



# Organizational Attractiveness: The Bases for Skill Attraction and Job Satisfaction in an Organization

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## Abstract

This study tends to bring to the forefront the importance and why it is necessary for an organization to have an appreciable environmental climate through her friendly policies. This is because an organizations' policy serves as a mirror through which the external environment distinguishes the organization. It has been revealed that the external environment is pooled to the organization by simply understanding the policy approaches they use in reflecting their aims, objectives such as in the structure of its job description and job design. Also, the attractiveness of an organization hinges on the size, the level of internationalisation, pay mix which is basically seen as a swift motivating grip and the level of centralization which deals with or tends to focus on the level of dispersion in decision making. Its concomitant effect is in organization's policy pool and attraction of skills capable of maintaining increase productivity of which motivation is of core essence and can visibly drive and stimulate optimal and expected performance.

**Keywords:** Organizational Attractiveness, Motivation, Decision making, Environmental Climate.

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## **INTRODUCTION**

With the current spate of qualitative shortage in our labour markets, the attractiveness of organizations has become increasingly important. This article is required to unveil and bring to the fore why managers of organization should adopt strategies and formulate policies that will enhance flexibility and creativity in order to attract skilful and result oriented applicants (employees) to their organization. The adoption of a highly attractive strategy in an organization becomes imperative and expedient as a result of the high level of and the constant increasing flux of labour mobility experienced in our today labour market, as applicants have become so selective in respect as to which and what organization they will sell their skill and render serves and know-how. Vroom's Expectancy Theory or Decision theories examines organizational attractiveness. For instance, Vroom (1966) reported strong relationship between instrumentality of that organization for accomplishing specific goals (e.g. higher salary, more opportunity for advancement, etc). The choice of an organization was rather an "unprogrammed" decision process. In most cases applicant use only a few factors to screen alternatives. Once applicants find a job in an organization, which fulfils their minimum criteria on the important factors, they tend to confirm this choice. Also, in most situations the already employed skills are in a constant evaluation of the outside market in determination and anticipation to transfer their skill to other industry that will enable them compete favourably with the contending issues of the economy and at the same time achieve both individual needs, goals and organizational objective.

Study (Kristof, 1996) framed the attractiveness of organization for prospective applicants in the context of the fit between the person and the organization. Schneider's (1987) attraction-selection-attrition (ASA) model conceptually grounds this research stream. A premise underlying the ASA model is that "people in any organization are unique in that they are the ones attracted to, chosen by, and who choose to remain in an organization" (Schneider, Smith, Taylor, & Fleenor, 1998). Regarding attraction, individuals are differently attracted to organization as a function of their interests, needs, preference and personality. This is as a result of the fact that both the individual and organization are making decision to the level and extent to which the individual would derive self and job satisfaction while on the job, while the organization focuses more on individual high expectation on qualitative performance in order to enhance productivity (brand). Hence, recruitment and selection processes enable organization to attract and select individuals who fit best to their needs and expectations. The selection processes are based on previous experiences, interests, needs, preference, and individual personality.

The human resources manager of an organization must be proactive and responsive through careful strategy and selection to ameliorate the gap and differences that tend to exist by designing the organization to be highly motivating through her policy decision making process and implementation in order to woofer and amplify their attractiveness as it is further explained in this study.

This study is carried out in order to identify and to make clear how the philosophy and culture of an organization creates a favourable work environment capable of enhancing workers self esteem and a comparative edge among competing organizations. This study explicitly posit on the need for creating a good and healthy work environment in consideration with the organization's policy geared towards employees' attraction and retention. And how these policies would interface and suggest how the organization will be perceived in the external environment. With the growing interest in human resources management, which daily throws challenges embedded in employees' mobility rate in and among organization.

