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THE EFFECT OF ORGANIZATIONAL CHARACTERISTICS ON ORGANIZATIONAL ATTRACTIVENESS: THE MODERATING ROLE OF PERSONALITY

YÜKSEK LİSANS TEZİ

Ambreen MAZHAR

Enstitü Anabilim Dalı : İnsan Kaynakları Yönetimi

Tez Danışmanı: Prof. Dr. Şuayyip ÇALIŞ

HAZİRAN – 2017

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"Bu tez 02/06/2017 tarihinde aşağıdaki jüri tarafından Oybirliği ile kabul edilmiştir."

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YÜKSEK LİSANS/DOKTORA İNTİHAL YAZILIM RAPORU BEYAN BELGESİ

Tez Başlığı: THE EFFECT OF ORGANIZATIONAL CHARACTERISTICS ON ORGANIZATIONAL ATTRACTIVENESS: THE MODERATING ROLE OF PERSONALITY

Yukarıda başlığı belirtilen tez çalışmamın toplam ..90.. sayfalık kısmına ilişkin *Sakarya Üniversitesi Lisansüstü Yönetmeliği Madde 28* uyarınca aşağıda belirtilen filtrelemeler uygulanarak alınmış olan ve 02./.06./.2017 tarihinde Sosyal Bilimler Enstitüsü tarafından şahsıma iletilen *Turnitin* intihal tespit programı raporuna göre tezimin benzerlik oranı % ..15.. 'tır.

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Bu bilgiler doğrultusunda tez çalışmamın herhangi bir intihal içermediğini; aksinin tespit edileceği muhtemel durumda doğabilecek her türlü hukuki sorumluluğu kabul ettiğimi ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

Gereğini saygılarımla arz ederim.

Öğrenci

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ÖNSÖZ

Bu tezin yazılması aşamasında, çalışmamı sahiplenerek titizlikle takip eden danışmanım Prof. Dr. Şuayyip Çalış'a değerli katkı ve emekleri için içten teşekkürlerimi ve saygılarımı sunarım. Tez çalışması sırasında bilgi ve deneyimleri ile yol gösteren, bakış açımı derinleştiren, yorumlarıyla çalışmanın zenginleşmesine katkı sağlayan hocalarım Yrd. Doç. Dr. Fatma Gamze Bozkurt ve Doç. Dr. Yasemin Özdemir'e şükranlarımı sunarım. Değerli birikimlerini benimle paylaştıkları için tüm hocalarıma müteşekkirim. Son olarak bu günlere ulaşmamda emeklerini hiçbir zaman ödeyemeyeceğim anneme, babama ve aileme şükranlarımı sunarım.

Ambreen MAZHAR
Tarih

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Tezin Yazarı: Ambreen MAZHAR	**Danışman:** Prof. Dr. Şuayyip ÇALIŞ
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Bu çalışmanın amacı örgüt-kişi uyum kuramından yola çıkarak bireylerin kişilik özelliklerinin örğütsel çekicilik üzerindeki etkisi incelenmektir.

Günümüzde firmalar en uygun ve uyumlu elemanları kendilerine çekmeye çalışıyorlar. Bundan dolayı örgütsel çekicilik gibi kavramlar önem kazanmaktadır. Bu çalışmanın amacı örgüt-kişi uyum kuramından yola çıkarak bireylerin kişilik özelliklerinin örgütsel çekicilik üzerindeki etkisi incelenmektir. Bununla birlikte bu çalışma Firmaların özelliklerini (Firmanın Büyüklüğü, Ücret Sistemi, Uluslararası Alıştırma Düzey ve Merkezileştirme Düzey) örgütsel çekicilik üzerindeki etikisi de incelemektedir. Kişilik özeliklerin etkisini anlamak için Beş büyük faktör kuramında olan kişililk özelikleri (Dışadönüklük, Yumuşak, Öz denetim, Duygusal Denge Ve Gelişme Açıklık) kullanılmıştır.

Çalışma dört bölümden oluşturmaktadır. Birinci bölümünde çalışmanın genel tanıtımı, amacı, kapsam ve faydaları ele alınmıştır. İkinci bölümde çalışma konusu ile igili literatür incelenmiştir. Bununla birlikte Örgütsel çekicilik ve kişilik özellikleri gibi kavramlar detaylı tartışılmıştır. Üçüncü bölümde araştırmanın yöntemi (Prosedür, Hiptezler, Örneklem vb) anlatılmıştır. Pakistadaki bir Üniversite de İşletme bölümünün 118 son sınıf öğrenciler çalışmanın örneklemi oluşturmaktadır. Katılımcılar firma özellikleri ve kişilik özellikleri ile ilgili anketler doldurmuşlar. Dördüncü bölümde ise toplandığı verilerin analizleri yapılmıştır ve çalışmanın sonuçları verilmektedir.

Sonuçlara göre genel olarak katılımcılar uluslararasılaştırmış ve merkezsizleşmiş firmaları daha çekici bulmuşlardır. Dışa dönüklüğü daha yüksek olan adaylar, uluslararasılaştırmış firmaları daha çekici bulmuşlardır. Çalışmada Beş büyük faktör kuramı ele alınmış, araştırma sonucunda dışa dönük bireylerin uluslararası firmaları çekici buldukları diğer özelliklere sahip kişiler için ise firmanın sahip olduğu özellikleri çok fazla göz önünde bulundurmadıkları saptanmıştır.

Anahtar Kelimeler: Beş Büyük Kuram, örgütsel çekicilik, Kişillik, kişi-örgüt uyum

Title of the Thesis: The Effect Of Organizational Characteristics On Organizational Attractiveness: The Moderating Role Of Personality		
Author: Ambreen MAZHAR	**Supervisor:** Professor Şuayyip ÇALIŞ	
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Department:HR Management	**Subfield:** Human Resource Management	

The purpose of this study is to investigate the effect of personality characteristics of individuals on organizational attractiveness in person-organization fit.

In today's world firms are trying to attract suitable and qualified workers for themselves. That is why concepts like organizational attractiveness have gained importance. The purpose of this study is to investigate the effect of personality characteristics of individuals on organizational attractiveness in person-organization fit. In addition to that the study also examines the effect of organizational characteristics (Size of the organization, Pay system, Level of effect and Level Of Centralization) on organizational attractiveness. In order to find the effect of personality Big Five personality characteristics (Extroversion, Agreeableness, Conscientiousness, Emotional Stability and Openness To Experience) have been used.

The study consists of four chapters. In the first chapter a general introduction of the study, scope and benefits of the study are explained. In the second part of the study literature related to the topic of the study has been examined. In addition to that concepts like organizational attractiveness and personality characteristics are discussed in detail. The third chapter is explaining the methodology (Procedure, Hypotheses, Sample etc) of the study. The sample of the study consists of 118 final year students from Business department of a Pakistani University. Participants filled the questionnaires related to organizational and personality characteristics. In the fourth chapter the analysis of collected data and the result of the study is given.

According to the results generally the participants were more attracted to multinational and decentralized organizations. The persons high on extroversion were more attracted to multinational organizations. Big Five factor theory has been used in the study, the result of the research showed that for highly extrovert people multinational organizations are more attractive but people with other personality characteristics did not considered the organizational characteristics

Keywords: Big Five theory, organizational attraction, Personality, interactional perspective

INTRODUCTION

Introduction

This chapter deals with the background of the study. First of all topic of the study is defined. The background, introduction and scope of the study is given. Research questions and objectives are explained. After that benefits of the study and a brief over view of methodolgy of the study is given in this chapter.

Recruitment is the main and most important function of Human Resource Management. Recruitment is defined as practices and activities carried out by the organizations to identify and attract potential applicants (Barber, 1998). According to this definition recruitment is a whole process that consists of many activities. The reason is that if you have more number of applicants you can be more selective. On the other hand if you have few candidates who have applied for a particular job you have little choice but to hire them (Dessler, 2011).

There would be undersupply of workers in near future. Higher rates of unemployment does not necessarily mean that it would be easy to find qualified workers. For example, a survey conducted in US by Department of labor showed that it is hard to find good and qualified candidates (BNA, 2003). Therefore, it is very important for the firms to be able to attract a large pool of qualified applicants.

There would always be some jobs which would be very difficult to fill. To fill these jobs organizations would fight fiercely. Talented and qualified workers have many job options so they can be more selective. Organizations need to fight for those qualified workers. That is why recruitment will be most important function in the near future (Rynes, 1989). No matter how much machinery a firm has employees of the organization play a vital role in the success of the firm. So, organizations need to manage their recruitment function efficiently.

Economies are becoming more and more knowledge-based. In order to maintain sustainable competitive advantage these knowledge-based economies need highly qualified and skilled workers (Moroko & Uncles, 2008). Therefore, competition for highly qualified workers is also increasing. Firms need to make sure that they have adequate number of competent employees. In this phase of competition firms need to attract as many applicants as they can.

Firms need to devise such strategies that can help them in attracting maximum number of employees. According to resource base view, resources that are hard to copy make a firm more advantageous as compared to its competitors.

Even a qualified and talented human resource can also be a source of competitive advantage for the firm. So, firms can attain sustainable competitive advantage by adopting resource based view (Amit & Schoemaker, 1993).

The first most important step in recruitment is to attract qualified workers. But to maintain competitive advantage it is essential to attract as well as retain highly qualified workers. In the end these workers should stay with the organization for a long period of time. It is challenge for Human Resource Management to attract and retain those competent workers over a long period of time (Wright & McMahan, 1992).

In order to meet the challenge of attracting and retaining competent workers, the Human resource Management of the Firms is working to enhance their image and reputation to their potential and current employees.

According to some studies the image of the organization is the first thing that attracts applicants. It is the perception of the applicants about an organization. Some studies showed that firms with greater reputation are able to attract large pool of applicants. They can select the most suitable and qualified workers from that pool (Turban & Cable, 2003). In recruitment literature when we talk about image and repute the concept of Employer Branding is also equally important. In addition to that due to the shortage of qualified workers the concept of Employer Branding has gained importance. If a firm wants to attract maximum number of qualified applicants it is pertinent to maintain a firm's image. This is where the concept of Employer branding and organizational attractiveness comes. In marketing the researchers talk about product brand which is a product having certain features that differentiate that particular brand from others.

In Human resource we talk about Employer Brand that differentiate particular organization from the other. Employer branding is the package of values, rewards and benefits associated with the particular employment. It is about maintaining firm's image as percieved or seen by its associates and potential applicants (Martin & Beaumont, 2003).

According to Armstrong (2009) applicants sell themselves to the organization for something but in addition to that they also buy what the organization is offering to them as an employer. Therefore, if an organization is selling something it must follow the market trends and the demands of the market.

Employer branding is not a short term tactic. It is a continuouse process. It needs proper planning to make and develop Employer Brand. Because a detailed and long term strategy is needed to effect the perception of current and potential employees. It conveys the message to potential and current employees that the organization is most desirable place to work (Sullivan, 2004).

Employer attractiveness on the other hand is a dimension of employer branding according to some researchers. Organizational attractiveness is the perception of an individual about an organization and an individual's general desirability to work for an Organization (Williams, 2013).

The perception about the organization effects its attractiveness for the potential employees. Firms can use the attractiveness to attract applicants globally which in turn can create competitive advantage for these firms (Berthon, Ewing & Hah, 2005). Increasing importance of recruitment function has paved the way for a lot of research on organizational attractiveness and related topics.

So far we have discussed employer attractiveness in terms of organization characteristics. Early researchers studied the relationship between organizational characteristics and organizational attraction. But it is noted that people are differently attracted to different organization. Sometimes the characteristics of the organization do not differ a lot. Then how one organization is able to attract more applicants as compared to others.

 Then there is another question how people make decision about pursuing a job in an organization. There must be some factors other than organizational factors that influence applicants' job choice in a particular organization. The researchers tried to find the answers of the questions from interactional psychology. According to interactional psychology interaction between personality and environmental factors leads to a particular behavior.

Similarly, in human resource context the interactionaist perspective poses that the applicant's choice of an organization depends on both the personality and environmental characteristics.

In Interactional perspective or the Person–Organization potential applicant tries to compare his personal characteristics with that of the organization and if there is congruence between these characteristics, he would go for that organization (Cable & Judge, 1996). Although organization attract a large talent pool to select workers among them. This talent pool consists of people with varrying personalities.

So the personalities of these applicants are also important determinants of their job choice with a particular organization. Because image of the organization and organizational attractiveness are vague and perceptual concepts. The main purpose of this study is to study the factors effecting organizational attractiveness in terms of organizational and personality characteristics.

The study investigated that which of the four organizational (Size, Level of internationalization, Pay and Level of centralization) characteristics effect the organizational attractiveness for prospective applicants. In order to examine the effect of personality characteristics we used broad personality taits. So, the study also focused on how Big Five personality factors moderate the effect of organizational characteristics on organizational attractiveness.

First of a brief literature review is conducted. Important terms and concepts in interactionist perspective are described. This study is conducted in Pakistan with final year students of business.

The reason for choosing last year students is that soon they will enter to job market. These students would be potential applicants in one or two years. First the applicants indicated their attraction towards organizations. These organizations were different from each other on four characteristics as discussed above. Afterwards the students rated themselves on a personality inventory.

Employer Branding and organizational attractiveness and various models related to the concepts are disscussed. In addition to that Big Five Personality models has been discussed.

The traits of Big Five Model which we have used in the study are explained in detail. After that interactional perspective is discussed in detail. The study is based on interactional perspective (Person-organization perspective) that is why it is discussed in detail. The study proposed that organizational characteristics are important predictors of organizational attractiveness. Personality characteristics of the individuals are less important in terms of organizational attractiveness.

In the second section the methodology is dicussed. In methodology the procedure and variables are explained in detail. Questionnaires were used to collect data from the participants. Sample of the study (118) and other measures are explained in this section. In the end results and future implications are given. According to the results we found little support that broad personality traits moderate the effect of organizational attractiveness through organizational characteristics.

1.1. Research Objectives

In order to attract more number of competent applicants organizations try different methods and techniques. The concept of branding is not restricted to Marketing only. Human Resource department of the firms are also using this concept to attract the most desirable applicants. The first objective is to investigate whether organizations should use these concepts to increase their desireability in the market.

Employer brand has also personality like the other brands (Ambler and Barrow, 1996). Every firm requires employees that would match the personality of the firm. For example entrepreneurial firms require the employees that are more open to experience. In order to attract maximum number of applicants who are high on openness to experience the firm should market itself in particular way.

The firm have to communicate internally and externally that the firm values employees who are open to experience and it is the best place for these kind of people. In the same way people have different personalities. Different people are attracted to different things. So the second objective is to investigate the relationship between personality of the applicants and the personality of the firms.

Previous studies on the topic suggest that people with particular personalities are attracted to particular organizations. Some individuals believe that they can control their fate and there are some who believe that they can not control their fate.

People who believe they can change have internal locus of control. On the other hand who believe they are slaves of their fate have external locus of control. According to some studies applicants having an internal locus of control are more attracted towards organizations who offer flexible benefits. Applicants who have high scores on self-efficacy prefer individual-based and skill- based pay plan system (Cable & Judge, 1994). In this study Big Five personality trait are used to measure the organizational attractiveness.

The personality traits such as Extraversion or Surgency, Agreeableness, Conscientiousness, Emotional stability and openness to experience are used to measure the personality type.

So, the objectives of the study are as follows:

(a) First objective of the study is to examine which organizational characteristic is most important for students. Different scenarios of the organizations were given to the different persons to measure their attraction to different organizational characteristics. The Organization were different in terms of size, level of internationalization, pay mix and level of centralization. Lievens et al., (2001) used these different scenarios in their study of organizational attractiveness.

(b) The second objective is to find difference between applicants in terms of personality when they apply for a particular job. Using the Big Five model five different broad personality types are measured. After that moderation effect of the personality is measured.

(c) The third objective of the study is to propose a method to organizations to make themselves more attractive for their potential applicants.

(d) The last objective of the study is to contribute useful information in literature of recruitment and give suggestions for the improvement in Recruitment messages which organizations communicate to their current and potential employees.

1.2. Research Questions

Based on previous studies main research questions of the study are:

1. Taken together which organizational characteristics determine the attractiveness of the organization for prospective job applicants in Pakistani context?
   There are four organizational characteristics (organizational size, pay mix, level of internationalization and level of centralization) used in the study to determine their effect on organizational attractiveness.

