BIG FIVE PERSONALITY TRAITS AND ORGANIZATIONAL ATTRACTIVENESS

Beş Faktör Kişilik Özellikleri ve Örgütsel Çekicilik

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ABSTRACT

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 multinationalization 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 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. 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.

ÖZ

Günümüzde firmalar en uygun ve uyumlu elemanları kendilerine çekmeye çalışırlar. Bundan dolayı örgütsel çekicilik gibi kavramlar önem kazanmaktadır. Bu çalışmanın amacı örgüt-kişi uyum kuramından yola çıkarak bireylerin kişilik özelliklerinin örgütsel çekicilik üzerindeki etkisi incelemektir. Bununla birlikte bu çalışma Firmaların özelliklerinin (Firmanın büyüklüğü, ücret sistemi, çok uluslulaşma 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. Pakistan'daki bir Üniversitede, 118 işletme bölümü son sınıf öğrencileri çalışmanın örneklemi oluşturmaktadır. Katılımcılar firma özellikleri ve kişilik özelikleri ile ilgili anketler doldurmuşlar. Genel olarak katılımcılar çok uluslu ve merkezsisleşmiş firmları daha çekici bulmuşlardır. Dışa dönüklüğü daha yüksek olan adaylar, çok uluslaşmış 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

INTRODUCTION

Recruitment is one of the most important function of Human Resource Management. It is the activity by which organizations fill their positions. If an organization has more number of applicants it can be more selective. On the other hand if an organization has few candidates who have applied for a particular job this organization has little choice but to hire them (Dessler, 2011). 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).

To maintain competitive advantage it is essential to attract and retain highly qualified workers. 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 that challenge the Human resource Management of the Firms is working to enhance their image and reputation to their potential and current employees. 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).

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. 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 and Beaumont, 2003). Employer branding is not a short term tactic. It is a continuouse process. Long term strategy is needed to affect the perception of current and potential employees. It conveys the message to potential and current employees that the organization is most desireable 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 affects 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).

The main purpose of this study is to study the factors affecting organizational attractiveness. The study investigated that which of the four organizational (Size, level of internationalisation, pay & level of centralisation) characteristics affect the organizational attractiveness for prospective applicants. The study also focused on how Big five personality factors moderate the effect of organizational characteristics on organizational attractiveness.

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 affect on organizational attractiveness.
2. Is there any moderation effect of personality in the whole process?
   Big five personality factors are used to investigate the affect of personality regarding organizational attractiveness. Out of these factors which factor has moderation affect is also the question of the study.
3. On which extent personality moderate the effects of organizational characteristics on organizational attractiveness.

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

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. So the research on organizational attractiveness in Pakistan would help researchers and organizations in Pakistan to modify their recruitment efforts accordingly.

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.

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. İf organizations need to hire workers with specific personality types they can modify their recruitment efforts to attract those specific types of workers. Previous studies used limited personality types to measure the person-organization fit in terms of organizational attractiveness (Lievens et al., 2001). This study is based on five main personality types. This study is conducted with final year students who would enter the job market soon. This will help them understand how to judge the organizations on different organizational characteristics.

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.

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 means 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 a 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. In 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. If 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 desireable thing during the recruitment process. Therefore, the concept of organizational attractiveness has gained importance in Human Resource.

The research on organizational attractiveness focuses on the factors that affect 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 affected 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).

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 (Extravesion, Agreeableness, Conscientiousness, Emotional stability and Openess) 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.

Organizational attractiveness-Interactional Perspective

In order to understand organizational attraction interactional perspective focus on individual's behavior and personality. According to this perspective people have different kinds of personalities and that is why thy are attracted to different types of Organizations. This means that as people are different so their 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 behaviour 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 decesion for the job the behavior and the personality of the person and the work environment is not independent of eachother.

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, 1996).

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 behaviour which could be an intention to apply for a particular job. Behaviour is influenced by both subjective norm and attitude but it is not necessary that both the factors influence behaviour equally.

(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 get about the company will affect 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.

(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 environment (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.

(d) Social identity theory

Social identity theory argues that individuals belong to 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).

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 self-concept by comparing different organizations. So the positive image and a good reputation of the Organization contribute to individual's self-concept (Backhaus & Tikoo, 2004).

PREVIOUS STUDIES

According to Interactional perspective or the Person–Organization fit 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).As interactional perspective examines organizational attractiveness in terms of personality, it is the measure of how personality traits and characters influence organizational attractiveness. In 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. Individuals high on need for achievement were more attracted to the organizations that reward performance instead of seniority.

