

# Organizational Attractiveness: A Meta-Analytic Review of Factors and the Moderating Role of Personality Traits

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## Abstract

This study conducts a meta-analysis on Organisational Attractiveness (OA) factors across industries, with the focus on the IT industry, where the talent competition is strong. The challenges in attracting the right talents seem to exist in terms of demographic, labour, societal and diverse workforce(s) respectively. The insights from the published literature across the globe are considered in view to study the existing factors relevant to organisational attractiveness and emerging trends. This study reviews the perceived organisational attractiveness among potential applicants in any organization, and the research conducted across industries and nationalities are also included in this study. The drivers which become the focus of this study under the purview of Organisational Attractiveness and those reviews pertaining from the year 1975 to 2025 are considered by researchers. The paper is further narrowed down after conducting the first level of reviews and focuses on analysing how individual personality traits and job characteristics are being moderated from a potential candidates' perception basis in the organisation. The outcome of the study highlights how organisational attractiveness drivers can be contributed towards the individuals' behavioural and attitude perspectives as such. at the individual. Keeping the outcomes as an end with the organisational attractiveness as a means, the study ensures to throw some light towards organisational implications - especially supporting the HR professionals and HR product owners mainly in an organization.

**Keywords:** Organisational Attractiveness, Personality Traits, Organisational Attractiveness Factors. HR Strategy, Human Resource Management, potential candidates, recruitment and personality trait analysis

## 1. Introduction

The socio-economic landscape is dominated by randomness and uncertainty in general, and hence it requires keen analysis by the researchers. The factors relevant to VUCA (Volatility, uncertainty, complexity, and ambiguity) amidst the paradigm shifts in organisation, Job roles, required skill sets and work relationships have been noted to be in existence in a deliberate manner in the current scenario. Organisations tend to be more flexible and adaptable in their approaches and are trying to find new tactics to create interest towards the organization and retain talent (Behrens, 2009). The preference for the job and agenda seems to differ among candidates based on various factors. Thus, organisations are keen on eyeing the drivers which attract potential candidates and are willing to implement non-traditional approaches in their recruitment (Spiro, 2006).

Organisational attractiveness plays a vital role when candidates are applying for jobs in any organisation and therefore the perceptions of the organisations thereby are invoked by their personality traits, needs and external reviews which the candidates come across (Von Hoyer and Turban, 2015). The job fit, the recruitment communications, and the external information received by the candidates through publicity and word of mouth influence organisational

attractiveness (2000) in addition to other factors that contribute towards the changed scenario which is existent.

### **1.1 Objective of the study:**

The study focuses on the below objectives:

- To identify the significant organisational attractiveness factors that influence potential employees
- To explore the trends in organisational attractiveness across various times between 1975 and 2025
- To trace how personality traits moderate the perceptions of organisational attractiveness factors of a potential candidate.
- To identify the relationship between the job roles, or perceived job fit, with that of the moderating factors of organisational attractiveness.
- To explore those practices that are instrumental in causing negative organisational attractiveness that impacts the employer branding of the organisation.

### **1.2 Need and Importance of the Study:**

The need to reveal what attracts individuals towards the organisation is associated with the organisational attractiveness and is emphasised in much of the literature (Rynes et al., 2003). Therefore, it becomes essential to identify those factors that reveal the attractiveness among the potential candidates. For the achievement and existence of the organisation, attracting and retaining the most talented people is fundamental (Breaugh, 2013) and it ultimately contributes towards positive side of employer branding. The organisations are putting rivals among themselves to fiercely persuade applicants to spot their organisation as attractive, and eventually apply for the job vacancies in the organisation, and accept the offers (Spitzmuller, 2008). With such instances of fierce persuasion of applicants, the employer branding gets affected. The organisations are investing heavily to attract talent to get a competitive edge and hence it is every organisation's responsibility to ensure in upkeep their standards related to organizational attractiveness. The organisation's initiative towards attraction in terms of employee perception is found to be crucial to attract and hold talent (Berthon, 2005). Therefore, the organisations are putting efforts to place themselves as an appealing company. (Thompson and Aspinwall, 2009).

## **2. Literature Review**

### **2.1 Organisational Attractiveness:**

The way organisations strategically utilize their strengths to attract job applicants for get-together a pool of attractive profiles, which are marching organisation's requirements is referred as organisational attractiveness (Luce, Barber and Amy, 2001) In general, perceived desirability of working for an organisation or an expression or attitude of optimistic outlook affect the workplace and perceiving that organisation as a likable place to initiate some relationship is known as organisational attractiveness (Aiman Smith et al., 2001). The desirability of working for an organisation is assessed by an applicant in the first phase of the application process (Barber, 1998). The research by Rynes et al. (1991) states that the level to which an organisation is favourably preferred as a place to associate by a person is defined as organisational attractiveness. This can also be defined in terms of the benefits an individual expects to work for that employer (Berthon et al., 2005).

