

## **IMPACT OF DEMOGRAPHIC VARIABLES OF PROSPECTIVE WORKFORCE ON ORGANIZATIONAL ATTRACTIVENESS**

Supriya Dhillon<sup>4</sup> Sheenu Arora<sup>5</sup>

### **ABSTRACT**

*The aim of the research study is to explore the demographic profile of prospective workforces and to investigate the thoughts of prospective workforces based on demographic variables such as Gender, marital status. In order to feedback of these questions, data was gathered through using self-administered questionnaire. A sample of 300 prospective workforces (Final year B. Tech students of three universities of Haryana, i.e., National Institute of Technology, Kurukshetra, YMCA University of Science and Technology, Faridabad and Deenbandhu Chhotu Ram University of Science and Technology, Murthal) were selected through a stratified random sampling method. Independent sample T- test was implemented to evaluate the data. The result of the study showed that there is a significant difference between male and female prospective workforces (students) with respect to factors of organizational attractiveness ( $p < .05$ ) but there is no significant difference between married and unmarried prospective workforces (students) with factors of organizational attractiveness ( $p > .05$ ).*

### **KEYWORDS**

**Prospective Workforces, Organisational Attractiveness, Organisational Culture, Working Environment and Benefits, Employment Conditions etc.**

### **INTRODUCTION**

Various personnel and organisational psychologists have discussed organisational attractiveness. The fundamental concern of these psychological studies is based on the reasons of attraction of person toward an organisation or the personal (specific) characteristics that make an organisation attractive (Rentsch and McEwen, 2002; Highhouse et al. 2003; Van Hoye and Lievens, 2007). In the literature related to recruitment, organisational attractiveness is a term which is used for decision making by potential employees regarding applying for a job in an organisation (Van Hoye and Lievens, 2007; Allen et al., 2007).

In simple terms, organisational attractiveness has been appraised by obtaining information regarding the organisation's existing employees or potential employees that whether they are attracted towards a particular organisation or not. Organisational attractiveness is multifaceted in nature since organisational attractiveness may be influenced by job/organisational attributes, symbolic attributes or specific attributes concerning an organisation (Turban 2001; Turban and Keon 199; Cable and Turban 2003).

Organisational attractiveness is a competitive advantage for the employer to get skilled candidates from the pool of applicants (Cable and Turban, 2001). The attractiveness of the organisation is judged by job seekers based on their individual perception about the organisation developed through the information, which they get from various sources i.e. job advertisement, corporate website, employees working in the organisation and people related to that organisation.

Schreurs et al. (2009) defined organisational attractiveness as "a function of applicants features and job/organisation features". According to Jiang and Iles (2011), organisational attractiveness is the degree to which potential/ current employees favourably recognise organizations as a fine place to work.

<sup>4</sup> Professor, Department of Management, Kedarnath Aggarwal Institute of Management, Haryana, India, [dhillon\\_supriya@rediffmail.com](mailto:dhillon_supriya@rediffmail.com)

<sup>5</sup> Assistant Professor Department of Management, Haryana Engineering College, Haryana, India, [sheenuarora1988@gmail.com](mailto:sheenuarora1988@gmail.com)

Attracting right kind and right amount of high performing employees is extremely crucial for the success of the organisation. According to Cable and Turban (2001) organisational attractiveness presents an employer's competitive advantage since employers formulate an effort to attract job applicants to connect with the applicant pool with the required skills and information corresponding to the organisational requirement. Aiman-Smith et al. (2001), defined Organisational attractiveness is "a mind-set or expressed common positive cause on the way to an organisation and also in the direction of viewing organisation as an attractive opening with which to initiate some relationship".

