed.
3. The hiring organization made no distinction in how it treated applicants.

Honesty (Openness)

1. I was treated honestly and openly during the selection process.
2. The hiring organization did not try to hide anything from me during the selection process.

Treatment

1. I was treated politely during the selection process.
2. The hiring organization was considerate during the selection process.
3. The hiring organization treated applicants with respect.
4. The hiring organization put me at ease during this selection procedure.
5. I was satisfied with my treatment during the selection process.

Two-way Communication

1. There was enough communication during the selection process.

2. I was able to ask questions about the selection process.
3. I am satisfied with the communication that occurred during the selection process.
4. I would have felt comfortable asking questions about the hiring procedures if I had any.
5. I was comfortable with the idea of expressing my concerns about the selection process.

Propriety of Questions

1. The content of the assessment did not appear to be prejudiced.
2. The selection process itself did not seem too personal or private.
3. The content of the selection process seemed appropriate.

Appendix A.14.

Organizational Attractiveness

Using the scale below as a guide, indicate for each statement how much you feel you agree or disagree with that statement.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree nor disagree
- 4 = agree
- 5 = strongly agree

General attractiveness

1. For me, this company would be a good place to work.
2. I would not be interested in this company except as a last resort. ^a
3. This company is attractive to me as a place for employment.
4. I am interested in learning more about this company.
5. A job at this company is appealing to me.

Intentions to pursue

6. I would accept a job offer from this company.
7. I would make this company one of my first choices as an employer.
8. If this company invited me for a job interview, I would go.
9. I would exert a great deal of effort to work for this company.
10. I would recommend this company to a friend looking for a job.

Prestige

11. Employees are probably proud to say they work at this company.
12. This is a reputable company to work for.
13. This company probably has a reputation as being an excellent employer.
14. I would find this company a prestigious place to work.
15. There are probably many who would like to work at this company.

^a reverse scored items

Appendix A.15.

Manipulation Check Items

Using the scale below as a guide, indicate for each statement how much you feel you agree or disagree with that statement.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree nor disagree
- 4 = agree
- 5 = strongly agree

1. It is likely that the hiring organization accessed my Facebook/MySpace profile before deciding who to hire.²
2. I believe that the hiring organization gathered personal information about me, without my permission, when deciding who to hire.^a
3. The hiring organization used exactly the same procedure to evaluate all applicants in the same way.³
4. It seems like the hiring organization gathered more information about some applicants than others.^b

² Items one and two measure perceptions of the presence of social networking website screening.

³ Items three and four measure perceived consistency of screening.

Appendix A.16.

North Carolina State University

INITIAL DEBRIEFING FORM

Title of Study: **Validation of an online application and assessment survey**

Principle Investigator: Will Stoughton

Faculty Sponsor: Dr. Lori Foster Thompson

You have now completed participation in this research study. Data analysis will focus on individuals who indicated they wished to apply for the temporary position. All data have been recorded in a manner that provides you total confidentiality. Results will be reported in aggregated format (i.e., as averages across participants). Data will be stored securely in a password-protected computer/server. In addition, code numbers were used to replace all identifiable participant information (e.g., names and addresses) as soon data was collected. Names were immediately disassociated from the collected data as soon as data is collected. And, the record of your contact information will be used only to assign experiment credits and to contact you in the event that you win one of the lotteries associated with the study. Only the principal investigator and faculty supervisor will have access to the data you generate. Under no circumstance will any individual participant be identified in a publication or presentation describing this study.

CONTACT

If you have questions at any time about the study or the procedures, you may contact the researcher, Mr. Will Stoughton, at (626) 991-2287 or jwstough@ncsu.edu. If you feel you have not been treated according to the descriptions in this form, or your rights as a participant in research have been violated during the course of this project, you may contact Deb Paxton, Regulatory Compliance Administrator, Box 7514, NCSU Campus (919/515-4514).

Thank you for giving your time and effort to help us conduct this research!

Appendix A.17.

Social Networking Website Content Check

- 1 = never
- 2 = seldom
- 3 = sometimes
- 4 = often
- 5 = very often

Think about the social networking website(s) that you use (Facebook, MySpace, Friendster, Buzz.Google, Twitter). Using the scale above as a guide, when posting to YOUR OWN social networking website(s) during the past year, how often have YOU:

1. used profanity?
2. made comments some people might consider racist?
3. made comments some people might consider sexist?
4. made negative comments about members of a particular religious group?
5. made comments some people might consider anti-gay?
6. made sexual references?
7. posted photos or videos of yourself, which some people would consider unprofessional?
8. posted photos of yourself drinking alcohol?
9. posted photos of yourself using illegal drugs?
10. posted photos of your friends drinking alcohol?
11. posted photos of your friends using illegal drugs?
12. made references to yourself using alcohol?
13. made references to yourself using illegal drugs?
14. criticized your employer or professors?
15. criticized your coworkers or classmates?

Again, using the scale above as a guide, when posting to YOUR social networking website(s) during the past year, how often have YOUR FRIENDS:

16. used profanity?
17. made comments some people might consider racist?
18. made comments some people might consider sexist?
19. made negative comments about members of a particular religious group?
20. made comments some people might consider anti-gay?
21. made sexual references?
22. posted photos or videos of you, which some people would consider unprofessional?
23. posted photos of you drinking alcohol?

24. posted photos of you using illegal drugs?
25. made references to your use of alcohol?
26. made references to your use of illegal drugs?

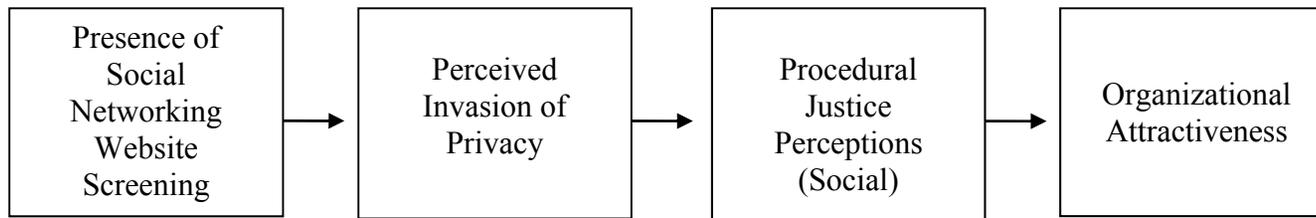


Figure 1. Proposed model of relationship between presence of social networking website screening and organizational attractiveness.

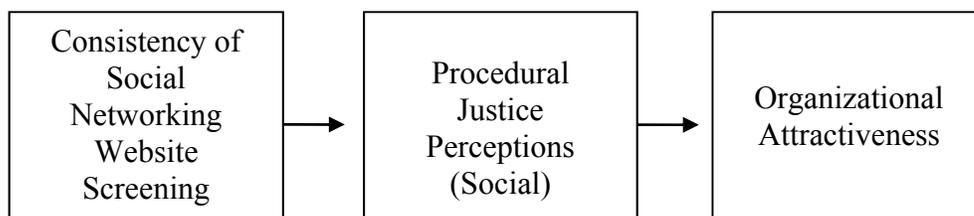


Figure 2. Proposed model of relationship between consistency of screening and organizational attractiveness.