

# **Organization Attractiveness: How Does Job Seekers' Situational Context Influence the Evaluation of the Signals Sent by Companies?**

**Prof. Dr. Yohann Mauger**

Northern Kentucky University, the United States

Maugery1@nku.edu

## **Abstract**

Van Hoyer et al. (2015) extended the theory of planned behavior by showing that situational context variables, including financial needs and social support, predict job search behavior. However, less is known about the impact of the situational context on the way job seekers are attracted to the signals sent by organizations. Using an exploratory research method made of an ANOVA, an ordinal regression and a multilinear regression, findings from 497 questionnaires collected in Haute-Normandie, France, add to attributes' preference by showing that financial needs and social support contexts impact the way job seekers evaluate attributes signaling rewards, culture/image of the company and interpersonal relationships. On the other hand, the evaluation of the attributes signaling work life balance, nature of work and job security are not impacted by the situational context. Results can help organizations communicate the most effective strategic signals to differentiate themselves from competitors.

**Keywords:** Organization attractiveness; signaling theory; financial needs; social support.

## **Introduction**

During the recruiting process, in order to attract the best pool of candidates, companies try to differentiate themselves from competitors by sending information about the job and the organization to the labor market (Collins & Stevens, 2002; Rynes, 1991). The lack of knowledge on the type of message that will be the most efficient makes this process challenging for companies. Past research has studied the way potential applicants gather and interpret this information in order to make a decision to apply or not (Barber, 1998). For example, in recruitment literature, many researchers have identified attributes that job seekers consider when evaluating job offers and organizations as potential employers (Aiman-Smith, Baeur & Cable, 2001; Cable & Judge, 1994; Lievens et al., 2001; Rynes, 1991; Stumpp et al., 2009; Turban et al., 1995). They found that job seekers are attracted to attributes related to the job, the organization and the recruitment process. Using signaling theory, many researchers, investigating information asymmetry, have shown that since job seekers don't have the ability to access complete information about a job and/or an organization, they have to rely on the signals communicated by the attributes they can access in order to make a decision to apply or not (Aiman-Smith et al., 2001; Boswell et al., 2003; Gerhart & Milkovich, 1990; Rynes & Miller, 1983; Rynes & Barber, 1990; Wang, 2013). However, even if several articles have identified attributes that impact organization attractiveness, less is known about how the situational context influences the evaluation of these attributes leading to organization attractiveness.

Since "job search is a complex behavior, depending not only on the individual's skills and abilities, but also on resources and opportunities outside the individual's personal control" (Van Hooft et al, 2004, p.30), external variables have to be taken into consideration while analyzing the recruitment process and job search behavior. Past research, using the theory of planned behavior, has already shown that situational context variables have an impact on job pursuit behavior (Van Hooft & Crossley, 2008; Van

Hoye, Saks, Lievens & Weijters, 2015). For example, Van Hoye et al. (2015) developed an integrative job search model which shows that the situational context, including financial needs and social support, impacts subjective norms and job search attitude. The model also shows that subjective norms and job search attitude are two predictors of job search behavior. Additionally, other research has argued that financial need is a primary motivation of job search for job losers (Kanfer et al, 2001). However, less is known about the impact of situational context variables on job seekers' evaluation of the signals sent by companies.

The aim of this study is to determine: How does situational context influence job seekers' level of attraction regarding the signals sent by organizations? To answer this question, this article investigates the impact of two situational context variables, financial needs and social support, on the attractiveness perceived by job seekers regarding the signals sent by organizations. Results contribute to organization attractiveness during the recruitment process by showing how external variables impact the evaluation of the signals. More specifically, this study shows what signals are attractive to job seekers in different situational contexts. Knowledge of the interpretation of these signals is important for both researchers and practitioners as it adds to the understanding of the shared meaning of the signals between the sending and receiving parties. Lastly, by knowing how the job seekers' evaluation of the signals is influenced by either the financial context and/or the social support context, organizations will have access to more knowledge about the message they send to the labor market to differentiate themselves from competitors. Overall, results will also give a better understanding of the decision making process job seekers go through.

In order to investigate the impact of situational context on the evaluation of the signals sent by organizations, this article focuses on the recruitment literature; signaling theory and the theory of planned behavior. More specifically, it explains how past research has studied the impact of situational context on job pursuit intention and behavior (Van der Flier, 2005; Van Hooft & Crossley, 2012; Van Hoye & Saks, 2008).

Then, using 497 questionnaires from Haute-Normandie, France, this article measures the impact of financial needs and social support on the job seekers' level of attraction regarding the signals sent by organizations. Finally, the results are discussed to show how they add to organization attractiveness and signaling theory literature.

## **Literature review**

### **Recruitment as a theoretical framework**

When studying the recruitment process, past research has investigated both organizations' and job seekers' behavior (Breugh, 1992; Rynes, 1991; Rynes, Bretz & Gerhart, 1991). They studied both "all organizational practices and decisions that affect either the number, or the types, of individuals that are willing to apply, or to accept, a given vacancy" (Rynes, 1991, p.429) and the way job seekers "identify, initiate and pursue actions for the purpose of obtaining new employment or reemployment" (Kanfer, Wanberg & Kantrowitz, 2001, p.838). More specifically among organizational practices, past research have shown that companies communicate job characteristics, organization characteristics and recruitment process characteristics to attract the best pool of candidates (Barber & Roehling, 1993; Boswell et al., 2003; Jurgensen, 1978; Lievens & Highhouse, 2003; Posner, 1981; Turban et al., 1993). Furthermore, past research on job search has also shown that job seekers follow a multiphase process during their job search (Barber, 1998). First, they use several sources to gather information about the job and/or the organization. Second, they interact with potential employers by going to a meeting, an interview, sending an application letter and/or uploading a CV to a database. Lastly, job seekers make their final decision to accept or reject the offer.

Organization attractiveness is a common outcome used in both recruitment process literature and the job search literature (Rynes, 1991) as organizations communicate attributes with goal of attracting the best pool of job seekers, while job seekers evaluate the attributes and develop a level of attraction towards the job and/or the organization. This article investigates the impact of situational context variables on organization attractiveness which is one key stage of the recruitment process because "if

a prospective applicant fails to apply to an organization in the first place or drops out of the selection process early, the opportunity for the organization to influence that individual's job choice is lost" (Chapman & al., 2005, p.941).

-----Insert Figure 1 here -----

### **Organization attractiveness and intention to apply**

Past research on recruitment defined organization attractiveness as the fact that potential candidates "express general positive affect toward the organization, toward viewing the organization as a desirable entity with which to initiate some relationship" (Aiman-Smith, Baeur & Cable, 2001, p.221). This definition moves beyond the previous one developed by Rynes (1991), which defined organization attractiveness as "viewing the organization as a desirable place to work" (Aiman-Smith et al., 2001, p.221). Barber's multiphase process shows that job seekers develop a positive attitude towards an organization based on the information they gather. The more positive the attitude is, the higher the probability is of having the intention to apply (Highhouse, Lievens & Simon, 2003; Jaidi, Van Hooft & Arends, 2011).

Next, the theory of planned behavior (TPB) explains that the higher the intention is to act, the higher the probability is of acting (Ajzen, 1991; Ajzen & Fishbein, 1980). In this case, once job seekers develop the intention to apply, they have a higher probability of becoming applicants by sending an application (Chu & Lu, 2007; Turban & Keon, 1993). For these reasons, organization attractiveness is a key component of both recruitment and job search processes because if job seekers are not attracted to an organization, they do not develop the intention to apply and therefore they do not engage in a relationship with the organization. If job seekers fail to send an application, the recruitment process is not optimized as companies are not able to attract the best pool of candidates to choose from (Chapman et al., 2005). This article is important for the field of organization attractiveness as it will help researchers and human resource managers

understand what and how external variables influence the job seekers' level of attraction regarding specific attributes communicated to the job market.

