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„My ideal job of the future – how applicants'
personality, work values, and work design influence
organization attraction.“

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Table of contents

Table of contents.....	II
List of Figures	IV
List of Tables	VI
1 Introduction.....	1
1.1 Research Focus.....	2
1.2 Overall Research Aim and Individual Research Objectives	2
1.3 Value of this Research.....	2
2. Literature Review	3
2.1 Organization attraction	3
2.2 Personality	4
2.3 Values	8
2.4 Fit between personality and values.....	12
3. Research Methods.....	15
3.1 Research strategy.....	15
3.2 Data collection.....	15
3.3 Measures.....	16
3.4 Framework for data analysis	20
4 Results.....	24
4.1 Results	24
4.1.1 Hypotheses testing.....	25
4.2 Supplemental analysis	30
5 Conclusion/Discussion.....	32
5.1 General discussion.....	32
5.2 Theoretical implications	33
5.3 Practical implications	34
5.4 Limitations and future research	35
Literature.....	37
Appendix.....	41

List of Figures

Figure 1: Effects of work-life-balance and diversity and conscientiousness and openness on the intention to pursue.....29

Figure 2: Effects of work-life-balance and diversity and conscientiousness and openness on anticipated pride.....29

List of Tables

Table 1: Psychometric properties of key measures.....	19-20
Table 2: Job advertisements.....	22
Table 3: Effects of Job ad value and Job ad personality on Intention to pursue and AnticipatedPride.....	25
Table 4: The relationship between Job ad personality and Job ad value.....	26

1 Introduction

In today's business world it is not only about work and quantity anymore. Companies, employees and also customers want more uniqueness and quality in their workplaces, products and their lives. One way to ensure this for the employees is to design a good working environment and enable work-life balance, diversity, and equality. These attributes are included in almost every company's values (Baum, Schäfer & Kabst, 2015). There has been much research on the topic of job advertisements and how its use and language influences organization attraction, Person-Organization Fit and personality traits concerning job advertisements in the past 30 years. The benefits an employee sees in working for an organization are called employer or organization attractiveness in internal marketing which is a result of the application of marketing principles to human resource management (Cable and Turban, 2001).

The underlying condition of Person-Organization fit theories is that different types of people are attracted to different kinds of organizations (Turban, Lau & Ngo, 2001). For organizational attractiveness, this indicates that personality influences attraction to an organization. This leads to the argument that the person-organization fit influences the appeal to an organization. Circumstances like the current working situation could also affect it. The research question to address here is: How do personality and values influence the intention to pursue and the anticipated pride?

Identifying the development of job advertisements will be a convenient utensil for the organizations to invest more effort into the creation of job advertisements and to enhance their attractiveness for job seekers. As Chambers et al. (1998) called it the "war for talent" it is indeed a battle employers have to fight. Companies are seeking for new, creative and well-educated employees, which makes it so important to focus on human resource management and put effort into the marketing of the company as an ideal place to work. One way to achieve this would be to be more attractive in recruitment communication. The importance of employer branding has risen enormously in the past 30 years (Backhaus and Tikoo, 2004). Keeping the employees informed, happy and engaged is essential task organizations have to fulfill to stay competitive. In addition, employer branding is important for the potential applicants to have information and a broad view of what the employers have to offer.

1.1 Research Focus

Due to a significant number of papers, findings and researchers there is some confusion about the definitions and wording of personality traits, employer attractiveness and their relation to each other (Cable & Turban, 2003; Yüksel, 2015). On the other hand the values handled in this research are well-defined. The research focus lies on not_employed individuals. Additional to the theory made, it is crucial to gain views of current job seekers to back up the argument. Even though there is an increase of the perception that personality has an impact on employer attractiveness and organizations try to help the employment process with personality tests and similar tools there still is room to improve the recruiting process (Morgeson et al., 2007).

1.2 Overall Research Aim and Individual Research Objectives

One of the first connection points between an organization and potential employee is the job advertisements. Regarding this, it is, especially for companies, interesting to know what exactly in these advertisements makes potential job seekers strive for a job in the advertised company. It could be the employee's personality, work values; the companies work design or other variables, such as the current type of profession which could make this possible. The research focus within the thesis will be on the group of not_employed individuals which contains students, self-employed and unemployed individuals. There will be a control group of employed individuals. The specific objective is to:

- Assess/Explore how the personality traits openness & conscientiousness and the values work-life balance & diversity (2 x 2 design) influence the intention to pursue and anticipated pride

1.3 Value of this Research

This research will benefit the academic research community. The results of this thesis, the analysis of primary data, will enrich existing research by adding an overview of existing research and adding the relationship between organization attraction, workplace design and personality traits of job seekers. In this empirical study, approaches from the literature will make it possible to develop a pool of new aspects and examine proven items of interest. The outcomes of this 2 x 2 design within experimental research will support human resources to focus on the relevant content within their created job advertisements to attract job applicants.

2. Literature Review

This chapter defines the term organization attraction, discusses the impact of work values such as work-life balance and diversity, the intention to pursue a job, anticipated pride of an employee towards his employer, the need for work design and justifies the need for additional empirical data on the relation between the above mentioned terms and personality traits. What makes these expressions and their use important for human resource?

2.1 Organization attraction

Organization attraction can be described as the perceived benefits or the positive attitude a job seeker imagines when working for an organization (Berthon, Ewing & Hah, 2005). The study of this field supports organizations to understand how they can attract more highly qualified people to work for them since the competition for the most talented employees is in full swing. Nowadays employees do not even have to search for a new job anymore when they are good at what they do. They create an online job profile and headhunters will find them and offer them jobs (Fürsattel, 2017). According to Fürsattel (2017), employees still do not understand that they are in a changing working environment, which is why they accept more than they have to. Additional to that social norms interpret staying at the same employer as loyalty. Fürsattel sees, this in his view slowly changing aspects, as a chance for the organizations to improve and acquire better working circumstances in the meantime.

Highhouse et al. (2003) display the components of organization attraction as attitudes and prestige. Nevertheless, the term organization attraction is not clearly defined. Some researchers put it in connection to organization reputation or branding (Backhaus & Tikoo, 2004; Cable & Turban, 2001). Due to research, an organization's reputation is one of the major causes of an organization's ability to recruit new talent (Cable & Turban, 2003, Cable & Graham, 2000).

Lievens & Highhouse (2003) argue that the extent of the attractiveness of an organization influences its competitiveness. Hence it is essential to find out what variables have an impact on organization attractiveness.

The relevant variables which influence job applicants to choose for a specific organization are the intention to pursue and anticipated pride. The goal is to find whatever variables influence these dependent variables.

Intention to pursue

The intention to pursue is defined as the goal of an employee to work for an organization. It can be seen as the motivation to work. It shows the willingness to work for a company and the positive attitude behind it. Furthermore, it can be described as the preference a potential employee has in an employer. Vroom's theory from 1964 was one of the firsts, suggesting that the wish or intention to work for a company depends on the expectations of an employer and the probability of their fulfillment. This theory supports the maximum utility a job seeker sees in the advertised company as a reason to pursue a job in this company or not. This is also the reason the company has to support not only material needs but also the subjective immaterial needs of the employees such as feeling proud or identifying with the organization. The organization attraction with its reputation is of relevance for high potentials when applying for jobs why companies should create an exciting job offer to attract the best possible employees (Petkovic, 2008).

Anticipated Pride

The anticipated pride is shown as the pride an employee feels or wants to feel working for an employer. To maximize the benefit of an employee, an organizations' proposals do not only have to be objective but also subjective, emotional and immaterial. This gives the employee the impression that the organization cares which tempts the future employee to identify with the company and feel proud about working there (Petkovic, 2008). This situation can be handled as a win-win because an organization which has a good reputation and is fun to work for will have happier employees and thus less fluctuation and lost money on recruiting.

2.2 Personality

With this knowledge, the job advertisements framework and content have changed in the past 30 years. They are more personal and more specific (Cremin, 2003). There has been an increase in personality language in job advertisements. Individuals reading those advertisements start to recognize themselves through this corporatized personality language. They start identifying themselves with the organizations. There is not a single definition of what personality is. Cremin (2003) recalls the description of 'personality' as the "...quality, character or fact of being a person as distinct from a thing..." and criticizes that an individuals' personality vanishes when the individual starts identifying with a company.

Personality is referred to as a unique set of characteristics that define an individual and influence that person's pattern of interaction with the environment (Corr and Mathews, 2009). The term characteristic is determined as what people think, feel and act. Every person has its personality with its own set of unique features; hence character is an important piece to be considered in the selection process of an organization.

