

## The Relationship between Affective Organizational Commitment, Organization Attributes and Organizational Attractiveness among Employees: A Case of Premium Sound Solutions

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**Abstract:** Recently, the terms of organization attractiveness is very popular in Human Resource practices by most of the firms no matter how small or big their organization. So this study seeks to explore the relationship between affective organizational commitment and organizational attributes towards the model organizational attractiveness. Primary data is collected through survey questionnaire. Responses to survey are 120 employees at Premium Sound Solutions were used to test the study hypothesis. A multiple regression was used to predict the effect of affective organizational commitment and organizational attributes towards the degree of organizational attractiveness. Besides, correlation was used to compare the relationship of study variable. The result of multiple regressions reveals that the variables of affective organizational commitment and organizational attributes have significantly related to the organizational attractiveness. The data was collected based on multiple response questionnaires and analyzed by using Statistical Package for the Social Science (SPSS). The outcome of this study can be used as a guide to provide an approach for organizational attractiveness at the Premium Sound Solutions.

**Key words:** *Organizational Attractiveness, Affective Organizational Commitment and Organizational Attributes*

### INTRODUCTION

The organization's attractiveness is always linked to the participation of staff in the organization. In addition, the attractiveness of the organization enables applicants to see the organization as a positive place to work and to examine it from the perspective of the applicant. The involvement of the employee is important for the organization to achieve the vision and mission of the organization. An attractive organization as the world recovers from years of recession and decline is also an economic boom which is becoming more important. According to Florian, Christoph and Jörg [1] various labor markets, such as the health sectors already have weaknesses that make it more difficult for organizations to attract high - quality people and thus bring about another ' talent war ' [2] .

The organizational attractiveness can also be defined in analogy with the definition of ' employer attractiveness [3] as a set of advantages for a specific organization's individual work experience. The

attractiveness of the organization [4] is thus forecast for potential employees in specific organizations. According to Sarah and Stefan [5] the organizational attractiveness which can generally be divided into two distinct but interrelated dimensions, referring to the affection and attitude of an individual towards companies as potential employers and the intention to cooperate actively with a company. Other than that, according to Chapman et al., [6] also examined organizational attractiveness which measures in their meta - analysis of recruitment literature and identified two types of items to assess the personal attraction of a prospective employee to the organization. How much do you want to work with or focus on the attractiveness of the organization? The study focuses on people's happiness with their organizations and does not include concepts of subjective well - being or positive psychology.

According to customer order planners at Premium Sound Solutions, some employers are less unbelievable with the employees and have a poor attitude towards the employee. In other words, the

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employer will not guide the employee when the new employees do their job or task. The employer expects the employee to perform his or her job or task. The employer also believes that when the employee does his job, the employee can investigate himself. Therefore, the employee becomes stressful and unhappy when he or she does the job.

### **Problem Statement**

People have been involved often and their work is an important part of their identity [7]. It is not surprising, therefore, that “happiness at work” (HAW) has received much attention in the literature. Many of these literature address not only the definition and measurement of work happiness, but also the effects of work happiness on the results of the organization, which generally have positive correlations, in which the results of the organization are measured by increasing productivity, reducing employee turnover and much less. Research shows that happier people work with their families and friends and enhance their organization's attractiveness to the outside world [8]. It is also about an increasing number of people who are active or not active [8]. Therefore, it is very important for the organization to attract potential employees and the current staff.

The consensus for better working happiness is the second gap in the current literature. This is disturbing because it is difficult for companies to promote happiness because of the lack of knowledge. According to Salas-Vallina, Alegre and Fernandez [9], an interesting area of study is how work happiness can be achieved through better work environment management, as there is little knowledge of the organizational context influences on work happiness [10]. One way to create 'good organizations' is to create a very successful workplace [8]. The question is whether high - level organizations increase and attract employees to the outside world [11]. In the other word, there is also the need to examine whether there are causal relationships between happiness in the performance of the company at work, since this is important for organizations to justify expenditure resources in order to provide a better working environment for their employees [8]. The study described in this paper therefore assesses the increased work happiness, which increases the attractiveness of the organizations.

Furthermore, customer order planner at Premium Sound Solutions, there are also some employers who do not trust their subordinates to perform certain tasks with their subordinates because they are fear that employees will not be able to carry out their tasks in line with their expectations, and this situation leads to employment problems.