### **2.2 Disciplinary Perspectives on Organisational Attractiveness:**

The organisation's ability to attract applicants with a targeted skill set and qualities will contribute to the success of the organisation. Significant reaches are available in both marketing and human resources areas, highlighting organisational attractiveness and its importance in the recruitment process (Gomes and Neves, 2011). Organisational attractiveness is generally referred to as branding in marketing research (Cable and Turban, 2001). Psychological researchers are also trying to figure out, in terms of personal characteristics, what makes an organisation attractive or what makes individuals attracted towards the companies (Hoye and Lievens, 2007)

### **2.3 Application of organisational attractiveness:**

According to the studies of Charles (2007), perceived organisational pull is defined as a key to the success of an organisation in attracting potential applicants. The target of the attraction phase of the staffing process is creating purposes in potential applicants to pursue a job in an organisation (Gomes et al., 2011). Organisational attractiveness measures are helping in predicting the organisational pursuit (Highhouse et al., 2003). As per the findings of Collins and Oreg (2005), organisational attractiveness is playing a significant role in clarifying the process that takes place to apply for work. (Gomes et al., 2011).

Organisational attractiveness is treated as a multidimensional measure in some research, whereas it was treated as unidimensional or global in some other studies. From the perspective of quantifying, it is important to study the dimensionality of organisational attractiveness to decide upon the structure of the scale which will be more reliable. Because through the measurements of the organisational attractiveness scale, the organisational pursuit behaviour can be predicted (Highhouse et al., 2003).

### **2.4 Evolution of Organisational Attractiveness:**

The population inclinations suggested that the growth in the workforce would be at its lowest level since World War II (Johnston and Packer, 1987; Judy and D'Amico, 1997; Dutka, 1994). The decrease in the working-age population and the demographic changes also created a labour shortage (Beechler and Woodward, 2009). The escalation of competition and globalisation has enlarged the requirement for expertised labour (Wilden, Gudergan, and Lings, 2010). Employer attractiveness in terms of employees' perception is crucial in attracting and retaining talent (Williams and Bauer, 1994; Albinger and Freeman, 2000; Berthon et al., 2005). For organisational success and survival, attracting and retaining the most talented people is fundamental (Breaugh, 2013). Organisations are significantly investing in the staffing of exceptional talent (Barber, 1998). The McKinsey consultants (Chambers, Foulon, Hankin, and Michaels, 1998) brought the subject, 'War for talent'. As a result, attention was raised for the question of improving the attractiveness to candidates. (Chapman et al., 2005). Therefore, organisations are attempting to position themselves as attractive employer.

### **2.5 Theories related to organisational attractiveness:**

#### **2.5.1 Social Identity Theory**

As per social identity theory (Ellemers and Halslam, 2011), individuals are attracted to teams, entities and organisations which will give them a positive social identity. Research by Aiman Smith et al. (1996) speculates that candidates are attracted to organisations that create a positive outlook in the areas of Corporate Social Responsibility actions, ecological concern and are perceived to be more ethical by the applicants.

#### **2.5.2 Signalling theory:**

Signalling theory (Runes, 1991) is helping to elucidate how news or information about an organisation acts as a signal about the characteristics of the organisation during recruitment, including attraction of an application towards the organisation. Signalling theory is described from the applicant's view in the literature of recruitment. The study by characteristics is based on the data they have received as a signal during the recruitment episodes, if clear information on job characteristics from the organisation is not provided to them. Thus, the signalling theory highlights the importance of sending the right signal to the applicants to attract them to the organisation.

### **2.5.3 Brand Equity Theory:**

From the standpoint of recruitment and from the applicant's opinion, brand equity theory is one of the key drivers in influencing the applicants towards organisations (Allen et al., 2007). As per Aaker (1996), a group of properties connected to a brand's name or defines an icon which adds value to the service or product provided by the firm as brand equity. From the applicant's stance, the perceived value of a job and the interest expressed about an organisation, as a great place to associate, is inclined to the brand equity and the employer's image.

### **2.5.4 Schema congruity theory:**

The Schema Congruity theory by Mandler explains the concept of scheme congruity. The assembly of knowledge or a semantic network arrangement of an entity is known as a scheme. Personal experiences or individual connections with the environment play a major role in forming schemata, which can be arranged as individual blocks or as categories connected among them. This already existing schematic structure stimulates the way a person responds to new information based on how well the new data is connected or can be related to the already present blocks of information. This theory aids us to comprehend the effect of corporate brand and organisation image in the staffing process (Uggerslev et al., 2012).

### **2.5.6 Individual Difference in Adaptability Theory:**

Individual differences in adaptability theory proposed by Polyhaurt (2006) states that "an individual's capability, talent, temperament, readiness and drive to alter or fit versatile tasks, community and environmental structures is called adaptability. The opinions about the usefulness of changes in an organisation and the confidence of an individual's capability to cope with these changes are driven by an individual's idea about the self and tolerance for dynamic changes were associated (Judge, Thoresen, Pucik and Welbourne, 1999). Perceived organisational support focuses on the action of the organisation, and this perception plays a role (Rhoades and Eisenberger, 2002). The expected organisational support and the adaptability of an individual have a significant importance when an individual appraises an organisation (Cullen, Edwards, Casper and Gue, 2014).

### **2.6 Organisational Attractiveness Factors:**

Previous studies in the literature on recruitment have highlighted the factors affecting an applicant's attraction towards an organisation (Terjesen, Vinnicombe, and Freeman, 2007; Jorgensen, 2005). Chapman et al. (2005) state that perceived organisational attractiveness is a substantial factor. An individual finds an organisation more attractive when the organisation possesses features which address his personal needs (Cable and Edwards, 2004) and the environment of the organisation suits the characteristics of the job seeker (Kristof, 1996). The study by Cable and Turban (2001) states that the applicants fit with job attributes and organisational characteristics lead to organisational attractiveness.