What is interesting is that in the early 1990s personality was used regarding predicting job performance of potential employees. Nevertheless, personality was not used very frequently in employment practice because predictive validities of personality traits were still quite low. Still, managers believe that personality traits matter at the workplace (Morgeson et al., 2007).

A trait can be described as a continuous dimension on which individual differences may be measured by the amount of the characteristic the individual exhibits. Individuals can differ remarkably in the same situation (Mischel et al., 2007).

Amongst others, personality traits will be measured with the 5-factor model of personality (Goldberg, 1993). According to this model, the characterizations *openness to experience*, *conscientiousness*, *extraversion*, *agreeableness*, and *neuroticism* will be put into relation with the other independent variables to see the extent to which they make a difference in the perceived organization attraction. The two chosen measures of personality, openness to experience and conscientiousness, are well grounded in psychology research.

The scale for Employer Attractiveness, short EmpAt, was found by Berthon, Ewing & Hah (2005) as a guideline with 25 different items describing aspects of employer attractiveness. To gain a consistency within the research findings this study includes parts of the scale as well. The shortened scale makes it compatible with research using multiple personality characteristics.

Extraversion

The personality trait extraversion portrays an outgoing, sociable and energetic personality. Individuals with high extraversion feel comfortable in the company of others. These individuals might come across as attention-seeking and dominant. Extraversion is described as a more operating characteristic which can be contemplated as advantageous when it comes to working in dynamic groups. Individuals who can call themselves extraverts are active with other people, prefer the breadth of activities over

their depth and are action-oriented. They like to talk and be the center of attention (Barrick, Judge & Mount, 2001).

The perception of low extraversion, On the other hand, can be formulated as impersonal and self-centered. The opposite of an extraverted character is assumed as an introverted character. Individuals with introvert features have lower energy levels, are quieter and not as involved in group activities and the social world. Social engagement and social involvement are lower with introverts than it is with extraverts which do not mean that they are shy, or in a negative emotional place. It just says that they are more independent of the social world than extraverts. Introverts enjoy their time alone and less social interaction which does not mean that they are unfriendly (Rothmann & Coetzer, 2003). These specifications are most of the time connected. Hence people are a combination of extraverts and introverts.

Agreeableness

Agreeableness as another personality trait emphasizes cooperation and compassion towards others. Agreeable individuals are trusting, well-tempered and helpful. This trait ponders social harmony, why getting along with other individuals is as important as being considerate, generous, trustworthy and willing to compromise. Additional to that agreeable people have a more optimistic attitude. On the other hand, a high level of agreeableness is seen as naïve (Rothmann & Coetzer, 2003).

Individuals with low agreeableness are perceived as more competitive and challenging than those with high agreeableness. Disagreeableness can be observed as high self-interest. These people show skepticism, suspicion and are unlikely to cooperate with others. As being a trait that is of social content, agreeableness has a positive correlation with the relationship quality of team members at work (Barrick, Judge & Mount, 2001).

Neuroticism

Another personality trait, neuroticism, describes the tendency of individuals to be sensitive and nervous. Psychological stress, vulnerability, anger, anxiety, and depression are just some of the biases that come with neuroticism. High neuroticism can cause a dangerous mental condition. Due to Eysenck's (1967) personality theory, there is a link between neuroticism the intolerance for stress (Norris, Larsen & Cacioppo, 2007). This trait is not identical to Freud's term of neurosis or being neurotic, but it is similar. To differentiate neuroticism from Freud's neurotic, the attribute is often called emotional instability.

The personality trait of neuroticism is also known as the degree of emotional stability. High neuroticism would be low emotional stability or also emotional instability. It can enable an exciting personality with dynamic features which on the other hand can be understood as unstable. High neuroticism means being emotionally prone to stress. Individuals in this situation are more likely to overreact in ordinary situations and perceive them as threatening. People with a high level in this trait often feel frustrated and stay in this negative emotion for an unusually long time which leads to a bad mood. Furthermore topics like work, personal relationships and anxiety are negatively linked with each other. When all of these unique attributes come together, the person dealing with this trait will have a hard time making decisions, coping with stress or even thinking clearly. This leads to more negative life events as in a self-fulfilling prophecy.

Scoring low in neuroticism or high emotional stability can give the impression of a stable and calm personality to upset less quickly, but on the downside can be seen as uninspiring. In contrast to high neuroticism, individuals do not have the drive to feel bad all the time. Nevertheless, this does not mean that those low in neuroticism have a lot more positive events and feelings in their life (Norris, Larsen & Cacioppo, 2007).

Conscientiousness

Conscientiousness can be described as making a person efficient, detail oriented and thorough in their work. Further characteristics within this trait are task focus and diligence which would make conscientiousness a goal-oriented personality trait with small room for new experiences (Friedman & Schustack, 2016). Additional attributes to this characteristic are self-discipline, dutifulness and to prefer planned over impulsive behavior. Individuals high in conscientiousness have a strong sense of direction and work hard to achieve their goals even outside the expected, which make them dependable (Barrick, Judge & Mount, 2001). Conscientious people can control, regulate, and direct their impulses. Nevertheless, high conscientiousness is associated with stubbornness. Just as low conscientiousness can at the same time give the impression of being careless and less reliable and spontaneous and flexible.

Creativity is not one of the conscientious people's strengths (Costa & McCrae, 1992).

Openness to experience

This trait is described as "the breadth, depth, originality, and complexity of an individual's mental and experiential life" (John & Srivastava, 1999, p.30)

Openness to experience unites curiosity, a variety of experience, the appreciation for art, unusual ideas and emotion. It also describes the degree of independence and imagination a person has. Open people prefer a variety of experience to a routine. People who have high openness tend to seem unpredictable, unfocused and more likely to maneuver themselves in dangerous situations like drug abuse (Ambridge, 2014).

High openness most of the time shows through appreciation of art, intellectual and artistic pursuits (Friedman & Schustack, 2016). Furthermore, individuals who have high openness tend to seek out for unusual experiences. On the other hand, low openness entails pragmatic and data-driven and sometimes close-minded characteristics.

Even though weak and inconsistent effects for openness were found in earlier job performance studies within this study, the concentration will be on the impact on job advertisement and the steps before starting the job. This personality trait is associated with creativity and divergent thinking (Barrick, Judge & Mount, 2001).

Personality is known to influence the environment we are in, the people we are with and what situations we put ourselves into. The Big 5 personality traits are positively related to work performance and influence organizational outcomes (Mansur et al., 2011). Extraversion shows the connection to organizational outcomes in social interaction, sales and a positive relation to job performance. Neuroticism on the other hand has a negative relation to job performance and overall performance because of its limited social skills and majority of negative feelings. A rather weak connection can be seen between agreeableness and job performance as agreeable people are trusting, cooperative, but also indifferent.

Conscientiousness correlates best with job satisfaction because of its hard working performance. Openness to experience is strongly correlated to job performance because of its creativity weakly connected to job satisfaction as there is a strong desire to change (Rothmann & Coetzer, 2003).

2.3 Values

Values are beliefs or ideals which are shared by a culture or a group of people. They are important and help making decisions on what is good or bad and desirable or undesirable. Values can be seen as guidelines; they have influence on a person's behaviour and attitude. Values are lasting but they can change over time. When situations or circumstances change values can change accordingly. People can have similar values or different ones. Within one group it is advantageous to have similar values to ease the

decision-making process (Business Dictionary, 2018). When people are aware of their values and what is important to them, decision-making will be easier. Business values are the following:

Diversity

A very current and vital value is diversity. Diversity is the state of many different things or different types of people, regarding race, sex, background, being together. In a working environment this would mean different types of people working together in a team. As the workforce demographics change and the global market gets closer, diversity gets into the spotlight of interest and gains importance. Diversity becomes a necessity. This value, which is especially essential in international companies, where many employees from different cultures work together, grew in importance and interest (Mayhew, 2018). Miscommunication, differences in interpretations and prejudices are the challenges of cultural diversity (Amadeo, 2018). Instead of just accepting the difference of their employees, companies started to focus on and highlight the differences (Mayhew, 2018).

A variety of reports have discovered that diverse employees were more profitable for the companies they worked for. One of them was McKinsey finding in 2015 that companies which had the most ethnic and racial diverse employees in their management were by 35 % more likely to have financial success (Barta, Kleiner & Neumann., 2012).

