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**THE EFFECT OF PERSON-ORGANIZATION FIT ON ORGANIZATIONAL ATTRACTIVENESS: A STUDY IN KONYA ORGANIZED INDUSTRIAL ZONE**

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**ABSTRACT**

In today's business world, seeing the same values as the organization by employees, having the same needs and expectations, in other words fitting with the organization, shall positively reinforce the employees' thoughts and attitudes about the organization. This will enable employees to perceive the organization as a place which is worth working and will make their perception of organizational attractiveness more positive. In this direction, it is inevitable to consider the opinions of candidate employees in order to gain competitive advantage and achieve real success.

The main purpose of study is to determine the effect of person-organization fit on perception of organizational attractiveness of trainee employees working in the machinery and parts manufacturing enterprises in Konya Organized Industrial Zone. The importance of this study is to understand the relationship between employees and organizational attractiveness.

In the study, questionnaire technique has been used. The questionnaires have been carried out to 113 trainee employees. In the first part of the study, the subjects related to person-organization fit and organizational attractiveness have been discussed. And in the last chapter including the research method, it has been tried to determine the effect of person-organization fit on organizational attractiveness. SPSS 17.0 and AMOS 18.0 package programs have been used in the analysis of this part. Validity and reliability, factor analysis, correlation and regression analysis have been used in the study when performing the research analyses. As a result of the analysis, a positive relationship was found between person-organization fit and organizational attractiveness. In addition, it was found that value congruence and needs-supplies-fit which are sub-dimensions of person-organization fit had a significant and positive effect on general attractiveness and intentions to pursue. Finally, it was found that demands-abilities fit had a significant and positive effect on intentions to pursue and prestige.

**Key Words:** Person-Organization Fit, Organizational Attractiveness, Organized Industrial Zone.

**1. INTRODUCTION**

Person-organization fit is the fitting between the values of the organization and employees. In this sense, if those offered to the employees in an organization and demands of employees from organization fit each other, the person-organization fit would be provided. The fitting between the employee and the organization will affect the feelings and thoughts determining the attitude and behaviour of the employees. As a result of that, the employees who consider themselves very fitted for the organization will find it more attractive in terms of general fit, needs, demands and skills. In this direction, employees' perception of organizational attractiveness will be positive and they will consider the organizations as a workable place. In short, employees who believe that there is a person-organization fit find their organization more attractive and perceive organizational attractiveness positively.

The main purpose of the study is to determine the effect of person-organization fit on perception of organizational attractiveness of trainee employees working in the machine and machine parts manufacturing enterprises in Konya Organized Industrial Zone. The importance of this study is to understand the relationship between employees and organizational attractiveness. In addition, it is another aim of the study to contribute to the related literature. Because, there are few numbers of studies on trainees related to person-organization fit and organizational attractiveness.

## 2. CONCEPTUAL FRAMEWORK

### 2.1. The Concept of Person-Organization Fit and its Sub-Dimensions

The foundations of individual-organization fit is based on Schneider's (1987) ASA Model (Attraction-Selection-Attrition). According to Schneider the theory of person-organization fit is related to the seeking for organizations fitting their personality, values and needs by the candidate employees (Chapman et al., 2005: 929). Person organization fit is the fidelity or similarity between the values of organization and employee, common grounds and mutual agreement level (Westerman & Vanka 2005; 413). In another aspect, person-organization fit is the one emerging between employee and organization where the needs are mutually met, the parties have similar basic characteristics or both conditions exist (Kristof, 1996: 4).

In the literature, the individual-organization fit is generally divided into three sub-dimensions. These dimensions are; value congruence, needs-supplies fit and demands-abilities fit. The value congruence is related to the fitting between the values, aims, personality and attitudes of the employees and the values, aims and norms, the culture and climate of the organization. The value congruence is a factor that reduces conflict in the organization (Jehn, 1994: 225). Need-supplies fit is related to organization which meets the needs, desires and preferences of the employees. If the organization can able to meet the physical, psychological and financial resources demanded by the employees and provide the employee with opportunities related to tasks, interpersonal relationships and development, then need-supplies fit takes place. Demands-abilities fit emerges, in case the employees have the competencies necessary to meet the demands of the organization. In this case, the employees of organization are demanded some contributions such as competence, talent, commitment, effort, time etc. (Behram & Dinç, 2014:116; Jehn, 1994:225).

### 2.2. The Concept of Organizational Attractiveness and its Sub-Dimensions

One of the first of the studies which discussed the concept of organizational attractiveness in a broad sense is the study of Lievens and Highhouse (2003). The studies related to organizational attractiveness are primarily shaped around the characteristics specific to work and organization. Organizational attractiveness is the situation to bring the rules determined by the organization into conformity with the criteria created by the demands of the employee candidates of organizations (Eren, 2000: 67). Organizational attractiveness is briefly the situation of organization preferred to work and desired to be the employee of it.

Organizational attractiveness is positive general attitudes or impressions developed by the employees about the organization as effective as that they may want to work in the organization or they would not prefer not to leave the job (Yıldız, 2013: 155). In another aspect, it is the level of interest and appreciation of employees towards the organization (Arbak & Yeşilada, 2003: 25). In the literature, organizational attractiveness is usually discussed under three sub-dimensions. These dimensions are; general attractiveness, intentions to pursue and prestige. The general attractiveness is related to employees' affective and attitudes toward a certain organization. It is claimed that the dimension of general attractiveness is passive, because it does not require an actual behaviour related to the organization. The intentions to pursue requires an actual behaviour related to the organization and points out the thoughts about an actual behaviour. Prestige is related to the formation of organizational prestige because of the existence of a good level of social reference (Dural et al., 2014; Aiman-Smith et al., 2001: 221).