Highhouse et al. (2004) have also mentioned the role of organisational trait attributes in organisational attractiveness in their research. It is explained that the job seekers who are more agreeable are more attracted to organisations with a supportive culture, and job seekers who are extroverted are more attracted to a team-oriented culture (Judge and Cable, 1997). A study points out that culture plays a major role in attracting job applicants (Boswell, Roehling, LePine, & Moynihan, 2003). Along with the culture, the structure of the organisation also affects the attraction of new job applicants (Turban and Keon, 1993). Millennials with an ability to multitask expect the organisation to provide creative challenges and want to surround themselves by people from whom they can gain knowledge to avoid boredom, and they wish to have the ability, which will allow them to contribute to the decision-making processes of the organisation (Hurst and Good, 2009). The literature on millennial behaviours describes that the candidates seek the opportunity to work as teams and they want thrilling and inventive tasks in their professional routine (Brazeel, 2009).

Work-life balance is noted as one of the key motivating factors in millennials. They are looking for organisations which can help them establish a deep workplace relationship and add meaning and purpose to their contribution, which drives a change in the workplace (Casper and Buffardi, 2004). Millennials value their non-working time and want to enjoy. They want their jobs to support their life rather than rule their entire life (Spiro, 2006). Thus, Millennials see work to earn money for their expenses, and they value time. The evidence in the literature indicates that employer branding influences the organisation's attractiveness. In continuation to the earlier discussion and citation(s), the other researches also suggest the need for creating an encouraging and comfortable work environment for employees to stay in an organisation (Sokro, 2012). It is also proven in previous studies that an applicant's positive first impression on an organisation maximises the chances of increased attraction at the post interview phase of an interview (Turban et al., 1998). According to Kanar, Collins and Bell (2010), positive word of mouth by existing employees attracts job applicants.

The recruiters can modify the expectations and valences of the job; in view of this, the organisations can also influence the degree of an applicant's desirability to get into an organisation. Thus, this recruiter effect also influences the level of perceived organisational attractiveness of the job seekers (Rynes, 1991). The studies conducted by Powell and Goulet (1996) and Taylor and Schmidt (1983) point out that the behaviour of the recruiters and the recruitment tools and the recruitment sources used by an organisation in the initial phase of recruitment also affect the interest of an applicant towards the organisation.

Chapman et al. (2005) state that the career opportunities and wages (Bretz and Judge, 1994) influence the potential applicant's decision in the choice of job and organisation. The opportunities for personal development led to organisational attractiveness (Backes-Gellner and Tuor, 2010). Millennials especially value development opportunities through learning and guidance by positive and credible leaders (Gladwell, Dorwart, Stone, and Hammond, 2010).

The congruence in the personal and organisational values also attracts an individual to apply for a job vacancy in a particular organisation (Cable and Judge, 1994; Cable and Judge, 1996; Judge and Bretz, 1992). Expected discrimination in terms of age (Foley and Kidder 2002) and sex (Siri Terjesen et al., 2007) also affects the interest of an individual in an organisation. Kim, Lee, Lee and Kim (2010) prove that the corporate social responsibility (CSR) engagements of

an organisation are related to the identification of an organisation. The organisation's obligation to policies and practices regarding social responsibilities and the relationship with its stakeholders generates perception about the reputation of the organisation in an individual's mind (Mueller, Hattrup, Spiess, and Lin-Hi, 2012). This image of an employer plays a role in attracting potential job applicants with organisational citizenship behaviour towards the organisation (Hansen, Dunford and Boss, 2011). The organisations which emphasise diversity, corporate responsibility, green issues and accountability are esteemed more by millennials (Atkinson, 2008). As per the study by Turban and Greening. (1996) When the actions of an organisation are perceived to be ethical, applicants are attracted to contribute to that organisation and are inclined to apply for job vacancies. Tursunbayeva et al. (2025) state that the usage of AI recruitment tools shows positive signals on attractiveness, especially among Gen Y and Gen Z populations from business and engineering backgrounds. The experimental study conducted by Koch-Bayram and Kaibel (2024) on the recruitment algorithms also confirms that the usage of technical tools in the selection of employees has an impact on how candidates perceive the organisation.

## **2.7 Key Constituents of Organisational Attractiveness**

There are diverse constituents that contribute towards organisational attractiveness and the need to elaborate discuss each of them arises and the below are cited one after the other.

### **2.7.1 Compensation Structure/System**

As per Aiman-Smith et al. (2001), the base salary ranges the organisation sets is known as compensation. The compensation system consists of basic pay, pay level, bonus and other benefits provided to the employees by the organisation against the service they provide (Saleem and Saleem, 2013). Benefits can be paid leave, opportunity to earn extra money by working overtime or health facilities, etc. Compensation works as a regulator when given as wages and as a persuader when given as incentives. (Cooke, 1999). Incentives are also known as variable pay, which denotes the variable pay other than basic salary offered to employees linked to their level of performance Saleem and Saleem, 2013).