2. Is there any moderation effect of personality in the whole process?
   Big Five personality factors are used to investigate the effect of personality regarding organizational attractiveness. Out of these factors which factor has moderation effect is also the question of the study.

3. On which extent personality moderates the effect of organizational characteristics on organizational attractiveness.

This question is the broad investigation about effect of personality with regard to organizational attractiveness.

1.4. Research Benefits

This study will be an addition to recruitment literature. Various studies are being conducted continuously to improve recruitment process. Most of these studies are conducted in developed countries. Sometimes the results of these studies are different in less developed and developing countries. In addition to that the result of these studies is somewhat confusing. Some researchers found support for moderation effect of broad Big Five personality traits. On the other hand there are researches that found no support for interactional model in terms of organizational attractiveness. So, the research on organizational attractiveness in Pakistan would help researchers and organizations in Pakistan to modify their recruitment efforts accordingly.

We see that some organizations are able to attract more number of candidates as compared to other organizations. Therefore, there must besome factors which make some organizations different than others. Organizations should understand that which organizational characteristics are most important to current and prospective applicants.

Applicants base their job choice on different organizational charateristics. Organizations need to understand those characteristics. After understanding these characteristics, organizations can modify their recruitment method accordingly. This study will shed light on the factors that are important for the applicants when considering to apply for a job.

Due to shortage of qualified and competent workers this study would help the organizations to improve their recruitment efforts in order to attract large pool of applicants. If the applicant pool is large they would have more choice to select among those applicants as emphasized by Dessler (2011). This research will help organizations in Pakistan to attract maximum number of applicants.

In addition to organizational characteristics personality of the applicants also play its role in their job choice. There are organizations which need diverse employees from diverse background. If organizations need to hire workers with specific personality types they can modify their recruitment efforts to attract those specific types of workers. Now it is difficult to hire diverse people with the same recruitment activities.

In the past researchers were more interested in finding which organizational characteristics are predictors of organizational attractiveness. But now the researchers are also interested in predicting the personality difference among the applicants. Previous studies used limited personality types to measure the person-organization fit in terms of organizational attractiveness (Lievens et al., 2001). So, broad personality traits will help to understand the difference among applicants in terms of organizational attractiveness.

1.4. Methodology

This study is based on five main personality types. These traits broadly explain the difference among the applicants. This study is conducted with final year students who would enter the job market soon. These students are new to the job search. Their participation in the study will help them understand the dynamics of job market. In addition to that their participation in the study will help them understand how to judge the organizations on different organizational characteristics.

Each student received one organizational description. The distribution of the organization was random. Students indicated their attraction towards a particular organization which they received.

Students were instructed to assume that a job has been offered to them by that organization. They have to indicate their level of attractiveness towards that organization. In the second step students were given personality questionnaire. Students self-rated themselves on personality inventory.

CHAPTER 2: CONCEPTUAL FRAMEWORK

Introduction

This chapter deals with the literature review. The past studies about the topic has been included in this chapter. As the concepts of Employer Branding and Organizational Attractiveness are closely related to recruitment. Therefore, first of all process and the paradigms of recruitment has been defined. After defining recruitment the conceptual framework related to our topic is defined.

2.1. Recruitment

Recruitment can be defined as the process to attract people for the organization who are qualified and are able of performing job duties in the organization (Dale, 2003). Armstrong (2009) defined the recruitment as the process where organizations tries to find and engage people for meeting day to day organizational needs. The process of recruitment can be divided into four steps. First step is identifying the requirements, second step is planning relating to recruitment campaign, the third step is attracting the targeted audience and the fourth step is selecting among the applicants.

According to Cascio (2003) recruitment process consists of some steps. The process begins with identifying the need to hire people. This can be done by job analysis. After that human resource requirements of the company are specified. The requirements include the number and the skills requirement. After that a plan is developed to attract the applicants. From this large talent pool, smaller pool is developed. After that selection, orientation and training is done to retain those employees in the organization (Cascio, 2003).

According to Brown (2011) in the past past recruitment was considered as the stand-alone activity that a line manager or an HR manager can handle. It was hardly percieved as the activity to grow. But now the recruitment function is at the heart of business. Recruitment takes the time and the resources of the organization. Hiring again and agian is the wastage of time and resources

Recruitment is also highly associated with the growth of the business. If a business is highly successsful and growing, this business needs to recruit. All organizations need to engage and retain good employees. Retaining good employees is the ultimate goal of the organization. Therefore, poor recruitment can cost a company a lot.

If there is poor recruitment process in the organization people will leave the organization before making much contribution and the process will be repeated again and again. This will not disturb the whole day to day functions of the organization but also the cost of hiring again and again will increase (Brown, 2011).

According to Dale (2003) the cost of poor recruitment is not only catastrophic for the organization but also for the individual as well. On one side the organizational resources and time is being wasted on the other hand employee is trying to adjust himself in the wrong role. A wrong person in wrong place can cause damage to productional and relational activities of the organization. In the same he can degrade the morale of old workers. On the individual an employee can be unhappy and can lose his self-esteem because of his poor performance. The option of resignation can be too bad for him at an early stage of the employment.

Recruitment is considered as the one way process but instead it is a two way process. According to the 'Prospecting theory' of the recruitment on one side organization tries to hire the qualified applicants and on the other side prospective applicants also engage themselves in job pursuit. This perspective is also called as the mating theory in the recruitment process. The recruitment success of the organization is described in terms of hiring qualified applicants. Recruitment success in terms of the applicant is described in terms of getting a job in the particular organization. If conditions are suitable a match between two of them is found (Cascio, 2003).

In the past applicants were judged on the basis of their intelligence level and the personality orientation. According to Anderson et al., (2001) it is not an appropriate criteria to judge the future performance of the candidates. Recruitment and Selection is not based on only the mathematically calculation. It must identify the right person for the job.

Recruitment is considered as the mean to take or replace the job candidates. Although it provides an opportunity to the organization to replace but it also raises the question that which people are leaving the organization and why they are leaving the organization (Schneider, 1987). So it is important for the organization to hire and then retain those people with the organization.The outcome of the recruitment process is very important as the organization invests time and money and effort into the process. Traditionally four outcomes of the recruitment were considered important.

These outcomes are organizational attraction, job pursuit process, intentions related to job acceptance and the job choice itself (Chapman et al., 2005). But now there are some additional outcomes that are expected out of recruitment process. These outcomes reducing turnover and also minimizing the recruitment process according to some researchers like Breaugh and starke (2000).

The cost of employee turnover is very crucial in terms of a loss. When turnover is maximum the tim spent by the manager on an employee is wasted, there is loss of productivity and there are delays in the production and then gain HR manager has to train a newcomer which again demands time and resources (Armstrong, 2009).

Although recruitment is seen as a cost but it can be made a good investment. Risk is involved in every investment and opportunity but entrepreneurs find the ways to reduce that risk and cast. Making a poor decision is more costly than a good decision. As good decisions are long term investment and to mend a poor decision it takes extra energy time and resources. So it is highly important to make a good decision in terms of hiring people. Picking right person will benefit the organization in many ways. For example such a person can use his skills in the organization in order to increase the productivity of the organization (Dale,2003).

The focus of our study is the attraction part of the recruitment as organization should have a larger talent pool to select among those employees. Recruitment is the most important activity from both organizational and applicant's perspective. We need to understand the dynamics of the process to facilitate the organizations and the applicants.

According to Turban (2001) the recruitment activities adopted by the firm effect the perception of the applicants. Through these activities applicants try to percieve the attributes of the organization. Attraction towards an organization has gained importance because to apply for a job and pursue a job in a particular organization is in the hand of the applicant. In the initial stages an applicant just ignore a vacancy in a particular organization or he may apply for a vacancy in an organization.

Therefore, to get the attention of the right person for a job is the biggest challenge for the Human Resource Department (Dale, 2003). According to Armstong (2009) attracting applicants involves identifying and checking the right applicants for the organization. But if an organization faces problems in attracting those qualified candidates then it is time for evaluating an organization.

The study must be carried out to pinpoint the factors that are attracting or repelling the candidates. This means the strength and weaknesses of the firm must be analyzed. The first factor in that respect is the reputation of the organization as an employer.

2.2. Paradigms of Recruitment

There are three main paradigms of recruitment that are explained by the researchers. These are Psychomatric Paradigm, Social Process Paradigm, Person-organization Fit paradigm (Collings & wood, 2009).

(a) Psychomatric Paradigm

In this paradigm the organization play a dominant role. As the knowledge, skills and abilities to perform are first identified and then the candidates who have these KSA are chosen by the organization. The role of candidates in this paradigm in passive as they only provide information about the criteria set by the organization. A large number of candidates are hired usually at the same time depending upon their Knowledge, skills and abilities (Collings & Wood, 2009).

(b) Social Process Paradigm

As the name indicates this paradigm socially involves both the candidate and the organization. As the world has became a global market this concept has gained importance. In this concept candidates are not chosed based on their Knowlegde, Skills and abilities instead the candidates also evaluate organization on their side. Bot the sides have choice to evaluate and select.

(c) Person-Organization Fit Paradigm

The third paradigm is the recent one. The main argument of this paradigm is that both the personal characteristics of the candidates and situational factors are important in the job choice.This paradigm poses a balance between the person and the organization (Lievens et al., 2001)

2.3. Recruitment Strategies

Organizations use different strategies to match people with the job. Price (2011) categorized these strategies and the types of organizations who use them. These strategies are Suitability, Malleability and flexibility. The organizations who use one of these strategies have different objectives and organizational structure.

(a) Suitablility

Here the approach is to find the right person for the right job. The types of organizations who adopt that strategy have traditional hierarchical job categories. The emphasis of HR in this case is to do job analysis, planning the hiring process and then selecting the people. In this approach the organization is doing everything that is to select people with suitable knowlegde and skills.

(b) Malleability

In this approach organization's goal is to find people to fit with the organizational culture. These organizations have strong culture that is replicated years after years. Usually they hire young people, train them and merge them with the organizational culture. Here the candidates and the applicants share the same common culture and candidates are assimilated with the organization.

(c) Flexibility

Here the environment is very competitive. The structure of the organization is very flexible and lean. The emphasis of HR is on performance, training and talent management. Now a days the organizations are becoming flexibel due to immense competition (Price, 2011).

2.4. Employer Branding

Researchers Like Armstrong (2009) argued that it is not only the applicant who is selling himself to the organization for some remuneration. The organization is also selling something to the applicant. This include the package of benefits or rewards that an organization offers to the potential applicants so that they must work with this organization. This is called as the value proposition. This value proposition does not only include an attractive pay instead it includes many other factors as well (Armstrong, 2009). This means that they are some factors visible and invisible on which people decide to apply for the job in a particular oarganization.

According to Brown (2011) the capacity of an organization to attract people to apply for the job depends upon some factors. These factors are reputation of the organization as an employer, perception of the brand in the mind of applicants, conditions of the employment (instrumental benefits like pay and working hours etc) and the content of the job.

Perception is the mecahnism by which individuals give meaning to their environment. They arrange the scattered information and attach meaning with this information. Factors that effect the perception include the personality of person, factors of the target and the situational factors (Robbins, 2005). So the organizations need to actively engage with the target audience to attract a large and qualified talent pool. Here the concept of Employer of choice and the Employer branding comes.

The concept of employer branding came from marketing. The concept came from marketing but it is valuable for the Organization in the long run. Ambler and Barrow (1996) defined the employer brand concept in Human Resource. Employer branding is the package of functional, economic and psychological benefits which an employment provides (Ambler & Barrow, 1996).

A brand is something that is your recognition and identification. When people buy your brand they actually buy your visions, values and goals. It is not just a logo or simple advertisement, it describes who you are, what do you do (Price, 2011).

Product branding is concerned with presenting product to customers. Employer branding is the process by which a firm markets itself to the potential and the existing employees. A firm markets its internal and the external view to these stakeholders in order to communicate that this firm is most desirable as an employer as compared to other firms. It differntiates firm from its competitors (Backhaus & Tikoo, 2004). This is the process to attract people towards the organization and give a message that the firm is the best place to work at (Ewing et al., 2002).

According to Fyock (1993) Employer branding is the combintion of marketing principles and recruitment techniques to attract applicants. As customers make perceptions about a particular brand employer branding aims to seek a positive perception in the mind of applicants. Companies use different marketing stratgeies to communicate their products to the customers. But customers may prefer one brand over the other.

Similarly Employer Branding aims to target applicants through marketing and recruitment techniques. There are some main differences between corporate brand and employer brand. In employer branding there is a feature of employment. Employer branding is for internal audience (Current employees or stakeholders) as well as external audience (Potential applicants). So employer brand is related to current and the potential employees.

On the other hand corporate brand is for external audience (customers) mainly. Another major difference between two is that Employer branding is used to attract certain group of applicants but corporate branding is used for large number of audience (Otaye & Sparrow, 2015).

The employer branding largely depends on the specific organizational characteristics which are communicated through various stakeholders including the employees of the Organization. Mostly organization convey a positive message about their characteristics. In order to gain competitive advantage Organization communicates its organizational characteristics through various stakeholders. İt is mainly two-way interaction of internal and external branding of the Organization (Lievens & Highhouse, 2003).

Employer branding is about maintaining firm's image as percieved or seen by its associates and potential applicants (Martin and Beaumont, 2003). This means that employer brand is the package of values, rewards and benefits associated with the employment.

These values, rewards and benefits collectively make the image of the organization in the mind of its associates. So it is effecting the perception of the applicants.

It is the long term Strategy that is used to effect the perception of the current employees, potential employees and the other stakeholders of the Organization about the image of the Organization. Employer brand reflects the image of the Organization showing that is the most desirable place to work at (Sullivan, 2004). Organizations need competent employees to carry on their day to day activities. In addition to quality, quantity is also very important. Right number of employees are also vital for the organization.

Employer branding became more important for organizations because the presence of a strong employer brand has a positive effect on both the quantity and quality of applications. Strong employer brand attract more and quality applicants (Collins & Stevens, 2002). The reason of this attraction is the vision, goals and the values of the organization. The organization regularly communicates and projects its image among the target audience whom it wants to attract.

Keeping in view all the definitions of employer brand we can say that Employer Branding is a strategy that is used to communicate the unique attributes of the firm internally (current employees) and externally (potential employees). Employer Brand differentiates one firm from the other and it aims to attract and retain both the current and the potential employees of the firm (Öster & Jonze, 2013).

According to Brown (2011) when a person switches job we say that he is switching a brand. He was working with an organization, then he goes to the market and found another attractive organization and switched the job. Organization are trying to attract applicants through advertisement and other means. There are organizations which are highly desired by the candidates. Because these are the strong brands in the market. Supporting a cause, participating in the local activities are all parts of building a strong brand. This is how people recognize you. That is the reason that some organizations are highly competitive than others. They have strong brand reputation.

How Employer Brands Are Created

For creating an Employer brand the organization must know its own strength and weaknesses and the demands of the market which it wants to capture. After collecting this information following steps are taken:

- First of all decide what an organization can offer to the candidates and what are the demands of the targeted audience
- The second step is to decide which values organization will offer and the organization must also make sure that these values are incorporated into the culture of the organization. The old and the new employees must live these values
- The third step is to define those values and check the perception of the employees about those values. The organization must be percieved as the good place to work.
- The fourth step involves benchmarking those value and communicating with the audience.
- The last and the most important step is to show honesty about these values. The ethical considerations should be taken into account. The organization must follow those values which it is projecting (Armstrong, 2009).

Before creating a value proposition the most important the organization has to do is to find what the applicats already know about the organization. If the organization is propagating an image which is not reality.Soon people will know that and the image of the organization will be ruined. On the other hand there is another scenario where organizations do not know their real image. They tend to project their wrong image which is not doing any good to the organization. So a market research that is initiated to uncover the real image of the organization is necessary.

By that market research the organization will be able to identify the problems related to organizational image and repute (Dale, 2003). In line with the above discussion Armstrong also argued that the organization must know its strengths and weaknesses before creating a value proposition. In this way the organization will be aware of the factors that need correction.

2.5. Organizational Attractiveness

Organizational attractiveness is a related concept to Employer Branding. According to Encyclopedia of management theory (2013). Organizational attractiveness is the perception of an individual about an organization and an individual's general desirability to work for an Organization. It is a mental process by which a person find an organization more desirable to work than another.