### **Signaling theory**

As while trying to attract the best pool of candidates, companies have a lack of time and money to communicate an unlimited amount of information, they select attributes they feel will be most effective. On the other hand, since job seekers are considered outsiders of the organizations and have limited time and money to allocate to their job search, they rely on a limited amount of information to make a decision (Barber & Roehling, 1993; Rynes et al., 1991). Because the information communicated to the job market is limited or incomplete, many past studies have studied the information asymmetry by using signaling theory. More specifically, researchers have investigated how attributes impact job seekers' level of organization attractiveness towards an organization (Chapman et al., 2005; Karasek & Bryant, 2012). For example, Wang (2013) used signaling theory to show how job seekers "recall their prior knowledge or experience about the firm's reputation as a signal to direct their job pursuit intention" (p.571). Citing previous researchers (e.g., Breaugh, 1992; Cable & Turban, 2003; Rynes, 1991), Wang (2013) also stated that "the signaling theory offers rationales for why job seekers are attracted to apply for a job" (Wang, 2013; p.571).

The theory explains that companies try to differentiate themselves from competitors by sending signals to the labor market in order to attract potential candidates. However, only the attributes that can be manipulated (fully and/or partially) by the organization to demonstrate a difference with their competitors can be considered as signals. All other attributes are considered as indices (Spence, 1973; Chapman et al., 2005; Karasek & Bryant, 2012). Moreover, the attributes investigated in the study have a role in bridging the information asymmetry between the job seekers and companies. In this case, they are considered as valid signals as they are visible, potentially hard to imitate, and have a shared meaning between the sender and the receiver.

Once sent to the labor market by the companies, the selected signals have the opportunity to be effective if they can be accessed and interpreted by the job seekers. A shared meaning by both companies and job seekers is necessary to facilitate the interpretation. For example, they both need to understand that “the organizational characteristics of a strong reward structure and large size, may signal that there is room for movement and rewards for a job well done” (Karasek & Bryant, 2012, p.94). In this precise case, one attribute signals one idea. However, signals can be made of several attributes that communicate the same idea. Thus far, very few studies have categorized attributes into factors that signal an idea that will allow a company to set itself apart from the competition. Cable and Judge (1996) used a factor analysis to create three factors that signal reward, image and security to job seekers. In their study, they showed that job seekers interpret the attributes pay, benefits and promotions as rewards for a job well done. These three attributes can be manipulated by an organization in order to differentiate itself from the competition and attract the best candidates.

Once the signals are accessed, gathered and understood, they are evaluated by job seekers in order to develop a positive or negative attitude towards the organization. In other words, the level of organization attractiveness is determined by the job seekers’ evaluation of the limited amount of signals they gather during the job search (Chapman et al., 2005; Ehrhart & Ziegert, 2005).

### **Attributes that attract job seekers**

Past research have shown that attributes communicated by companies can be broken down into three categories including organizational characteristics, job characteristics and recruitment process characteristics. More specifically, job seekers are looking at attributes such as location, size of the company, industry (Barber & Roehling, 1993; Turban, Eyring & Campion, 1993), diversity management, human resource systems/supervisors (Bretz & Judge, 1994, Posner, 1981), image (Aiman-Smith, Baeur & Cable, 2001), corporate social responsibility (Turban & Greening, 1997), reputation (Cable & Turban, 2001; Gatewood, R. D., Gowan, M. A., & Lautenschlager, G. J., 1993;

Turban, Forret and Hendrickson, 1998; Wang, 2013), culture (Catanzaro, Moore & Marshall, 2010), level of centralization, level of internationalization (Lievens et al., 2001), type of ownership, nationality of the supervisor and firm familiarity (Turban et al., 2001) that communicate information about the organization. Using a factor analysis, some of these attributes will be gathered to communicate information about the culture/image of the company, job security and the people related to the company. Additionally, job seekers look at job characteristics attributes which communicate information about the job, such as the nature of the work, type of work, interesting and challenging work, opportunity to use their abilities (Posner, 1981), skill variety, task identity, task significance, autonomy (Stumpp, Hülshager, Muck & Maier, 2009), salary (Feldman & Arnold, 1978; Rynes et al., 1983; Strand et al. 1981), advancement opportunity, availability of excellent training programs, benefits and job security (Collins & Stevens, 2002). In the study, using a factor analysis, some of these attributes are gathered to communicate the nature of the work and the rewards including financial rewards and potential advancement that job seekers can benefit from. Finally, researchers have found that attributes that communicate the recruitment process of an organization, such as the gender and title of the recruiter (Powell, 1984, 1991; Rynes, 1991; Rynes et al., 1991; Taylor & Bergmann, 1987), number of job openings (Highhouse et al., 1998) and equal opportunity policies (Barber & Roehling, 1993), have an impact on organization attractiveness.

### **Hypothesis development**

Since the job search process is complex and depends on “resources and opportunities outside the individual’s personal control” (Van Hooft et al, 2004, p.30), previous research have expanded the theory of planned behavior by showing that subjective norms impact job search intention (Vinokur & Caplan, 1987). In other words, job losers can be influenced by significant others to try to find a job. This idea is confirmed by the integrative job search model developed by Van Hooft et al. (2015). In this model, situation variables impact subjective norms, which then impact job search

intention. These variables play an indirect role in influencing behavior (Fishbein, 2000; Fishbein & Cappella, 2006; Fishbein & Yzer, 2003). Among all potential variables from the situational context, Van Hoyer et al. (2015) investigated financial needs and perceived social support as Kanfer and al. (2001) found a relationship between these variables and job search behavior. For the same reason and also because social support and financial needs are less subject to change on a day to day basis than other situational context variables (e.g. variables communicating information about the level of the economy), this article decided to investigate their impact on the level of attraction towards signals communicated by companies.

### **Financial needs**

Job seekers can face financial pressure during their job search. For example, many job losers suffer from a decrease in their income; many new entrants, which cannot benefit from the unemployment system, are looking for their first paid job and many already employed job seekers look for an alternative position to increase their financial situation. For these reasons, this article defines financial needs as job seekers' perceived level of financial need, including both financial obligations and lack of financial resources. Previous research has shown that perceived financial need is a primary predictor of job search effort (Kanfer et al., 2001; Van Hooft & Crossley, 2008; Wanberg et al., 1999). Job seekers under financial pressure can be motivated by the idea of making enough money to allow them to get out of an uncomfortable financial situation. Using the integrative job search model, researchers have shown that job seekers who experience financial hardship relate positively to engaging in job search behavior (Van Hoyer et al., 2015). In other words, job seekers with financial needs will develop a more positive attitude towards job seeking in comparison to job seekers with lower financial needs. In addition, job seekers under financial pressure are influenced by their significant others to look for a job (Van Hoyer et al., 2015). Financial needs positively impact the subjective norms which leads to job search intention (Vinokur & Caplan, 1987).

Even though several studies have explored the impact of financial needs on job search attitude and subjective norms, few studies (e.g. Turban et al., 2001) have investigated how financial needs impact job seekers' level of attraction towards signals sent by companies during the recruitment process.