Furthermore employees with diverse cultural backgrounds can not only strengthen the productivity with their unique experiences but also relationships with customers (Emma, 2018). The variety of languages supports companies to work on a broader customer base (Deering, 2017). A company that employs workers who only identify with a small part of the market would not have the insights and views of the whole market. A diverse workforce has the power to build trust in the company and represent a diverse target market (Amadeo, 2018). The advantages of diversity are a rise of innovation, higher creativity and better problem solving which can support to overcome the competition. Abreu clarifies that “recruiting and retaining a diverse, inclusive group of employees lets your company reflect the world around you and makes your team better able to develop fresh ideas that will meet the needs of the whole marketplace.” (Abreu, 2014).

Diversity is not only about the balanced variety in age, gender and other groupings. It rather focuses on people with different experiences and personalities to enable a variety of viewpoints. Additionally, different talents and skills can benefit the organization and

improve overall work performance (Deering, 2017) Cultural diversity is a strength which companies should use to enlarge their profitability.

Work-life balance

The work-life balance can be described as the balance between the work life and the private life of an employee. Nowadays even employers try to support their workers in their health because illnesses such as burnout have cost companies much money. The employees reward the companies' efforts with their loyalty (Glynn et al., 2002).

Work-life balance is a concept which was built to reduce stress and increase the satisfaction of employees by giving them the possibility to coordinate their work life more flexible (Kuhn, 2005). Even though the topic of work-life balance was first mentioned in 1986, did it only get more popular in the late 1990s. The New Economy made it a requirement for managers and employees to spend their nights in the office because their tasks made it necessary. With time private life was less valued, and work life was the center of attention. As something being expected to do, especially people having a family at home had a hard time combining their work with their home life. In the 1990s companies started to offer their employees corresponding possibilities to ease their work life and make it more family-friendly. Peculiarly only a portion of the employees used this opportunity. It was even argued that over time the workplace became more critical to the employees than going back home; the workplace became home. Moreover, in change home grew work (Hochschild, 1998).

For the workforce, it has become more and more difficult to adapt to the fast-moving working environment, which made it hard to balance a healthy relationship between their work and their personal life. Work has become omnipresent through gadgets like cell phones, laptops, and the ever so present internet. Work-life balance is not only crucial for the well-being of the employee; it is also significant for the organizations and their productivity which a balanced and motivated workforce can support. Motivation and a right balance enhance the attractiveness of the organization and can additionally extend the overall working period within the company. Supporting the workforce with specialized training on the topic can help to strengthen the value of balance within the company. This means less fluctuation and fewer labor costs (Boegner, 2010).

Work-life balance influences not only the emotional but also the mental and physical health and well-being of individuals. The pressure that a job can cause is usually the

time not matching the quantity, leading to an overwhelming workload. Time pressure then again causes stress, which can lead to fatigue, anxiety, and depression. This can influence private time at home negatively (Lott, 2017).

People tend to be selfish when they have the opportunity to decide for their advantage. Even though diversity is an important issue and probably most employees support its enforcement, it does not affect them directly unless they are part of the diverse group. A value such as work-life balance affects everybody personally in the organization. Everyone can relate to this topic and forecast its advantages for themselves. Most of the people find more value in time than money nowadays. These aspects show the importance of a good work-life balance. Hence the hypothesis:

H1: Job ads that contain a work-life-balance value lead to **(a)** higher intention to pursue and **(b)** higher anticipated pride, than job ads that include a diversity value.

A person with a conscientious personality is described as a dependable, goal-oriented, hard-working person, whereas a person open to experience is defined as someone creative and divergent thinking. Someone dependable, hence conscientious, can be perceived as loyal to the organization which lets assume a higher motivation and being more capable of anticipating pride towards an employer. Hence the hypothesis:

H2: Job ads that contain a conscientiousness-personality-description lead to **(a)** higher intention to pursue and **(b)** higher anticipated pride, than job ads that include an openness-personality-description.

The combination of values and personality characteristics in job advertisements might have an impact on the number of returns to the job ad. Values can be seen as part of an organization, in this case the combination can be presented as Person-Organization fit. This theory would require that personality and the organization have similar characteristics to have the optimal fit. Individuals who suggest an advertised company as a supplementary fit would return the job advertisement more likely than those job applicants who do not see anything in common with the organization. Values and personality traits are suggested as stable. Nevertheless, they can change over time depending on the situation or the circumstances. People can also train or motivate their

personality towards behaviour. Regarding these possibilities, recruitment research should also be adaptable.

Because conscientiousness is a more pedestrian personality trait than openness, the trait conscientiousness might fit better with the value of work-life balance than with diversity. Someone who is conscientious might instead pursue a career within a company that supports this trait. The personality trait openness represents an individual who is flexible and open for new experiences. So it is expected that open people would less likely react to the combination of work-life balance and conscientiousness.

H3: Job ads that contain a work-life-balance value and a conscientiousness-personality-description (Fit A) lead to **(a)** higher intention to pursue and **(b)** higher anticipated pride, than job ads that include a work-life-balance value and an openness-personality-description.

2.4 Fit between personality and values

The personality traits, conscientiousness, and openness, and the mentioned values, work-life balance and diversity, have been combined in the research. To get the most meaningful outcome, the variables have to fit. A Person-Organization fit is described as the “compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both” (Kristof-Brown, Zimmerman, Johnson, 2005).

There are different types of Person-Organization fit; complementary fit and supplementary fit. Complementary fit describes the individual fulfilling the needs of the company or vice versa. On the other hand, supplementary fit describes the similarity of characteristics between the individual and the organization. These two types do not exclude each other. When the personal qualities of the workers match the organizational values, individuals are supposed to be more aligned and successful within the company (Anderson, Flynn & Spataro, 2008). Hence the idea of supplementary fit matches the suggested relationship of personality traits and organization attraction. A recent study found that P-O fit leads employees to perceive their organization as a fair workplace and a non-fit can lead to a lower well-being of the employees including illnesses like burnout. The influence P-O fit has on the moral judgement of employees is one possible outcome of a P-O fit or a non-fit. This can also explain the different opinions employees have regarding the same organization (Roczniewska, Retowski & Higgins, 2017). It is

crucial to support a good P-O fit to ensure success for the organization as well as for the employees.

An individual that is somewhat open for new experience than conscientious might prefer a diverse and open job advertisement over a diverse conscientious job advertisement. Openness is perceived as a trait that contains a variety of experiences. Diversity supports a variety of experiences within the organization which makes openness and diversity a possible match. On the other hand, conscientiousness is perceived as a trait that contains hard work and routine. Even though experiences do not exclude hard work or a routine they fit better to a diverse environment. The suggestion is that the openness trait fits with the diversity value. Hence it is assumed that job advertisements with a better fit would lead to higher intention and pride. Diversity is connected to open-mindedness which would support a better fit of these two variables.

H4: Job ads that contain a diversity value and an openness-personality-description (Fit B) lead to **(a)** higher intention to pursue and **(b)** higher anticipated pride, than job ads that contain a diversity value and a conscientiousness-personality-description.

Merging hypotheses 1 and 2 gives the opportunity to assess whether the combination of the individual values (diversity and work-life balance) and personality traits (conscientiousness and openness) have significance. The hypothesis suggests that a job seeker who values work-life balance tends to prefer it in combination with a conscientious personality trait rather than valuing a diverse work environment with an open personality trait. As mentioned already before people tend to be selfish and prefer situations in which they can have a better outcome. The outcome could be more money, flexible working hours or flexibility in doing their job. In this sense work-life balance does more for the individual than diversity. The diversity value is an important part of multinational companies focusing on the group of employees which is not as attractive as work-life balance focusing on the individual in the group. Furthermore a Person-Organization fit has a positive impact on the workplace choice of job applicants

H5: Job ads that contain a work-life-balance value and conscientiousness-personality -description lead to **(a)** higher intention to pursue and **(b)** higher anticipated pride, than job ads that include a diversity value and an openness-personality-description.

A further connection between personality and values is work design. Its function is to explore how a person's job affects their behaviour and attitude at the workplace. The main intention of work design is to enhance the work quality and so reduce employee problems such as absenteeism. Just as the supplementary Person-Organization fit the work design supports both, the employer and the employee to obtain a high productivity. Work design or job design also contains the job content which is useful for the creation of the job advertisements (Belias & Sklikas, 2013). Being precise and detailed in a job advertisement is crucial when trying to attract the right fit of employee. In order to achieve this work design has to ensure to include the characteristics available and those needed for the organization. Work design assesses task requirements to optimally fill the workplace and so combines personality and organizational values.

3. Research Methods

This chapter provides details of the chosen research strategy and to connect it with the research issues mentioned above. Furthermore, the empirical data collected and sample selected will be of importance.