## **LITERATURE REVIEWS**

### **Organizational Attractiveness**

The attractiveness of the organization is always linked to the involvement of its employees. Furthermore, the attractiveness of the organization allows applicants to see the organization as a positive place to work and to examine it from the applicant's perspective. The employee's participation is therefore important to the organization in order to achieve its vision and mission. As the world experiences an economic boom again after years of recession and decline, an attractive organization is becoming increasingly important. Different labor markets, such as the health sectors [1] already have weaknesses that make it harder for organizations to attract high - quality people and thus, cause another ' talent war ' [2].

In addition, the organization's attractiveness can be defined in the same way as the definition “employer attractiveness” [3] as a set of advantages for the individual work experience of a specific organization. According to Scott, Filip and Evan [4] consider the attractiveness of the organization to be a prediction for potential employees, especially employers. According to Sarah and Stefan [5] the organizational attractiveness, which can generally be divided into two separate but interrelated dimensions, referring to an individual's affection and attitude towards companies as potential employers and the intention to actively cooperate with a company. Similarly, based on the meta-recruitment literature analysis, [6] organizational attractiveness measures and identified two types of items which were affection and attitude in order to assess the extent to which a prospective employee is personally attracted to the organization. The attractiveness of an organization as an employer also shows " the intended benefits of potential employees working for a specific organization " [3] or the extent to which potential and existing employees see the organization as a good place of work [12] . The organization's attractiveness is also referred to as “the power that attracts the attention of applicants to focus on an employer brand and encourages employees to remain. “The organizational appeal [13] was also defined as an opportunity for applicants to view the organization as a positive workplace from the applicant's point of view.

### **Affective Organizational Commitment**

There are many definitions of the company's participation. In the opinion of Šindelář [14] described “the relative strength of an individual's identity and participation in a given organization.” According to Anne et al., [15] defined an organizational commitment as to identify and

participate in a specific organizational undertaking. The first is assurance and acknowledgement of objectives and values. The second is ready and the last is willing to join. In 1990, Allen and Meyer [16] studied three precedents for the commitment of the organization. Emotional and normative are permanently included. Employees' emotional involvement in the identification and participation of the organization can determine their dedication. Employees continue to work with the organization very affectionately because they "want to do this."

### **Organizational Attributes**

The attributes of the organization refer to the understanding of the policies and working conditions of an organization [17]. Organizational features, such as job features, are often used in job vacancy advertising. According to Ana et al. [18] the property of an object, element or file is defined by an attribute. An attribute may be defined as a prerequisite for solving problems or setting targets. Condition or ability is also the execution or maintenance of a system or component required to execute a contract, standard, specification or other document. In addition, a typology that divides employer brands into four categories can be identified based on the organizational characteristics. These include the first economic features, such as salaries, hours of work and jobs. The second is psychological features such as a strong corporate culture, positive relationships between companies and the building of teams. The third is functional, such as training and professional development. Finally, business attributes such as market leadership, global scope, business history, customer reputation and top management reputation.

### **Relationship between Affective Organizational Commitment and Organizational Attractiveness**

According to Fu et al., [19] are committed to identifying the organization's employees. The company's commitment also includes elements such as staying with an organization that identifies and influences the organization's objectives and values [20]. There are also three elements of organizational commitment ready to make significant organizational efforts, strong conviction and acceptance of the objectives and values of the organization and a strong desire to remedy them. The strong and effective relationship between the organization's emotional commitment and appeal and the highly successful organization [8]. This is because employees think they should stay with the organization until they retire. The ongoing commitment to know the costs of leaving the organization while the regulatory obligation refers to the sense of duty of the organization. According to Lefkowitz [21], it is also noted positive emotional

effects, including job satisfaction, low turnover and performance at work.

H1 – Affective organization commitment has relationship to organizational attractiveness.

### **Relationship between Organizational Attributes and Organizational Attractiveness**

The organizational attributes include an understanding of the policies and working conditions of the organization [17]. The organizational characteristics and attributes that give preliminary support to the proposed model, such as behavioral intentions, attitudes and beliefs, predict the attractiveness of the organization, according to Albarracín et al., [22], company functions, such as job functions, are often used for job vacancies. According to Ryan, Horvath and Kriska, [23] promotes the connection between organizational and job selection purposes. The goal of accepting employment (JAI) is based on an understanding of employment policy [24] and JPI [25] refer to points of view and other policies. Research still needs to use an organizational model or framework to test this relationship and the important structural features that predict jobs. According to Collins and Stevens [26] theoretical framework identifies a number of organizational attributes commonly used for recruiting. For example, the opportunities for careers are employment, stability and jobs.