Job seekers under financial pressure have the objective to overcome their lack of financial resources by earning a sufficient amount of money as soon as possible (Leana & Feldman, 1995; Vinokur & Caplan, 1987; Ullah, 1990; Van Hooft & Crossley, 2008). Therefore, it is expected that job seekers who perceive more financial needs may be more attracted to attributes signaling financial rewards than job seekers with less financial needs.

*H1: Job seekers with a high level of financial needs are more likely to be attracted to attributes signaling rewards.*

Moreover, job seekers under high financial pressure try to obtain a job in a short period of time (Leana & Feldman, 1995), in which they may be less focused on the type of job to be performed, the type of company to work for and the security offered by the job. Thus, based on an economic approach and the utility theory (Devine & Kiefer, 1991; McFadyen & Thomas, 1997), it is anticipated that job seekers under financial hardship may take any job at any company as they only consider the reservation wage in the decision to apply or not. In other words, job seekers continue to search for a job until the salary offered exceeds the reservation wage. In most cases, the reservation wage only needs to be higher than the level of unemployment benefits (Mortensen, 1986). Even if other researchers such as Bradley and Taylor (1992) have added the variable of leisure in the evaluation of the reservation wage, the level of this reservation wage stays a key predictor of accepting a job offer (Jones, 1988; Lynch, 1983; Nickell, 1979; Layard et al., 1991). Thus based on this idea, the lower the level of income, the higher the financial pressure, the lower the level of the reservation wage. In this situation, job seekers who experience financial hardship are willing to pay a different attention to attributes signaling information about the nature of the work, the culture/image of the company,

the job security and the people related to the company, than other job seekers. On the other hand, job seekers experiencing less or no financial pressure may be more attracted to a company that fits their skills and personality as these variables have been listed as impacting the level of organization attractiveness (Chatman, 1989; Kristof, 1996; Judge & Cable, 1997; Cable & Parsons, 2001; Dineen & al., 2002). Based on these previous findings, it is expected that job seekers who perceive more financial need may pay a different attention to attributes signaling job characteristics and company characteristics than other job seekers.

*H2: There is a difference in the perception of attributes signaling job security between financial contexts for job seekers.*

*H3: There is a difference in the perception of attributes signaling nature of the work between financial contexts for job seekers.*

*H4: There is a difference in the perception of attributes signaling culture/image of the company between financial contexts for job seekers.*

*H5: There is a difference in the perception of attributes signaling interpersonal relationships between financial contexts for job seekers.*

### **Social support**

Social support refers to the emotional and the instrumental support that job seekers receive from others that help them cope with the stress of the job search (Cable & Parsons, 2001; Van Hove et al, 2015; Slebarska et al., 2009). Job seekers can obtain emotional support from their personal and/or professional networks to manage the stress of being unemployed. Additionally, job seekers can receive instrumental support from family, friends and/or professional acquaintances, exchanging thoughts and ideas about job opportunities. In this article, the social support construct includes both types of support.

Past research, investigating the impact of social support, has found that social support is a predictor of job search effort (Kanfer et al., 2001). According to the integrative job search model, job seekers who benefit from social support, positively

relate to engaging in job search behavior (Van Hove et al., 2015). First, the ability to discuss potential jobs with family and friends lead job seekers to develop a more positive attitude towards job seeking (Van Hove et al., 2015). Second, the support from the close family positively impacts the subjective norms which leads to job search intention (Vinokur & Caplan, 1987). Even if it is clear that social support positively impacts job pursuit intention, past research has also shown that too much social support can be counterproductive (Fisher et al., 1982). A very high intensity of social support can be perceived as external control by job seekers. In fact, social network support during the job search can reduce job search activities (Eden & Aviram, 1993; Schwarzer & Knoll, 2007) and employment success (Salmela-Aro & Nurmi, 2007). Under high intensity of social support, job seekers can develop a feeling of dependency on the individuals or institutions helping them in the process. In this situation, job seekers can feel supported and/or controlled (Fisher et al., 1982; Vinokur & Schul, 2002).

Even though several studies have investigated the impact of social support on job search attitude and subjective norms, few have investigated how social support impacts job seekers' level of attraction towards signals sent by companies during the recruitment process.

During the job search, the level of social support is different among job seekers as some have the opportunity and/or ability to discuss employment opportunities with their social network while others do not. For example, job seekers with a high level of social support benefit from discussing job opportunities with their social network as it helps them clarify jobs (Parker et al., 2013) and apply to jobs that fit their skills and personality (e.g., Bretz & Judge, 1994a; Cable & Judge, 1994, 1996; Dineen et al., 2002; Judge & Bretz, 1992; Judge & Cable, 1997; Lievens et al., 2001; Turban & Keon, 1993). This idea relates to the concept of work-life enrichment (Greenhauss & Powell, 2006), from the family to work perspective, which has shown that "involvement in family leads to the acquisition or refinement of skills, knowledge, behaviors or ways of viewing things that help an individual be a better worker" (Ruikar & Abhyankar, 2015, p.44). Applying

this concept to job search behavior, it can be anticipated that job seekers with a higher level of social support may be more attracted to the attributes communicating the nature of the work to be performed as they have a better understanding of their skills and expectations.

*H6: Job seekers with a high level of social support are more likely to be attracted to attributes signaling nature of the work.*

In addition, the fact that family and friends are supporting job seekers during the job search can influence their expectations in terms of rewards. Debating opportunities and rewards associated to them can increase the expectations towards this specific signal. For example, the significant other can influence the spouse to target jobs with a minimum level of salary, or with specific financial benefit which would be useful for the household. Based on this idea, it is expected that:

*H7: Job seekers with a high level of social support are more likely to be attracted to attributes signaling rewards.*

By discussing job opportunities with their social network, job seekers with a high level of social support may develop a better understanding of the companies' expectations regarding both skills and personality. This knowledge may influence their level of attraction regarding attributes signaling information about the company and its employees such as culture/image of the company and people related to the company. Therefore, it is anticipated that job seekers with a higher level of social support may be more attracted to these attributes than job seekers with a lower level of social support.

*H8: Job seekers with a high level of social support are more likely to be attracted to attributes signaling interpersonal relationships.*

*H9: Job seekers with a high level of social support are more likely to be attracted to attributes signaling culture/image of the company.*

Lastly, social support during the job search can be considered as an emotional and financial safety net as it helps coping with the stress of the unemployed situation. Coping with stress helps job seekers feel safer during the job search process (Cable & Parsons, 2001; Etzion, 1984; Pender, 1996; Van Hove et al, 2015; Slebarska et al., 2009). The fact that job seekers with a high level of social support can feel safer than other job seekers, can influence them to be differently attracted to attributes signaling job security than job seekers with a lower level of social support.

*H10: Job seekers with a high level of social support are more likely to be attracted to attributes signaling job security.*

## **Methods**

### **Sample**

Data were collected as part of a larger project that examines job seekers' behavior during the job search process. Twelve employment agencies participated in the data collection process from January to April 2018. In total, 497 completed questionnaires were collected, which represents about 3% of the total unemployed population in the targeted area. N=497; 129 new entrants (26%), 212 short-term job seekers (42,6%), 72 long-term job seekers (14.5%) and 84 already employed job seekers (16.9%); 51% male, 2.4% are less than 18 years old, 46.3% are between the age of 18 and 25, 19.2% are between the age of 26 and 35, 15.1% are between the age of 36 and 45, 12.7% are between the age of 46 and 55, and 4.2% are 56 and older; 18% have no diploma, 23% have a technical degree, 21.9% have a high school degree, 21% have a bachelor degree, and 16% have a master or higher degree.