3.1 Research strategy

A 2 (value in the job ad: work-life balance vs. diversity) x 2 (personality required in the job ad: openness vs. conscientiousness) between-subject design will be used.

To enhance the credibility of this research's outcome the experimental research used will depend on the literature views and the collection of empirical data. The experimental strategy will be used because of the interest in causal relationships between job seekers, their personality traits, their type of profession, intention to pursue and anticipated pride and organization attraction. The primary data will be collected through an online experiment which will be based on a questionnaire to quasi-randomly picked potential job seekers.

Because different people react differently and seek different jobs, personality traits will be assessed as well. These will be put into relation with the company values. The goal is to spot a possible influence of personality traits and values on the organization attraction.

3.2 Data collection

Primary data will be chosen with the help of online questionnaires. The participants will have the chance to answer the questions by selecting from Likert-type scales. Thus the responses can be analyzed with quantitative methods by assigning numerical values to these Likert-type scales. These results are more comfortable to analyze than qualitative techniques.

The planned sample selection will consider participants quasi-randomly in the preferred area of universities. University students and younger individuals, in general, are of interest because they are more likely to apply for jobs shortly. Hence they might have thought about what they expect of a company which will make it easier for them to project their thoughts to the questionnaire and thus makes it more representative/valid. The data to be analyzed will be gathered through online experimental research which will be presented to the participants in the form of a questionnaire related to the research objectives mentioned earlier. The advantage of having a quasi-randomly selected group

of participants is that the preferred area of research, being university students and other younger job seekers interested in a job or at least already thinking about their future employer, can be targeted more effectively.

Sample

N=97 valid responses were used for the data analysis. The sample focus was on not_employed individuals. This group was formed from a group of students, self-employed and unemployed individuals. The average age of this group is 26. 75.3% (n = 73) were female and 65% (n = 63) held a bachelor's or master's degree.

43.3% of the individuals (n = 42) are currently not working and 18.6% (n=18) are working 20 hours per week or more. 20 (20.6%) individuals see a lot opportunities in their chances in job alternatives. Only 9.4% (n = 19) perceive their opportunities in job alternatives negative. 67 individuals are 26 years old or younger. The control group consisted of 105 employed individuals with the average age of 32. 76.2% hold bachelor's or master's degrees and 28.6% have less than 3 years of working experience.

The constructed dichotomous variable for the profession of the current job seekers with the characteristics employed and not_employed divides the profession variable into individuals engaged with office jobs (employed) and those who are self-employed, studying or unemployed (not_employed). The following findings relate to the not_employed sample size.

3.3 Measures

Key variables

Key constructs are measured with established multi-item scales taken from the academic literature. Minor adaptations had to be made to some of the scales to fit the research context.

Conscientiousness was measured with three items (e.g., "I see myself as someone who does a thorough job.") adapted from the BFI-25 Items from Benet-Martinez and John (1998). The trait openness was measured with four items also based on the BFI-25 Items and contained items such as "I see myself as someone who is original, comes up with new ideas." The intention to pursue was described with items such as "If this company invited me for a job interview, I would go." (Highhouse, Lievens, & Sinar, 2003, p.991). The variable anticipated pride was represented with items like "I would be proud to tell

others that I work for this firm.” (Cable & Turban, 2003, p.2256; who adapted them from Turban, Lau, Ngo, Chow, and Si (2001))

Five-point Likert scales, ranging from 1 = ‘I strongly disagree’ to 5 = ‘I strongly agree’ were used for measuring. The scale items (after purification), together with the descriptive statistics of the main constructs, are provided in Table 1.

Independent variables

The independent variables within this research are the big 5 personality traits, mentioned earlier, the work values diversity and work-life balance and further variables such as working experiences, gender, age or profession. Those of more interest to the research are the values work-life balance and diversity and the personality traits conscientiousness and openness to experience, which will be referred to as openness. Furthermore, the variable of the profession will be shed light on. In their study Backhaus, Stone & Heiner (2002) found that potential job seekers consider corporate social performance relevant to the overall assessment of a company. One of the more pertinent aspects they found was, e.g. diversity.

Control variables

To ensure that hypothesized effects on intention to pursue and anticipated pride were not caused by other influences; a variety of control variables was assessed. They contained the five personality traits extraversion (5 items; $\alpha = 0.84$), agreeableness (3 items; $\alpha = 0.56$), conscientiousness (3 items; $\alpha = 0.72$), neuroticism (4 items; $\alpha = 0.80$) and openness (4 items; $\alpha = 0.77$). Furthermore the values diversity (3 items; $\alpha = 0.70$), work-life balance (3 items; $\alpha = 0.80$). In addition, gender, working experience and perceived job alternatives were controlled.

Besides using the personality traits within the job advertisement, they were also used as the control variables within this research. All five traits were assessed in the online questionnaire. The traits agreeableness, neuroticism, and extraversion have in comparison to conscientiousness and openness to experience – rather a low impact on the values WLB and DIV, all five traits were chosen to be used as control variables. For the correlation of the variables the mean variables of the big 5 personality traits were established. To enable this, first of all the factor analysis was applied which enabled to assess the mean of high loading items.

Measurement assessment

Confirmatory factor analysis was applied to evaluate the reliability and validity of the used key measures. After eliminating some of the items the remaining factor loadings (λ 's) were large (≥ 0.66). This resulted in the removal of 7 items. Coefficient alpha was computed (Cronbach, 1951). Cronbach's alpha values (α) for all constructs, except agreeableness (0.56) and equal opportunities (0.57), were greater than the suggested 0.70 point, providing evidence for the construct's high internal consistency (Nunnally, 1978). Convergent validity was confirmed, as all constructs' average variance extracted (AVE) explains 0.50 or more of the total variance (≥ 0.54 ; Fornell & Larcker, 1981). The reliability analysis shows the final items and their contribution to the internal consistency of their respective factors.

Table 1
Psychometric properties of key measures

	λ	AVE	α
<i>Extraversion (EXT)</i> (Gerlitz, Schupp, 2005) Ich bin jemand, der ...		0.61	0.84
EXT1: ... zurückhaltend ist.	0.80		
EXT2: ... eher ruhig ist.	0.78		
EXT3: ... kommunikativ, gesprächig ist.	0.81		
EXT4: ... aus sich herausgehend, gesellig ist.	0.74		
EXT5: ... sich manchmal gehemmt fühlt, schüchtern ist.	0.77		
<i>Agreeableness (AGR)</i> (Gerlitz, Schupp, 2005) Ich bin jemand, der ...		0.54	0.56
AGR1: ... manchmal etwas grob zu anderen ist.	0.79		
AGR2: ... Streit anfängt.	0.68		
AGR3: ... rücksichtsvoll und freundlich mit anderen umgeht.	0.72		
<i>Conscientiousness (CON)</i> (Gerlitz, Schupp, 2005) Ich bin jemand, der ...		0.65	0.72
CON1: ... gründlich arbeitet.	0.85		
CON2: ... Aufgaben wirksam und effizient erledigt.	0.82		
CON3: ... bis zum Ende einer Aufgabe durchhält.	0.75		
<i>Neuroticism (NEU)</i> (Gerlitz, Schupp, 2005) Ich bin jemand, der ...		0.62	0.80
NEU1: ... sich oft Sorgen macht.	0.77		
NEU2: ... entspannt ist, mit Stress gut umgehen kann.	0.79		
NEU3: ... leicht nervös wird.	0.79		
NEU4: ... nicht leicht aus der Ruhe zu bringen ist.	0.80		
<i>Openness (OPE)</i> (Gerlitz, Schupp, 2005) Ich bin jemand, der ...		0.61	0.77
OPE1: ... einfallsreich ist.	0.80		
OPE2: ... gern reflektiert, mit Ideen spielt.	0.70		
OPE3: ... eine lebhaft Phantasie, Vorstellung hat.	0.73		
OPE4: ... originell ist, neue Ideen einbringt.	0.87		
λ – Standardized factor loadings; AVE – Average variance extracted; CR – Construct reliability and α – Cronbach's alpha			