## **ORGANIZATIONAL CHARACTERISTICS: A CONCEPTUAL FRAMEWORK**

If rather objective organizational characteristics are to influence initial assessments of organizational attractiveness, they should meet several criteria (Rynes, 1991: Turban & keon, 1993). Specifically, the characteristics should be visible and salient for applicant quite early in the decision process. In addition, the characteristics should potentially act as signal of the organizational culture and values. Finally, the

characteristics should differ across organizations. In this study organization are described according to four objective characteristics, which meet the aforementioned criteria: the Size, level of internationalisation, the pay mix, and the level of centralisation.

**Organizational Size:** Rynes (1991), the size is a highly visible characteristic. For lesser known organization this information is easily acquired through corporate reports, recruitment brochures, and the business press (Barber & Roehling 1993). Moreover, research showed that people generally consider the size of the organization as to be a crucial organizational characteristic. When applicants have little additional information to rely on, the size of an organization is also particularly susceptible to stereotypical categorisation. For instance, Greenhaus et al. (1978) found that final-year students perceive small-sized organization to be less instrumental for accomplishment of extrinsic rewards (e.g. fringe benefits, high salaries, and incentives). Conversely, large-size organization might be associated with other perceptions of organizational characteristic such as, bureaucracy and many hierarchical levels (Turban & Keon, 1993). With this, it could be stated that the attractiveness of the size of an organization differs across individual.

**Level of Internationalisation:** The level of internationalisation refers to the extent to which divisions of an organization are dispersed across different countries, Oldham & Hackman, (1981). This characteristic is again visible prior to the recruiting process. In addition, the presence of international division signal to prospective applicants of expatriation and overseas assignments may be common in a particular organization

**Pay Mix:** In general, pay policies are thought to be malleable, permitting to distinguish themselves from competitors and to implement pay system that are attractive for applicants (Cable & Judge, 1994; Rynes & Barber, 1990). In addition, pay system have also an important signalling function, because they provide prospective applicants with information less visible organizational characteristics (Gerhart & Milkovich, 1990). For example, applicants consider an organization's compensation policies to be an important dimension of organizational climate. It enables them to get a clearer picture and understanding as to the culture, norms, values, and belief of the organization. Hence, job seekers expect some vital information about compensation factors.

Both pay level and pay mix determine which pool of applicant is attracted to the organization and remain working for it. The impact of pay level on organization attractiveness for applicants is imperative. Gerhart and Milkovich, (1990) defines pay mix as the extent of variable pay in terms of the relative amounts of the short term bonuses, long-term incentives, and base salary in an individual's pay. In other words, a distinction is made between the basic cash compensation that an employee pays for the work performed (i.e. basic wage) and periodic adjustment to base wage according to individual performances (e.g. merit pay or incentive pay). Despite the heavy focus on pay level in previous studies, it could be found that organizations differentiated themselves more with respect to pay mix than pay level.

**Level of Centralization:** This refers to the extent to which decision are made by the higher levels of an organization (Oldham & Hackman, 1981). People consider the level of centralization to be important organizational characteristics. Similar to organizational characteristics, applicant may perceive information about the level of centralization as signal to the culture, and the values of the organization. Therefore, this characteristic may impact on organizational attractiveness.

**Job Description:** This is the written summary of what is done on a job, how the work is accomplished, and why the work is performed. The purpose is to convey the essential features of the job to a person not familiar with the job in question. It is the most common output of a job analysis and is used for a variety of purpose, including attraction of high-experienced and skilled applicants in the labour market and in other work setting, recruitment and selection, training and development, performance appraisal, compensation, and job design (Nwachukwu, 1999). The difference between job description and position description is that the position description summarizes what one person in an organization does, whereas in job description the number of related positions. A position description is used when an individual performs a relatively unique set of activities, and a job description is used when there is enough commonality across position to justify treating multiple positions as a single job. The potency of

a good job description is the informative tendencies it reveals to the labour market, alternatively is in the attractiveness and pool of applicants it generates to the organization.