With respect to the unemployed population in Haute-Normandie, France at the time of the study, 52% were men; the age repartition was 18.1% under the age of 26, 58.5% between 26 and 49 years old, and 23.5% ageing 50 and over; 20% have no diploma, 42.8% have a technical degree, 21.3% have a high school degree, 8.9% have a

bachelor degree, and 6.3% have a master and higher; and 78.1% was unemployed for less than one year, 19.5% were unemployed for between one and two years, and 21.9% for two or more years (Pôle Emploi Région Haute Normandie, January 2018, catégorie ABC).

Since the studied population is younger and more educated than the average unemployed population in Haute-Normandie, France, a stratified random sample was created in order to compare results, using ANOVA, with the results from the dataset. As there was no significant difference in the results between the dataset and the stratified sample, results from the dataset will be used in this article.

### **Procedure**

A four-page questionnaire was created in English and then translated to French. The French version was then translated back into English to insure the translation's accuracy. The questionnaire was distributed to job seekers through employment agencies in Evreux, Louviers, Elbeuf and Vernon, in the region of Haute-Normandie, France.

After local employment agencies agreed to participate, they invited job seekers by mail, email and/or during face-to-face meetings with their advisors to participate in group distribution sessions. At the time of the invitation, job seekers were informed that the session was not mandatory and that declining to participate would not have any negative repercussions. All the participants were told that the questionnaire was independent from the organization. More specifically, they were informed that it was an academic research project and that the results were anonymous. Every participant gave his or her verbal approval without any type of reward in return. On average, job seekers took between twenty minutes to one hour to respond to the questionnaire. The distributor was present at all times to answer questions and give clarification.

### **Measures**

During the data collection, job seekers were asked to indicate if each attribute has an impact on their intention to send an application. A direct estimation approach was chosen (Schwab et al., 1987) in which the respondents, using a Likert scale, rate the importance of each attribute on their intention to apply. In addition, they answered questions about their perceived level of financial needs using a scale developed by Wanberg et al (2002). Last, they were asked to answer questions about their gender, age, level of education, type of job seeker and duration of job seeking.

**Organization attractiveness.** In line with Posner's research design (1981), organization attractiveness is assessed using a single item, asking the following nomothetic question: "Are the following criteria important in your intention to send an application?" This question was answered for each of the attributes using a 5 point Likert scale ranging from *very important* = 1 to *not important at all* = 5. This question was selected and adapted from previous research (e.g., Ployhart & Ryan, 1998; Posner, 1981; Rynes & Miller, 1983; Schwoerer & Rosen, 1989) with the consideration that in a theoretical situation, the answer should reflect a forward-looking approach to interact with a company by sending an application. Similar to other research methods in the field of recruitment, this method concentrates on nomothetic questions to address what factors or attributes impact organization attractiveness (Aiman-Smith et al., 2001). Ployhart & Ryan (1998) used a similar theoretical hypothetical approach by asking participants to express their attitude toward an organization in a hypothetical scenario of receiving a letter from the company.

Based on past research (Cable & Judge, 1996; Locke, 1976; Powell, 1984; Powers, 1980), the attributes were analyzed using principal components with factors extracted when eigenvalues were greater than 1. Six interpretable factors emerged: Culture/Image of the company (including financial position, image of the company, management system, reputation of the company, diversity management, culture of the company and CSR), Work life balance (including location, work schedule and hours

worked), Reward (including salary, financial benefits, advancement and educational opportunities), Nature of work (including job description, work environment and job organization), Interpersonal relationships (including scarcity of the position, clients of the company, if the company works internationally, owner of the company and if I know someone within the company) and Job security (including contract, job title, activity sector, recruitment methods and size of the company). This structure accounted for 54% of the variance. Accordingly, these six factors scores are used to control for organization attractiveness.

**Measurement of the predictors. Perceived financial needs.** The 4 item scale from Wanberg, Hough and Song (2002) is used in the study to measure perceived financial needs. Using a 5 point Likert scale ranging from *strongly agree* = 1 to *strongly disagree* = 5, job seekers were asked to give their level of agreement with the following propositions: “Finding a job will increase my financial situation”, “It’s financially important for me to find a job in the next 3 months”, “I will need an increase of income for personal reason in the next 3 months” and “My unemployment insurance is decreasing in the next 3 months”. The responses were averaged and either used as continuous or as categorical once gathered into three categories: High level of perceived financial needs, Medium level of perceived financial needs and Low level of perceived financial needs, for the ordinal regression. Lastly, the Cronbach alpha = .672 is close to .700 and the scale measuring financial needs has been proven to be effective in previous research (Van Hoyer et al, 2015; Wanberg et al, 2002).

**Social support.** The 5 item scale developed by Adams and Rau (2004) is used to measure social support. Using a 5 point Likert scale ranging from *strongly agree* = 1 to *strongly disagree* = 5, job seekers were asked to give their level of agreement with the following propositions: “People I know, such as my family and friends, encourage my job search efforts”, “My family and friends put pressure on me to find a job”, “People I know, such as my family and friends, help me during my job search”, “I discuss job opportunities with my family and friends” and “I listen to opinions from family and

friends before taking decisions about job opportunities”. Once again, responses were averaged and analyzed as continuous for the multilinear regression analysis or as categorical once divided into three categories: High level of social support, Medium level of social support and Low level of social support for the ordinal regression analysis. Lastly, the use of this specific scale to measure social support has been proven to be effective in previous research (Van Hoye et al, 2015; Wanberg et al, 2002) and the Cronbach alpha = .609.

**Measurement of control variables.** Past research have shown that organization attractiveness is impacted by personal characteristics of the job seekers (Ehrhart & Ziegert, 2005). More specifically, based on the social learning theory (Bandura, 1977; Cable and Judge, 1997), the consistency theory (Korman, 1966, 1967) and social identity theory (Tajfel & Turner, 1986), Ehrhart and Ziegert (2005) reviewed articles showing that the view of the self (e.g. self-esteem and self-efficacy) is relevant to explain the variance in the level of attraction towards an organization. For example, they wrote that “the self-efficacy component of social learning theory has implications for individuals’ attraction to organizations” (Ehrhart & Ziegert, 2005, p.908). Moreover, since risk aversion and employment commitment have been added to self-efficacy to investigate core self-evaluation in several past research (e.g. Bono & Judge, 2003), this article investigates the impact of self-esteem, self-efficacy, risk aversion and employment commitment as control variables. These items were collected using the Slovic (1972) scale for risk aversion, the 6 item scale from Wau, Cook and Wall (1979) for employment commitment, the 10 items scale from Rosenberg (1965) for self-esteem and finally the MSLQ questions developed by McCord and Matusovish (2013) for self-efficacy. All participants were asked to answer the personal characteristics’ scales using a Likert scale ranging from *strongly agree* = 1 to *strongly disagree* = 5.

In addition, the perceived level of employment opportunity was chosen to control for situational context. This variable is adapted as it shows the job seekers’ evaluation of the employment situation in their economic sector. It allows researchers to use only one

control variable for the all population instead of one per sector. This variable is important as job seekers don't have the same access to the data concerning job opportunity. For this reason, they rely on their perceived level of employment opportunity to make a decision. In the study, job seekers were asked to evaluate their level of employment opportunity on the job market from *1= No alternative at all*, to *5 = A very high number of alternatives*. Lastly, demographic variables such as the age of the job seeker, his or her level of education, his or her duration as unemployed and his or her years of experience were also included as control variables given that previous research found that demographic variables can affect the level of organization attractiveness (Chapman et al., 2005).