Table 1 continued
Psychometric properties of key measures

	λ	AVE	α
<i>Intention to pursue (IP)</i>		0.69	0.85
(Highhouse, Lievens, & Sinar, 2003, p.991)			
IP1: Wenn mich das Unternehmen zu einem Vorstellungsgespräch einladen würde, würde ich hingehen.	0.781		
IP2: Ich würde ein Stellenangebot dieses Unternehmens annehmen.	0.827		
IP3: Ich würde dieses Unternehmen zu meinen favorisierten Arbeitgebern zählen.	0.859		
IP4: Ich würde mich sehr anstrengen, um für dieses Unternehmen arbeiten zu können.	0.844		
<i>Anticipated Pride (AP)</i>		0.83	0.90
Cable & Turban, 2003, p.2256; who adapted them from Turban, Lau, Ngo, Chow, and Si (2001))			
AP1: Ich wäre stolz darauf, ein Mitarbeiter / eine Mitarbeiterin dieses Unternehmens zu sein.	0.923		
AP2: Ich wäre stolz darauf, anderen zu erzählen, dass ich für dieses Unternehmen arbeite.	0.920		
AP3: Ich wäre stolz darauf, mich persönlich mit diesem Unternehmen zu identifizieren.	0.893		
λ – Standardized factor loadings; AVE – Average variance extracted; CR – Construct reliability and α – Cronbach's alpha			

3.4 Framework for data analysis

To help focus the questionnaires concerning reflecting the main objectives of this research and ease the analysis of quantitative data, the surveys will be structured according to themes. These themes reflect the overall aim and objectives of this research: organization attractiveness and values, work-related variables, job advertisement, company description, anticipated pride and intention to pursue. All of these themes are interrelated and will be assessed by letting the participants use Likert-type scales for answering the questions. The questionnaire, with the topics Big 5, individual values and expected pride and intention to pursue will be designed based on the "Employer attractiveness" Scale from Berthon, Ewing & Hah (2005) using a 5 point Likert scale unlike the scale from Berthon, Ewing & Hah, using a 7 point scale. Selected items of the Employer Attractiveness scale have been used. Hence, unless otherwise indicated, the measures were based on five-point Likert scales, ranging from 1 = 'I strongly disagree' to 5 = 'I strongly agree'..

The original online survey was conducted in German and divided into five different parts, including descriptive statements about a job advertisement and following questions about the anticipated pride and intention to pursue within this company. The Big 5 personality traits will be assessed through each five statements which will also be rated with the 5-Likert Scale. The gathering of empirical data for this research is based on experimental research to allow an assessment of the job seeker's ideal job selection and the current problem within the recruitment sector.

Three items of the Employer Attractiveness Scale were chosen to be explored in more detail. These items included Equal opportunities, Work-Life Balance (WLB) and Diversity (DIV) of which WLB and DIV will be of importance in the job advertisement and company description later on. Descriptive statements, which contained personal views on issues of WLB, DIV, and EQU within the working environment, had to be answered. A short job advertisement has been presented. It contained one personality trait (CON, OPE) and one value (WLB, DIV) each. This part was randomly selected; hence the participants have been redirected to four different job advertisements.

Table 2
Job advertisements

	Work-Life Balance	Diversity
Openness	Wir sind ein großes Unternehmen (283 MitarbeiterInnen) mit Sitz in Österreich. Wir bieten unseren MitarbeiterInnen ein flexibles Arbeitsumfeld. Für uns ist es wichtig, dass unsere MitarbeiterInnen sowohl ihre Arbeit als auch ihr Leben außerhalb der Arbeit genießen. Ihr Profil: An Arbeitsaufgaben gehen sie innovativ heran. Sie können sich in die unterschiedlichsten beruflichen Szenarien hineinversetzen. Es liegt Ihnen, die Ideen anderer zu verstehen und diese zu neuartigen Lösungsansätzen zu kombinieren. Wir freuen uns auf Ihre aussagekräftige Bewerbung.	Wir sind ein großes Unternehmen (283 MitarbeiterInnen) mit Sitz in Österreich. Wir bieten unseren MitarbeiterInnen ein Unternehmen, das Diversität schätzt. Für uns ist es wichtig, dass MitarbeiterInnen mit verschiedenen Sichtweisen und Hintergründen erfolgreich zusammenarbeiten. Ihr Profil: An Arbeitsaufgaben gehen sie innovativ heran. Sie können sich in die unterschiedlichsten beruflichen Szenarien hineinversetzen. Es liegt Ihnen, die Ideen anderer zu verstehen und diese zu neuartigen Lösungsansätzen zu kombinieren. Wir freuen uns auf Ihre aussagekräftige Bewerbung.
Conscientiousness	Wir sind ein großes Unternehmen (283 MitarbeiterInnen) mit Sitz in Österreich. Wir bieten unseren MitarbeiterInnen ein flexibles Arbeitsumfeld. Für uns ist es wichtig, dass unsere MitarbeiterInnen sowohl ihre Arbeit als auch ihr Leben außerhalb der Arbeit genießen. Ihr Profil: Sie arbeiten gewissenhaft und strukturiert. Sie können sich ihre Arbeitszeit gut einteilen und haben einen guten Überblick über ihre Aufgaben. Das was Sie beruflich anfangen, bringen Sie zu einem erfolgreichen Ende. Wir freuen uns auf Ihre aussagekräftige Bewerbung.	Wir sind ein großes Unternehmen (283 MitarbeiterInnen) mit Sitz in Österreich. Wir bieten unseren MitarbeiterInnen ein Unternehmen, das Diversität schätzt. Für uns ist es wichtig, dass MitarbeiterInnen mit verschiedenen Sichtweisen und Hintergründen erfolgreich zusammenarbeiten. Ihr Profil: Sie arbeiten gewissenhaft und strukturiert. Sie können sich ihre Arbeitszeit gut einteilen und haben einen guten Überblick über ihre Aufgaben. Das was Sie beruflich anfangen, bringen Sie zu einem erfolgreichen Ende. Wir freuen uns auf Ihre aussagekräftige Bewerbung.

The study focuses on four different job advertisements (table 2) which each expose a company and job description each containing a different combination of one personality trait (CON, OPE) and one job value (WLB, DIV). The combination of personality trait and value was as follows: WLB_CON, a job advertisement with a company focusing on work-life balance and a conscientious character in their employees; WLB_OPE, a job advertisement with a company focusing on work-life balance and an open character in their employees; DIV_CON, a job advertisement with a company focusing on diversity and a conscientious character in their employees and DIV_OPE, a job advertisement with a company focusing on diversity and an open attitude in their employees.

Each of these combinations shows a company that sets great value upon one personality trait and one value. After reading the job advertisement, the participants were asked to rate how likely they would be proud to work for the company and their intention to pursue a career within this company. The demographic information followed. Work-related variables included specific questions on whether the participants were currently working, for how many years, how many hours a week and how they see their chances in the working environment.

This led to the decision to concentrate on WLB and DIV to keep the focus on the most meaningful insights of organizational attraction with regards to personality traits. It is essential for the human resources sector to have an overview of what is current and has an impact on recruitment communication. Hence, to set the study in context, it may have an effect on the way HR managers approach potential employees in the future.

4 Results

This chapter will discuss the findings of the research which were collected with the help of surveys distributed quasi-randomly. The findings will include views of the survey participants concerning their attitude towards organization attraction in combination with their personality traits.

4.1 Results

The 2 (job ad value: work-life balance vs. diversity) x 2 (job ad personality: conscientiousness vs. openness) variance analysis with the control variables working experience, gender, perceived job alternatives, the Big 5 personality traits and the dependent variable intention to pursue. The values for the dependent variable intention to pursue were $F(1, 85) = 8.01, p < 0.01$ for the variables work-life balance and diversity and $F(1, 85) = 8.15, p < 0.01$ for the variables conscientiousness and openness. The interaction between job ad value and job ad personality was not significant. The influence of the control variables was not significant.

The variance analyses with the same control variables for the dependent variable anticipated pride found a main effect for the factor job ad value, $F(1, 85) = 6.50, p = .01$ and a main effect for the factor job ad personality, $F(1, 85) = 5.47, p = .02$. The interaction between job ad value and job ad personality was not significant. The influence of the control variables was not significant. As can be seen in table 3, gender, age, work experience, perceived job alternatives, and personality traits had no significant impact on the dependent variables.

Table 3
Effects of Job ad value and Job ad personality on Intention to pursue and Anticipated Pride

Sources			
		Intention to pursue	Anticipated pride
	df	F (Sig.)	F (Sig.)
<i>Main effects</i>			
Job ad value (JAV)	1	8.01***	6.50**
Job ad personality (JAP)	1	8.15***	5.47**
<i>Interaction effect</i>			
JAV x JAP	1	0.67 ^{n.s.}	0.82 ^{n.s.}
<i>Controls</i>			
Gender	1	0.65 ^{n.s.}	1.21 ^{n.s.}
Work experience (years)	1	0.04 ^{n.s.}	1.00 ^{n.s.}
Perceived job alternatives	1	0.33 ^{n.s.}	0.67 ^{n.s.}
EXT	1	0.36 ^{n.s.}	0.01 ^{n.s.}
AGR	1	0.03 ^{n.s.}	0.43 ^{n.s.}
CON	1	0.14 ^{n.s.}	0.02 ^{n.s.}
NEU	1	0.01 ^{n.s.}	0.94 ^{n.s.}
OPE	1	0.45 ^{n.s.}	0.03 ^{n.s.}

Source: own illustration; Note: n.s. = not significant ($p > 0.10$), * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$; Job ad value = WLB vs. DIV; Job ad personality = CON vs. OPE.