According to Armstrong (2009) initially the researchers tried to explain the attraction of the organization in terms of attractive pay. But with the passage of time it is quiet evident that pay is one of the factor in the whole process. It is not only the pay that attracts the individuals towards an organization. So the combination of the factors lead to organizational attractiveness.

The instrumental-Symbolic Framework argues that the applicants are initially attracted to the organization because of the instrumental rewards. But afterwards there are some hidden factors that also play their part in overall attraction (Lievens & Highhouse, 2003). There are certain factors on which individuals evaluate an organization. So, what attracts an individual to apply for a position in the Organization is the main question of this research (Williams, 2013).

This mean that attractiveness is the willingness of a prospective applicant to work for a particular organization based on his perception about that organization. Which factors make the perception are important part of this research.

Organizational attractiveness could be considered as the organizational prestige or its perceived reputation as an excellent employer. Applicant may percieve that working for that organization will make me proud and this will add to my prestige.

In addition to that he thinks that as this organization is an excellent place to work at many people want to work in that organization (Highhouse, Lievens & Sinar, 2003). The perception about the organization play an important role in determining organizational attractiveness.

Employees are considered as the first market of the firm according to internal marketing concept. Internal marketing and branding has gained importance in the recent years. Employer attractiveness is defined as the percieved benefits that potential employee can get while working in particular Organization (Berthon, Ewing & Hah, 2005). Prospective applicants make a perception about the organization that working in this organization will bring me bundle of benefits.

Attractiveness is measured in terms of branding when we look at marketing research (Mosley, 2007). In marketing branding is related to products which could be tangible or non-tangible. In psychology it is measured in terms of individual's character and personality (Highhouse, Lievens & Sinar, 2003). This means that every person has a unique personality that make an organization attractive to him. İn HRM organizational attractiveness is measured in terms of recruitment (Turban, 2001).

To get appropriate candidates for the firm, organizational attractiveness is a source of competitive advantage for the employers (Cable & Turban, 2001). The more the organization is attractive for the prospective applicants large number of applicants would apply for a job in that organization.

This will increase the talent pool for that organization. As a result organization would have more options to select qualified candidates for itself. This is how competitive advantage is created for an organization.

Organizational attractiveness plays an important role in employer branding as it is considered as the antecedent of the employer branding (Berthon, Ewing & Hah, 2005). This means that more the attractiveness of the firm the more the employer brand equity of a particular employer.

The early image or the impression of the Organization plays an important role in attractiveness of the Organization. İf the image of the Organization is positive then the applicants would like to apply for the job (Turban, Forret & Hendrickson, 1998). Large talent pool is the most desirable thing during the recruitment process. Therefore, the concept of organizational attractiveness has gained importance in Human Resource.

According to Dale (2003) recruitment is the process where candidates are being aware of a vacancy in an organization. It is where candidates seek information about an organization. It is just like selling a product or service. But instead of selling product the organization tries to sell a job to potential applicants. At this initial stage applicants have the power and authority to apply for a certain position in the organization.

Applicants decide what type of organization is best for work (Dale, 2003). So this is where the organizational attractiveness plays its part. This is the attraction towards an organization that motivates someone to pursue a job in an organization.

The research on organizational attractiveness focuses on the factors that effect the perception of the applicant. It is evident that there are some features of organization that create positive image in the mind of a prospective applicant. The research in this area explores these features. This study is also trying to explore those factors.

Different view points are researched under this topic. For example some studies showed that organizational attractiveness is effected by some organizational characteristics. The example of these characteristics are pay, location, career programs, opportunities for advancement in the job and organizational structure (Turban & keon, 1993). These factors are called as the material or the instrumental benefits (Lievens & Highhouse, 2003).

 In addition to that organizational attractiveness is also measured in terms of culture (Price, 2011). Other studies carried on this topic linked personality with attractiveness which means that every individual is different and so his choice of a particular organization also differs. So these studies linked organizational attractiveness with specific traits (Extraversion, Agreeableness, Conscientiousness, Emotional stability and Openness) of the applicants (Lievens et al., 2001).

First of all personality traits of the applicants are measured through different scales. After that a link is developed between the traits and the organizational attractiveness. This helps in recruiting specific types of applicants for specific jobs. This study is also measuring attractiveness in terms of Big Five Personality Traits. Now a days the person-organization fit of the organizational attraction is under discussion.

2.5.1. Organizational Attraction Methods

According to Brown (2011) we can categorize the attraction methods of the organization into two methods. These methods are direct and indirect methods. Direct activities are the activities that are very clear and have a direct effect on the applicants. These activities could be massive advertisement, targeted marketing, referrals by the current employees, posters, web advertisenment and contacting old applicants etc.

Indirect methods on the other hand are the supporting activities supported by the organization in the long run. These could be employer branding, supporting community programs, social networking, reputation management and other engaging activities.

2.6. Employer Branding, Brand image and Employer Attractiveness

Availability of qualified Workers is considered as the source competitive advantage for the Organization. Organizations are facing problems in attracting those qualified Workers and that is why they are increasing their efforts with regard to recruitment activities (Leonard, 1999).

Every organization wants to attract large and highly qualified applicant pool. In this regard decision of prospective applicants to apply for the job is important because if they apply for the job then they can be part of rest of recruitment activities (Barber & Roehling, 1993).

To pursue a particular job in a particular Organization is a matter of impression or image of the Organization. İf the applicant is attracted towards the Organization then he will apply for the job.

Organizations compete for customers and in addition to that they also work for their reputation (Fombrun & shanley, 1990). The more postive reputation an organization have more applicants it can attract.

There are some tangible and non-tangible factors that effect the perception of the applicants while applying for a job. These factors make an image of the organization in the mind of an applicant. This early image of the Organization in the mind of the prospective applicant is very important because if this image is positive then the applicant would be attracted to that Organization and would apply in the particular organization (Cable and Turban, 2001). While evaluating employers the prospective applicants pay importance to the image of that organization (Chapman et al., 2005).

The concept of Employer branding, Brand image and Employer attractiveness seems to be closely related but they have minor difference. The employer branding is defined as the total efforts of the company to communicate to its potential employees that it is the best place to work at (Backhaus & Tikoo, 2004). Employer brand image is defined as the image associated with that Organization as an employer (Knox & Freeman, 2006).

On the other hand Organizational attractiveness can be defined as the applicant's willingness and desire to work in a particular organization. It is the perception of an individual about an organization and an individual's general desirability to work for an Organization (Williams, 2013). In talent Management model Mandhanya and Shah (2010) explained the branding process and employer attractiveness.

According to the Employer branding efforts create strong brand associations and the employer brand helps in creating a particular employer image which effects the attractiveness of the particular firm.

According to some researchers employer attractiveness is a dimension of employer brand. In their model Moroko and Uncles (2008) propose that for a brand to be successful there are two dimensions. The first dimension is attractiveness and the second is accuracy.

Attractiveness is necessary for applicants to apply in that particular Organization and consistency is needed between the employer brand and the real employment experience. If there is no consistency between the brand and real employment experience then the applicants may develop a negative image for that organization.

Prospective applicants are more attractive to the organizations that have well recognized brand image (Cable & Turban, 2001). Employers can use 'employer attractiveness to effectively meet their need of employees. The more attractive the firm will be in the market the more applicants would apply for a job in that organization. Attractive Organization can even compete globally to attract competent applicants for them. Because people know them globally. This would serve as the competitive advantage for these firms (Berthon, Ewing & Hah, 2005).

According to Lievens and Highhouse (2003) applicants trry to draw symbolic interaction between the organization and themselves. They attribute personality traits to the organization. For example excitment is one of the ascribed trait of the organization. This helps them identify themselves with the organization. According to Backhaus and Tikoo (2004) Brand associations are created by strong employer branding activities. It is not a one time effort instead it is a continuouse effort. Potential applicants develop employer image through brand associations which enhances the employer attraction. Employer branding is used for current employees as well as for potential applicants. Current employees experience the real organizational culture.

Organization's identity and culture combine to develope employer Brand loyalty. This Brand loyalty enhances the productivity of an employee. In this way employer branding work for both the potential and current employees. Backhaus and Tikoo (2004) defined Employer Branding process in three steps. These steps are brand equity, marketing and keeping the promise.

In the first step brand equity organization decides on value that it will offer to its current and prospective applicants. In the second step the organization markets this value proposition to attract desirable applicants.

In the last step organization tries to keep this image. The values propagated by the organization now become the part of organizational culture.

The Employer Branding Frame work is explained in Figure 1, given below:
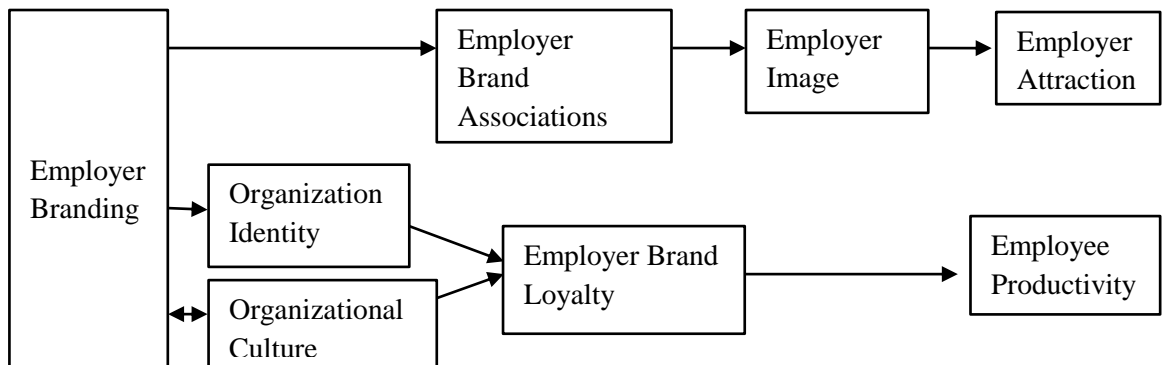
Figure 1 : Employer Branding Framework

Source: Backhaus and Tikoo (2004), Employer Branding Framework, 9(5), 501-517.

Effect Of Organizational Image On Applicants' Attraction

Some studies highlighted the importance of organization's image during the recruitment process. Organizational image act as a determinent of organizational attractiveness during the recruitment activities (Highhouse et al.,1999). Employer's image is the collection of beliefs that an applicant holds about an organization (Cable & Turban, 2001). This means it is the perception of an applicant about the attributes of an organization. According to Rynes (1991) the applicant may be attracted toward the organization due to the percieved job and organizational attributes.

The attributes of the organization are classified as instrumental or symbolic. According to Lievens and Highhouse (2003) the attributes of the organization which are material like good pay are considered as the instrumental attributes on the other hand attributes which are non material are termed as symbolic.

Symbolic attributes could be interesting work and learning opportunities. These instrumental and symnolic attributes play an important role in making the perception of the applicants about an organization.

Some researchers like Slaughter et al., (2004) focused on instrumental attributes of the organization in terms of organizational attractiveness.

An applicant's decision about a job is based on some factors or attributes related to the job or organization. There are some firms which are able to attract a large number of applicants as compared to their competitors. A postive image of the organization in the mind of the applicant serve as the competitive advantage for the firm.

According to Turban and Cable (2003) image of an organization is a source of competitive advantage for the firm to attract highly competent employees. They argued that positive image of the organization effects job pursuit because reputation serves as the signal about job attributes and in addition to that positive image also influences the pride of the applicants (Turban & Cable, 2003).

Initially applicants do not know much about the organization. They try to get infornmation about the organization. This Information that applicants gain about the organization makes an image of the organization. There are two concepts associated with the image of the orgaization. These are brand clarity and brand consistency. Brand clarity is about the unambiguousness of the information about an organization. Brand consistency on the other hand is the reinforced image of the organization in market (Wallace, Lings et al., 2014).

According to Rynes (1991) that the status of the firm related to its competitors can be determined by its ability to recruit new talent. It is the reputation of the organization that makes it different from its competitors. According to the research the job is more attractive for the organization when it is offered by that particular organization. So, the positive image of the organization plays an important role in determining the organizational attractiveness for the applicants.

2.7. Recruitment, Employer Branding and Organizational Attractiveness

Bartram (2000) defined the recruitment cycle in three simple steps. The attraction, recruitment, selection. The process starts with job posting through different mediums. Job posting involves giving information to the applicants about the job. This process is called as attraction. The second step is recruitment which is the developing an applicant pool. This involves assessment of applicants on basic requirement. The third step is selection which is the final choice of candidates. Recruitment has three primary functions (Thomas & Wise, 1999) described below:

(a) To attract pool of applicants at minimum cost

Cost saving is the first and the foremost goal of a recruiter. It is vital for the organization to attract large pool of candidates in minimum cost.

(b) To make sure that applicant pool is qualified for the job

Mininmum cost does not mean that quality of the applicants would be sacrificed. The secpnd function is to attract qualified applicants. If applicants are not qualified then it will cost the organization more.

(c) To help organization in making sure that workforce is demographically representative

Another goal of the recruitment is including demographically representative applicants in the workforce.

Resource-based view

According to Resorce- based view (Barney, 1991) a firm is said to have sustainable competitive advantage if it is implementing a value creating strategy that is not implemented by any other firm. In order to have a sustainable competitive advantage a firm must have resources that are valuable and rare. All the resources of the firm do not have the potential to create competitive advantage for the firm. In order to have a potential to create competitive advantage a resource must have four attributes. It must be valuable, rare, not imitable and it must not have any substitute.

Valueable resources are those that enables a firm to improve its effectiveness and efficiency. These valueable resources must be rare also because if all the competitors possess same valuable resources sustained competitive advantage can not be achieved. In the same way other firms must not be able to copy these resources. If a firm have a resource that is not imitable it means that firm is highly innovative. This innovation should not be copied by other firms.

The resources should not be imitable as well as it must not have any substitute. Because if substitutes are available then competitors will use susbstitute and this will no longer serve as a source of sustained competitive advantage.

Keeping in view the above discussion it is evident that human capital is also a valuable resource for the firm. Human capital also called as human resource can serve a sustainedcompetitive advantage for the firm beacause it is valuable, rare, not imitable and does not have substitute. Employer branding also brings value to the firm. It is an investment in human capital. Through this firms convey their image to the potential and the current employees. Employer Branding not only attracts talented employees but also retains the current employees.

This improves the productivity of the firm. In this way proposition of Resource-base view comes true as firm's human capital serves as a competitive advantage for the firm (Barney, 1991). The relationship between Resource heterogeneity and immobility, value, rareness, Imperfect imitability, and Substitutability and sustained competitive adavantage is given below in Figure 2:
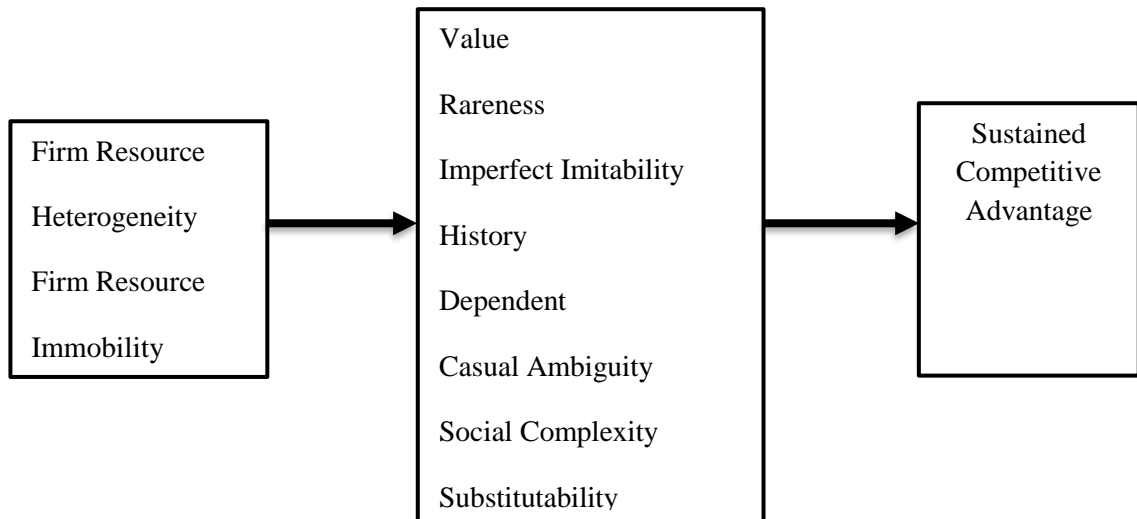
Figure 2: Firm's Resources & Sustained Competitive Advantage

Source: Barney. (1991), Firm resources and sustained competitive advantage, pp. 99-120.