### **2.7.2 Work Culture**

Greenhaus, Collins and Shaw (2003) define the degree to which an individual is similarly engaged in and feels content with their work role and family roles as work-family balance. The work-family balance indicates the balance in time involvement and satisfaction. Work-life balance is explained as, at a given point in time, how well the roles of an individual in work and family bring him or her the feeling of satisfaction and effectiveness compatible with their individual roles and priorities Greenhaus and Allen, 2011). As per the Work/Family Border Theory by Clark (2000), work-life balance is stated as the satisfaction and effective functioning with less conflict at work and home. It is about people having control measures over where, when, and how they do the work (Fleetwood, 2007). Individuals perceive that they have work-life balance when the work and non-work duties are harmonious, and according to the individual's life priorities, they promote growth (Kalliath and Brough, 2008). The millennials change their workplace and timing to match their lifestyle (Roy, 2008). The flexibility is referred to as the expectation of people to get things done as they wish (Gursoy, Maier and Chi, 2008; Lyster and Reisenwitz, 2009; Eng et al., 2025; Karjalainen et al., 2024). The freedom in flexibility regarding music and clothing-related aspects of work is defined as personal freedom (Becker, 2012).

The behavioural indication of creative activities involves generating new useful processes, products, and ideas, which are called creative performance in an organisation. The places which nurture the people who perform creatively are known as a creative workplace (Amabile, 1988, 1996; Oldham and Cummings, 1996). Spiro (2006) states that every individual wants an organisation which highlights the significance of creating an environment to meet the requirements and expectations of everyone and a culture which encourages an individual to be an influential and productive contributor. Fun is also an element of organisational and social context. It is giving the feel of 'freeing'. (Owler, 2010). The degree to which an individual perceives the presence of fun in an organisation is called experienced fun (Karl, 2005). The non-work-related activities which engage employees and are joyful, playful and entertaining are defined as fun at work by McDowell (2005). When managers support the sense of fun at work, it is referred to as Global Fun. The celebration and parties were also included in the fun factor (Becker, 2012).

### **2.7.3 Brand/Image of the employer**

Studies by Highhouse, Beadle, Gallo and Miller (1998), Turban and Greening (1996) and Turban et al. (1998) had elements on the perception of a company's reputation from an applicant's point of view. The extent to which an organisation is perceived as well regarded and a prestigious place to work is defined as the reputation of an organisation, as per the literature. The latest studies, Rosa et al. (2024) and Davies et al. (2024), also mention the key role employer branding and organisational reputation play in attracting talent.

### **2.7.4 Job characteristics**

Cross-allocation of employees among roles in an organisation is defined as job rotation. Job rotation is one of the functions of staffing. As per this rotation of jobs, the employee will not return to their previous jobs, and they will not stay in their current job forever (Miller, Shaliwal and Magas, 1973; Walker and Guest, 1952). The want of an employee to make a significant impact on the work they are involved with is known as the seeking of a sense of purpose (Spiro, 2006). It also involves the desire of an individual to make the world a better place and emphasise the need to figure out the meaning of their contributions (Hurst and Good, 2009).

### **2.7.5 HR Policies**

To reduce the employees' chances of losing their jobs and means of living, job security policies are defined. Lay-off policy is one of the job security-related provisions which the organisation has for retaining and laying off employees (Aiman-Smith et al., 2001). A lot of recent studies discussing well-being elements (Lambert, Smith, Yeatts, & Dzvurumi, 2025; Schäpers, Mönke, Frieler, Roulin, & Basch, 2025).

### **2.7.6 Social Impact**

In the view of moral accountability, CSR is well-defined as the obligation of the management to safeguard and improve the social welfare and the benefits of the organisation (Davis and Blomstrom, 1975). CSR and green strategies play a major role in organisational attractiveness across generations (Joshi, 2024; Rosa et al., 2024; Cömert et al., 2025). As a policy, CSR is considered as actions and policies framed and performed by an organisation that is considered by stakeholders (Aguinis and Glavas, 2012). An organisation will be scored by external agencies in terms of environmental protection initiatives such as making 'Green products', recycling, etc. (Aiman-Smith et al. 2001).

### **2.7.7 Growth**

Career growth is defined by Latack and Dozier (1986) as a potentially positive outcome that an individual possesses to change the direction of his or her career goals and preferences, develop new competencies, analyse new alternatives or quit a job which is not providing enough challenges. The environment, the evolution process and the characteristics of an individual are the three important factors related to career growth. The average rate of promotion in an organisation also plays a significant role in the perceived career growth of an organisation (Aiman-Smith et al., 2001). The important role learning and development play in attracting candidates is explained in the study (Dellve et al., 2024).

### **2.7.8 Ethics**

In philosophy, ethics is defined as a branch which discusses the judgment of right and wrong (Bragues, 2006). The way in which morals are applied in results is referred to as ethics (Coscarella, 2005). A formal structure or a group of instructions which are clearly accepted by a set of people is defined as ethics. Ethics is defined and adopted internally, but the standards of ethics are imposed externally by people also (Venkatadurai, 2014). The legal and compliance perspectives also play a major role in organisational reputation and directly influence employer branding and attractiveness towards an organisation. Especially the Gen Y and Gen Z who are associating their values with the organisation's values are looking for ethical and fairness in the way the organisations are operating (Mobert et al., 2020)

## **3. Methodology**

### **3.1 Approach:**

This systematic review adapts a meta-analytic approach and in specific PRISMA framework (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) is used to narrow down the focus of the study. This study does not use statistical meta-analysis of effect sizes alone, but categorises the OA factors by integrating the findings qualitatively. The databases used are Scopus, Google Scholar, Web of Science, ProQuest and Science Direct. The key terms used for the search are "Organisational Attractiveness," "Employer Attractiveness", and "Personality Traits." The articles from 1975 to 2025, around 50 years of studies published in Organisational Attractiveness in English, are included. Studies conducted in versatile industries and nationalities using qualitative, quantitative and hybrid approaches are considered. AI tool ChatGPT is used for structuring, arranging and reference formatting purposes.