4.1.1 Hypotheses testing

H1 suggested that job advertisements containing a work-life balance value lead to a higher intention to pursue and anticipated pride than job ads including a diversity value. Individual values (work-life balance and diversity) and the big 5 personality traits were used as independent variables – together with the control variables – in a univariate analysis.

In support of H1a (e.g., Wir bieten unseren MitarbeiterInnen ein flexibles Arbeitsumfeld. > Wir bieten unseren MitarbeiterInnen ein Unternehmen, das Diversität schätzt.) the respective ANOVA revealed that job ads that contain a work-life balance value led to a higher intention to pursue than job ads containing a diversity value. Within this measurement the work-life balance value in a job ad had more impact than diversity value ($M = 4.10$, $SD = 0.64$). Besides and in line with H1b (i.e., job ads that contain a work-life balance value also had a higher anticipated pride than those with a diversity value.) Within this measurement the work-life balance value in a job ad had more impact than diversity value.

H2 assumed that job ads containing a conscientious personality trait would lead to higher intention to pursue and anticipated pride than job ads containing an openness personality trait (i.e., Sie arbeiten gewissenhaft und strukturiert. > An Arbeitsaufgaben gehen sie innovativ heran.). A similar analysis as for H1 was applied, including the

intention to pursue and anticipated pride as dependent variables and various control variables. Also, the personality traits conscientiousness and openness were used as independent variables. The ANOVA revealed that job ads containing a conscientious personality description ($M = 4.13$, $SD = 0.61$) led to a higher intention to pursue than those job ads with an openness personality description. All in all, Table 4 summarizes the hypotheses testing and its outcomes.

Besides and in line with H2b job ads that contain a conscientious personality description also had a higher anticipated pride than those with an openness personality description. Within this measurement the conscientious personality description in a job ad had more impact than those jobs with an openness personality description.

Table 4
The relationship between Job ad personality and Job ad value

Dependent variable: Intention to pursue					Dependent variable: Anticipated pride				
		Job ad value					Job ad value		
		WLB ^a	DIV ^b	Δ			WLB ^a	DIV ^b	Δ
Job ad personality	OPE ¹	3.90 ^{2a}	3.63 ^{2a}	-0.27	Job ad personality	OPE ¹	3.68 ^{2a}	3.47 ^{2a}	-0.21
	CON ²	4.42 ^{1a,1b,2b}	3.93 ^{2a}	-0.49	Job ad personality	CON ²	4.25 ^{1a,1b,2b}	3.73 ^{2a}	-0.52
	Δ	+0.52	+0.30			Δ	+0.57	+0.26	

Source: own illustration; Note: Table shows group means. Within each cell, subscripts indicate significant differences to other cells ($p < 0.05$).

Table 4 shows the relationship between the job advertisements personality descriptions and the job advertisements value descriptions with the dependent variables. It shows the group means of the job ad values (WLB and DIV) and the job ad personality traits (CON and OPE). This gives the possibility to overview the hypothesized thoughts. Intention to pursue as well as anticipated pride show a higher work-life balance score than diversity score in the Job ad value (H1a, H1b). The means indicate a higher conscientiousness score than openness score in the Job ad personality for both dependent variables (H2a, H2b). All in all, Table 4 summarizes the hypotheses testing and its outcomes.

H3 contains the combination of the work-life balance value and the conscientiousness personality description and argues that this leads to higher intention to pursue and anticipated pride than the combination of work-life balance value and openness personality description. In support of H3a, pairwise comparisons (LSD) showed that job

ads that contain a work-life-balance value and a conscientiousness-personality-description ($M = 4.24$, $SD = .73$) led to a higher intention to pursue than job ads that contain a work-life-balance value and an openness-personality-description ($M = 3.68$, $SD = 0.73$). The work-life balance and conscientiousness combination was significant for the group of not_employed ($M = 4.42$, $SD = 0.57$; $F(5.98)$, $p = 0.001$) (see Table 4). In addition with H3b job ads that contain a work-life-balance value and a conscientiousness-personality-description ($M = 3.49$) led to higher anticipated pride, than job ads that contain a work-life-balance value and an openness-personality-description ($M = 3.39$). The work-life balance and conscientiousness combination was significant for the group of not_employed ($M = 4.25$, $SD = 0.73$; $F(4.64)$, $p = 0.005$) (see Table 4).

H4 describes the assumption of diversity openness driving to higher intention to pursue and anticipated pride than diversity conscientiousness. For H4 a similar analysis as mentioned above was applied, including the intention to pursue and anticipated pride as dependent variables and various control variables. The pairwise comparison revealed that job ads that contain a diversity value and an openness-personality-description ($M = 3.63$, $SD = .67$) did not lead to a higher intention to pursue than job ads that include a diversity and a conscientiousness-personality-description ($M = 3.93$, $SD = 0.56$).

Furthermore it showed for H4b that job ads that contain a diversity value and an openness-personality-description ($M = 3.47$, $SD = .69$) also did not lead to a higher anticipated pride than job ads that include a diversity and a conscientiousness-personality-description ($M = 3.72$, $SD = 0.57$). Regarding the post hoc test for the variable intention to pursue the scores for diversity_openness and diversity_conscientiousness show a significant difference, but not in the assumed direction. The findings show participants have higher job pursuit intentions for diversity conscientiousness than for diversity open job advertisements.

In comparison to these findings, the control group of employed shows more interest in the job ad combination of diversity and openness ($M = 3.89$, $SD = 0.94$) than in diversity and conscientiousness ($M = 3.53$, $SD = 0.78$). H4 was not supported.

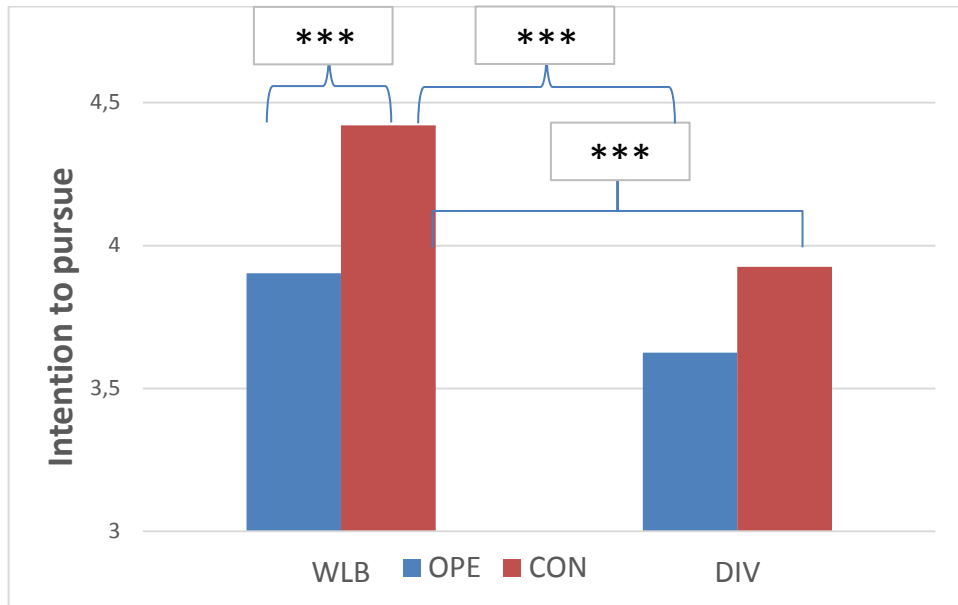
Hypothesis 5 claims that work-life balance and conscientiousness fit better than diversity and openness and lead to higher intention to pursue and anticipated pride. In support of H5a, pairwise comparisons (LSD) showed that job ads that contain a work-

life-balance value and a conscientiousness-personality-description ($M = 4.24$, $SD = .73$) led to a higher intention to pursue than job ads that contain a diversity value and an openness-personality-description ($M = 3.68$, $SD = 0.73$) for the group of not_employed.