Recruitment of new employees and retention of current employees is the core function of human resource department (Morocko & Uncles, 2008). Employer Brand is related to recruitment function of Human Resource Management as Employer Brand has both internal and external component in it.

It is directed towards the current and potential employees. It is used to attract and retain both current and potential employees. Employer Brand is the tool that helps human resource department in recruitment process (Öster & Jonze, 2013). So employer branding helps in recruitment by two ways. Externally it helps in differentiating firm from other employers. It enhances the image of the firm in the eyes of potential employees making the firm as employer of choice. Internally it makes human capital more competitive thus increasing the productivity of the employees.

It also develops a unique culture that is special to that firm. This unique culture of the firm is hard to imitate by other firms (Stamler, 2001).

Recruitment activities opted by a firm convey message about the firm and that is why they also effects organizational attractiveness. Different recruitment activities increase familiarity with the firm thus leading to enhanced organizational attraction. Therefore, organizations who want to increase their talent pool must pay attention to their recruitment activities (Turban, 2001).

The concept of attraction is most relevant to recruitment. There are many factors that are investigated regarding that. Recruitment process is itself very important as some researchers noted that organization who delay recruitment process are less attractive to the applicants (Becker, Connolly, & Slaughter, 2010).

Collins & Stevens (2002) found that students have more favourable attitudes towards the organization who sponsor different events in the university. Recruitment campaign gives information about the organization. Based on the campaign students makeperception about the organization. According to Morocko and Uncles (2008) emloyer attractiveness is a dimension of employer brand. According to them employer brand is a bigger concept and it creates attractiveness for the firm.

Research has shown that Employer branding is useful to the firm in a way that applicants are more likely to apply for the organization that has positive reputation. So belief of the employee about the firm is very important.

There is a strong relationship between organizational attractiveness and job pursuit in an organization. Applicant's Perception about the organization effect his job choice and job acceptance Chapman *et al*. (2005).

2.8. Organizational Attractiveness Perspectives

Organizational attractiveness concept is used for both the employee and the employers. Therefore it can be defined in terms of two perspectives given below:

Applicant's Perspective

Organizational Perspective

2.8.1. Applicant's Perspective

During an employment decision potential workers evaluate the organization and try to make an image of the organization. It is evident that potential applicants make this perception in the light of some factors.

Researchers have defined various features or characteristics that play an important role in job choice. The features defined by the researchers are discussed as under:

(a) In a study the organizational characteristics, job characteristics, recruitment process, recruiter behavior and individual difference are considered as important factors for applicants making decisions about the job (Turban & veiga, 2014). Organizational characteristics may include size of organization, level of internationalization, pay mix and level of centralization (Lievens et al., 2001).

In the initial stage applicant has very limited knowledge about the organization. In order to make perception he needs some information. Corporate website is the first and the easy way to get information about the organization. So Corporate website can also play an important role in job decision as according to one study customized websites effect the characteristics of applicant pool (Dineen & Noe, 2009).

Job characteristics include factors such as work environment, challenging and interesting task and perceptions of coworkers (Turban et al., 1998). Work environment can be competitive, power driven or friendly. Work itself can be challenging, interesting, boring or tedious. Similarly the coworkers are also very important as you need the help and support of other people to complete your day to day tasks. Recruitment process itself also effect applicants perception about the organization and finally effects applicants decision about the job. It reflects how processes are carried out in the organization and how efficient the organization is. Recruitment process make the perception of an applicant about the organization. So the process itself is very important. In a study the result showed that organizations which delay the process of recruitment that includes taking too long to call applicant for interview or site visit become less attractive for the applicants (Becker, Connolly, & Slaughter, 2010).

Recruiter's behavior during the recruitment process also effect the attraction of an organization for the potential applicant. Recruiter is considered as the representative of the organization. When recruiters are more informative, cooperative, competent applicants are more attracted towards the organization. The reason for this could be that a warm recruiter is likely to indicate a positive and warm working environment (Chapman et al., 2005). Individual difference can also play its role in the whole process which this study aims to investigate.

People are different and have different personality characteristics which make them perceive thing differently. For example as extroverts are more social they may like big and multinational organizations.

The person high on conscientiousness may be attracted towards the large organizations. Similarly the person high on openness may like to experience wide things which makes him like multinational organizations (Lievens et al., 2001).

  (b) According to Keller (1993) potential workers evaluate organization on different features that can be instrumental or functional, symbolic or experiential. İnstrumental or functional features are those which are tangible features that an organization offers to the employees.

    These are the basic tangible features such as pay, benefits, promotion opportunities, job security, training and development etc. (Keller, 1993). After all a person works in an organization for some tangible benefits.

Second category of features is Symbolic features. These are opposite to instrumental features as they are the intangible features that an organization can give to its workers. These are the factors that are mainly linked with the prestige that an employment offers. The symbolic features include social approval, self-esteem and self-image that comes with working in specific organization (Keller, 1993).

This is the perception of a person that working in an organization would make feel proud as it is the excellent and reputable organization. The third category of features is experiential features. These are related with employment experience as evident by the name. These experiences are work environment, job diversity, social activities, travel opportunities and team accomplishments. These are the things which employee can feel on the job. The job environment and coworkers are very important.

In addition to that recreational activities are also needed. So these factors are considered as the experiential features of a job (Ambler & Barrow, 1996).

2.8.2. Organizational Perspective

In attractiveness context the organizational perspective is mainly related with recruitment which is most important function of Human resource management. Organizations need to hire talented workers. This can only be possible if large number of applicants apply for the job in that organization. Some studies showed that firms with greater reputation can attract large number of applicants.

The selection of candidates out of large talent pool becomes easy. So firms can select the most suitable and qualified workers from that pool (Turban & Cable, 2003).

In order to gain competitive advantage the organization needs to work on its image because there are limited number of qualified applicants in the market. Organizations compete for these applicants. Reputation of the organization as mentioned above can help in attracting these qualified candidates. Organizations are finding it difficult to attract those qualified workers and they are increasing their recruitment activities (Leonard, 1999).

According to Berthon, Ewing & Hah (2005) employers can use employer attractiveness to meet their need of employees. As these firm get renowned globally so these firms may also compete globally to fill the vacancies. Attracting employees globally will serve as an additional advantage for these firms.

In order to attract diverse workforce organization must pay attention to its recruitment activities (Muniz, 2007). People with diverse backgrounds are motivated by diverse things. What motivates a person may not necessarily appeal another person. So attractiveness helps organizations in this regard as well.

The image of the organization is very vital not only for attracting talented applicants but also to retain those talented employees. If employees will feel that the stated image and the real conditions of job are similar thay feel motivated and brand loyalty is developed. Satisfied employees also communicate this to other people. In addition to that productivity of the employees also increases as shown in the Employer Branding Framework (Backhaus and Tikoo, 2004).

2.9. Interactional Perspective

In order to understand organizational attraction interactional perspective focus on individual's behavior and personality. According to this perspective people have different kind of personalities and that is why thy are attracted to different types of Organizations. This means that as people are different so there choice of an organization also differs according to their personality (Schneider, 1987). Interactional perspective came from psychology. This perspective stresses that in order to understand behavior interaction between environment and the person is very important (Endler & Magnusson, 1976).

The interactional approach defined the organizational attraction as interaction between person and the perception of the person about the image and value of the Organization.

This means that while making decision for the job the behavior and the personality of the person and the work environment are not independent of each other. The applicant's personality and work environment both play their role in job choice (Diamante & Schein, 2008).

The main argument in the interactional perspective is the congruence between the values, attributes and the personality of the person and the organization. Interactional perspective is also called as Person-environment fit.

Breaugh (2013) suggested that characteristics of applicants influence the way they react towards recruitment and the to the organization's characteristics. As other researchers also found that job candidates are more attracted to the organizations whose characteristics match with the characteristics of the candidates (Kristof-Brown & Zimmerman et al., 2005).

Some researchers suggested that person-organization fit is correlated with organizational attractiveness both objectively and subjectively (Cable & Judge, 1997). There are some theories of interactional perspective. These are basicly frameworks to explore organizational attractiveness. Some of these are explained below:

(a) Theory Of Reasoned Action

Theory of reasoned action was proposed in 1975 by Ajzen and Fishbein. There are three main components of the theory. These components are beliefs, attitudes, intentions which lead to specific behavior. The theory argues that organizational attractiveness for an individual is the combination of his attitude and subjective norm that leads to an intention or action.

The attitude is the perception of an individual about the value of the job. Subjective norm is about how other people will view this action (Ajzen & Fishbein, 1975).

According to the theory combination of subjective norm and attitude leads to a particular behavior which could be an intention to apply for a particular job.

Behavior is influenced by both subjective norm and attitude but it is not necessary that both the factors influence behavior equally. The Model of the theory is given below in Figure 3:
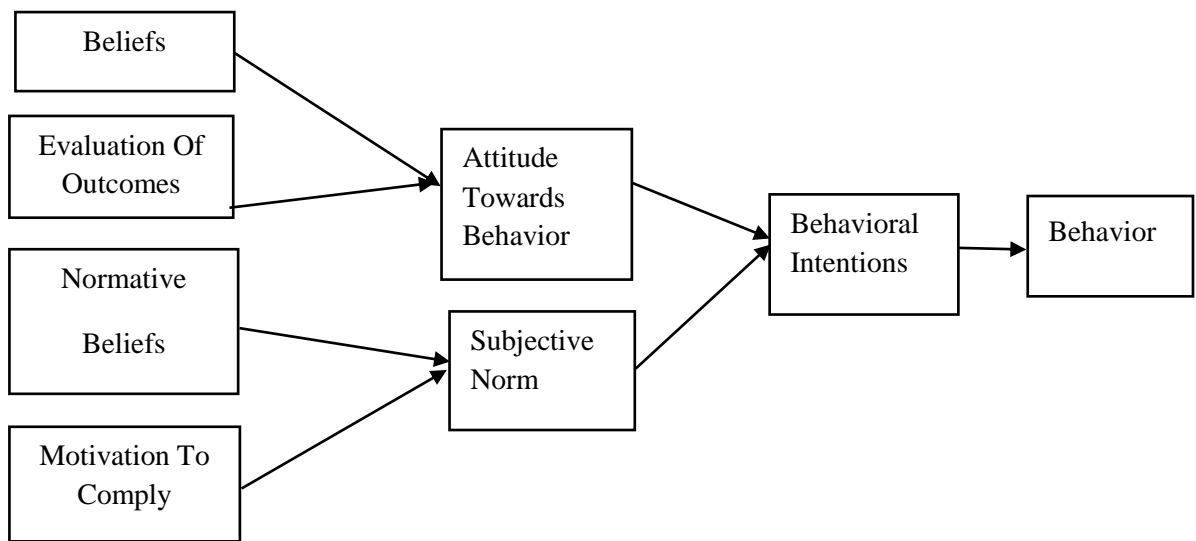
Figure 3 : Theory of Reasoned Action Model

Source: Ajzen & Fishbein (1975), Theory Of Reasoned Action, 578pp

(b) Signaling Theory

Applicants have little information about the organization during the initial phase of recruitment. Organizations use different activities to attract qualified applicants. During the recruitment all the activities used by the organizations are percieved as signals.

In the absence of other information applicants will try to get information about the company from company's website. Applicants assume that this information is representative of the whole company and they try to draw inferences about the company (Rynes et al., 1991).

Any information that an applicant's get about the company will effect the impression about the company. Factors that are not directly related with the job or organization also become cues for individuals to help them decide about the job (Turban, 2001).

There are asymmetries in information about the Organization. Thus Organization signal its characteristics to bridge those asymmetries. As Organization sends signals and messages and the recipients try to interpret these signals. This how the information asymmetry is reduced and these signals are used buy potential applicants to form their opinion about the Organization (Greening & Turban, 2000).

According to the signaling theory the characteristics of the Organization, subjective considerations and the contact send particular signals to the applicants about the firm. Recruitment means like web sites, newspaper and job fairs are the signaling mechanisms that effect the attractiveness of a firm (Allen, Mahto & Otondo, 2007).

(C) Attraction-Selection-Attrition Theory

This theory explains how individuals are selected in an organization during the recruitment process. As individuals have their own personality interests and attributes so they are attracted to different organizations which match their personality. This theory is explaining organizational attraction from applicant's perspective as well as organizational perspective.

On one side applicants are making decision about an organization based on their personality characteristics and on the other hand organization is making decision about the applicants that fit to their employees (Schneider, 1987). The theory explains the process of recruitment as the name of the theory Attraction-Selection-Attrition. People are attracted to organization, chosen by organization and then decide to stay in the organization. According to Schneider (1987) over the time homogeneity in the organization is achieved.

This means that people make the place. First applicants are attracted towards the organization. There are some who will stay. There are some who will leave the organization. The model of the theory is influenced from person organization fit and is stepwise. First in the attraction stage people are attracted to the organization which they think has the same value as of theirs. We can see that different people use different vocations for them some want to be writers other want to be teacher and so on.

After that organization selects the employees which it thinks have the same value as that of the organization. In the last there would be people who will leave the organization that do not fit the organization. This stage (attrition) is opposite to that of attraction as some of the applicants would leave the organization. After they will leave the organization, the organization would consists of people who will be more homogeneous.

There is a concept associated with this principle of homogeneity. According to Price (2011) that there are recruiters who hire people like themselves. They think that this will help them in creating a strong homogenous environment. But by doing this organization is deprived of innovation and experimentation.

This approach is safe but also backward. But contrary to that we see many organizations who are successful by adopting this approach. The example could be Japanese organizations.

(e) Social Identity Theory

For an organization to be successful the commitment of its members is needed. That is the place where social identity theory is important. Social identity theory argues that individuals belong to a different groups. Individulas identify themselves with these groups and also use these groups to classify others. So social identification plays an important role in individual's perception of organizational attractiveness (Williams, 2013). Social identification is a perceptual construct. It is what an individual percieve that is why it is not a material construct. This is how individuals base their loyalty to a group or organization.

It is the feeling of success or failure about the situation or an event. There are some norms of the group that are special to that. But it is the choice of an individual to adopt that norm. It ia not important that the members of the group should come in contact daily instaed they cannot meet. But they share the same group identification. Social identification serves two functions. One is the personal ientity. Other is the social identity. Personal identity refers to the personal classification of the individual. On the other hand social identity refers to the perception of the individual about the belongingness with the group (Ashforth & Mael, 1989). The self-concept of a person mainly depends upon the membership of the person with social Organization. The self concept is also influenced by image and reputation of the Organization. Potential applicants can enhance their selfconcept by comparing different organizations.

So the postive image and a good reputation of the Organization contribute to individual'selfconcept (Backhaus & Tikoo, 2004).

2.10. Interactional Perspective: Personality and Organizational Attractiveness

According to interactional psychology behavior is resulted due to the interaction between personality and environmental factors. Similarly, in human resource context we the interactionaist perspective poses that the applicant's choice of an organization depends on his personality and environmental factors. In Interactional perspective or the Person–Organization potential applicant match his personal characteristics and values with the characteristics and value of the Organization to get the best possible fit (Cable & Judge, 1996).

Interactional perspective examines organizational attractiveness in terms of personality. It is the measure of how personality traits and characters influence organizational attractiveness. İn literature we find many studies related to personality and its relationship with organizational attractiveness: A study by Turban and Keon (1993) showed that as compared to individuals who were high on self-esteem the individuals with low self-esteem are more attracted to decentralized and larger firms. İndividuals high on need for achievement were more attracted to the organizations that reward performance instead of seniority.

Bretz, Ash & Dreher (1988) proposed that the organizational choice process for the applicants depends upon the internal as well the environmental factors. They also proposed that those are more homogenous that are attracted to a particular organization. Taking the guidence from attraction-selection-attrition theory they posed that people are attracted to the organization who have same characteristics as that of the applicants.

After that organization selects those people which have same values as that of the organization. In the end some people will leave the organization and the organization would be a more homogeneous place.

They found that Individuals with high need for achievement find the individually-oriented system to be more attractive, and the individual with a high need for affiliation would find the organizationally oriented system to be more attractive (Bretz, Ash & Dreher, 1988).