The impact on prospective employers of applicants is a great success in attracting applicants [25]. The organizational appeal is perceived in so far as a favorable person understands the desire to work of the organization [25]. Research suggests a strong link between the understanding of the applicants' organizational attractiveness and the choice of jobs. The importance of organizational attractiveness in the recruitment and marketing of human resources has been investigated. The image of the employer refers to the knowledge of the organization and the general feelings of the organization outside the organization. This results from promoting the company's advantages, values and behavior, which both internally and externally reveals and defines the employer's brand. Employers' brands are an important part of the company's image and refer to what the company mainly known as an employer. Other research focus on business reputation that refers to the public and social evaluation and recourse of an organization. Research has shown a strong positive relationship between image, brand and employer attractiveness and reputation, although they are conceptually different [4]. While literature shows strongly the organizational attractiveness of job choices, research has not systematically examined the role of attractiveness in the recruitment process leading to IAJV. Suggestion

by Roberson, Collins and Oreg [17] indicated that the recruitment message-specific relationship with the IAJV may be mediated by an organizational attractiveness. Other researchers suggest that job features predict the organization's attractiveness and organizational activities like [25] provided the proposed model with preliminary support. For potential applicants, the evaluation of a vacancy and its organizational characteristics are logical. This assessment should provide us with a better understanding of the IAJV organization. Our hypothesis is therefore that organizational attractiveness mediates the relationship between work and organizational features and the intention to apply for a job.

H2 – Organizational attributes has relationship to organizational attractiveness.

In this study, various hypothesis statements can be developed:

H1 – Affective organizational commitment has relationship to organizational attractiveness.

H2 – Organizational attributes has relationship to organizational attractiveness.

## METHODOLOGY

### Basic Research

Table 3.1.1 is about the elements of basic research design. This table includes like the purpose of the research, the types of investigate, the time horizon, the analytical unit, the setting of the study and the interference of the researcher.

Table 3.1.1 Elements of Basic Research Design

ITEMS	DESCRIPTION
<b>Function research</b>	<b>Descriptive</b> Research on descriptive tests and locations is carried out. In an organization, research is carried out to describe the characteristics of the variables in a situation.
<b>Types of investigation</b>	<b>Correlational study</b> The study has investigated the correlation between variables and variable properties.
<b>Time horizon</b>	<b>Cross-sectional study</b> This study is a cross-sectional. It is in one shot only and the result is immediate.
<b>Unit analysis</b>	<b>Individual</b> Research questions focus on the employees in organization.
<b>Study setting</b>	<b>Non – contrived setting/natural environment</b> Research is carried out in a natural environment in which work is normally carried out.
<b>Researcher interference</b>	<b>Minimum interference</b> Research interferes minimally.

### Questionnaire Development

Primary data for questionnaire surveys were collected. They include four sections which are A, B, C, and D. The items in section A are about demographic factors and there are 8 items. In section B the variable is affective organization commitment and there are 7 items. The source is from the [16]. In section C the variable is organization attributes and there are 3 items. The sources of questionnaire organizational attributes are from [17]. Lastly, in section D the variable is organizational attractiveness which involve 5 items only. The source is from [4]. The three sections B, C and D use the response format in 6 – point Likert scale.

### Procedure / Sampling Technique

Non-probability sampling technique, known as convenient sampling, was used. Convenient sampling is by obtaining people or units that are conveniently available. Due to the limited time and the busy environment in the organization, convenient sampling can help to obtain more quickly from a small to large number of completed questions. Employees at Premium Sound Solutions are the population in conducting this research. The data was collected using a questionnaire from the employees in the organization. The method that researcher used to measure the sample size, 30% of the total population. The researcher selected 120

respondents from Premium Sound Solutions to answer the questionnaire. The respondents were assured of the confidentiality of their response and were informed that their answers were only used for research purposes.

**Data Collection Method**

The method of data collection is an essential part of any type of investigation. Inaccurate data collection will affect the results of the research and ultimately lead to invalid results. Data can be in two types which are quantitative or qualitative values. Data can be in figures, pictures, words, figures, facts or ideas. The data cannot be understood by itself and must be interpreted into meaningful information in order to obtain information from the data.