PRISMA Flow Diagram — Study Selection and included papers (1975–2025)

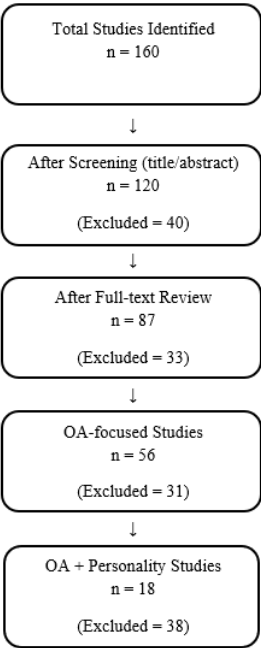


Figure 1- Selection Criteria

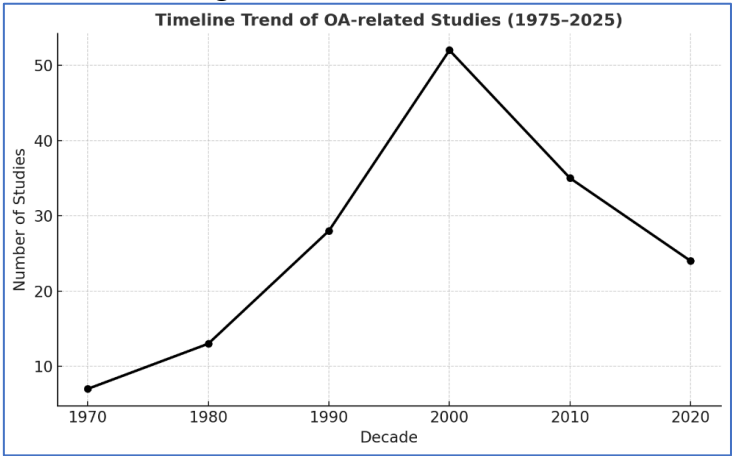


Figure 2 - Timeline of the studies explored

**4. Findings and Discussion**  
**4. 1 OA Factors categorisation**

Below is the list of Organisational Attractiveness factors identified in the study over time. Lievens & Highhouse, 2003; Backhaus & Tikoo, 2004; Rynes, 1991, mentioned this categorisation. Instrumental factors are tangible, utilitarian and job-oriented. The Symbolic factors are intangible, identity-based attributes. Contextual elements are social and technologically mediated. This categorisation is based on whether an organisational attribute is yielding functional benefit, psychological or social-based or environmentally embedded. Researchers (e.g., Lievens & Highhouse, 2003; Berthon et al., 2005; Backhaus & Tikoo, 2004; Rynes, 1991) categorized Organisational Attractiveness (OA) factors into the instrumental, symbolic, and contextual categories.

Table 1 - OA Factor Categories

| OA Dimension        | Factor                                   | Key Citation(s)  |
|---------------------|--|--|
| <b>Instrumental</b> | Pay & Compensation                       | Lawler, E. E. (1975)                                     |
|                     | Job Security & Stability                 | Schwoerer, C. E., & Rosen, B. (1989)                     |
|                     | Recruitment Fairness & Process           | Rynes, S. L. (1991)                                      |
|                     | Working Conditions                       | Barber, A. E. (1998)                                     |
|                     | Career Progression Structures            | Cable, D. M., & Turban, D. B. (2001)                     |
| <b>Symbolic</b>     | Employer Branding (Prestige, Reputation) | Backhaus, K., & Tikoo, S. (2004)                         |
|                     | Culture & Organisational Identity        | Lievens, F., & Highhouse, S. (2003)                      |
|                     | Creativity & Innovation Signals          | Berthon, P., Ewing, M., & Hah, L. L. (2005)              |
|                     | CSR (as a symbolic identity marker)      | Greening, D. W., & Turban, D. B. (2000)                  |
|                     | Value Congruence                         | Becker, K. (2012)  |
| <b>Contextual</b>   | Flexibility, Diversity & Inclusion       | Nadler, J., Thompson, L., & Van Boven, L. (2010)         |
|                     | Cross-Cultural CSR                       | Rabl, T., & Triana, M. D. C. (2014).                     |
|                     | Digital Employer Branding & Cybervetting | Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013) |
|                     | Sustainability & Green HRM               | Ehnert, I., Harry, W., & Zink, K. J. (2014)              |
|                     | AI-driven Recruitment & Retention        | Joseph, B., Srivastava, S., & Nath, V. (2024)            |
|                     | Digital Employer Branding (Asia)         | Cheng, Y., Zhang, L., & Wang, X. (2025)                  |
|                     | AI & Contextual OA                       | Cömert, H., Yıldız, H., & Aksoy, E. (2025)               |

## 4.2 OA Factors - Temporal Trends

### 4.2.1 Temporal view across Generations

The 1970s to 1990s are known as a period of Instrumental factor dominance. The organisational attractiveness studies predominantly focus on pay, job security and recruitment fairness. These early OA factors are identified as economic factors (Lawler et al., 1975; Schworer & Rosen, 1989). These factors resonate highly with the highly contentious trait of the Gen X population, who value loyalty, choose predictability and expect security in employment (Barber, 1998; Cable & Turban, 2001)