For H5b the comparisons showed that job ads that contain a work-life-balance value and a conscientiousness-personality-description ($M = 4.24$, $SD = .73$) led to a higher anticipated pride than job ads that contain a diversity value and an openness-personality-description ($M = 3.68$, $SD = 0.73$). The work-life balance conscientiousness job advertisements were of higher interest for both dependent variables. Participants preferred those job advertisements over diversity open job advertisements. The work-life balance and conscientiousness combination was significant ($M = 4.42$, $SD = 0.57$; $F(5.98)$, $p = 0.001$) (see Table 4) in comparison to the group of employed ($M = 3.72$, $SD = 0.77$; $F(0.87)$, *not significant*). H5 combines H1 and H2 and gives the overall view on the hypotheses.

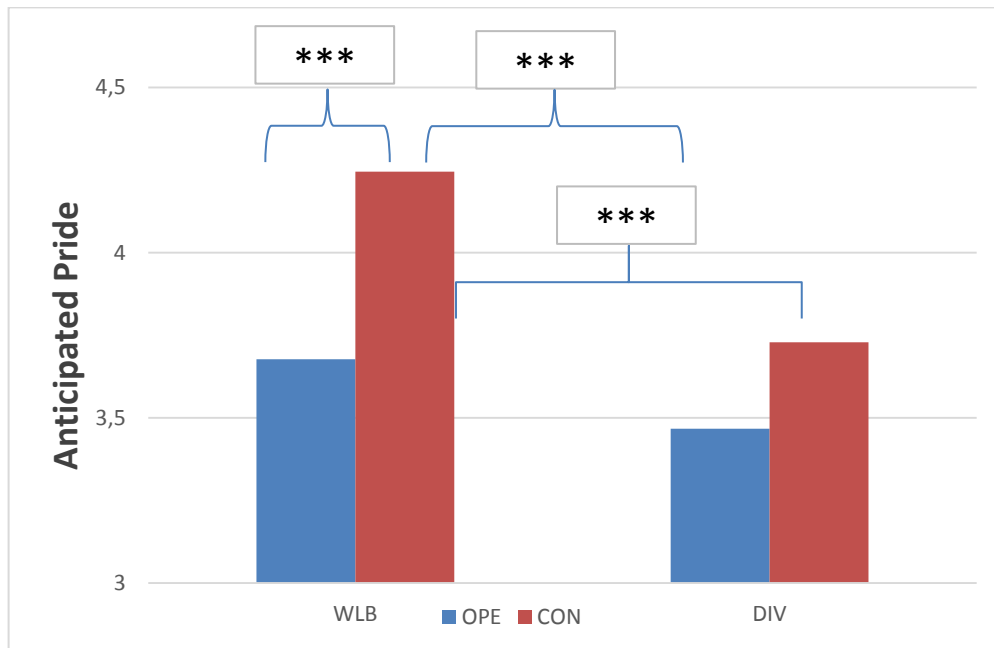
Figure 1 and 2 give a visual overview of the findings. They show the effects of openness and conscientiousness on work-life balance and diversity with regards to the dependent variables. Conscientiousness has the most impact on intention to pursue, as well as on anticipated pride. The personality trait has the most influence in combination with a work-life balance value. For both dependent variables clearly, the combination WLB_CON has the highest mean value. Furthermore, it is the only combination with significant differences to the other combinations.

Figure 1
Effects of work-life-balance and diversity and conscientiousness and openness on the intention to pursue



Source: own illustration, Note: n.s. = not significant ($p > 0.1$), * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$. Figure shows group means.

Figure 2
Effects of work-life-balance and diversity and conscientiousness and openness on anticipated pride



Source: own illustration, Note: n.s. = not significant ($p > 0.1$), * $p < 0.1$, ** $p < 0.05$, *** $p < 0.01$. Figure shows group means.

Figure 1 and 2 show what table 4 already implied. Work-life balance and conscientiousness have a higher significance on the intention to pursue and the

anticipated pride of an individual towards an organization than the combination of work-life balance and openness. Diversity and conscientiousness have a higher impact than the combination of diversity and openness has. The figures also give a comprehensive overview of the hypotheses and their tested outcomes. So in comparison job advertisements with a WLB value and a CON personality trait would have the highest feedback for job seekers regarding anticipated pride as well as the intention to pursue that advertised job.

4.2 Supplemental analysis

To point out the underlying structure of the higher intention to pursue (H5a) and anticipated pride (H5b) for WLB_CON than for DIV_OPE, the probable bias will be investigated. The findings show that the value diversity has a significant impact on anticipated pride for employed individuals. Since employed individuals make 52% of the participants and individuals older than the age of 27 make 53.4%, one could argue that older employees prefer diversity within the organization.

The theory is that for employed individuals diversity makes a difference in the pride they feel for a company because they already have working experience which makes it easier for them to see an advantage in a diverse workforce (Mayhew, 2018).

In each model, job ad values (WLB, DIV) and job ad personalities (CON, OPE) were entered as the independent variables and intention to pursue (e.g., “Ich würde ein Stellenangebot dieses Unternehmens annehmen.”) and anticipated pride (e.g., “Ich wäre stolz darauf, anderen zu erzählen, dass ich für dieses Unternehmen arbeite.”) as dependent variables. Results showed the consistent pattern that, for the group not_employed, the job ads had an impact on their perception of the organizations' attraction. In contrast, for employed, job ads had no significant effect on the organizations' attraction. The currently employed participants of the research might be less impressed by organizational values since they already have a job which makes it easier for them to have high expectations.

For a complete overview, the employed sample size was assessed as well. No significance regarding the key measures or control variables was found. The values for the dependent variable intention to pursue were $F(1, 92) = 1.32, p = .25$ for the variable ad_value and $F(1, 92) = 0.52, p = .472$ for the variable ad_perso. Anticipated pride contained the values were $F(1, 92) = 2.46, p = .12$ for the variable ad_value and $F(1,$

92) = 1.15, $p = .29$ for the variable `ad_perso`. Job-ad value and personality affect the organization attraction of individuals who do not belong to the group employed individuals but identify as students, unemployed, self-employed or other.

The findings suggest that `not_employed` individuals are affected in their intention to pursue and anticipated pride when they are exposed to job advertisements containing the values work-life balance and diversity and the personality traits conscientiousness and openness. As provided in the results, the job ad value and the job ad personality are significant main effects. The ANOVA revealed that there was no interaction effect between the job ad values and job ad personalities (p =not significant).

The post-hoc test indicated a significant difference in the intention to pursue and anticipated pride values. Because personality suggests stability, the results might seem stable but motivated and trained individuals can change their behavior in contrast to their personality (Petkovic, 2008). The ANOVA showed that the dependent variable anticipated pride indicated a significant difference between personality description values in the employed control group. Hence, for the control group of employed individuals personality descriptions in a job advertisement influence their anticipated pride with the advertised company.

5 Conclusion/Discussion

The conclusion aims to give a summary of the findings and final thoughts about the research and the examined field of interest.

5.1 General discussion

The main aim of this study was to examine the impact of personality traits, work values, and design on organization attraction and whether other variables had an effect on it.

Organization attraction is an important measurement for companies to obtain the most qualified workforce. For job applicants, this measurement is the activator of their decision whether to apply for an advertised job and the pride they would feel working for the advertised company. With the help of an online survey in this research, the view of individuals working as clerks in an office and those who are self-employed, unemployed or still in education will be introduced.

In this research, a variety of 4 job advertisements was introduced. They contained combinations of 2 values (work-life balance & diversity) and 2 personality traits (conscientiousness & openness). The aim was to find out which of these advertisements are the most attractive for job seekers and what gives them the intention to pursue a career in the advertising company and anticipate pride in it. For this purpose, the participants asked to rate their intention to pursue, expected pride and their willingness to work for each advertised organization.

The findings support that a job advertisement containing a work-life balance value offered by the organization and a conscientious personality description demanded by the job seeker has the best value-personality fit. This combination in a job advertisement is the most attractive one when it comes to judging a company about its attractiveness. It predicts a higher intention to pursue and anticipated pride for not_employed individuals than it does for the other combinations. Especially the personality trait conscientiousness predicted influence more strongly in both of the values, diversity and work-life balance. Conscientiousness and also work-life balance led to higher intention to pursue and anticipated pride than openness and diversity did. This confirms the strong influence of conscientiousness in both job ad values, WLB and DIV. Personality itself suggests stability why the results might seem stable, but if individuals are motivated and trained well, they can change their behavior in contrast to their nature (Petkovic, 2008). The results show that the personality trait conscientiousness is more attractive to job

applicants than openness is. Further, the value work-life balance leads to a higher intention to pursue and anticipated pride than diversity does. Just as it was mentioned in the literature conscientiousness is a strong trait and work-life balance has a lot of supporters. As Backhaus, Stone & Heiner (2002) found in their study that diversity was considered as corporate social performance, the value could not compete with work-life balance. All in all, the literature which was examined to gain a broader view on the subject led in the same direction.