## **REVIEW OF LITERATURE**

Alniacik and Alniacik (2012) highlighted significant differences between gender and employer attractiveness. Male respondents gave lesser importance to social value, cooperation value, market value and application value as compared to female respondents. Yigit and Yuceol (2016) found that the score of organisational attractiveness of female respondents is significantly lesser than male respondents. In respect of marital status, the score of organisational attractiveness of unmarried respondents is less significant than married respondents. Gerhart and Rynes (1991) observed in their research study that male and female both were similarly talking about starting salary. Kuscü and Okan (2010) highlighted that in the sample of MBA students, female professional respondents give more importance to social value as compare to male respondents. In case of undergraduate respondents male, give more importance to all the dimensions of organisational attractiveness as compare to female respondents. Lievens et al. (2005) found that gender significantly affected attractiveness of armed forces as an employer. Bachman et al. (2000) observed that male respondents were more attracted as compare to female respondents towards armed forces.

Turban and Keon (1993) has investigated the impact of organizational characteristics on organisational attractiveness and how individual characteristics have an effect on organizational characteristics. Subjects associated to organizational characteristics including centralization, reward structure, geographical dispersion of the plant and the firm, organizational size attraction in the direction of organization. Additional attraction factors to firms were pay based on performance and decentralisation. Berthon et al. (2005) developed a scale of organisational attractiveness, which consisted of five determinants. These are These are social value, development value, economic value, interest value and application value, social value, application value, development value, interest value. Gomes and Neves (2011) investigated that organisational attractiveness mediates relationship between organisational attributes and job attributes with intention to apply.

## **OBJECTIVE OF STUDY**

To determine the effect of demographic variables (Gender, Marital status) of prospective workforces (students) on organisational attractiveness.

## **Hypotheses of the research study**

**H<sub>1</sub>:** Gender of the prospective workforces from selected universities is significantly related to organisational attractiveness.

**H<sub>2</sub>:** Marital status of the prospective workforces from selected universities is significantly related to organisational attractiveness.

## **RESEARCH METHODOLOGY**

A sample of 300 prospective workforces (B. Tech students) were carried out from three universities of Haryana, i.e., National Institute of Technology, Kurukshetra, YMCA University of Science and Technology, Faridabad and Deenbandhu Chhotu Ram University of Science and Technology, Murthal on the basis of maximum number of placement of students in these universities. Stratified random sampling technique was applied where a sample of 100 prospective workforces were drawn from each selected university (stratum). The data were gathered from both the primary and secondary sources to analyse and interpret the objective of the study. The primary data was collected with the help of closed ended self-administrated questionnaire and secondary data was collected from different modes i.e. opinions of experts published in print media, newspaper articles, various books, journals of marketing

management and HRM, etc. Stratified random sampling technique was applied in the present research study. Independent sample T- test was executed to appraise the data.

## RESULTS AND DISCUSSION

Table-1 shows that the number of male respondents is more than that of female respondents in the survey, i.e., 187 (62.3%) males and 113 (37.7%) females participated in the research study. Further, 293 (97.7%) respondents were unmarried and only 7 (2.3%) respondents were married. It reflects that the majority of the respondents used for the research study are unmarried. The table further shows that 100 respondents are selected from each the three selected universities.

**Table-1: Demographic Representation of Profile of Prospective Workforces (Students)**

Respondents Profile	Number	Percentage (%)
<b>Gender</b>		
Male	187	62.3%
Female	113	37.7%
<b>Marital Status</b>		
Married	7	2.3%
Unmarried	293	97.7%
<b>Name of the University</b>		
National Institute of Technology, Kurukshetra	100	33.3%
DCRUST, Murtal	100	33.3%
YMCA, Faridabad	100	33.3%

**Sources:** Authors Compilation

The significance value (p value) of the three factors of organizational attractiveness, i.e., working environment and benefits, employment conditions, and organizational culture were computed to be .001, .022 and .001, respectively, which is less than .05. This shows that there is a significant difference between male and female prospective workforces with respect to all the factors of organizational attractiveness. The mean values for male and female prospective workforces were obtained as 3.79 and 4.04 for working environment and benefits, 3.67 and 3.87 for employment conditions, and 3.78 and 4.04 for organizational culture. It means that female prospective workforces give more importance to all factors of organizational attractiveness as compared to male prospective workforces.