The signals of developmental (growth, training, etc.) and Social (teams, leadership, etc.) elements were identified initially in the 1980s. In 2000 – 2010, the shift to symbolic drives emerged. Creativity in work, the CSR and employer branding perspectives started playing a major role (Berthon et al., 2005). This period can be known as a symbolic factor of emerging duration. This is the exact time Gen Y, also known as millennials, started entering the workforce, who seek the alignment between individual values and employer's values (Kristof-Brown et al, 2005) with high openness, and expectation on social belonging. This brought a lot of exposition in terms of symbolic factors in 2010-2019. The terms inclusion, flexibility,

diversity, and cultural CSRs became popular (Nadler et al., 2010; Rabl & Triana, 2014). Gen Y is also known as a global generation known for discussions on social justice and multicultural integration.

The contextual elements, such as branding and ethical positioning, started emerging at this time and became complex after 2020. In the current decade, the contextual and technical mediated factors are playing a major role in organisational attractiveness. AI-driven recruitment, cybervetting consequences, sustainability commitments and digital impression of the employer are influencing the candidates to associate themselves with an organisation (Joseph et al., 2024; Cheng et al., 2025; Cömert et al., 2025). This announces the entrance of Gen Z in the workforce with their own characteristics of strong contextual alignment, digital impressions, fluency with technologies, and societal purposes.

Through this trajectory, we can understand the evolution of organisational attractiveness factors from Instrumental to symbolic and from symbolic to contextual over time.

#### 4.2.2. OA value dimension view

The core 5 dimensions of OA are referred from the study by Berthon et al (2005). They are Economic Value, Development Value, Social Value, Interest Value, and Application Value. These dimensions explain the broader view behind the attractiveness towards an organisation for a candidate.

The economic values are dominant in the 1970s–2000s, where Gen X is the major workforce. However, the importance of these factors started to decline slightly in the 2010s–2020s when Gen Y entered the workforce. The developmental values were shown in the 1980s and 1990s with strong recognition. But this is aligning with Gen Y and Gen Z for a continuous upskilling perspective (Berthon et al., 2005; De Hauw & De Vos, 2010). The social values emerged in the 1980s, got attention again in 2000, and recently played a central part in the 2020s (Turban & Greening, 1997; Backhaus & Tikoo, 2004). Interest values emerged with Gen Y, who are open to innovation and gaining traction till today (Kumari & Saini, 2018). The Application values are steadily rising since they emerged in the 1980s, with a lot of green initiatives, and Gen Zs seek purposeful employment.

*Table 2 - OA Value Dimension View*

| OA Value             | Related Factors  | Trend (1970s–2025)                             | Illustrative Citations  |
|----------------------|--|--|---|
| <b>Economic</b>      | Pay, compensation, job security, structural stability, and recruitment fairness. | Dominant 1970s–2000s → Declined 2010s–2020s.   | Lawler et al. (1975); Schwoerer & Rosen (1989), Barber (1998), Cable & Turban (2001).         |
| <b>Developmental</b> | Growth, training, career adaptability, lifelong learning.                        | Intermittent 1980s–1990s → Rising 2020s.       | Berthon et al. (2005); De Hauw & De Vos (2010); Joseph et al. (2024).                         |
| <b>Social</b>        | Culture, leadership, teamwork, diversity, wellbeing, and psychological safety.   | Emerg ed 1980s → Revived 2000s → Strong 2020s. | Turban & Greening (1997); Backhaus & Tikoo (2004); Rabl & Triana (2014); Cheng et al. (2025). |

|                    |   |   |   |
|--------------------|---|---|---|
| <b>Interest</b>    | Creativity, innovation, challenging work, digital transformation, and AI-enabled roles. | Low until 1990s → Gaining 2010s–2020s.      | Lievens & Highhouse (2003); Kumari & Saini (2018); Cömert et al. (2025).              |
| <b>Application</b> | CSR, sustainability, social impact, purpose-driven work.                                | Steady rise since 1980s → Peak 2010s–2020s. | Greening & Turban (2000); Deloitte (2020); Joseph et al. (2024); Cheng et al. (2025). |

#### 4.2.3 P-J Fit and P-O Fit View

The Person–Job (P–J) Fit (Edwards, 1991) emphasises the alignment between the skills of the individual and the job demands, which are linked to economic and application values, which are related to utilitarian OA elements. The Person–Organisation (P–O) Fit explains more about the person, the alignment between the personal and organisational values which are relevant to the dimension’s development, social and interest (Kristof-Brown, A et al, 2005). The personality traits moderate how the organisational attractiveness element is perceived. This dual perspective is very important when trying to understand the organisational attractiveness factor and how it influences the potential candidates towards the job and organisation.