Another study carried on Person-Organization Fit perspective provided interesting results in terms of organizational attractiveness and the personality of the job seekers. The study mainly focused on pay preferences and the personality of the applicants.

The result showed that more matrialistic job seekers pay more imortance to pay level when deciding to apply for the job. Applicants having an internal locus of control are more attracted towards organizations who offer flexible benefits. Applicants who have high scores on self-efficacy prefer individual-based and skill- based pay plan system. Risk averse applicants prefer organizations with noncontingent pay systems (Cable & Judge, 1994).

One of the study carried by Judge and Cable (1996) showed that applicants who were more extroverted were more attracted to the organizations having team-oriented culture. On the other hand agreeable applicants were attracted to supportive organizational cultures more.

There are studies which found relationship between personality and organizational attractiveness. Lievens et al. (2001) found that there are some personality characteristics that moderate the effect of organizational characteristics on attractiveness. Individuals high on conscientiousness were more attracted to large sized organizations. Similarly individuals high on openness were more attracted to multinational organizations (Lievens et al., 2001).

Finnegan (2010) showed that personality attributes also predict the individual's preference for the Organization. For example traits such as materialism and self-efficacy effected individuals' preferences for organizations who have high pay levels and individual-based pay systems (Finnegan, 2010).

Thomason et al. (2013) carried a study with 138 potential job applicants and found that personality moderated the relationship between organizational size and overall organizational attractiveness. Results showed that for highly conscientious and extroverted job applicants large firms were more attractive, while for those who were open to experience, yet low in conscientiousness, small firms are more attractive. (Thomason et al., 2013).

Organizations also have personality which the researchers call 'organizational personality'. The concept of organizational personality is realted to the image of the organization as percieved by the applicants.

In describing organizational personality Slaughter et al., (2004) devised traits to explain the personality of the organization. These traits rae named as Innovativeness, Style, Boy Scout (friendly), thrift and dominance etc.

Green (2013) carried out a study to examine the relationship between personality of the organization and the Big Five Personality Traits. The study proposed that the persons who are more agreeable and conscientious will be more attracted to organizations which are friendly referring to the Boy Scout dimension of the organization. The persons who high on agreeabless and conscientiousness will be more attracted to organizations which are innovative.The persons who are high on extroversion will be attracted to the organization having dominance personality trait. The people who are more conscientious, agreeable and extroverted will be less attracted to organizations which have Thrift dimension. People high on open to experience will be more attracted to Style dimension of the organization.

The result showed that Organizational personality perception and the personality of job applicants together predict the organizational attractiveness. Therefore, if an Organization wants to hire applicants with particular traits then the organization should Project it's image accordingly. For example, if an Organization wants to attract applicants who are high on openness to experience, the Organization must Project its innovativeness dimension (Green, 2013).

2.11. Instrumental Symbolic Framework Of Organizational Attractiveness

Slaughter et al., (2001) argued that organizationa also has peronality. Applicants like or dislike these personality attributes and are therefore attracted towards an organization. In addition to that they also gave name to the personality attributes of the organization. They hypothesized that applicants reaction towards the traits of the organization depends upon the personal character of the applicants. That is the personality of the applicants play its role in job choice and organizational attractiveness. With the help of this study researchers further ellaborated the study on the topic.

According to Lievens and Highhouse (2003) the attraction to an organization can not only be explained on the basis of organizational characteristics or personality characteristics. With the help of marketing literature they developed instrumental-symbolic framework for understanding organizational attractiveness. In marketing literature instrumental-symbolic framework posed that brand image plays an important role in buying decision. If a product has positive image in the mind of buyer than he will buy that product. The same principle applies to the applicants who are making decision about a particular job. If an organization has a postive image in the mind of applicant. The applicant would apply for that organization

The image about an organization is a combination of both instrumental and symbolic benefits that an applicant has in his mind. Applicants could be attracted to an organization due to the benefits it is offering to its employees. These benefits could be good pay or other tangible benefits.

These tangible benefits are called as instrumental benefits. On the other side there are benefits which are not tangible. In marketing literature symbolic attributes are those attributes that people need to maintain their self-identity. These attributes are the ways by which people express themselves (Sirgy, 1982). Lievens and Highhouse (2003) felt the need to indtroduce marketing model in Human Resource as well.

They argued that the model is helpful in recruitment function of human resource because it is explaining the initial as well as later attraction of the applicants towards an organization. That is why they hypothesized that applicants' initial attraction towards an organization is due to instrumental benefits that an organization is offering.

After that they argued that this initial attraction is further enhanced by the symbolic attributes of the jobs. These attributes are intangible. They support for their hypothesis in their study which they carried with 275 final year students and 124 students from banking sector.

Schreurs et al., (2009) argued that in order to understand the instrumental symbolic model they used Big Five personality traits and trait based inference about the organization. These inferences were Competence, Sincerity, Ruggedness, Excitement and competence etc.

They have given meaning to each trait. For example sincerity refers to the honesty. Similarly, competence refers to the reliability. They posed six hypotheses about the relationship in instrumental symbolic framework.

The result of the study showed that the relationship between personality traits and organizational attractiveness do exist. This means applicants are not attracted to the organization due to its characteristics instead they attach symbolic meaning to the job and the particular organization (Schreurs et al., 2009). These symbolic attribute are different as compared to symbolic brand attributes defined in marketing literature.

In human resource the intangible attributes could be exciting work or newness. These are referred to as the symbolic benefits of the work. The meaning applicants attach to a particular organization is based on their personality characteristics. Both the organizational characteristics (instrumental) and the applicants perception (symbolic) play an important role in job choice (Schreurs et al., 2009; Lievens & Highhouse, 2003). There are studies that showed the attraction of can organization is due to the benefits it is offering as comapred to its competitors. On the other hand there are researches that show the relationship of personality and organizational characteristics in organizational attractiveness (Lievens et al., 2001).

Given the mixed results an intersting question arises. The question is whether the symbolic attributes or the benefits offered by an organization effect each applicant equally. There could be possibility that for one applicant symbolic attributes are more important or for another applicant these are least important.

This difference could be explained by the interactional perspective. That is why researchers felt the need to study the organizational attraction in terms of both symbolic and intrumental framework. According to Lievens & Highhouse (2003) applicants are first attracted to the organization due to the instrumental benefits which the organization is offering. These are the benefits which trigger the interest of the potential applicant. The applicant may be attracted by the handsome pay, bonus and other working benefits. Applicants are not only attracted by instrumental attributes of the job but in addition to that they also attached symbolic meaning to the job.

Therefore, the researchers explain that the difference of choices can be explained by the interaction of organizational and personal characteristics of the applicants. In organizational attraction literature the instrumental symbolic framework has gained an importance. Many reseahers found the support for the model. Slaughter et al. (2001) studied the relationship between traits of organizations and personality traits of applicants. They found that some traits of organization were more attractive for the applicants as compared to others according to the personality traits of the applicants.

The difference depends on the personality traits of the applicants. All the applicants have different personality traits. Each employeee processes the information according to his personality and that is why we see a wide difference in organizational choices of the applicants.

2.12. Previous Studies

Organizational attractiveness is based on some factors. It is the perception of a person about the organization and it is a subtle process in the mind of an applicant. Researchers tried to explore those factors which effect the whole process. Some of the studies on the topic are given below:

In interpersonal communication word of mouth is the most basic and important factor. It is the source of most credible information during interpersonal communication (Mahajan et al., 1990). Research shows that people value the opinion of a person who has already worked in the organization or still working in the organization. That is why there are many applicants who find new job with the help of a person or friend who is working with the organization (Dale, 2003). Positive image of the organization that spreads through word of mouth carries immense importance as it effects the perception of the applicant about the organization.

Some companies use word of mouth deliberately in their recruitment activities. This is because Organizations need to deliver particular positive message about them to increase their organizational attractiveness among the potential applicants (Barber, 1998).

Word of mouth is a kind of interpersonal communication about an organization or about a particular job in an organization. It can come from many sources. These sources could be friends, family, and advisors etc. Researchers studied the relationship of word of mouth with organizational attractiveness (Van, 2006; Uen et al., 2011).

The reason is that as word of mouth is a source of informal information so it has greater effect on people. While making decision about the job that informal piece of information plays an important role. In the whole process only the information is not important but also the source of information and the expertise of the sender. Close ties with the sender in case of organizational attractiveness is more influential as compared to the weak ties. Expertise of the sender also count a lot as people tends to follow expert's advice.

Uen, Peng, chen & Chien (2011) proposed that the organizational attractiveness would be greater in terms of positive word of mouth instead of negative word of mouth. In addition to that they proposed that positive word of mouth from strong ties will lead to greater organizational attarctiveness. Thirdly they hypothesized that an expert source will enhance organizational attractiveness for an applicant. The study was carried with 240 MBA students in Taiwan. It was shown that positive word of mouth increases organizational attractiveness. Ties and expertise of the source also play their part in organizational attractiveness. So, positive word of mouth from strong ties and expert source can lead to strong organizational attractiveness for the applicant. It can be a source of competitive advantage for a firm to attract most talented applicants (Uen, Peng, chen & Chien, 2011).

Signaling theory poses that Applicants make a perception about the organization based on some information. When an applicant does not have sufficient information about the compant, he will try to draw inferences about the company from the available cues. So employer's website will be the cue for him. The first source of information of an applicant about the company is its website.

Applicant will try to make an image of the organization from its website. For instance if there are delays in organizational recruitment process the applicant may form a negative image about an organization. But even after that company's website serves as a signal for making decision about a company (Rynes et., 1991).

The relationship between Organizational Website Usability and Attractiveness effects on Viewer Impressions has also been tested. Braddy, Meade & Kroustalis (2005) hypothesized that after exploring the employer's website the initial perception of the applicants about an organization will change.

Participants will indicate that their experience with the website has changed their perception about the organization. Similarly, website usability is also positively related with the organizational attractiveness.

The study was carried with 48 undergraduate students from southeastern university enrolled in psychology courses. The result showed a positive relationship between website usability and organizational attractiveness. Applicants were more attracted to the Organizations who have appealing websites in terms of colors fonts and images. Appealling Recruitment websites play important part in increasing organizational attractiveness. Organizations' recruitment websites do effect viewers' ratings on company familiarity, favorability, image as an employer, and organizational attractiveness. In addition to that viewers' ratings or evaluations were linked to usability and the attractiveness of the particular website (Braddy et al., 2005).

Firms use different recruitment activities to attract potential applicants. Based on signaling theory, some researchers (Rynes, 1991; Breaugh 1992) suggested that recruitment activities serve as signals for the applicants to make a decision about an organization. Applicants use this information and make a perception about an organization which leads to organizational attractiveness for the applicants. So, Recruitment activities opted by a firm convey message about the firm and that is why they also effects organizational attractiveness. In the same way if the recruitment is not impressive, it sends signals that organization is not investing in human capital (Turban, 2001).

Based on previous studies Turban (2001) hypothesized that recruitment activities effect the perception of the applicants and thus effect organizational attractiveness. Similarly, familiarity with the firm influences applicants perception about the attributes of the firm. Different recruitment activities increase familiarity with the firm thus leading to enhanced organizational attraction. The study was conducted with the petro chemical firm that was recruiting from some specified universities. Firm was trying to etablish itself as an employer of choice in these universities.

The result indicated that organizational attraction was positively related with the recruitment activities and familiarity with the firm Therefore, organizations who want to increase their talent pool must pay attention to their recruitment activities (Turban, 2001). In a study by Collins and Stevens (2002) they assessed the intentions of students to apply for a job in particular organizations and their perception about the organizations. If applicants have favourable attitude towards an Organization they would find that Organization more attractive. They would like to apply for that Organization which they find more favourable or attractive. The result showed that students were having more favourable attitudes toward the Organizations who were sponsoring different events in their university. This means that recruitment campaign does effect the perception of the applicants about the Organization (Collins & Stevens, 2002).

People feel comfortable in the groups which is similar to them. According to the Theory of reason action combination of subjective norm and attitude leads to a particular behavior which could be an intention to apply for a particular job. Muniz (2007) conducted research with 228 participants. It was proposed that there is a interaction between subjective norms of the organization and the collectivism. The result showed that cultural values of the applicants predict organizational attractiveness. Culture pay an important role in the choices that a person makes.

It was seen that participants scoring high on collectivism prefer family oriented organizations. Female participants scored high on collectivisim as comapared to men. So the cultural values predict the organizational attractiveness for certain group. People with diverse backgrounds and cultural affliation are attracted to different kinds of organizations. People which belong to collective culture evaluate the organization on such characters also.

So, the organizations who want to attract the diverse workforce must design their recruitment activities and reward system according to the needs of all those diverse employees (Muniz, 2007). A different recruitment process is needed to attract all those talented diverse applicants who get motivated by different things. In a study that explored cross-cultural and individual differences in predicting employer reputation as a driver of organizational attraction. This study mainly focused on employer reputation. It was conducted among engineering students of nine countries. Results showed that the need for power and achievement are related to employer reputation at individual level and collectivisim is related to employer reputation at cultural level.

Therefore, it was suggested in the research that the companies should craft their recruitment activities according to the culture of the country (Caligiuri et al., 2010).

Organizational image of an employer is the perception of applicants about the organizational attributes (Cable & Turban, 2001). The perception of Organizational image plays an important role for an applicant to apply for a particular Organization during the recruitment process. Applicants may be attracted to an organization due to the positive perception about the job or the organization. Rose (2006) conducted research with 351 job seekers. The study measured the applicants' perception about the organization and the consequent organizational attractiveness.

The results showed that positive perception about the image of Organization in the mind of applicant influence the applicant to engage in some relationship with the Organization. Just as the image of a particular brand leads people to purchase a particular product, the image of Organization leads applicants to apply for a particular job in that Organization. That is why the impression management is very important if an organization wants to gain competitive advantage over its competitors (Rose, 2006).

Focusing on the employer's image and organizational attractiveness Kavitha & Srinivasan (2012) conducted research with 585 participants in information Technology sector. They divided the sample into students and employees.

They proposed that the employer's image plays a crucial role in explaining the variation in organizational attractiveness among the Informational Technology employees. The hypothesis was supported. According to the results employer's image explains the variation in organizational attractiveness of an information Technology firm.

Turban, Forret & Hendrickson (1998) conducted a study with 361 participants. They proposed that the organizational and the job attributes have positive effect on the applicants leading to the organizational attractiveness. Secondly, they proposed that the recruiters behavior also has a positive effect on the applicants' attraction to the firm. In addition to the direct effect of the recruiter's behavior, they also hypothesized the indirect effect of the recruiter's behavior. That is recruiter's behavior indirectly effect the perception of the applicants about the attributes of the job and the organization. Organization's reputation also influences the organizational attractiveness.

The result showed that the early impression of the Organization is important in predicting attractiveness of the Organization. If this impression of Organization is positive then the applicants would more likely to apply for the job. Similarly recruiter's behavior also effect the organizational attractiveness (Turban, Forret & Hendrickson, 1998).

Rentsch and McEwen examined the Person- Organization (P-O) fit in relation to organizational attractiveness. They used personality dimensions, values, and goals of the individuals to determine their attraction for the Organization. İt was found that participants are more attracted to the organizations which are similar to them in terms of personality, values and the goals (Rentsch & McEwen, 2002).

In a study carried out with 182 business, engineering, and industrial relations students it was showed that the Personality dimensions of the applicants are related to cultural preferences. The congruence between the prospective applicant's culture and the culture of the Organization effect the attractiveness of the Organization (Judge & cable, 1997).

2.13. Personality

Personality is derived from the Latin word 'Persona', which means a mask used by actors during play. It is the face people display to other people around them**.** Personality is defined as:"The unique, relatively enduring internal and external aspects of a person's character that influence behavior in different situations"(Schultz, 2016).

A closely related concept with the personality is individual difference. Although people have many things in common but every person has some unique attributes which make him different from others. DNA profile of a person does not match with another person. Some people resemble yet we can find out some difference. This difference is called as individual difference.

The concept of individual difference came from psychology. The concept posed that individuals are different by birth. When they grow up their individual experience even make them more different. What motivates a person may not motivate another in the same way. Therefore, managers and organization must take into account the individual difference (Newstorm & Davis, 2002). Personality includes stable and enduring characteristics which make us different from others. It also includes visible characteristics that other people can see. Robbins and Judge (2011) defined personality as sum total of means by which individuals interact and react with their environment. In the recent years an increasing interest has been seen in personality psychology. However the research in personality is not majorly cross cultural.