**Table-2: Results of Independent sample t-test for Gender**

Factors of Organisational Attractiveness	t-statistics		Males		Females	
	t	p- value	Mean	S.D.	Mean	S.D.
Working Environment and Benefits	-3.302	.001	3.79	.713	4.04	.576
Employment Conditions	-2.297	.022	3.67	.820	3.87	.689
Organizational Culture	-3.242	.001	3.78	.786	4.04	.619

**Sources:** Authors Compilation

The second hypothesis relating to the relationship of marital status of the prospective workforces with organisational attractiveness was also fulfilled through t-test. The significance value (p value) of working environment and benefits, employment conditions, and organizational culture factors of organizational attractiveness were computed to be .266, .993, and .309, respectively, which is more than .05. This shows that there is no significance difference between married and unmarried prospective workforces with respect to working environment and benefits, employment conditions, and organizational culture. It means that both married and unmarried prospective workforces give equal importance to all the factors of organizational attractiveness equally.

**Table-3: Results of Independent Sample t-test for Martial Status**

Factors of Organisational Attractiveness	t-statistics		Married		Unmarried	
	t	p- value	Mean	S.D.	Mean	S.D.
Working Environment and Benefits	-1.115	.266	3.60	.653	3.89	.674
Employment Condition	.009	.993	3.75	.612	3.75	.783
Organizational Culture	.309	.757	3.96	.756	3.88	.739

**Sources:** Authors Compilation

## DISCUSSION

This finding is supported by the previous research studies of Alniacik and Alniacik (2012) who found a significant difference between male and female workforces relating to the dimensions of attractiveness. Lievens et al. (2005) revealed in their research study that gender significantly influenced the attractiveness of armed forces as an employer. Thus, the results reveal that the hypothesis regarding gender of the prospective workforces from selected universities is significantly related to organisational attractiveness. For attracting and retaining the talented workforces and sustenance of the organisation, it is suggested that the employers should develop a healthy work environment so that the employees love to work, are comfortable in their task, and willingly participate in working of the organisation to achieve the common objectives.

The result of the present study revealed that no significant difference between married and unmarried prospective workforces (students) with respect to Working environment and Benefits, employment condition and organizational culture factors of organizational attractiveness ( $p > .05$ ). Both married and unmarried prospective workforces (students) give equal importance to all factors of organizational attractiveness. Thus, the hypothesis regarding marital status of the prospective employees from selected universities is significantly related to organisational attractiveness.

## PRACTICAL IMPLICATIONS OF STUDY

For attracting and retaining the talented employees of the organisation, it is suggested that the employers should develop a healthy work environment. So that the employees are comfortable in their task and eagerly, contribute in attaining the objectives of the organisation. Further, the organisation should regularly inspect and appraise the growth of employees working in the organisation. The growth culture environment should be provided to the employees by offering training and development programmes on regular basis. This will assist the employees in attaining and obtaining the knowledge, skills to progress in work competencies, and they will gladly hold additional responsibilities that will in due course aid in the progress of the organisation.

## LIMITATIONS OF STUDY

The sample selected for the research study is from only one state of India i.e. Haryana. The data was gathered from only three selected universities of Haryana and rest are not included in this research study. For future studies, sample should be selected from other states also and more universities should be included. In addition, since questionnaires were used there might be some biasness in the responses of the prospective workforces.

## CONCLUSION

Organisational attractiveness has been appraised by obtaining information regarding organisation whether the prospective employees think attracted towards a particular organisation or not. Female prospective employees (students) give more importance to all factors of organizational attractiveness as compared to male prospective employees (students). Both married and unmarried prospective employees (students) give equal importance to all factors of organizational attractiveness. Employers should develop a healthy work environment so that the employees love to work, are comfortable in their task, and willingly participate in working of the organisation to achieve the common objectives. The growth culture environment helps the employees in gaining and acquires knowledge, skills to progress in work competencies, and they will happily hold extra responsibilities that will ultimately help in the

progress of the organisation. Thus, the organisation should periodically examine and evaluate the growth of the employees working in the organisation.

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