*Table 3 - P-O and P-J fit view*

| <b>Perspective</b> | <b>OA Factors (Examples)</b>   | <b>Description in OA Context</b>   | <b>Illustrative Citations</b>  |
|--------------------|--|--|--|
| <b>P–J Fit</b>     | Pay, job security, training relevance, skill–role alignment, challenging/creative tasks. | Focuses on the match amid distinct skills, abilities, and job requirements; employees are attracted when the role meets expectations for compensation, growth, and meaningful tasks. | Lawler et al. (1975); Barber (1998); Lievens & Highhouse (2003); Berthon et al. (2005); De Hauw & De Vos (2010).   |
| <b>P–O Fit</b>     | Culture, leadership, teamwork, CSR, sustainability, diversity, organisational mission.   | Focuses on value congruence between individual and organisation; attractiveness stems from alignment with culture, social identity, and broader organisational purpose.              | Turban & Greening (1997); Backhaus & Tikoo (2004); Greening & Turban (2000); Rabl & Triana (2014); Deloitte (2020); Cheng et al. (2025); Cömert et al. (2025). |

#### 4.2.4 Personality Traits view

The Big 5 dimensions are considered for personality trait analysis. Based on the patterns shown and the generational characteristics studied, the high conscientiousness is linked strongly to instrumental factors. Based on the studies from Lawler et al. (1975), Schwoerer & Rosen (1989), the elevated sensitivity to pay and job security shows that their trait is linked to Economic value dimensions. The structured career path preferences of the highly conscientious individuals are also associated with developmental values.

The Openness related views are found from the studies Berthon et al. (2005); Greening & Turban (2000); Deloitte (2020); Joseph et al. (2024); Cheng et al. (2025); Cömert et al. (2025), these states that openness it tied to the factors such as Learning (Developmental Values), Creativity and Innovation (Interest Value) and purposeful social contribution (Application Value). The candidates who exhibit these traits are influenced by the elements of the instrumental, symbolic, and contextual categories.

People with agreeableness show a stronger response to CSR and Ethics elements. This shows their inclination toward the application value dimension. They also value harmony in workplaces, which is a part of the social dimension (Backhaus & Tikoo, 2004; Williams & Bauer, 1994; Lambert et al., 2025). Thus, they are exhibiting symbolic and contextual factor combinations. Instrumental element relationship is not highlighted in the studies.

The extroversion trait is highlighted in the studies Cable & Turban (2001) and Berthon et al. (2005). They are exhibiting teamwork and social culture-related preferences. They enjoy stimulating tasks in terms of personal Job fit influence. These Social and Interest elements fall under the Symbolic factor category.

Neuroticism is related to sensitivity. The Job security OA factor is identified as related to this trait. When organisations provide psychological safety and well-being support, it reduces Neuroticism. Thus, these factors are related to social and economic value dimensions, which fall under symbolic and instrumental categories (Deloitte, 2020; Cheng et al.,2025).

*Table 4 - Personality Trait View*

| <b>Big Five Trait</b>    | <b>OA Lens Category</b>              | <b>Associated OA Value(s)</b>          | <b>Related OA Factors</b>   | <b>Illustrative Citations</b>   |
|--------------------------|--------------------------------------|--|---|---|
| <b>Conscientiousness</b> | Instrumental                         | Economic + Developmental               | Pay, job security, structured growth, fairness, and training alignment.       | Lawler et al. (1975); Schwoerer & Rosen (1989); Berthon et al. (2005)                       |
| <b>Neuroticism</b>       | Symbolic + Instrumental              | Social+ Economic                       | Wellbeing, psychological safety, leadership integrity, Job security           | Backhaus & Tikoo (2004); Deloitte (2020); Cheng et al. (2025)                               |
| <b>Agreeableness</b>     | Symbolic + Contextual                | Social + Application                   | Diversity, inclusion, teamwork, collaboration, societal alignment.            | Williams & Bauer (1994); Rabl & Triana (2014); Lambert et al. (2025)                        |
| <b>Openness</b>          | Instrumental + Symbolic + Contextual | Developmental + Interest + Application | Career growth, learning, innovation, creativity, CSR, sustainability, impact. | Berthon et al. (2005); Greening & Turban (2000); Joseph et al. (2024); Cömert et al. (2025) |

|                     |          |                   |  |  |
|---------------------|----------|-------------------|--|--|
| <b>Extraversion</b> | Symbolic | Social + Interest | Employer branding, reputation, and dynamic organisational culture. | Cable & Turban (2001); Berthon et al. (2005) |
|---------------------|----------|-------------------|--|--|

#### 4.2.5 Positive and negative drivers

Many factors boost organisational attractiveness. However, few studies are analysing the negative driver view. The factors, such as unethical cybervetting (Schäpers et al., 2025), Greenwashing (Cheng et al., 2025), etc., can have a negative impact. The same factor can backfire if it is used inappropriately. A study by Owler et al. (2010) stating the negative impact of inauthentic fun activities is an example.