Researchers have conducted research in different countries and different parts of the world. So there are no universal processes of personality. It is not proven yet that personality processes are universal but in some instances

Human personality seems to rise above the cultural boundaries and in others instances it is effected by social and historical forces (McCrae & Allik, 2002). Above all it is widely accepted that people do have different personalities which make them different from others.

2.13.1. Determinants Of Personality

Organizational behavior scholars and managers need to measure personality. Most of the time the measurement is self reporting. That is people rate themselves on predeveloped questionnaires. Researchers debated about the thing that influence personality the most. Some were of the view that heredity is the most important factor. The other argued that environment is the answer.Some argued that situation also plays its role. So there is no clear cut one answer to the question. It is widely accepted that personality is total of heredity, environment and the situation. All these factors make the personality of the individuals (Robbins, 2005).

(a) Heredity

Herdity is defined are the ascribed factors given to a person at the time of birth. These could be features of the person, temperament, bilogical and physilogical makeup of the person. These factors are tranfered from parents to offsprings.

Therefore, these are called as the herdity. Researches have found that heredity plays its role in developing the personality of the individuals.

(b) Environment

By environment we mean the culture in which a person is raised. After all the values and the norms of the person greatly come from the culture in which he lives. Although heredity provides people ascribed characteristics but culture molds the individuals. Culture has a strong influence on people's way of doing things.

(c) Situational Factors

The personality of a person is relatively enduring but we see that sometimes people behave opposit to that. That change in the behavior is explained by the situational factors. So situation tends to influence the personality of the individuals.

2.13.2. Personality Theories

There are different Personalities theories are which have different perspective regarding personality of human beings. These theories have three basic functions. They serve as a tool to describe human nature. The knowlegde of Human psychology is not a story but it is a scientific knowlegde. Secondly, personality theories describe human characteristics that helps us in understanding individual difference. Thirdly, these theories provide direction to the future investigator because these theories also describe limit and scope of personality psychology (Costa, McCrae, 1996).

There are diverse perspectives to Personality. Biological, cognitive, humanistic, Learning, psychodynamic and trait are the major perspective in personality. Each of these perspectives have different focus.

The major concepts in Biological perspective are evolution, heredity, temperament and adaptation. Cognitive perspective includes schema, outcome expectation, modelling, cognition and self-efficacy. The major concepts in Humanistice approach are creativity, empathy, experience, personal responsibility and positive psychology. Learning perspective includes concepts like reinforcement, conditioning. Punishment and discrimination leraning.

The major concepts in Psychodynamic are id, ego, superego, conflict and object relation. Trait perspective includes trait facets like Neuroticism, Emotional Stability or Extraversion etc (Cloninger, 2009).

2.13.3. Traits

Traits are the enduring and the consistent aspects of personality. Traits are not discrete instead they are continuouse. In the initial stages of personality theory scientists used different types to differentiate individuals. Trait theory states that traits are consistent so individual's can be characterized on the basis of consistent pattern of feelings, thoughts and actions (McCrae & John, 1992). This means that traits are enduring characteristics of a person and all of us posses traits.

Gordon Allport made the first attempt to define personality in terms of traits. Allport used the new international dictionary to find terms to describe personality.

According to Allport (1937) traits are consistent and enduring ways of how individuals react to different kinds of stimuli and their environment.

According to Allport (1937):

- Personality traits are real and exist in eveyone of us.

- Personality traits determine individuals behavior. Traits give rise to certain responses towards different stimuli.

- Personality traits can be demonstrated by observing the behavior of the individual over time. This is because traits are consistent and person's response is consistent to similar stimuli.

- Although traits are interrelated but they may overlap as well. For example aggressiveness and hostility are distinct traits but they together can occur in a person.

- Traits also vary according to particular situation. For example a person may appear neat in one situation and may show disorderliness in another situation.

After Allport his work was further developed by Raymond cattell who used factor analysis to define structure of human personality. Factor analysis summarizes the relationship among variables. In terms of personality factor analysis is used to identify factors that are related to personality. Based on his work cattell developed a personality Model describing 16 dimensions of traits.

Assumptions Of Trait Theory

The five factor of personality is based upon traits. The trait theory is based on some assumptions that explain behavior. Five Factor trait model has four basic assumptions. These assumptions are Knowability, rationality, variability and proactivity.

Knowability refers to the assumption that study of personality is a scientific study. Knowledge of personality is gained through scientifiic means. Rationality is the second assumption and as the name implies it argues that people can understand themselves and others. There are no unconscious forces that drive humans.

The third assumption variability refers to the assumption that people are different from each other. Every human is unique and so we can differentiate one human from the other. Everybody has varying degrees of traits.

The fourth assumption proactivity assumes that people are not passive. They are not victims of their circumstances instead their personality actively shapes their life. Some unseen forces doesn't derive human behavior (McCrae & Costa, 1999).

2.14. Big Five Personality Model

History

For years researchers and practitioners in the field of psychology are striving to understand individual difference. For this number of personality traits and scales were devised. After decades of research at last there is consensus among researchers on Big Five personality dimensions (John & Srivastava, 1999).

Like trait theory Big Five Model is also based on the assumptions of are Knowability, rationality, variability and proactivity. The Model claims that it provides comprehensive details about personality characteristics. This comprehensive model explains the individual difference (Costa, McCrae, 1996).

In 1936 Allport & odbert extracted personality-relevant terms from dictionary. İt provided some initial structure. Catell used this basic structure and devised subset of 4500 terms and then reduced these to 35 variables. Derived from cattell's 35 variables Norman (1963), Borgatta (1964) and Digman (1981) replicated the five factor structure in lists (John & Srivastava, 1999). Big Five personality traits has been used in many studies related to management. These factors or traits included in the theory are as follows:

a) Extraversion or Surgency (Active, Enthusiastic)

b) Agreeableness (Generous, Kind)

c) Conscientiousness (Reliable, Responsible)

d) Emotional Stability versus Neuroticism (Anxious, Unstable)

e) Intellect or Openness (Imaginative, Curious)

Five factor model of personality was rediscovered in 1980s by personality psychology (Wiggins, 1996). It is the latest model used to describe personality as it is considered as most practical and applicable (Digman, 1990).

The five-factor model of personality is an Organization of five dimensions of Personality. These dimensions are Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. The appealing thing about five personality model is that it provides comprehensive but different orientations about the personality. It provides ease to the researchers all over the world (McCrae & John, 1992).

Examples of five factor traits are given in the Table below. The first column includes trait facets like Neuroticism, Extraversion, openness to experience, agreeableness and Conscientiousness.

The second column describes tendencies of a person having a particular dominent trait. The third column describes the characteristic adaptation of a person having a particular tendency.

Examples of Five Factor Tarit Personality System Components

(a) Neuroticism

Basic Tendencies: a tendency to experience sadness, hopelessness and a feeling of guilt. Characteristics Adaptations: Have a low self-esteem, irrational beliefs, and pessimistic attitudes towards different things.

(b) Extraversion

BasicTendencies: a preference for companionship and social stimulation. Characteristics Adaptations: Social skills are good, have numerous friends, vocational interests, and articipation in events.

(c) Openness To Experience

Basic Tendencies: a need for variety and change.Characteristics Adaptations**:** Interest in travel, many different hobbies, knowlegde of foreign dishes, different interests, friends share same tastes

 (d) Agreeableness

Basic Tendencies**:** confering to others during any kind of interpersonal conflict Characteristics Adaptations: Belief in cooperation, polite language.

 (e) Conscientiousness

Basic Tendencies: Have a strong sense of purpose and aspiration are high. Characteristics Adaptations: Have excellent Leadership skills, plan longterm, organized work (McCrae & Costa, 1999).

2.14.1. Big Five Personality Dimensions

In the begining 100 adjectives markers were developed by Goldberg (1992). Later they were reduced to 40 markers. After that researchers reduced these markers to five traits. The personality trait theory argues that People are different from one another. The Big Five personality traits define this difference among people. Five traits in this model are extraversion, agreeableness, conscientiousness, emotional stability and openness to experience.

(a) Extraversion

Extraversion is defined as the social adaptability, a keen intereset in other people and events (Ewen, 1998). Extraversion trait measures the difference between people who are talkative, bold (Having high score on extroversion) and the people who are quiet and withdrawn (on the low end of continuum).

Extrovert people are more social their energy is channeled outward. They connect to external world. The opposite term of extrovert is introvert. Introverts are more focused towards themselves. They draw their energy from inside. One person can be extrovert or introvert at the same time. These are kind of attitudes and a person can have a capacity to show both the attitudes. In certain cases introvert can be display more outgoing attitude. But mostly one attitude is dominant in the personality (Schultz, 2016).

(b) Agreeableness

How much a person is compatible with other people is measured by agreeableness. The trait of agreeableness defines the individuals (High end of the continuum) who are cooperative, warm, courteous and sympathetic (Goldberg, 1990).

People high on agreeableness are more conforming and try to avoid conflict. They have passive personalities (Costa & McCrae, 1992). On the low end of the continuum are those people who are skeptical, untrusting, rude and cold.

(c) Conscientiousness

Conscientiousness is the consideration of other people when making decisions. İndividuals high on conscientiousness are responsible, achievement striving, efficient and organized (Costa & McCrae, 1992) while people low on conscientiousness are forgetful, incompetent, inefficient, careless and disorganized.

(d) Emotional Stability (Neuroticisim)

The trait of emotional stability describes the people who are calm, relaxed, self-reliant and emotionally stable (Having high score on emotional stability). The reverse of Emotional stability is Neuroticism on the low end of continuum. Neurotic people consider environmental changes negative and are insecure and self-pitying (Goldberg, 1990).

(e) Openness To Experience

The last trait openness to experience differentiate between individuals who are imaginative, creative (High end of the continuum) and the people who are unimaginative and shallow (Anderson, 2013). People who are more open to experience are curious and are more adaptive in their work and therefore handle tasks more efficiently.

2.15. Instruments to measure Personality

In the previous researcher different rating instruments have been used by the researchers. Costa and McCrae (1992) developed 240-item NEO personality inventory (NEO-PI-R) . It takes 45 minutes for a person to complete it. NEO Five factor inventory (NEO-FFI) contains 60 items. Goldberg (1992) developed an instrument consisting of 100 Trait descriptive adjectives (TDA; Goldberg: 1992) . Similarly Saucier in 1994 developed 40 items from Goldberg's 100 items. But all of these instruments were much time consuming.

So with passage of time researchers felt the need for comprehensive but less time consuming instruments to measure the personality(Gosling, Rentfrow & Swann, 2003). There was a need to develop a short inventory for personality measurement. So John, Donahue and kentle (1991) constructed the Big Five Inventory. It contains 44 items that measure the five dimensions of Personality. According to Goldberg and kilkowski (1985) it does not use single adjective instead elaboration of each item is given to avoid consistency.

Reliability and Convergent Valdity of TDA, NEO-FFI and BFI

In various studies the above mentioned scales are used. NEO questionnaires are the most validated questionnaires. TDA has been used widely by the researchers. Similarly BFI is also used frequently. BFI uses short phrase items but it is less complex then NEO. TDA has highest alphas (mean= 0.89) . After that BFI instrument has the highest alpha (mean = 0.83).

The alpha mean for NEO-FFI instrument is eual to 0.79. BFI and TDA showed the best convergence (r= 0.81). After that we see BFI and NEO-FFI with a mean of r= 0.73. In the end TDA and NEO-FFI has a mean of r= 0.68.

Predictors of Applicant Attraction and Job Choice

Rynes and Barber (1990) found that Organizational characteristics that are most visible are likely to effect the impressions of the participants about a particular Organization. By visible characteristics we mean the evident benefits attached with the employment. These charactersitics influence applicant's attraction to organizations as these are visible to mass applicants. According to Armstrong (2009) the essence of recruitment is to identify and attract the appropriate applicants for the organization.

But if an organization is unable to do that it must analyze its strengths and weaknesses in terms of organizational repute, job characteristics such as pay, other perks and benefits, environment, learning and career opportunities etc.

Firms reputation, culture can influence the applicants perception of organizational attractiveness. Culture communicates the ways of doing things in an organization. These ways are widely accepted by every employee in the organization. A firm's culture can be weak or strong. Firms having strong culture are more effective in communicating accepted way of doing things in the organization. Firms paying more attention to corporate Social Responsibility are percieved as attractive employers (Greening & Turban, 2000).

Recruitment activities like firms web sites, newspaper and job fairs are the activities that effect the attractiveness of a firm (Allen, Mahto & otondo, 2007). Firms image and the reputation also effects the organizational attraction (Turban & cable, 2003). For applicants to rate the Organization some characteristics are needed. Some researches give examples of real Organization others give example of hypothetical Organizations so that applicants could rate them for organizational attractiveness. Weekhout (2011) used world wide web to extract information about real Organizations (Apollo Vredestein, Norma-Groep, Twentsche Kabel Fabriek, Siemens Nederland, Philips Eindhoven, Regal Beloit, Koninklijke Ten Cate, ASML) and then used this information in his study. Lievens and Highouse (2003) carried the study to find the relation of instrumental and symbolic attributes to a company attractiveness. This studied was based students and employees in the banks. The prospective applicants rated the banks in terms of organizational factors and ascribed traits.

Pay, advancement, job security, task demand, location and working with customers were the organizational factors. Sincerity, innovativeness, competence, prestige and robustness were the ascribed traits.

In order to study organizational attractiveness Turban and Keon (1993) used four organizational characteristics. These were reward structure, centarlization of decision making, geographical dispersion of the organization's plants and organizational size. By rewrad structure we mean the method of deciding about pay, level of centralization means who makes the decision in the organization. Geographical dispersion reflects the working environment. By Organizational size we mean the number of employees in the organization.

To measure organizational attractiveness lievens et al., (2001) described the organizations on four characteristics. These characteristics are organizational size, level of internationalization, pay mix and level of centralization. There are three levels of characterization (Small, Medium, Large) with respect to size of the Organization. Level of internationalization(National or Multinational) is the dispersion of divisions of Organization in different countries. Pay mix can differ in organizations with respect to base pay or performance based pay. Level of centralization refers to the extent to which decisions are centralized or decentralized (Lievens et al., 2001).

CHAPTER 3: METHODOLOGY

Introduction

This chapter deals with the data collection and data organization. First of all data collection procedure in explained in detail. Hypotheses of the study and the relationship between variables are explained in detail. All the variables and the constructs of the study are explained. In addition to that organizational descriptions are also given in this chapter.

3.1. Procedure

Final year business students were asked to participate in the study. Data is collected at one time from all students. Data is collected by predeveloped questionnaires. Students who participate in the study belong to the same university and department. First of a general explanation was given to the students. Afterwards instructions were given.

Students were told that this study is aimed to investigate the factors effecting organizational attractiveness which will help them and organizations as well. As a prospective applicants they can view which organizational characteristics are most important for them when considering to work for an organization. On the other hand this study will also help organizations to modify their recruitment activities to attract large talent pool.

Participation in the study was voluntary. Firstly each student received different organizational description. Organizational descriptions were randomly distributed. Each student indicated his attraction towards a particular organization. In order to measure attraction to a particular organization the students were told to assume that a job has been offered to them by an anonymous organization. They have to indicate their level of attractiveness towards that organization for a particular job. In second step students filled personality questionnaire. Students self-rated themselves on personality inventory.

3.2. Hypotheses

Based on previous studies (Lievens et al., 2001) total of six hypotheses are formulated. Extraversion is defined as the social adaptability, a keen interest in other people and events (Ewen, 1998). Extraversion trait measures the difference between people who are talkative, bold and the people who are quiet and withdrawn. Extrovert people are more social their energy is channeled outward. They connect to external world. It can be considered as the comfort level of a person in different relationship (Robbins, 2005).

Similarly, there are some studies who support the relationship between extroversion and expatriate performance. That is individuals high on extroversion like to go for overseas assignment because they tend to be more social.

They are more comfortable in their relationship with other people. Keeping in view the previous studies on the subject the relationship between extroversion and the level of internationalization is expected. Hence;

Hypothesis 1: Extroversion will moderate the relationship between level of internationalization and organizational attractiveness. The person high on extroversion will be more attracted to multinational organizations.