5.2 Theoretical implications

A theoretical implication to this research is that the fit between personality and values has an impact on organization attraction and matters for the intention to pursue and anticipated pride.

The literature often investigated the intention of students, inexperienced candidates or similar groups (Carless & Wintle, 2007). The findings suggest that especially not_employed individuals are significantly influenced impressionable by personality and values in job advertisements. The assumption is that the currently employed control group of the research might be less impressed by organizational values since they already have a job which makes it easier for them to have high expectations in other organizations. This can be a guideline for Human resource managers to concentrate on their recruitment communication and put more effort to the design of job advertisements. Individuals who are still in education, unemployed or self-employed can be motivated and engaged to apply for jobs. The assumption is that people who are already engaged in a workplace are harder to convince for a new job. Also, the investment in already employed individuals would be higher than in students.

The results of this research suggest that work-life balance is an important value for individuals and that the time of the workaholic starts to change to the better. Furthermore the trait conscientiousness presents that job applicants have a demand for dependability when searching for a job. One might argue that especially young job beginners are afraid of new experiences and diversity and that all they want is security and a well-balanced life. It is crucial to have a good fit of personality and value (Person-Organization fit) and a good work design to ensure a well composed job advertisement to awaken the intention to pursue and anticipated pride in the job applicant's minds.

5.3 Practical implications

The findings indicate a statistically significant difference between the mean scores of the participants employed in office jobs and those who are not. The research results should be of substantial value to HRM managers concerning gaining awareness of the following:

1. The employer attributes mostly preferred by job seekers relate to work-life balance and conscientious working environments.
2. The least preferred combination of attributes was diversity and openness.
3. The profession of an individual is the only attribute that has a significant impact on the perception of organization attributes and their attractiveness on the individual.

According to the above mentioned 3 points organizations can focus on the relevant content to put in job advertisements. They have the opportunity to shape the advertisements in order to reach as many suitable applicants as possible. Casper et al. (2013) argued that targeted recruitment based on deep-level attributes (attitude, values, etc.) might be more successful than on surface level (demographic characteristics, etc.). The conducted research implies that deep level attributes make a difference for the sample group of not_employed. One could argue that an individual of this group is easier to recruit than someone from the group of employed. The current research supports this view and adds the personality trait conscientiousness to strengthen the applicants' perception and attraction.

It is important for company policymakers and HRM professionals in organizations to understand which factors contribute to the organizations' attraction to enhance recruitment and maintenance of employees. Furthermore, it is essential to know that individual differences affect the varying perceptions of attraction. The profession plays a role in the judgment of attraction linked to intention to pursue and anticipated pride. People who do not identify as employed are more likely to be influenced by organization attraction factors such as work-life balance or diversity. This may be linked to the difference, amount or lack of experiences in an office job.

One recommendation is that the future human resource responsible for job advertisements concentrates on several aspects of the creation of these advertisements. A crucial point to pay attention to is that the job advertisement will most likely be the first contact of the job applicant with the company.

The findings of the research show elementary preferences of potential future job seekers regarding job design and recruitment communication. As the results show, individuals who go to school, are self-employed or are just specified as workers are those who are influenced by job advertisements and their content. Especially paying attention to hypothesis 5, the combination of work-life balance and conscientiousness is highly significant. So in the first place, employers should value these factors within their work environment, in particular when they are trying to employ individuals who haven't worked in an office before, which could be college students or when the workplace is specified as no office job, also workers.

When HR responsible can ensure that their company represents these values, it is of importance that they promote and support it as much as they can. The personality trait conscientiousness is connected to both pursuing a career and anticipating pride in it more than the trait openness is. Hence it is up to the HR managers to express more adjectives in job ads that relate to hard work, goal orientation, and preciseness because people connect hard work with pride.

5.4 Limitations and future research

This study provides several relevant and interesting insights but has to be viewed under limitations. This research uses an experimental approach to attain real job seekers intention to pursue and anticipated pride after reading actual job advertisements and pretending to answer them as they would in reality. Potential problems might be caused through the fact that an experimental approach means no real surrounding, hence uses no real company which makes it hard to compare the outcomes of the research with legitimate organizations. Furthermore, participants in the research might not respond according to their real behavior. Nevertheless, the full anonymity in this research helps to reduce the possible bias. I acknowledge that analysis based on hypothetical job advertisements may be biased by the lack of compulsoriness.

Even though this work and its output cannot be generalized, it will be of help to encourage Human Resource associates to rethink their approaches made to attract future job seekers.

Since the control group of employed individuals only showed a significant reaction to the value of diversity future research should investigate what they would need to be influenced as well by job advertisements. Individuals who already work in companies and experience company values and benefits should be examined carefully to check how

they could be influenced. Furthermore manipulating all big-5 personality traits in job advertisements would be interesting to assess even though a pre-selection of the values and personality traits makes sense regarding the relevance of the values. One example could be the combination of the value equal opportunities with the personality trait of agreeableness. Someone who is agreeable can be described as cooperative, well-tempered and helpful. Equal opportunities explain the state of having equal chances and pay within the organization among women and men. Agreeable individuals tend to avoid issues or challenges which the aim for equality sometimes can be. On the other hand, when equality was successfully achieved within the company, agreeable individuals would enjoy the harmony between the employees. Hence the fit of equal opportunities and agreeableness could be investigated.

Since the conscientious personality trait had a big impact on the results, more research should be applied in this direction.

Additionally, future research could extend the findings to populations other than German and Austrian. Also, a specific age group could be examined to investigate the preference of older participants in diversity over work-life balance. To establish a connection to the current research the type of profession could be reviewed; whether there are differences in varying branches or if the effect just can be seen in comparison to inexperienced employees.

Organization attraction is one of the most important issues for the recruitment of new talent. Understanding the contribution of the different values and personality characteristics to the intention to pursue and anticipated pride, a company can impart HR managers to reach the high potential workforce to enhance corporate power.

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Appendix

APPENDIX 1

Abstract

The goal of the master thesis is to evaluate how personality and values influence the job seekers' intention to pursue and the anticipated pride which describe organization attraction.

Regarding the fact that every individual has a personality and according to that a different preference in organizations the job applicants' personality and the companies' values have to fit (Person-Organization fit). A 2 x 2 design and a sample of 97 students, unemployed and self-employed individuals was used. The findings indicate that there is a significant impact on the job seekers' organization attraction influenced by the combination of work-life balance value description and conscientiousness personality descriptions. Job advertisements have a significant influence on the intention to pursue and anticipated pride of students, unemployed and self-employed individuals. The main conclusion drawn from this research is that job advertisements and their content matter which is an important tool for HR managers to attain a high potential workforce.

Abstract

Das Ziel dieser Masterarbeit ist es herauszufinden, wie Persönlichkeitseigenschaften und Werte die Unternehmensattraktivität für Bewerber steigern. Die Unternehmensattraktivität ist definiert durch die Absicht und den Stolz für ein Unternehmen zu arbeiten. Da jedes Individuum eine eigene Persönlichkeit besitzt und somit auch andere Präferenzen in der Unternehmenswahl, sollten die Bewerber-Persönlichkeit und die Unternehmenswerte gut zueinander passen (Person-Organization fit). Es wird ein 2 x 2 Design genutzt; 97 Studenten, Arbeitslose und Selbstständige wurden befragt.

Das Ergebnis zeigt, dass die Kombination von Work-life balance und der Persönlichkeitseigenschaft Gewissenhaftigkeit einen signifikanten Einfluss auf die Unternehmensattraktivität haben. Stellenanzeigen haben einen signifikanten Einfluss auf die Absicht und den Stolz für ein Unternehmen zu arbeiten, vor allem für Studenten, Arbeitslose und Selbstständige. Die Essenz dieser Recherche ist, dass um potenzielle

Mitarbeiter anzuwerben, vor allem Nichterwerbstätige, Stellenanzeigen und Ihr Inhalt ausschlaggebend sind. Den größten Einfluss hat die Kombination von Work-life balance und der Persönlichkeitseigenschaft Gewissenhaftigkeit. Die Schlussfolgerung der Masterarbeit ist, dass Stellenanzeigen sinnvoll sind und ihr Inhalt ein wichtiges Instrument für Personalmanager ist, um hochqualifizierte Arbeitskräfte anzuwerben.