### **Model specification**

Inspired by previous research on the impact of situational context variables on job pursuit intention (e.g. Kanfer et al., 2001; Van Hove et al., 2015), this article estimates how financial needs and social support impact the level of attraction regarding specific attributes signaling information about an organization. The estimation can be expressed by a linear Cobb-Douglas production function as follows:

$$Y_i = \beta_0 + \beta_1 \text{ Financial Needs} + \beta_2 \text{ Social Support} + \beta_3 \text{ Perceived level of job opportunity} + \beta_4 \text{ Self-Esteem} + \beta_5 \text{ Self-Efficacy} + \beta_6 \text{ Employment Commitment} + \beta_7 \text{ Risk Aversion} + \beta_8 \text{ Level of education} + \beta_9 \text{ Age} + \beta_{10} \text{ Duration of job search} + \beta_{11} \text{ Years of experience} + U_i$$

### **Data analysis**

To measure the impact of financial needs and social support on the job seekers' evaluation of the signals and to cross-validate the results, this article uses three methods. First, an ANOVA analysis was used in the study to give an idea of the financial needs and social support's impact on the level of organization attraction. Since the ANOVA was not sufficient to conclude about the impact of the two situational context variables, an ordinal regression was run. In this regression function, financial needs and social

support are the independent variables while the level of organization attractiveness for each signal is the dependent variable. As these two variables only explained a very low percentage of the variance of the dependent variable, a multilinear regression with stepwise was realized. In this multilinear regression, nine control variables were added and the variables which fit the model the best were extracted. Results from the three methods are presented in this study.

## Results

Based on the results from tables 1 and 2, reporting the ANOVA analysis, the first conclusions seem to exclude a relationship between the two situational context variables and the signals work life balance and nature of work as the Bonferroni and Tukey post hoc tests show that the factors work life balance ( $F(2,481) = .344, p < .709$ ) and nature of work ( $F(2,481) = 1.645, p < .194$ ) are not significantly different for financial needs. In the same vein, the factors work life balance ( $F(2,482) = 1.355, p < .259$ ) and nature of work ( $F(2,482) = 1.349, p < .261$ ) are not influenced by social support. On the other hand, all other signals' level of attraction seem to be impacted as the Bonferroni and Tukey tests show a significant difference. Based on these results, it is anticipated to reject hypothesis 6, while accept hypothesis 1, 7, 8, 9 and 10. In addition, the null hypothesis is accepted for hypothesis 3 and 4 while rejected for hypothesis 2 and 5.

-----Insert table one -----

-----Insert table two -----

To confirm these results, an ordinal regression was conducted with financial needs and social support as independent variables and all the signals as dependent variables. Once again, the signals work-life balance and nature of work are not impacted by the situational context variables. More specifically, table 3 shows that the significant chi-square statistic indicates that the final model gives a significant improvement over the baseline intercept-only model for the factors culture/image of the company ( $P < .023$ ),

rewards ( $P < .008$ ), interpersonal relationships ( $P < .000$ ) and job security ( $P < .032$ ). On the other hand, the model for the factors work life balance ( $P < .559$ ) and nature of work ( $P < .651$ ) was not significantly better. Consistent with the results from the ANOVA, the relationship between financial needs and social support on the level of attraction towards factors signaling work life balance and nature of work were not proven.

-----Insert table 3 -----

In order to test whether the observed data are consistent with the fitted model, the Pearson's chi-square was calculated. Table 4 shows that the fit is good for the model including the impact of financial needs and social support on the factors culture/image of the company ( $P < .469$ ), rewards ( $P < .131$ ), interpersonal relationships ( $P < .633$ ) and job security ( $P < .686$ ).

-----Insert table 4 -----

In addition, three approximations of linear regression were calculated in order to measure the proportion of variance in the outcome that can be accounted for by the two explanatory variables. Table 5 shows that financial needs and social support only explain a small proportion of the variance of the dependent variables as the  $R^2$  are relatively low. Since the "good"  $R^2$  value depends upon the nature of the outcome and the explanatory variables, results from the study already bring an idea about the fact that situational contexts such as financial needs and social support have an impact on the level of attraction signaled by the factors work life balance (2.8%), rewards (3.8%), interpersonal relationships (5%) and job security (2.7%). Here, the pseudo  $R^2$  value (e.g. Nagerkerke) indicates that financial needs and social support explain a relatively small proportion of the variation between levels of attraction. This is actually what we would expect because there are numerous job seekers and numerous situational contexts that can have an impact on the level of attraction towards an organization. For example, it can be expected that the level of the economy and/or the level of job opportunity impact the level of attraction towards specific signals. In addition, it can also be expected, based on past research, that personal characteristics of a job seeker impact his or her level of attraction toward an organization (Ehrhart & Ziegert, 2005). Many of which will be important predictors of

the level of attraction than the simple association with financial needs and social support. The low  $R^2$  indicates that a model only containing financial needs and social support is likely to be a poor predictor of the outcome for any particular job seeker. However, it is important to mention that this does not negate the fact that there is a statistically significant and relatively large difference in the average level of attraction by levels of financial needs and social support.

-----Insert Table 5 -----

Since the key in ordinal regression is to measure if the effects of any explanatory variables are consistent or proportional across the different threshold, the test of parallel lines was included in the analysis. Table 6 shows that financial needs and social support have an effect on the odds regardless of the threshold for the model including the following factors: work life balance ( $P < .277$ ), interpersonal relationship ( $P < .613$ ) and job security ( $P < .549$ ). However, concerning the factor rewards, the p-value is significant ( $P < .019$ ), which means that the general model gives a significant better fit to the data than the ordinal model. In some particular cases such as a very large simple size (Allison, 1999; Clogg & Shihadeh, 1994), it can happen that results are rejecting the proportional odds assumption. Such explanation can be given in order to justify the fact that such significant difference for the factor reward in the case of this study made of 497 questionnaires.

-----Insert table 6 -----

Based on the ordinal regression, results confirm that financial needs and social support have an impact on the evaluation of the attributes signaling reward, culture/image of the company, people related to the company and job security. On the other hand, hypothesis 6 is rejected and the null hypothesis 3 is accepted as no significant impact is observed in the evaluation of the attributes signaling nature of the work. Since results have showed a low  $R^2$ , a multilinear regression using additional explanatory variables was conducted. Nine variables, including another situational context variable (the perceived level of job opportunity), personal characteristics (self-esteem, self-efficacy, risk aversion and employment commitment) and demographic variables (age, level of

education, years of experience and the duration as a job seeker) were added to the linear regression to reflect a situation closer to the reality. As the ANOVA and the ordinal regression analysis showed that the factors work life balance and nature of work are not impacted by financial needs and social support, this study investigates the impact of the two situational context variables on the level of attraction towards four dependent variables including culture/image of the company, rewards, interpersonal relationships and job security.

Concerning the factor culture/image of the company, the coefficient of social support is positive and significant ( $\beta=.177$  and  $P<.000$  model one in table 8), meaning that this variable has a significantly positive relationship with the job seekers' level of attraction. Hypothesis 9 is supported as table 8 shows that social support is the best predictor, among the eleven variables, explaining 3.2% of the variance of the level of attraction towards the factor culture/image of the company. In addition, the best model fit explains 6.9% of the variance of the dependent variable when including social support (3.2%), employment commitment (2.6%) and self-efficacy (1.1%).