The trait of agreeableness defines the individuals (High end of the continuum) who are cooperative, warm, courteous and sympathetic (Goldberg, 1990). People high on agreeableness are more conforming and try to avoid conflict. They have passive personalities (Costa & McCrae, 1992).

As these people are more cooperative and try to avoid conflict they will prefer organizations which have centralized decision making. Therefore;

Hypothesis 2: Agreeableness will moderate the relationship between level of centralization and organizational attractiveness. The person high on agreeableness will be more attracted to organizations which are centralized.

Individuals high on conscientiousness are responsible, achievement striving, efficient and organized (Costa & McCrae, 1992) while people low on conscientiousness are forgetful, incompetent, inefficient, careless and disorganized.These people tend to be dependable and persistent in their work. They try to take responsibilities. Large organizations have more career opportunities as compared to small organizations (Greenhaus et al., 1978). Therefore, the realtionship between conscientiousness and organizational size is expected.

Hypothesis 3: Conscientiousness will moderate the relationship between organizational size and organizational attractiveness. The person high on conscientiousness will be more attracted to large sized organizations.

The trait of emotional stability describes the people who are calm, relaxed, self-reliant and emotionally stable (Having high score on emotional stability). These people are able to handle stress (Robbins, 2005). The reverse of Emotional stability is Neuroticism on the low end of continuum.

Neurotic people consider environmental changes negative and are insecure and self-pitying (Goldberg, 1990). As people with low emotional stability are insecure and avoid decision making so the relationship between emotional stability and level of centralization can be found. Therefore;

Hypothesis 4: Individuals low on emotional stability will be more attracted to organizations which are centralized.

People with low emotional stability will take less risks and stress because they are insecure. Therefore;

Hypothesis 5: Individuals low on emotional stability will prefer organizations with fixed pay system.

Openness to experience differentiate between individuals who are imaginative, creative (High end of the continuum) and the people who are unimaginative and shallow (Anderson, 2013). People who are more open to experience are curious and are more adaptive in their work and therefore handle tasks more efficiently. These persons want to experiment (Robbins, 2005). So, the relationship between openness to experience and level of internationalization is expected. Therefore;

Hypothesis 6: Persons who are more open to new experience will be more attracted to international organizations.

3.3. Variables

The Big Five personality traits (Extraversion, Agreeableness, Conscientiousness, Emotional Stability and Openness To Experience) are taken as predictors in the study. The moderation effect of Big Five Personality Traits is measured. Big Five inventory (John & Srivastava, 1991) is used in the study to measure the personality type. In addition to that organizational characteristics (Size, level of internationalization, pay mix, level of centralization) are also taken as predictors. The organizational characteristics were hypothetical taken from the study carried by Lievens et al., (2001).

The dependent variable in the study is orgaizational attractiveness. Organizational attractiveness is measured through a scale developed by Highhouse, lievens, & Sinar (2003). The scale consists of fifteen questions related to organizational attractiveness.

3.4. Sample

The sample was composed of 118 final year students in one of the Business and Management university of Pakistan. The students were from the same field of study that was Business Administration.

The study included both male and female students. 130 questionnaires were distributed among the students but due to incomplete or inadequate responses some questionnaires were not included in the study. This sample was appropriate for organizational attractiveness study because these final year students are going to enter job market soon. No significant age differences were found among the students.

3.5. Measures

3.5.1. Organizational Characteristics

Organizational characteristics that are most observable and visible are the characteristics that effect the perception of the appplicants (Rynes & Barber, 1990). Therefore, four observable organizational characteristics are used in the study. All these characteristics are visible in the organization. These factors are organizational size, level of internationalization, pay mix and level of centralization (Lievens et al., 2001).

(a) Organizational Size

Organizational size is one of the visible characteristic of an organization. Some studies showed that people consider size a crucial characteristics of the organization (Wanous, 1980). Organizational size is divided into three levels. These levels are Small, Medium and Large. By small we mean division consisting of 45 employees. By Medium we mean a firm consisting of about 260 employees. Large sized organizations have about 1,100 employees.

(b) Level Of Internationalization

By level of internationalization we mean the divisions of the organization and tits dispersion across different countries. This feature of an organization is also visible and applicants can take this information easily. It has two levels.

These levels are National and Multinational. National organization is that whose divisions are dispersed accross the country. Multinational organization is that whose divisions are dispersed around the world.

(c) Pay Mix

Pay mix refers to compensation policies adopted by the organization. According to some studies Pay policy is also considered as the important policy by the candidates (Schneider, 1987). Characteristic pay mix is divided into two levels. These are Base pay and Performance based pay. Base pay refers to fixed salary for a particular post. Performance-based pay refers to the pay given on individual's performance.

(d) Level Of Centralization

By level of centralization we mean the extent to which decisions are made heads of the organization. It is also defined as the extent to which power is concentrated in the firm (Price, 1977). It tells applicant about the culture of organization which can result in attraction (Turban & Keon, 1993). It has two levels. These are centralized or decentralized. In centralized organizations decision making is concentrated on the top level. In decentralized organizations employees are empowered to make decisions.

3.6. Organizational Descriptions

Four characteristics were combined to form one organizational description. First the organizational size is included after that level of internationalization, level of centralization and pay mix is included in the description. All the variables were crossed with each other which resulted in 24 organizational descriptions. Sample description is as follows;

> "We are a large firm (Large size) of an international group whose divisions are spread across the world (Multinational) . Our division consists of 1,100 employees who are willing to work in a challenging environment. In our firm headquarter sets the general policies and then allow the departments to take decisions (decentralized). Our firm rewards the employee on his performance(Performance-based Pay)" (Lievens et al., 2001).

3.7. Organizational Attractiveness Measures

In order to measure organizational attractiveness scale developed by Highhouse, Lievens, Sinar (2003) is used in the study. The scale of organizational attractiveness consists of three general categories. These three categories General attraction, intention to pursue and prestige. Each category contains five questions related to that category.

(a) General Attraction

General attraction involves questions related to overall image of the organization in the mind of a applicant. This company would be a good place for me to work at, company is attractive to me for a job are the statements used in this category.

(b) Intention To Pursue

This category measures the effort of a person to work in the company. I would exert a great effort to work in this company and i would accept a job offer from this company are the main statements used in this category.

(c) Prestige

The category prestige involves the benefit of working in a particular company. Some organizations are renowned enough that working there is considered as prestige for employees. So this factor is also included in the overall attraction scale. Statements like this is a reputable company to work at and employees are probably proud to say that they work in this company are included in the scale.

3.8. Personality Inventory

In this study five personality factors are used. These factors are named as Extravesion, Agreeableness, Conscientiousness, Emotional stability and Openness to experience. Extraversion contains traits like activeness and sociability. Agreeableness encompasses traits like tolerance and kindness. Conscientiousness includes traits like responsibility and dependability. Emotional stability encompasses traits like anxiousness or impulsivity. Openness to experience encompasses traits like imagination and creativity. Big Five inventory (John & Srivastava, 1991) is used in the study to determine the personality type of prospective applicants.

CHAPTER 4: ANALYSIS AND RESULTS

Introduction

This is the last chapter that deals with the findings of the study. Empirical findings of the study and the results of the proposed hypotheses are given in this chapter. After that the results are compared with the results of the past studies. In addition to that shortcomings and the future implications of the study are given in this chapter.

Analysis

In order to study the moderating effect of personality characteristics on organizational attractiveness regression analysis were performed. Spss version 22 has been used for the analysis. The relationship of organizational characteristics and organizational attractiveness were studied. The reason of using regression analysis is that it provides more information that which organizational attributes are related to organizational attraction. The first hypothesis was that Extroversion will moderate the relationship between level of internationalization and organizational attractiveness. The person high on extroversion will be more attracted to multinational organizations.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.118[a]	.014	.010	11.16659
2	.233[b]	.054	.046	10.95844

a. Predictors: (Constant), Level of internalization

b. Predictors: (Constant), Level of internalization, Extraversion

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	433.517	1	433.517	3.477	.063[b]
	Residual	30674.393	246	124.693		
	Total	31107.911	247			
2	Regression	1686.500	2	843.250	7.022	.001[c]
	Residual	29421.411	245	120.087		
	Total	31107.911	247			

a. Dependent Variable: OrganizationalAttractiveness

b. Predictors: (Constant), Level of internalization

c. Predictors: (Constant), Level of internalization, Extraversion

First hypothesis is supported. Predictors in first hypothesis are level of internalization and extraversion which have significant effect on organizational attractiveness. F value 7.022>3.477, a<0.05, showed that the results are significant. H1 is true that extroversion moderates the relationship between level of internalization and organizational attractiveness. People with high extroversion will be more attracted to multinational organizations.

The second hypothesis was Agreeableness will moderate the relationship between level of centralization and organizational attractiveness. The person high on agreeableness will be more attracted to organizations which are centralized. This hypothesis is rejected (F value 2.628<3.931, a>0.05) as the results are not significant. H2 is rejected in this case as agreeableness does not moderates the relationship between level of centralization and organizational attractiveness. People with high agreeableness are not attracted to centralized organizations.

Hypothesis 3: Conscientiousness will moderate the relationship between organizational size and organizational attractiveness. The person high on conscientiousness will be more attracted to large sized organizations.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.111[a]	.012	.008	11.17561
2	.151[b]	.023	.015	11.13978

a. Predictors: (Constant), Size

b. Predictors: (Constant), Size, Conscientiousness

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	383.921	1	383.921	3.074	.081[b]
	Residual	30723.990	246	124.894		
	Total	31107.911	247			
2	Regression	704.723	2	352.361	2.839	.060[c]
	Residual	30403.188	245	124.095		
	Total	31107.911	247			

a. Dependent Variable: OrganizationalAttractiveness

b. Predictors: (Constant), Size

c. Predictors: (Constant), Size, Conscientiousness

H3 is also rejected in this scenario (F value 2.839<3.074, a>0.05). The results are not significant. Conscientiousness does not moderate the relationship between organizational size and organizational attractiveness. People with high conscientiousness are not attracted to large sized organizations.

Hypothesis 4: Individuals low on emotional stability will be more attracted to organizations which are centralized.

There is no correlation between neuroticism and level of centralization as p>0.05. Individuals low on emotional stability are not attracted to organizations which are centralized.

Hypothesis 5: Individuals low on emotional stability will prefer organizations with fixed pay system

For H5 no correlation found between neuroticism and pay mix (p>0.05). Individuals low on emotional stability do not prefer organizations with fixed pay system. Overall all candidates preferred fixed pay system but adding neuroticism did not effect the relationship.

Hypothesis 6: Persons who are more open to new experiences will be more attracted to international organizations

For hypothesis 6 negative correlation found between openness and level of internalization at a level of 0.05 (p<0.05). The correlation coefficient -0.166 shows that the relationship is slightly negative. The candidates high on openness to experience are less attracted to international organizations.

Due to widespread importance of attracting right worker to the right organization firms are continuously looking for ways to improve their recruitment process. The concept of Organizational attractiveness has been popular during past few years (Rynes & Cable, 2003). Researchers have carried studies on studies on person-organization fit. This approach involves finding people whose personalities are in line with the organizational culture. Here the technical skills of a person are secondary, the only important thing is the fit between the personality of the person and the organization.

These organizations focus on hiring people who are young and can assimilate with the culture of the organization. We can observe this recruitment method in Japanese companies (Price, 2011).

The results have been mixed. In fact there are studies in which no support found for person organization fit. On one side there studies (Lievens & et al., 2001) in which researchers concluded that personality and organizational characteristics do play their role in organizational attractiveness. For example persons high on conscientiousness is more attracted to large-sized organization.

On the other side there are studies like that of Schreurs et al. (2009) in which no support was found about the interactionist perspective. They formulated six hypotheses about the interactionist perspective. Out of these six hypotheses only two were supported. The researchers explained that the reason of the null finding may be due to least conceptual overlap between organizational characteristics and personality Characteristics.

Results

In the start of the study we posed four questions related to our study. After these questions we developed our hypothesis. The first question was which of the organizational characteristics play an important role in determining organizational attractiveness. We took four organizational characteristics based on the previous studies. According analysis we found that the size of the organization and the level of internationalization were the major determinants of the organizational attractiveness for the potential applicants in Pakistani context.

The size of the organization and the level of internationalization reflect the opportunities that an organization can offer. It is also a reflection of the instrumental benefits that an organization is offering to its employees. Therefore, most of the students preferred large and multinational organization.The second question which was posed at the start of the study was that if personality has a moderation effect in the whole process. We find little support for this hypothesis.

We used the Big Five traits of extraversion, conscientiousness, neuroticism, openness to experience and agreeableness to study the moderation effect of personality on organizational attractiveness. Only one hypothesis is supported that is extraversion moderates the effect of organizational attractiveness through internationalization ($7.022 > 3.477$, $a < 0.05$). This is consistent with other studies that analysed the effect of personality and foreign assignments.

People which were more extrovert like to go on foreign assignment. In the same way people who scored high on extraversion do like international organizations.

So this study proved that this hypothesis is true. Extraversion is a dominant trait and it does play its part in organizational attractiveness.

The moderation effect of the rest of the personality characteristics are not found in the study. Some researches emphasized the importance of symbolic benefits attached to a job. These symbolic benefits are the products of one's personality. Yet in our study we didn't find support for the interaction between personality characteristics other than extraversion and organizational characteristics. The reason could be poor economic condition of the country. The other reason could be that narrow personality traits would be more effective in explaining the relationship between Personality and organizational characteristics as explained by some researchers.

Trait of agreeableness suggests that the persons having high scores on such a trait must avoid the situation of the conflict and they try to agree with others. This leads them to prefer organizations that have centralized decision making. But the result does not support that hypothesis. Moderation effect of the agreeableness trait on organizational attractiveness through centralized decision making is not found in the study

People with high conscientiousness are those who are highly organized and they look for opportunities. They want to grow. Their need of growth leads them to choose organizations that are large. Because large organizations provide them opportunity to grow. But according to results the moderation effect of conscientiousness through organizational size is not found in our study. Past studies on the topic emphasized on hiring people according to the personality.

Afterwards we saw a shift in the literature towards designing a recruitment campaign that would help organization to attract workers with specific personality types. But the result of the study is not supporting such an action.

We hypothesized that the person who have low emotional stability would find fixed pay system more attractive. But according to the results such relationship is not found between the variables. The rejection of this hypothesis is also an indicative of the partial role of personality in determining the organizational attractiveness for potential applicants.

According to previous studies (Lievens et al., 2001) the trait of openness makes a person more attractive towards new ideas. The people high on this trait try new things. This is the reason they choose international organizations.

But again study did not support this hypothesis. The moderation effect of this trait on organizational attractiveness is not found in the study. When we summarize the whole analysis process we can say that the personality traits has to do a little in determining the organizational attractiveness for prospective applicants.

Overall the organizational characteristics do play their role in organizational attractiveness. This means that instrumental benefits which include organizational size and level of multinationalization effect organizational attractiveness. Most of the participants of the study preferred large and multinational organization which supports the previous studies that emphasize the importance of instrumental benefits in the whole process.

As discussed in the start of the study the concept of Employer Branding has gained popularity because organizations want to attract a large talent pool. Attracting a large talent pool is beneficial for the organization as it has a wide choice to select among those applicants. Therefore, researchers tried to find the reason behind this attraction. Some of the researchers posed that the organizational characteristics are the predictors of the organizational characteristics, other posed that both the organizational and personality characteristics are the predictors of organizational attractiveness. We also tried to find a fit between peron-organization fit. But the results of the study showed that organizational characteristics are the predictors of the organizational attractiveness. The role of personality in the overall context is very little.

Discussion

The main purpose of this study was to study the factors effecting organizational attractiveness. The study investigated that which of the four organizational (Size, level of internalization, pay & level of centralization) characteristics effect the organizational attractiveness for prospective applicants. Within the framework of person-organization fit the study also focused on how Big Five personality factors moderate the effect of organizational characteristics on organizational attractiveness. Regression analysis of the study explained the interesting relationships among the variables. We were expecting a strong link between organizational and personality characteristics. Instead we found little support of our hypotheses.

The result of the study showed that size of the organization, level of internationalization and level of centralization are the predictive factors for organizational attraction.

Most of the applicants were attracted towards large, multinational and decentralized organization. Probabaly prospective applicants percieve large and multinational organizations offering more opportunities for advancement and they usually have high pays as compared to national organizations operating at local level. In addition to that there is prestige associated with working in large multinational organization.