There are three essential part of a job description. First, there should be some information that uniquely identifies the job such as the job title, its department, location, job code, pay range, grade level, and reporting relationship. Secondly, the job summary should convey the essential features of the job, what a worker does and the purpose of the job, as to differentiate it from other jobs. Thirdly, listing of essential duties or work activities of the job provides answers to questions as what, how, and why of the job to the prospective applicants. Describing what a worker does involves considering the physical and mental activities that are to be performed on the job.

Finally, a well structured job description contains also information depending on that particular application. This might include, identification of key responsibilities (useful for job evaluation purposes), a listing of accountabilities (the major results for which the work is accountable), a description of the working conditions (e.g. temperature, noise, lightening and ventilation), and the nature of social relationship at work. Last some may identify the major knowledge, skill, ability and other characteristics needed to perform the major task (Gerhart & Milkovich, 1990).

**Job Design:** This has generated substantial theoretical and empirical interest to applicants and recruiters in the recent past, the purpose of this entry is to describe and evaluate the most significant approaches to the job. The management of intrinsic work reward is an additional challenge for the manager. While acting as an agent for the organization, mngement must design the job for the individual so that the intrinsic work rewards becomes available as a result of exerting work effort on the assigned tasks. Job design is the deliberate, purposeful planning of the job, including any or all of its structural and social aspects.

**Designing Job for the Individuals:** The first to structure job for the individual was Fredrick W. Taylor in his industrial engineering or scientific management approach in 1911. Taylor's approach dictated four specifications. First, job should be studied scientifically to identify the most efficient method for accomplishing and allocating them among employees. Secondly, employees-job fit should be optimised, so that employees should be mentally and physically capable of performing the task but to be over qualified. Thirdly, employees training should be based on the scientific analyses of work and should be regularly monitored to ensure optimum performance. Finally, employees should be monetarily motivated with bonuses.

This suggests that it would produce several position outcomes for organizations, including an increase pool of applicants capable of performing highly specialised and simplified jobs and the centralisation of resources. The wage-lowering effect of this large job pool or attractiveness of applicants should in turn reduce training cost and resource centrality would increase the overall efficiency and productivity within the organization. Despite its consequent and associated demerits, the gains offset its negative effects and led to the development of alternatives to job design (Rogelberg, 2003).

**Motivation:** One of the major problems confronting management is that of motivating workers to perform assigned tasks to meet or surpass predetermined standards (Nwachukwu, 1988). Motivation is that energising force that induces, compel and maintain behaviour. Human behaviour is motivated, it is goal directed. It is not easy to motivate an individual, for the success of any motivational effort depends on the extent to which the motivator meets the needs of the individual employee for whom it is intended. Motivation is an internal psychological process whose presence or absence is inferred from observed performance.

**Expectancy Theory:** This is the core cognitive theory as contained in the Valence-Instrumentality- Expectancy (VIE) theory, formulated by Vroom (1964). Valence stands for value, Instrumentality is the belief that if an individual does one thing it will lead to another, and Expectancy is the probability that a certain action or effort will lead to a positive outcome.

The strength of expectancy may be used on past experience (reinforcement) but individuals are frequently presented with new situations – a change of job, payment system or working conditions imposed by management – where past experience is an inadequate guide to the implication of the change.

Motivation is likely only when a clearly perceived and usable relationship exists between performance and outcome, and outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation, for example, an incentive bonus scheme – works only if the link between effort and reward is clear and the value of the reward is worth the effort. It also explains why intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation. Intrinsic motivation outcomes are more under the control of individuals, who can judge from past experience the extent to which advantageous results are likely to be obtained by their behaviour.

Two major factors are considered to determine the effort people put into their jobs (Porter & Lawler 1968). First, the value of the reward to individual in so far as it satisfies their need for security, social, esteem, autonomy and self actualisation. Second, the probability that reward depends on efforts, as perceived by the individuals. In other words, the expectation in the relationship between effort and reward is that the greater the value of a set of rewards and the higher the probability that receiving each of these rewards upon efforts, the greater the effort that will be applied in a given situation (Porter & Lawler 1968).