However, since financial needs is not included in one of the three best model fit, null hypothesis 4 is accepted as results do not show a significant difference in the evaluation of the attributes signaling culture/image of the company based on the financial needs of the job seekers.

-----Insert table 7 -----

Concerning the factor rewards, the coefficients of both financial needs ( $\beta=.147$  and  $P<.002$  model 3 in table 8) and social support ( $\beta=.181$  and  $P<.000$  model 2 in table 8), are positive and significant, meaning that these variables have a significantly positive relationship with the job seekers' level of attraction. Hypothesis 1 and 7 are supported as table 8 shows that social support and financial needs are respectively the second and third best predictors among the eleven variables, explaining respectively 3.2% and 2.1% of the variance of the level of attraction towards the factor rewards. In addition, the best model fit explains 9.4% of the variance of the dependent variable when including employment commitment (4.1%), social support (3.2%) and financial needs (2.1%).

-----Insert table 8 -----

Concerning the factor interpersonal relationships, the coefficients of both financial needs ( $\beta=.207$  and  $P<.000$  model 1 in table 9) and social support ( $\beta=.130$  and  $P<.008$  model 5 in table 9), are positive and significant, meaning that these variables have a significantly positive relationship with the job seekers' level of attraction. Hypothesis 8 is supported and the null hypothesis 5 is rejected as table 9 shows that financial needs and social support are respectively the first and the fifth best predictors among the eleven variables, explaining respectively 4.3% and 1.5% of the variance of the level of attraction towards the factor people related to the company.

In addition, the best model fit explains 13.1% of the variance of the dependent variable when including financial needs (4.3%), risk aversion (2.6%), self-efficacy (2.5%), level of diploma (1.4%), social support (1.5%) and employment commitment (0.9%).

-----Insert table 9 -----

Concerning the factor job security, the coefficients of both financial needs ( $\beta=.064$  and  $P<.192$  model 6 in table 10) and social support ( $\beta=.091$  and  $P<.064$  model 6 in table 10), are positive not significant, meaning that these variables don't have a significant relationship with the job seekers' level of attraction. Hypothesis 10 is rejected while the null hypothesis 2 is accepted as table 10 shows that financial needs and social support are not included in the best model fits. In fact, the best model fit explains 9.1% of the variance of the dependent variable when including diploma (4%), employment commitment (3.5%) and self-efficacy (1.6%).

-----Insert table 10 -----

## **Discussion**

### **Main Conclusions**

The present study contributes to and extends the organization attractiveness literature by investigating how situational context variables, such as financial needs and social support, impact the way job seekers are attracted to signals sent by organizations during the recruitment process. Previous research has identified several attributes signaled by companies during the recruitment process that initiate a positive attitude toward organizations for job seekers (Aiman-Smith, Baeur & Cable, 2001; Barber & Roehling, 1993; Boswell et al., 2003; Cable & Judge, 1994; Jurgensen, 1978; Lievens et al., 2001; Lievens & Highhouse, 2003; Posner, 1981; Rynes, 1991; Stumpp et al., 2009; Turban et al., 1995; Turban et al., 1993). At the same time, other studies showed that situational context is a key predictor of job pursuit intention by impacting job search attitude and subjective norms (Van Hoye et al, 2015). Findings from this study draw conclusions that enhance the knowledge of the evaluation of the signals by job seekers. Results show that situational context impacts the way job seekers are attracted by the signals sent by companies. More specifically, financial needs and social support impact the level of attraction regarding the attributes signaling the culture/image of the company, rewards, and interpersonal relationships. Job seekers have a tendency to pay more attention to these signals when they have a higher level of social support. Concerning financial hardship, as expected, job seekers in this situation are paying closer attention to attributes signaling rewards.

First, results show that the level of attraction towards attributes signaling rewards is influenced by the employment commitment, the social support and financial needs. The fact that job seekers under financial pressure pay more attention to the attributes signaling rewards is in line with previous research (Kanfer et al., 2001). When a job seeker is experiencing financial hardship, he or she will be attracted to the salary offered during his or her job search. In addition, social support will influence the type of rewards that a job seeker is paying attention to through debating potential job opportunities with significant others.

Moreover, results show that the level of attraction towards the factor signaling culture of the company is influenced by social support, employment commitment and self-efficacy. Consistent with the Maslow's pyramid of needs (Wahba & Bridwell, 1976), results from job seekers with social support confirm the idea that individuals who have a higher level of social network are looking for social interactions in their professional life (Cable & Parsons, 2001; Wanberg, 2012). For this reason, they are significantly more attracted to attributes signaling culture/image of the company and interpersonal relationships than job seekers with a medium and low level of social support. However, results contradict the prediction that financial need would influence the level of attraction toward the dependent variable, as results show that job seekers are not willing to make sacrifices on attributes signaling culture/image of the company when they are under financial pressure. This result can be explained by the methodology used during the study. The questionnaire investigated if attributes signaling culture/image of the company had an impact on the level of attractiveness. However, the data collection did not include different types of cultures. In this case, it is possible that some job seekers with financial needs are evaluating certain cultures as attractive and others as not attractive and vice versa for job seekers without financial needs. Future research should duplicate the study with specificity in the variable investigating culture of the company in order to explain such unexpected results.

Lastly, results show that the level of attraction towards the attributes signaling interpersonal relationships is impacted by the level of financial needs and social support in addition to other variables including risk aversion, self-efficacy, level of diploma and employment commitment. Once again, results can be explained by both the Maslow's pyramid and the fact that individuals have a need for socialization. In this case, job seekers would be attracted to work for a company in which they feel sharing the values of the other employees (Chatman, 1989; Kristof, 1996; Judge & Cable, 1997; Cable & Parsons, 2001; Dineen & al., 2002). Moreover, the conclusions are consistent with the idea that the level of financial needs influences the evaluation of this signal.

Investigating the impact of financial needs and social support on the evaluation of the signals sent by companies during the recruitment process, this study showed that even if the  $R^2$  were low during the ordinal regression, results from the multilinear regression demonstrated that financial needs and social support are important predictors of the variance of the dependent variables. In fact, financial needs and social support were included as a predictor in the best model fit, even with nine new variables added. Based on these results, and on past research which has shown that the personality (Judge & Cable, 1997; Judge & Bretz, 1992; Van Hoye & Lootens, 2013), self-efficacy (Eden & Aviram, 1993), and self-esteem (Heatherton & Wyland) have an impact on job search intensity and effort. Future research should investigate how the individual characteristics of the job seekers influence their level of attraction towards signals sent by companies. More specifically, employment commitment has been showed to be a predictor of the evaluation of several signals. Future research should investigate more closely the impact of this variable as a predictor.

#### **Limitations and Directions for Future Research**

The present study has some limitations that call for caution in the interpretation and the generalization of the results. First, the fact that this study uses a single-item scale to measure organization attractiveness can be seen as a limitation. However, the research design is identical to the design used by Posner (1981) in a key article that ranks attributes according to job seekers' level of attractiveness towards an organization. Currently, it is more common to measure organization attractiveness using the multi-item scale developed by Fisher et al. (1979) as it combines items assessing general organization attractiveness with items assessing intentions (Highhouse et al., 1999, 2003; Turban et al., 1998; Turban & Keon, 1993; Yüce & Highhouse, 1998). Nevertheless, due to the high number of attributes measured during the study (27 attributes), the single-item scale seemed the most appropriate method of measuring organization attractiveness. Furthermore, the fact that data were collected from employment agencies, influenced the use of a single-item scale. Nonetheless, future research should try to use the multi-item scale (Fisher et al., 1979) in order to compare the results.