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, 1989).

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 importance 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 extraverted were more attracted to the organizations having team-oriented culture. On the other hand agreeable applicants were attracted to supportive organizational cultures more.

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 extraverted job applicants large firms were more attractive, while for those who were open to experience, yet low in conscientiousness, small firms were more attractive. (Thomason et al., 2013).

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).

METHODOLOGY

(a) 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 all a general explanation was given to the students. Afterwards instructions were given.

Students were told that this study aims to investigate the factors affecting 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.

(b) 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. Extravert people are more social, their energy is channeled outward. They connect to external world. Similarly, there are some studies who support the relationship between extroversion and expatriate performance. That is individuals high on extroversion prefer overseas assignment.

Keeping in view the previous studies on the subject the relationship between extroversion and level of internalization is expected. Hence;

Hypothesis 1: Extroversion will moderate the relationship between level of internalization 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). These people 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. Large organizations have more career opportunities as compared to small organizations (Greenhaus et al., 1978). Therefore, the relationship 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, and 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). As people with low emotional stability are insecure and avoid decision making so the relationship between emotional stability and level of centralization is expected. 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 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. So, the relationship between openness to experience and level of internationalization is expected. Therefore;

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

(c) 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 internalization, 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 organizational attractiveness. Organizational attractiveness is measured through a scale developed by Highhouse, lievens, & Sinar (2003). The scale consists of fifteen questions related to organizational attractiveness.

(d) 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.

MEASURES

(a) Organizational Characteristics

Organizational characteristics that are most observable and visible are the characteristics that affect the perception of the applicants (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).

(i) 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.

(ii) Level of internationalization

By level of internationalization we mean the divisions of the organization and their 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 across the country. Multinational organization is that whose divisions are dispersed around the world.

(iii) 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.

(iv) 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.

(b) 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).

(c) 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.

(i) General attraction

General attraction involves questions related to overall image of the organization in the mind of an 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.

(ii) 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.

(iii) 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.

PERSONALITY INVENTORY

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 interset 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).

Extravert people are more social their energy is channeled outward. They connect to external world. The opposite term of extrovert is introvert. İntroverts are more focused towards themselves. They draw their energy from inside. One person can be extravert or introvert at the same time. These are kind of attitudes and a person can have a capacity to show both the attitudes. İn 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 decesions. 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.

(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.

In this study five personality factors are used. Big Five inventory (John & Srivastava, 1999) is used in the study to determine the personality type of prospective applicants.

ANALYSIS AND RESULTS

SPSS version 22 has been used in the study. In order to check the moderating effect of personality characteristics on organizational attractiveness regression analysis were performed. The relationship of organizational characteristics and organizational attractiveness were studied.

The first hypothesis was that Extroversion will moderate the relationship between level of internalization and organizational attractiveness. The person high on extroversion will be more attracted to multinational organizations.

First hypothesis is supported. Predictors in first hypothesis are level of internalization and extraversion have significant effect on organizational attractiveness. F value 7.022>3.477, a<0.05, 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.

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

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) 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.

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 organization 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 centralised.

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 affect 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.

DISCUSSION

The main purpose of this study was to study the factors affecting organizational attractiveness. The study investigated that which of the four organizational (Size, level of internationalisation, pay & level of centralisation) characteristics affect the organizational attractiveness for prospective applicants. The study also focused on how Big five personality factors moderate the effect of organizational characteristics on organizational attractiveness.

The result of the study showed that size of the organization, level of internationalisation and level of centralisation are the predictive factors for organizational attraction. Most of the applicants were attracted towards large, multinational and decentralised 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. Prospective applicants prefer decentralised organizations , the reason for this could be that participative decesion making which is related to higher job satisfaction as showed by some studies.

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 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.

Persons high on agreeableness are not attracted to centralised organizations. 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).

They used Sincerity, Excitement, Competence, Prestige, and Ruggedness instead of the broad big Five traits (Schreurs et al., 2009). Kausel & Slaughter (2011) used Trust (under the trait Agreeableness), Assertiveness (under the trait Extraversion), and Imagination (under Openness to Experience).

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.

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 departmentsof 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. Secondly, 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 affecting 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.As prospective applicants know little about the organization in initial stage so Organization should deliberately include this information in organizational introduction.

Personality traits do affect choice of an organization but in this case their presence in the overall scenerio is not very strong. Our 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 other reason could be the use of broad Big Five Personality Traits. 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 affect organizational attractiveness.

This topic is very imortant 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, my 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 interseting and useful for both the applicants and the organizations as well.

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