Prospective applicants prefer decentralized organizations , the reason for this could be that participative decision making which is related to higher job satisfaction as showed by some studies. This means that the attraction of the applicants can be defined by the instrumental attributes of the job in an organization.

Another interesting trend in the result was the preference of base pay by the prospective applicants. Some studies revealed that upper level srudents were more attracted to the firms with performance based sysytem (Turban & Keon, 1993; Cable & Judge, 1994). But the result of this study is opposite of that. The reason for that may be the economic conditions of the country. In Pakistan there is unemployment and people are struggling for jobs to support their family. So, one of the reason to prefer base pay is to have a security that in any case they will get some money to support their family.

The second part of the study which was related to Big Five Personality also showed interesting results. According to results Extroversion moderates the relationship between level of internalisation and organizational attractiveness.

The person high on extroversion will be more attracted to multinational organizations. This result is consistent with other studies (Lievens et al., 2001). The final year students of our study who were high on extroversion do preferred the multinational organizations. Persons high on agreeableness are not attracted to centralized organizations. No relationship found between the agreeableness and centralized decision making could be due to little job choice in Pakistani scenario. In addition to that Conscientiousness does not moderate the relationship between organization size and organizational attractiveness. People with high conscientiousness are not attracted to large sized organizations. The reason could be as explained by early researchers. For example there are some studies that explained the reason for null hypotheses.

According to the studies narrow personality facets are more effective in explaining organizational attractiveness in terms of personality and organizational characteristics. They utilized narrow facets in their study (Schreurs et al., 2009; Kausel & Slaughter, 2011). These facets are adopted out of the broad personality traits used in the Big Five Model.

Other researchers described the personality of the organization. They rgued that as people have different personalities, organizations also have different personalities. They used Sincerity, Excitement, Competence, Prestige, and Ruggedness as traits in their study. These are named as organizational personality traits (Schreurs et al., 2009).

The rest of hypotheses are also not supported. The reason could be lesser jobs in the market and different cultural set up of Pakistan or the use of broad Personality traits. Or the other explanation for the null finding could be explained by the work of Schreurs et al., (2009). In their study they also find no support for the relationship between organizational and personality traits. The reasoned they explained is that in terms of organizational attraction may be the overlap between organizational and personal traits is too small. Like their study present study does not support the initial research assumptions about person-organization fit as posed by Lievens et al., (2001).

CONCLUSION

The relationship between organizational characteristics and the organizational attractiveness is often debated. This study extended the previous work by linking organizational attractiveness and the personality in person-environment fit. In this phase of global competition it is vital for the businesses to adapt to the latest trends to attract most qualified candidates. Within this context past studies focused only on the instrumental benefits offered by a job. Then a trend of linking personality and organizational attractiveness is seen. This study linked both the organizational and the personality characteristics with organizational characteristics.

The study's main focus was four most important organizational characteristics and five personality caharcteristics. These four organizational characteristics are the most visible characteristics of the organization. These were the organizational size, organizational pay system, level of internationalization and the level of centralization. The reason for using these characteristics was that most of the organizations use these characteristics in their recruitment message to attract the applicants.

According to the results two organizational characteristics out of the four proposed organizational characteristics are most important for the applicants while making a job decision. These are organizational size and the level of the internationalization. Most of the applicants opted for large and multinational organizations. This means that the organizations must include these charactersitics in their recruitment camapaign. Pay system of an organization is considered as the most important predictor of the organizational attractiveness. We were expecting that this organizational characteristic would be most important for the applicants while making a job choice. But the study found that the role of pay system is also minimal.

The present investigation highlights the importance of creating an Employer Brand to attract a large pool of candidates. The application of marketing principles in human resource context is beneficial for the organization to create a positive brand image. A strong and well prepared recruitment message creates a positive perception in the mind of the applicant. The applicants have different personalities and they attach different meaning to different things. On this basis it was hypothesized that applicants behave differently depending upon their personalities.

However, the moderating effect of personality characteristics in the overall scenario is very minimal which indicates that role of person-environment fit in the organizational attractiveness is very limited. We used all the five traits of the Big Five Model to propose our hypotheses. As the study was carried in person organization fit paradigm that is why both the organizational characteristics and the personality traits were considered. But personality characteristics except extraversion did not effect the organizational attractiveness.

The organizations which design their recruitment campaign according to the personality of the applicants must be careful in their approach. There could be many problems associated with this approach. So a careful analysis of the situation is needed before taking such a step. Applicants may behave differently in this situation.

As the prospective applicants know little about the organization in initial stage so Organization should deliberately include this information in organizational introduction. The recruitment campaign can differ in different countries. Accordingly the present case is different from those applicants who are present in highly advanced economies. Our country is still progressing.

Personality traits showed little role in job choice contrary to the studies carried out in advanced economies. This could be due to bad employment conditions prevailing in the Pakistan right now. Candidates have less job choices. Its difficult to find a job and that is why prospective applicants preffered fix pay system. So employers in Pakistan must consider these factors while designing a job add.

The interesting thing about the results is that the moderating effect of extraversion trait is proved by the study. This result is consistent with many past studies. For example, some studies posed that extrovert people like to go for multinational organization. Our study proved the same. But rest of the personality traits have minimal moderating role in the overall scenario.

In order to attract large number of applicants organizations try different methods. But before applying a specific method organizations need to study the dynamics of the market. It is extremely important to understand the trend and the need of the market. The characteristics that are desirable for the applicants must be known by the organization.

After knowing these characteristics, the organization must adopt these characteristics to convey a strong message that it is the best place to work at. This where the concepts of employer of choice and Employer Branding come.

Many initial researchers emphasized the relationship between organizational and personality characteristics in terms of organizational attractiveness. But in our study we found no support for such a thing. There are researches which advised the recruiters to plan their recruitment activities to attract diverse people for their organization. In our perspective the recruiters should be careful while planning such a recruitment campaign as many studies showed no support for personality and organizational interaction. The recruiters should project an image of the organization as whole.

In the initial phase of application process applicants have little information about the organization. They try to seek that information from different sources. The applicants would try to asses an organization from its website and the recruitment message. This is where an organization needs to work. The organization can spread its desired image among the applicants by controlling the whole recruitment process.

The organization should convey a message that the organization is a best place to work for all people. The organization provides opportunities to all those who are willing to go ahead and want to prove themselves. Another important thing to note here is that to that deliberately organize a message to attract a particular group of people can lead to a case of discrimination against the majority.

This can lead to confusion among the current and the potential applicants. Therefore, a whole image with equally importance of all people from all background is preferred. Organization may project an image that it is large and innovative. But in addition it also project the image that it values all its employees who want to be part of that large and innovative firm. Addition of both symbolic and instrumental attributes in the recruitment campaign can be effective. According to our study the instrumental attributes were somehow more appealing to the people. This case could be different for the people living in different countries.

Shortcomings

This study was conducted with 118 final year students of Business department in one of the university of Pakistan. A bigger sample size from different departments of the university could reveal different results. This study was conducted with the Business students. The results could differ for other disciplines (For example engineering students etc). In addition to that doing the same research with real job candidates in the real situation could have revealed more insight about the job choice of the candidates.

This study has been conducted with the last year students who will enter the job market soon. The real applicants with real job pursuit process could have revealed different results.

Secondly, the students self-reported themselves on the questionnaires. Observation of a third person in real job scenario does matter. Data is collected at one time from one department and one university. The comparison between students of different universities could also reveal different and definite results but due to short time span and limited resources this study was conducted with Business students of a university. Students or candidates from different department may differ on their level of study.

Suggestions and Future Implications

Availability of qualified workers is considered as the source competitive advantage for the Organization. Organizations are facing problems in attracting those qualified Workers and that is why they are increasing their efforts with regard to recruitment activities (Leonard, 1999). Right candidate for the right job is essence of recruitment. Therefore, it is extremely important for the organizations to understand the factors that attract qualified prospective applicants towards the organizations.

After understanding those factors it is also important to use those factors in their recruitment activities. From applicants prespective they should also know which job suits them best. A person should like his job. This study was an effort to understand some factors effecting organizational attractiveness.

Based on the result it is recommended that organization should give information about the organizational size, level of centralization and level of internationalization. Overall candidates preferred large, decentralized and multinational organizations. Organizational size and level of internationalization also reflect the growth chances in that organization.

So, all these factors should be the part of recruitment compaign. Most of the studies are conducted in developed economies. The applicants of developing countries can differ in their approach. One of the possible reason for the results could be broad personality traits of Big Five. In order to study the person-organization fit only one or two construct can be helpful.

Kausel & Slaughter (2011) tried to describe the relationship of organizational and personality characteristics in terms of narrow personality traits. The Big Five personality traits have been used in many studies. But they are too generalized. Therefore, they used Trust (under the trait Agreeableness), Assertiveness (under the trait Extraversion), and Imagination (under Openness to Experience).

Future studies should also be carried with narrow personality traits in the same settting. Future studies should include more factors in the research design to check the changing conditions of the job market. An exploratory study can be carried to explore more factors that effect organizational attractiveness.

This topic is very important in recruitment but very few studies are carried out in Pakistan. We need more literature and information to modify our recruitment system. On the other hand this kind of studies also add to students' knowlegde while looking for a job.

Secondly, our sample was a homogeneous sample consisting of business students. Same study can be carried out with a other groups as well. A study with hetergenous group will provide more details about the topic. This heterogenous group may include students from same university but different departments. The other setting could be students from the same field but different universities. The results from these studies could be very interesting and useful for both the applicants and the organizations as well.

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APPENDIX

Form I: Organizational Attraction Scale

	Madde No	Maddeler
Genel çekicilik (General attraction)	M1	Benim için, söz konusu kurum çalışmaya elverişli bir yerdir. For me, this company would be a good place to work.
	M2	Son çarem olmadığı sürece, söz konusu kurumda çalışmak istemezdim. I would not be interested in this company except as a last resort
	M3	Bana göre söz konusu kurum, çalışmak için cazip bir yerdir. This company is attractive to me as a place for employment.
	M4	Söz konusu kurum hakkında daha fazla bilgi edinmek isterdim. I am interested in learning more about this company.
	M5	Söz konusu kurumda olası bir pozisyon benim için çok çekicidir. A job at this company is very appealing to me.
Takip etme niyeti (intention to pursue)	M6	Söz konusu kurum tarafından yapılacak iş teklifini kabul ederdim. I would accept a job offer from this company
	M7	Bir işveren olarak, söz konusu kurum ilk tercihlerimden biri olurdu. I would make this company one of my first choices as an employer.
	M8	Söz konusu kurum, beni iş görüşmesine çağırsaydı, giderdim. If this company invited me for a job interview, I would go.
	M9	Söz konusu kurumda çalışmak için büyük çaba sarf ederdim. I would exert a great deal of effort to work for this company
	M10	Söz konusu kurumu, iş arayan bir arkadaşıma tavsiye ederdim. I would recommend this company to a friend looking for a job.
Prestij (Prestige)	M11	Söz konusu kurumda çalışan kişiler, muhtemelen burada çalışıyorum demekten gurur duyuyorlardır. Employees are probably proud to say they work at this company.
	M12	Söz konusu kurum, çalışmak için saygın bir yerdir. This is a reputable company to work for.
	M13	Söz konusu kurum, muhtemelen çok iyi işveren olarak anılmaktadır. This company probably has a reputation as being an excellent employer.
	M14	Söz konusu kurum, çalışmak için prestijli bir yerdir. I would find this company a prestigious place to work in
	M15	Söz konusu kurumda çalışmak isteyecek muhtemelen pek çok kişi vardır. There are probably many who would like to work at this company.

Source: Highhouse, S., Lievens, F., Sinar, E.F., 2003. *Measuring attraction to organizations*.

Form II:The Big Five Inventory (BFI)

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement. I see myself as someone who is:

Kendinizi Nasıl Tanımlarsınız?

		Disagree strongly 1	Disagree a little 2	Neither agree nor disagree 3	Agree a little 4	Agree strongly 5
1	Is talkative Konuşkanım					
2	Tends to find fault with others Başkaların hataları bulma eğilimindeyim					
3	Does a thorough job İşimde titizimdir					
4	Is depressed, blue Moralim çabuk bozulur					
5	Is original, comes up with new ideas Genelde yeni fikirler üretirim					
6	Is reserved İçine kapanık biriyim					
7	Is helpful and unselfish with others Başka insanların problemleriyle ilgilenmem ve bencil değilim					
8	Can be somewhat careless Biraz dikkatsiz olabilirim					
9	Is relaxed, handles stress well Rahatım ve stres ile başa çıkarım					
10	Is curious about many different thing Farklı şeyleri merak ederim					
11	Is full of energy Enerji doluyum					
12	Starts quarrels with others Başkalarla kavga ederim					
13	Is a reliable worker Güvenilir bir işçiyim					

14	Can be tense Gergin olabilirim					
15	Is ingenious, a deep thinker Zekiyim ve ince düşünürüm					
16	Generates a lot of enthusiasm Çoşku yaratırım					
17	Has a forgiving nature Affedici bir mizaca sahibim					
18	Tends to be disorganized Dağınık olabilirim					
19	Worries a lot Çok endişelenirim					
20	Has an active imagination Hayal gücüm aktiftir					
21	Tends to be quiet Sessizim					
22	Is generally trusting Genelde güvenilebilecek biriyim					
23	Tends to be lazy Görevlerimden kaçarım (Tembelim)					
24	Is emotionally stable, not easily upset Ruhsal dengem sık değişmez					
25	Is inventive Yaratıcıyım					
26	Has an assertive personality Israrcıyımdır					
27	Can be cold and aloof Soğuk ve ilgisiz olabilirim					
28	Perseveres until the task is finished İşlerimi bittine kadar takip ederim					
29	Can be moody Dengesiz olabilirim					
30	Values artistic, aesthetic experiences Sanatsal, estetik deneyimlere değer veririm					

31	Is sometimes shy, inhibited Utangaç ve çekingen olabilirim					
32	Is considerate and kind to almost everyone Herkese saygı duyarım					
33	Does things efficiently İşleri hemen hallederim					
34	Remains calm in tense situations Zor durumlarda sakin kalırım					
35	Prefers work that is routine Rutin işlere tercih ederim					
36	Is outgoing, sociable Dışadönük ve sosyal biriyim					
37	Is sometimes rude to others Bazen kaba (sert) olabilirim					
38	Makes plans and follows through with them Plan yapıp takip ederim					
39	Gets nervous easily Kolayca huzursuz olurum					
40	Likes to reflect, play with ideas Soyut fikirlerle ilgilenirim					
41	Has few artistic interests Sanatla ilgilenmem					
42	Likes to cooperate with others Başkalara yardım etmeye severim					
43	Is easily distracted Dikkatim çabuk dağılıyor					
44	Is sophisticated in art, music, or literature Sanat, müzik veya edebiyat ile ilgilenirim					

Source: John, P.O., & Srivastava, S., 1991. The Big Five Inventory. University of California.

Form III: Verbal Descriptions of Organizational Characteristics

Organization characterisics	Level	Verbal description
Size	Small	We are a small sized company that..
		Our division consists of 45 employees
	Medium	We are a medium sized company that
		Our division consists of 260 employees
	Large	We are a large sized company that..
		Our division consists of 1,100 employees
Level of internationalization	National	...of a Belgian group with several divisions dispersed across the country.
	Multinational	...of an international group with divisions dispersed across the world.
Pay Mix	Base pay	Our firm provides employees with a base salary
	Performance based pay	Our firm rewards employees for their individual performance
Level of Centralization	Centralized	In our organization corporate headaquarters set general policies which prescribe departmental decision making.
	decentralized	In our department corporate headquarters set general policies and then allow each department wide latitude in decision making.

Source: Lievens, F., Decaesteker, C., Coetsier, P., & Geirnaert, J., 2001.

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ÖZGEÇMİŞ/RESUME

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Ambreen MAZHAR was born in 1988 in Pakistan. She finished her primary education in Unique Scholl in 2002 and she finished her Government Wahdat High school in 2004. She is graduated from the Business department of University Of Central Punjab with a position in 2012. In 2013 she learned turkish in a course offered by TÖMER Sakarya University. In 2016 she is doing her Masters in human Resource from Social Sciences Faculty of Sakarya University.