Additionally, despite the fact that financial needs and social support (Van Hoyer et al., 2015) are measured using the same scales as Wanberg et al. (2002) and Adams and Rau (2004), these two scales might benefit from some revising. In this study, the internal consistency reliability of these scales were moderate (.672 for financial needs and .609 for social support).

First, it should be noted that the portion of the questionnaire examining financial needs (Wanberg et al., 2002) could benefit from additional questions regarding the current financial situation of the participants. Knowing how individuals perceive their current financial situation and needs can be beneficial to the analysis of the financial need variable. Due to this limitation, our results should be interpreted with caution. Future research should investigate financial needs using additional items in the scale.

Second, Adams and Rau's scale (2004) has proven to be a very effective tool to measure social support. As past research have shown that a very high level of social support can be counterproductive as job seekers can feel supported and/or controlled during the job search (Fisher et al., 1982; Vinokur & Schul, 2002), the social support literature would benefit from investigating the use of two distinct scales including one dedicated to the positive aspect of the social support, and one dedicated to the negative aspect of the social support.

Next, the fact that the dataset was collected in France makes the results generalizable to countries with a similar economy and culture. Future research should be conducted questioning job seekers in different countries to confirm the findings. In addition, this study does not include the job search context (Boswell et al., 2012). Differentiating between new entrants, short term job seekers, long term job seekers and already employed job seekers can also add to the knowledge on how signals attract job seekers during the recruitment process. For example, new entrants are looking for a job under a different financial context than long term job seekers. Future research should investigate how the situational context impacts job seekers' level of attraction from the signals sent by companies, under different job search contexts.

In addition, results show that signals include several attributes sent by companies during recruitment in order to differentiate themselves from competitors. However, the study does not quantify the attribute nor give specific data on the level of the attribute. For example, the study questions job seekers on their attraction level toward salary without asking about a specific level of salary. Future research should investigate different levels of attributes, such as different levels of salary, and measure the impact of situational context variables on the level of attraction of these specific signals.

Lastly, the  $R^2$  presented in the study were low, which means that the variables only explain a small proportion of the variance of the dependent variable. In the case of the study, financial needs and social support represented a low percentage of the variance of the level of attraction towards the signals. However, the multilinear regression analysis allows to conclude that they had an impact. Moreover, once new variables were added, financial needs and social support had a statistically significant impact on the evaluation of the signals. This impact was higher than variables such as perceived job opportunity, self-esteem, risk aversion, level of education and but not limited to the years of experience. Future research is needed to extend the knowledge on the predictors of the variance of the evaluation of the signals sent by companies during the recruitment process. These research should include a higher number of potential predictors in order to investigate the relationship in a setting closer to reality.

### **Practical Implications**

This study has important practical implications for companies when selecting signals to send to the labor market. First, the results suggest that job seekers are influenced by some situational context variables when interpreting signals. The financial and social support contexts in which job seekers are looking for a job can impact the level of attraction job seekers have toward an organization. Understanding job seekers' perception of signals allows companies to select the most strategic message to communicate to job seekers while trying to attract the best pool of candidates. For example, knowing that attributes signaling rewards, interpersonal relationships and

culture/image of the company are evaluated differently according to the situational context of the job search, should make companies aware that they need to communicate these signals during the recruitment process. It does not mean that companies need to standardize the way to present job characteristics, organizational characteristics and recruitment process characteristics. However, it means that they should be sure to communicate and also formulate the message that are the most attractive job seekers.

Second, this study highlights inequality during the job search in terms of social support. Findings show that differences in the level of social support can influence the type of signals that attracts job seekers. Future research should investigate if the differences in social support during the job search impacts the type of jobs that job seekers will apply to. Additionally, lack of help and support from the social network negatively influence the intensity of the job search (Van Hoyer et al., 2015). Job seekers without social network rely on employment agencies to act as emotional and instrumental social support by bringing ideas and discussing job opportunities. Therefore, employment agencies need to make sure that each job seeker benefits from the same level of support in order to be efficient in their job search.

## **Conclusion**

In conclusion, we found support that situational context variables impact the job seekers' level of attraction regarding signals sent by companies during the recruitment process. More specifically, this article shows that financial needs and social support impact the way job seekers are attracted to certain signals, including culture/image of the company, reward and interpersonal relationships. On the other hand, the evaluation of the attributes signaling work life balance, nature of work and job security are not influenced by the situational context variables. Findings add to organization attractiveness by showing which signals are impacted by situational context variables. In addition, this study helps organizations select the most attractive signals when communicating to the labor market during the recruitment process.

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**Tables**

Figure 1: Model

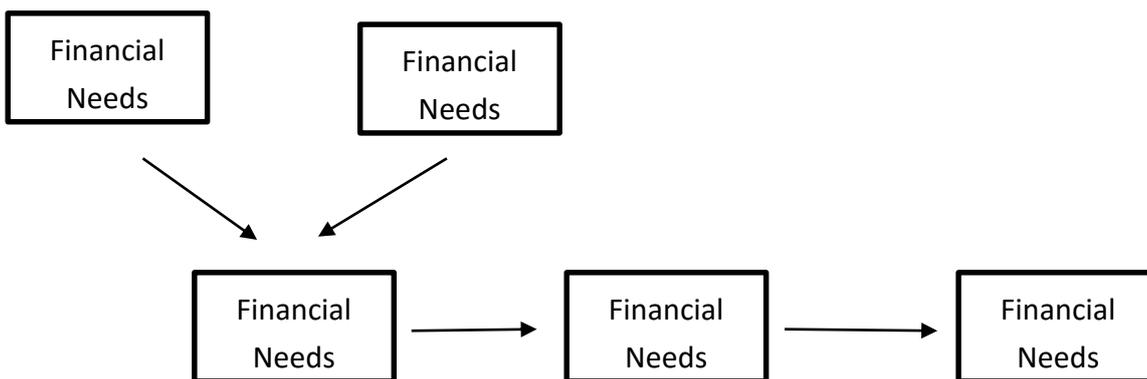


Table 1: Difference between financial contexts on factors (N=481)

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<u>Factors</u>	<u>N</u>	<u>F</u>	<u>Sig</u>
Culture/Image	481	2.311	.100
Worklife balance	481	.344	.709
Reward	481	4.603	.010**
Nature of work	481	1.645	.194
Interpersonal relationships	481	8.675	.000**
Job security	481	4.119	.017**

*Note:* \*\* P<0.050. \*P<0.100

Table 2: Difference between social support contexts on factors (N=482)

Table 2 :

Difference between social support contexts on factors (N=482)

<u>Factors</u>	<u>N</u>	<u>F</u>	<u>Sig</u>
Culture/Image	481	4.433	.012**
Worklife balance	482	1.355	.259
Reward	482	7.262	.001**
Nature of work	482	1.349	.261
Interpersonal relationships	482	3.034	.049**
Job security	482	4.119	.094*

*Note:* \*\* P<0.050. \*P<0.100

Table 3: Model fit for the 6 dependent variables

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<u>Dependent variables</u>	<u>Model</u>	<u>-2 Log Likelihood</u>	<u>Chi-Square</u>	<u>df</u>	<u>Sig</u>
Work life balance	Intercept	74.733			
	Final	71.742	2.991	4	.559
Nature of work	Intercept	67.441			
	Final	64.977	2.463	4	.651
Culture/Image of the company	Intercept	86.105			
	Final	74.807	11.298	4	.023
Rewards	Intercept	78.999			
	Final	65.213	13.785	4	.008
Interpersonal relationships	Intercept	97.737			
	Final	76.631	21.107	4	.000
Job Security	Intercept	72.621			
	Final	62.086	10.535	4	.032