Hence, considering the current spate in the search for experience, quality skilled and intelligent applicant or employee in the labour market, in order to fill and occupy this vacant job position. It behoves on the organization to tactically and structurally put the expectation of these high flier as expected into consideration in order to attract and pool them into the organization. The attractiveness of the reward considerably motivates and propels the desire to be identified with such organizations. Thus such skill, ability and capable applicants seems to be quite selective and optional in their choice and chose as to the policies`, size and attractiveness of the organization in which they will render their service to. So there should be a unity of aim the individual employee or applicant sees the organization as a channel through which he will attain his desired goal. The organization in turns sees the employee as a partner in the attainment of organizational objectives (Nwachukwu, 1999). Effort should result from goal directed behaviour. An applicant has a definite expectation that he should desire from rendering his skill to the organization. The organization that will consistently meet the expectation of applicants or employees will always tend to have and attract better applicants than those which do not.

It simply pins to the objective of not just attracting or pooling employee, but should be in turn result to quality retention in order to increase and boast productivity within a while (Nwachukwu, 1999).

**Job Satisfaction:** This has a direct negative and positive relationship with organizational attractiveness. The attractiveness of an organization should lead to job satisfaction in order for the applicant to be retained in the organization or else the whole effort, process, aim and cost will be rendered unproductive. In the long run, study shows that satisfied employee tend to stay longer, have reduces absenteeism rate, fever complains and requires less supervision than dissatisfied ones. Hence, the level of performance or accomplishment is a causal factor in job satisfaction. Employees' satisfaction is the aim of most managers. The contention is that satisfied employee has a better attitude to work that dissatisfied employees. An employee who is satisfied and motivated is an ideal employee, what satisfy an employee are many and varied, such as sex, age, job level, personal characteristics of the job holder, level of education, income level, supervision, relationship with co-workers, size of the group, job content, etc. Employee job satisfaction is influenced by the equitable distribution of organizational favour, as the ability of an employee to perform his work up to the expected standards influences job satisfaction (Nwachukwu, 2000).

**Motivation – Hygiene Theory:** Herzberg et al (1959) concludes that the factors that lead to job satisfaction are distinct from the factors that lead to dissatisfaction. The first consists of the satisfiers or motivators which are intrinsic to the job. Such could be exemplified as achievement, recognition, the work itself, responsibility and growth. The second comprises what he calls the `dissatisfaction avoidance` or `hygiene` factors, which are extrinsic to the job such as pay, company policy and administration, personal relationship, status and society. Herzberg et al (1959)t draws attention to the distinction between

intrinsic and extrinsic motivators, and this contention that the satisfaction resulting from pay increase does not persist but has some face validity.

**Goal Theory:** As developed by Latham & Locks, (1979). States that motivation and performance are higher when individuals set specific goals, when the goals are difficult but accepted, and when there is feedback on performance he becomes more willing to put in extra effort.

**Equity Theory:** As described by Adams (1963), states that people will be better motivated if they are treated equitably and demotivated if they are treated inequitably. It is concerned with people's perception of how they are being treated in relation to others. To be dealt with equitably is to be treated fairly in comparison with another group of people (a reference group) or a relevant other persons.

**Money and Motivation:** People need money and therefore want money. It can motivate but it is not only motivator. It has been suggested by Wallace & Szilagyi, (1982). That money can serve the following reward functions:

- It can act as a goal which people generally strive for, although to different degree.
- It can act as symbol which indicates the recipient's value to the organization.
- It can act as a general reinforce because it is associated with valued rewards as often that it takes on reward value itself.

It's said that money motivates because it is linked directly or indirectly with the satisfaction of many needs. It satisfies the need for survival and security, if income is regular. It can also satisfy the need for self-esteem (as a visible mark of appreciation) and status – money can set you in a grade apart from your fellows and can buy you things they cannot afford. Money satisfies the less desirable but nevertheless prevalent drives of acquisitiveness.