As for the method of data collection for this research, self - administered questionnaires were used to collect the respondents' primary data. The self - administered questionnaire was designed for completion by the respondents' without the researcher's intervention. That means that the respondents must complete the questionnaire by themselves. The time schedule for the collection of data for this research was estimated to be approximately two weeks. In addition, this research included a cover letter informing employees about the purpose of this research. Employees were asked to complete the questionnaire in a survey on the attractiveness of the organization and the participation was anonymous and confidential.

**Data Analysis**

Data obtained from the respondents was to be illustrated and summarized. The data is analyzed to obtain useful information and to discover the relationship and difference between variables. The data was then analyzed using the Social Sciences Statistical Package (SPSS) software to measure all the variables. The statistical technique used to summarize the distribution and estimate the attractiveness of different aspects of the organization.

Furthermore, this research involves several types of statistical techniques. The first statistical techniques include frequency analysis, descriptive statistics including mean, minimum, maximum and standard deviation. In addition, reliability analysis was included in this research, which is composed of cronbach alpha. In addition, correlation analysis,

multiple regression analysis and hypothesis testing are also available. The hypothesis test shows the results whether or not the hypothesis is supported. The result below 0.05 was declared to be significant or supported. The hypothesis will therefore be accepted.

**RESULTS AND DISCUSSION**

**Data Collection**

In this research, response rate is the percentage of participant or respondent who respond to research survey. The questionnaire was distributed in three days started from 24th until 26th of September. The total population for this research is 404. The researcher prepared 120 questionnaires. All 120 questionnaires were successfully answered and collected.

**Data Analysis**

For this research, descriptive analysis, regression, correlation and hypotheses-testing were used for as the data analysis.

**Descriptive Analysis**

Table 4.3.1 Descriptive value table

V	N	Min	Max	Mean	SD
OA	120	1.25	5.75	3.7771	.92570
AOC	120	1.00	5.71	3.5452	1.09001
OAT	120	1.00	5.67	3.6667	1.1716

The organizational attractiveness is the dependent variables, whereas affective organizational commitment and organizational attributes are the two independent variables in table 4.3.1 and also the maximum, minimum, standard and mean variation. The labeled N column in the data set represented the number of respondents. 5.71 is the highest constant variable value of the data mentioned above. 1.25 is the value of the organizational attractiveness, the lowest minimum value of the dependent variable answered by the respondents. It shows that some respondents strongly disagree with these questions from the organizational attractiveness variables and some were strongly agree on the variable using the scale from 1 to 6.

The value of the standard deviation was used to measure the gap between response and average for

each respondent. The range between 0.92 and 1.17 indicates that the standard deviation value 1.17 is the highest value variable which is organizational attributes. Then, 1.09 is the second highest value for standard deviation an affective organizational commitment.

**Reliability Testing**

Reliability indicates that the measuring structure should consistently be reflected in a scale. Reliability analysis examines the measurement scale properties and the scale components. The reliability

analysis examines the characteristics of the measured scales and items in the research study. The process reliability analysis calculates a number of commonly used scale reliability measurements and also identifies the measurement of the variables by scale measurements. The Cronbach Alpha is a coefficient of reliability that shows the positive correlation of the elements in a set. The alpha value coefficient close to 1.00 was considered superior in the reliability analysis.

Table 4.4.1 Result of Reliability Analysis

V	Mean	Std Dev.	Val Itm	Itm Del.	Crבח Alpha
OA	15.1083	3.70282	5	1	.702
AOC	24.8167	7.63009	7	-	.934
OAT	11.0000	3.51468	3	-	.924

Table 4.4.1 shows the results of the reliability analysis, the variable is significant for the attractiveness of the organization which is 0.702 (dependent variable), the affective organizational commitment is 0.934 and the organizational attribute is 0.924 (independent variable). For the attractiveness of the organization, Cronbach's alpha value is 0.702 (70.2 %) and indicates that this variable is very acceptable because the elements were correlated with another. The value shows that the variable is acceptable because the elements are correlated. This variable has five items, but one item is removed.

An affective organizational commitment of 0.934 (93.4%) indicates that this variable is very good because the elements correlated. The value indicates that the variable is acceptable due to the correlation of the elements. This variable represented by 7 items.

Meanwhile, the Cronbach alpha value for organizational attributes is 0.924 (92.4%) indicates that this variable was very good because items were correlated. The value indicates that the variable was acceptable due to the correlation of the elements. This variable is composed of 3 elements.