Table 4: Goodness of fit for the models including 4 dependent variables

Table 4: Goodness of fit for the models including 4 dependent variables					
<u>Dependent variables</u>		<u>Chi-Square</u>	<u>ddl</u>	<u>Sig</u>	
Culture/Image of the company	Pearson	11.708	12	.469	
	Deviance	12.434	12	.411	
Rewards	Pearson	17.509	12	.131	
	Deviance	19.176	12	.084	
Interpersonal relationships	Pearson	9.803	12	.633	
	Deviance	9.487	12	.661	
Job Security	Pearson	9.203	12	.686	
	Deviance	9.737	12	.639	

Table 5: Pseudo R-Square Statistics

Table 5: Pseudo R-Square Statistics		
<u>Dependent variables</u>		<u>Pseudo R<sup>2</sup></u>
Work Life Balance	Cox and Snell	.023
	Nagelkerke	.028
	Mc Fadden	.013
Rewards	Cox and Snell	.028
	Nagelkerke	.038
	Mc Fadden	.021
Interpersonal relationships	Cox and Snell	.043
	Nagelkerke	.050
	Mc Fadden	.023
Job Security	Cox and Snell	.022
	Nagelkerke	.027
	Mc Fadden	.014

Table 6: Test of parallel lines for 4 dependent variables

Table 6: Test of parallel lines for 4 dependent variables						
<u>Dependent variables</u>	<u>Model</u>	<u>-2</u>	<u>Log</u>	<u>Chi-</u>	<u>df</u>	<u>Sig</u>
		<u>Likelihood</u>		<u>Square</u>		

Culture/Image of the company	Null Hypothesis	74.807			
	General	69.706	5.101	4	.277
Rewards	Null Hypothesis	65.213			
	General	53.455	11.759	4	.019
People related to the company	Null Hypothesis	76.631			
	General	73.953	2.678	4	.613
Job Security	Null Hypothesis	62.086			
	General	59.032	3.055	4	.549

Table 7: Situational context variables model of the level of attraction for the culture/image function<sup>ab</sup>

Table 7: Situational context variables model of the level of attraction for the culture/image function <sup>ab</sup>			
<b>Variables</b>	<b>Model 1</b>	<b>Model 2</b>	<b>Model 3</b>
<b>Predictors</b>			
Social Support	.177*** (.048)	.161*** (.047)	.128** (.049)
Financial Needs	/	/	/
<b>Control Variables</b>			
Employment commitment	/	.173*** (.051)	.159** (.051)
Self-efficacy	/	/	.145* (.064)
Perceived level of job opportunity	/	/	/
Self-esteem	/	/	/
Risk Aversion	/	/	/
Age	/	/	/
Duration as job seeker	/	/	/
Level of education	/	/	/
Years of experience	/	/	/
F Value	13,817***	12,838***	10,360***
Total R <sup>2</sup>	.032	.058	.069
F Value for R <sup>2</sup> change	13,817***	11,514***	5,150*

a= 421 observations

b= estimated coefficient and associated robust standard errors (in parenthesis) are reported

\*P<.05 (two tailed test)

\*\*P<.01

\*\*\*P<.001

Table 8: Situational context variables model of the level of attraction for the rewards function<sup>ab</sup>

Table 8: Situational context variables model of the level of attraction for the rewards function <sup>ab</sup>				
<u>Variables</u>	<u>Model 1</u>	<u>Model 2</u>	<u>Model 3</u>	
<b>Predictors</b>				
Social Support	/	.163*** (.043)	.143*** (.043)	
Financial Needs	/	/	.142** (.046)	
<b>Control Variables</b>				
Employment Commitment	-.170***(.040)	-.154***(.040)	-.148***(.039)	
Perceived level of job opportunity	/	/	/	
Self-esteem	/	/	/	
Self-efficacy	/	/	/	
Risk Aversion	/	/	/	

Age	/	/	/
Duration as job seeker	/	/	/
Level of education	/	/	/
Years of experience	/	/	/
F Value	17,800***	16,528***	14,463***
Total R <sup>2</sup>	.041	.073	.094
F Value for R <sup>2</sup> change	17,800***	14,677***	9,651**
Note: a= 421 observations b= estimated coefficient and associated robust standard errors (in parenthesis) are reported *P<.05, two-tailed. **P<.01, two-tailed ***P<.001, two-tailed			

Table 9: Situational context variables model of the level of attraction for interpersonal relationships function<sup>ab</sup>

Table 9: Situational context variables model of the level of attraction for interpersonal relationships function <sup>ab</sup>						
<u>Variables</u>	<u>Model 1</u>	<u>Model 2</u>	<u>Model 3</u>	<u>Model 4</u>	<u>Model 5</u>	<u>Model 6</u>
<b>Predictors</b>						

Social Support	/	/	/	/	.147** (.055)	.143** (.055)
Financial Needs	.250*** (.057)	.228*** (.057)	.197** (.058)	.178*** (.058)	.158** (.058)	.135* (.059)
<b>Control Variables</b>						
Risk aversion	/	.144*** (.042)	.151*** (.042)	.129** (.043)	.124** (.042)	.121** (.042)
Self-efficacy	/	/	.235*** (.069)	.236*** (.069)	.182* (.071)	.168* (.071)
Level of education	/	/	/	.039* (.016)	.044** (.016)	.046** (.016)
Employment commitment	/	/	/	/	/	.118* (.058)
Self-esteem	/	/	/	/	/	/
Perceived level of job opportunity	/	/	/	/	/	/
Age	/	/	/	/	/	/
Duration as job seeker	/	/	/	/	/	/
Years of experience	/	/	/	/	/	/
F Value	18,718***	15,357***	14,331***	12,474***	11,538***	10,393***
Total R <sup>2</sup>	.043	.068	.093	.098	.111	.118
F Value for R <sup>2</sup> change	18,718***	11,527***	11,509***	6,352*	7,070**	4,221*

Note:

a= 421 observations

b= estimated coefficient and associated robust standard errors (in parenthesis) are reported

\*P<.05, two-tailed. \*\*P<.01, two-tailed. \*\*\*P<.001

Table 10: Situational context variables model of the level of attraction for the job security function<sup>ab</sup>

<u>Variables</u>	<u>Model 1</u>	<u>Model 2</u>	<u>Model 3</u>
<b>Predictors</b>			
Social Support	/	/	/
Financial Needs	/	/	/
<b>Control Variables</b>			
Level of education	.049*** (.012)	.049*** (.011)	.049*** (.011)
Employment commitment	/	.170*** (.043)	.154*** (.043)
Self-efficacy	/	/	.139** (.051)
Perceived level of job opportunity	/	/	/
Self-esteem	/	/	/
Risk Aversion	/	/	/
Age	/	/	/
Duration as job seeker	/	/	/
Years of experience	/	/	/
F Value	17,508***	17,035***	13,965***
Total R <sup>2</sup>	.040	.075	.091
F Value for R <sup>2</sup> change	17,508***	15,940***	7,310**

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Notes:

a= 421 observations

b= estimated coefficient and associated robust standard errors (in parenthesis) are reported

\* $P < .05$ , two-tailed. \*\* $P < .01$ , two-tailed. \*\*\* $P < .001$ , two-tailed