But doubts have been cast in the effectiveness of money as a motivator (Herzberg et al., 1959). They claimed that while the lack of it may cause dissatisfaction, money does not result in lasting satisfaction. There is something in this, especially for people with fixed salaries or rate of pay who does not benefit directly from an incentive scheme. They may feel good when they get an increase because apart from the extra money it is a better effective way of making people feel they are valued. But the feeling of euphoria can rapidly die away. However, it must be reemphasised that different people have different needs, and Herzberg's et al. two- factor theory has not been validated. Some persons may be much more motivated by money than others, because that which cannot be ascertained in the assumption is how money motivates people to behave in the same way and the extent to which they carry out their task as against the understanding. Worker are bound to behave differently given and under the same situation and circumstances.

## **CAREER AND JOB SUCCESS SKILL**

Now that the employee has just been attracted and employed into the organization, his goal should be focused and geared on job success, which he should not take for granted. There are specific skills he needs to know and use in order to be successful at the job. First impression shows from the first day he resume at work, which he need one opportunity to create this. As it behoves on he to have a close contact with his immediate boss about what is most important, such as information about him, as employers do complain that many do lose their job because their do not use work habit not because they do not know the job. This is based on feedback from majority of employer's survey report (Olu, 2011).

**Employers Expectation:** A positive attitude is one of the most important factors of achieving job success Olu (2011). Employees should not carry negative feeling into the organization but to resolve them elsewhere. He should always come to work on time and make an allowance to traffic and dropping off children from school, as being reliable and dependable gain the truth and respect of the new employer. Good attendance, promptness is important. Better methods should be use to relate when he is sick or any

irregularity as it relates to his work, using the lay down rules, policies and procedures. He should be open to new ways of doing things by listening and learning even if he has been taught differently, and not be quick to find fault, criticise and complain until he proves it in a better way, he should ensure that his target is met.

**Communication:** Determine the most appropriate time to talk with your superior, take advantage of your performance reviews as you stay calm and learn from others. As most superior appreciate employees who are concerned about performance and finding way of improving and enhancing there job success. Be a team player and be willing to help, know goals of your job and how it fits in to the overall objective of the organization (Olu, 2011). Avoid know-it-all attitude; ask for help when needed, if you make a mistake, let your superior know about it immediately first or you resort to the chain of command.

**Personal:** Prior to starting up the job have all your appointments with doctors, dentist, etc cleared up, have your transportation, day care and all emergency plain neat as to avoid unnecessary excuses from work. He should be ready to learn new skill, make new friend by proper socialisation, recreation period, and he should better stay off criticism and gossiping. Be clear and well groomed, dress for the job and do not use your employer's time and resources for your personal use such as staying long on phone with your official phone. Be patient with yourself and your employer, take out time to get use to the job, volunteer to projects and committee if your job is completed and your superior affirms to it (Olu, 2011).

## CONCLUSION/RECOMMENDATION

It is expected that every organization should be able to take into cognisance the totality of its environment in their decision making and policy formulation, as it's been revealed that the external environment is pooled to the organization by simply understanding the policy approaches they use in reflecting their aims, objectives such as in the structuredness in their job description, and job design. The human resources manager should of importance need to be proactive and his responsiveness to the forces and influences that will stimulate organizational competence worthy of acceptability in order to improve satisfaction and work performance. The way and manner at which job positions are been designed and organised, carefully structured and controlled in consideration of the individual coming to fit in the job, which is designing the job for the individual and how it sees to the best performance and productivity of the employees should be of utmost concern to the manager in order to harness the best potentials and skill needed for a tangible work productivity. The sensitivity, understanding of employee traits, needs and objectives and the readiness of the manager should portray willingness to properly manage the complexity of both the environment and human resource towards organizational profitability and human resource retention.

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