**Validity Testing Using Correlation**

Table 4.5.1.Result Correlation

V	MEAN AOC	MEAN OAT	MEAN OA
AOC	-	.754**	.727**
OAT	.754**	-	.761**
OA	.727**	.761**	-

The first correlation between the affective organizational commitment and the attractiveness of the organization is  $r=0.727$  or 72.7 %.  $R=0.727$  means that there was a strong correlation between the affective organizational commitment and the attractiveness of the organization. This shows a positive correlation that shows the affective organizational commitment and attractiveness of the organization.

Other than that, the correlation between the organizational attribute and the attractiveness of the organization is  $r= 0.761$  or 76.1 %.  $R=0.761$  means that the organization's attributes and its attractiveness have been strongly correlated. This shows a positive correlation that shows the attributes of the organization and its increasing or decreasing attractiveness. The table also shows the symbols (\*\*\*) that the two correlation stars are significant at

level 0.01 (2-tail). All independent variables, such as affective organizational commitment and organizational attributes, have a positive relationship with the organization's attractiveness in the correlation analysis.

**Hypothesis Testing Using Regression**

The regression analysis was carried out to test the direct link between independent variables for the development of a statement. In this study, an analysis was used to determine whether the independent variables of affective organizational commitment and organizational attributes describe the significant variation in the dependent variable, the attractiveness of the organization.

Table 4.6.1 Regression

Variable	Beta	t - value	p - value
AOC	.357	4.189	.000
OAT	.492	5.777	.000
N	120		
R2	.634		
Adjusted R2	.627		
F - Value	101.137		
Sig	.000		

Dependent Variable: Organizational Attractiveness  
 \*\*p < 0.01 \*p < 0.05

The zero value p has no effect (zero hypotheses). A low p-value variable (< 0.05) is meaningful and significant because the variable value change is related to the dependent variable change. However, the high p-value (> 0.05) is not significant, as changes in the independent variable do not match the changes in the dependent variable. The results of the regression analysis are shown in Table 4.6.1, which shows that the independent variables of the affective organizational commitment is 0.000, and that the organizational attributes is 0.000 and related to the dependent variable (organization attractiveness). Means that, the table shows affective organizational commitment and organizational attributes are significant to the organizational attractiveness.

Hypothesis H1:

(p = .000 < 0.05)

The findings showed that there was an important and positive relationship between the affective

organizational commitment and the attractiveness of the organization. The p-value of affective organizational commitment was 0.000, which was below 0.01. P-value= 0.000 indicated that the relationship between the affective organizational commitment and the attractiveness of the organization was statistically significant. Beta 0.357 means a positive association. B= 0.357 the dependent variable increases by 0.357 units for each 1 unit increase in the independent variable. Thus, when affective organizational commitment increases, the attractiveness of the organization increases or vice versa. Furthermore, an affective organizational commitment has a reliable prediction of the attractiveness of the organization. The affective organizational commitment was therefore significant because the p-value was 0.000 below 0.001, and hypothesis 1 was accepted.

Hypothesis H2:

(p = .000 < 0.05)

The finding showed that there was a significant and strongly positive relationship between the attributes of the organization and the attractiveness of the organization. The p-value of the organizational attributes was 0.000 and 0.01. P-value= 0.000 indicated that the relationship between the attributes of the organization and the attractiveness of the organization was statistically significant. Beta 0.492 means the relationship is positive. B= 0.492 the dependent variable increases by 0.492 units for each 1 unit increases of the independent variable. Therefore, when organizational attributes increase, the attractiveness of the organization increases or vice versa. In addition, organizational attributes had a reliable prediction of the attractiveness of the organization. The organizational attributes was therefore significant because the p-value was 0.000 below 0.001 and hypothesis 2 was accepted.

**CONCLUSION**

The attractiveness of the organization is always linked to the participation of employees in the organization. Furthermore, the organizational attractiveness allows candidates to see the organization as a positive place to work and to examine it from the applicant's perspective. The purpose of this research was to investigate the relationship between independent variables (affective organizational commitment and organizational attributes) and dependent variables (organizational attractiveness) among employees of Premium Sound Solution. The researcher used quantitative methods to analyze data. As a result of

the study, two factors supported the aims of this study and they are related to the organization's attractiveness. The results of this study will be used as a framework for approaching or improving the quality of employees of Premium Sound Solutions.

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