*Table 5 - Positive and Negative OA Drivers*

| <b>Category</b>                    | <b>Drivers / Factors</b>                                       | <b>Illustrative Citations</b>                                |
|------------------------------------|--|--|
| <b>Positive Drivers</b>            | Compensation and security                                      | Lawler (1975); Schwoerer & Rosen (1989)                      |
|                                    | Growth and development opportunities                           | Gomes & Neves (2011); Dellve et al. (2024)                   |
|                                    | Work–life balance and flexibility                              | Nadler et al. (2010); Eng et al. (2025)                      |
|                                    | CSR, ethics, and sustainability                                | Turban & Greening (1996); Cömert (2025); Cheng et al. (2025) |
|                                    | Diversity and inclusion policies                               | Williams & Bauer (1994); Lambert et al. (2025)               |
|                                    | Employer branding and reputation                               | Cable & Turban (2001); Berthon et al. (2005)                 |
|                                    | Fair and transparent cybervetting (via professional platforms) | Schäpers et al. (2025)                                       |
| <b>Negative / Reducing Factors</b> | Tokenism and stigma undermine diversity policies.              | Lambert et al. (2025)  |
|                                    | Rigid job security reduces flexibility.                        | Heckman (2000)   |
|                                    | Inauthentic fun initiatives are eroding credibility.           | Owler et al. (2010)  |
|                                    | Greenwashing in CSR is leading to distrust.                    | Cheng et al. (2025)  |
|                                    | Opaque recruitment practices                                   | Rynes & Connerley (1993)                                     |
|                                    | Post-hire dissonance when expectations are unmet               | Lawler (1975)  |
|                                    | Perceived injustice and privacy invasion in cybervetting       | Schäpers et al. (2025)                                       |
|                                    | Negative attitudes toward cybervetting are reducing OA.        | Schäpers et al. (2025)                                       |

#### 4.2.6 Industry perspective:

Table 6 indicates the major sectors where the Organisational Attractiveness studies have been conducted. Many studies provide a general perspective, and very few are sector-specific. To concentrate on the IT sector, inclusiveness, innovative recruitment, and AI tools are considered key OA drivers. Flexibility is also considered a major factor, recently, after the removal of work cultures evolved (Ajayi & Udeh, 2024). The sector or industry context is important while studying organisational attractiveness. The evergreen OA factor in one industry could be an emerging factor in the other and vice versa.

*Table 6 - Industry View*

| Sector            | Role of OA   | Illustrative Citations    |
|-------------------|--|---------------------------|
| Banking           | Oas are considered key retention factors.                            | Joseph et al. (2024)      |
| Healthcare        | Work–life balance is an evergreen necessity in this sector.          | Karjalainen et al. (2024) |
| IT Sector         | Flexibility and digital recruitment methods are emerging attractors. | Ajayi & Udeh (2024)       |
| Education/Welfare | Lifelong learning is an evergreen necessity to sustain OA.           | Dellve et al. (2024)      |

### 5. Conceptual Framework

The conceptual framework of this study consists of core dimensions of OA, and Environment fit theories are considered as influencers. The personality trait mediates the impact of various OA factors on organisational attractiveness. The perceived organisational attractiveness is creating notable outcomes. The outcomes related to perceived organisational attractiveness, such as intention to apply, satisfaction levels and retention, are also mapped in the conceptual framework. Among them, the employer branding acts as an outcome that positions Organisational Attractiveness as a multi-dimensional construct.

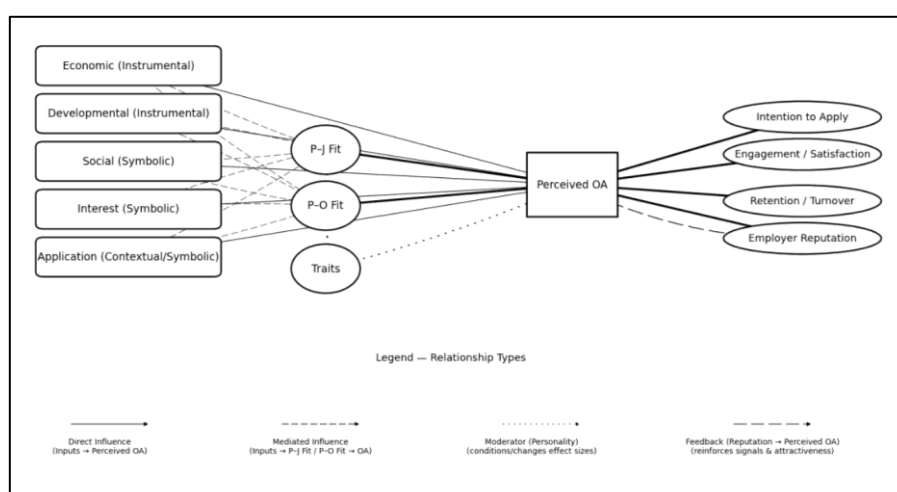


Figure 3 - Conceptual Frame Work - Perceived Organizational Attractiveness

### 6. Conclusion

The meta-analytic review-based study envisages the point that the evolving of organisational attractiveness is based on demographic factors and personality-driven individual preferences across sectors. From a narrow focus on the economic dimension, it is developed as a multidimensional construct using symbolic and contextual identities mainly. In this study, the Organisational Attractiveness is conceptualised as sector-contingent, layered by generations, historically dynamic, dual-anchored (PJ Fit and PO fit) and moderated by traits. This study ensures in supporting the HR professionals, recruitment product owners and organisations to design a multi-layer attraction strategy. The organisational attractiveness factors provide a structure in place, whereas the personality traits, on the other hand, helps in understanding why these factors are perceived differently by acting as key moderators as compared to other factors. This study further would ensure in helping those who in intending to explore those factors that are instrumental to raise their organisational standards through organisational attractiveness. The organisational attractiveness factors provide structure, whereas the personality traits help to understand why these factors are perceived differently by acting as key moderators. The advanced technologies, such as AI and their usage in recruitment and work environments are inevitable. So, the future research can focus more on key emerging factors such as the influence of AI and advanced technologies towards organisational attractiveness and evolving flexible work models.

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