### 2.3. Relationship Between Person-Organization Fit and Organizational Attractiveness

In today's business world, to achieve real success, it is very important for employees to perceive the organization positively and to provide organization-employee fit in the organization. If the employees in an organization think that their and organization's characteristics resemble each other and if they have the same common values, then this would mean that this person-organization fit has occurred in this organization. Ensuring person-organization fit shall take place when recruiting employees or as a result of harmonization activities as a process. When employees think that they have the same common values and purposes with the organization and that it is very fitted for their organizational culture, they obtain the person-organization fit (O'Reilly et al., 1991: 487). As a result of this, employees who think that they are fitted for the organization prefer to work in it and follow the organization in every sense. Also, when we think in more detail the employees deem the organization respectable, proud of working there, consider it convenient to work and consider their duties attractive when people-organization fit takes place. That is, they perceive the organization as something attractive in their own point of view. In this sense, organizational attractiveness is an image form consisting of employees perceiving the organization where they work as a workable place (Guliyeva, 2018: 40).

In other words, employees' fitting with organization positively affects their perception of organizational attractiveness. As a result, the employees who find attractive the organization they work tend to make all kinds of sacrifices in order to make it more productive (Vanderberg & Scarpello, 1994: 536).

## 3. RESEARCH METHOD

In this part, purpose and scope, universe and sample, scales, conceptual model and hypothesis of the study are referred.

### 3.1. Purpose and Scope of the Study

The main purpose of study is to determine the effect of person-organization fit on perception of organizational attractiveness of trainee employees working in the machinery and parts manufacturing enterprises in Konya Organized Industrial Zone. Also, it is aimed to guide the literature and managers related to the subject.

### 3.2. Universe and Sample of the Study

The target population of study consists of trainees who work in machine and machine parts manufacturing enterprises in Konya Organized Industrial Zone. Also, the sample of the study consists of 113 trainees who were randomly selected from those working in these organizations.

### 3.3. Data Collection Method

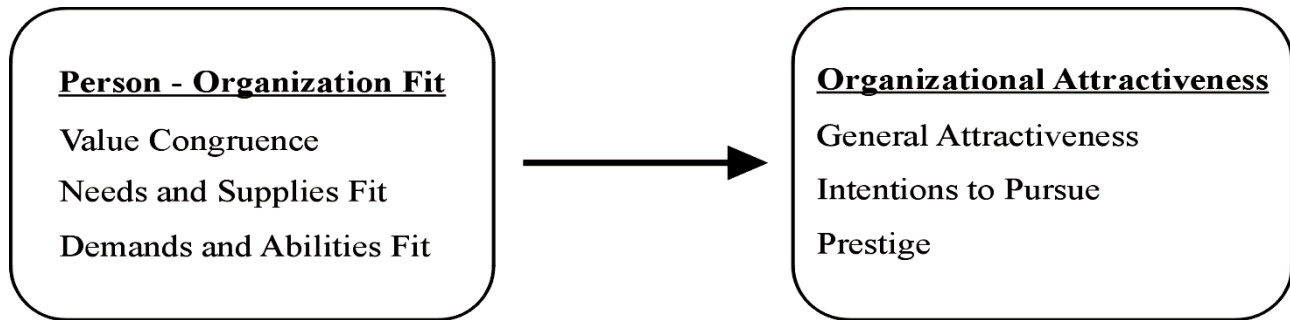
In this study, questionnaire was used as a data collection technique. Because there were some deficiencies in 2 out of 115 questionnaires gathered in study, these questionnaires were not included in the analysis. As a result, analyses have been performed on 113 questionnaires.

### 3.4. Scales of the Study

In the first part of the study, a personal information form consisting of 6 questions was used to obtain socio-demographic data. In the second part, Cable and Derue's (2002) scale consisting of 9 questions was used. In the third part, the organizational attractiveness scale of Highhouse et al. (2003) was used. The second and third parts were formed with a 5-point Likert scale.

### 3.5. Conceptual Model and Hypothesis of the Study

In this study, the effect of person-organization fit on organizational attractiveness was investigated and the conceptual model and hypotheses of the study were formed. The conceptual model of the study is presented below in Figure 1.



**Figure 1.** Conceptual Model of the Research

The hypotheses of the study are as follows:

- H1:** Value congruence has a significant and positive effect on general attractiveness.
- H2:** Needs-supplies fit has a significant and positive effect on the general attractiveness.
- H3:** Demands-abilities fit has a significant and positive effect on general attractiveness.
- H4:** Value congruence has a significant and positive effect on intentions to pursue.
- H5:** Needs-supplies fit has a significant and positive effect on intentions to pursue
- H6:** Demands-abilities fit has a significant and positive effect on intentions to pursue.
- H7:** Value congruence has a significant and positive effect on prestige.
- H8:** Needs-supplies fit has a significant and positive effect on prestige.
- H9:** Demands-abilities fit has a significant and positive effect on prestige.

#### 4. FINDINGS AND DISCUSSION

In this part, demographic findings, factor analysis, confirmatory factor analysis, correlation and regression analysis and interpretation related to these analysis are referred.

##### 4.1. Demographic Findings

Demographic characteristics of the respondents involved in the data collection are shown in Table 1.

**Table 1:** Demographical Characteristics of Participants

DEMOGRAPHIC INF.	N	%	DEMOGRAPHIC INF.	N	%
GENDER			MARITAL STATUS		
Male	88	77,9	Married	5	4,4
Female	25	22,1	Single	108	95,6
AGE			EDUCATIONAL STATUS (Student or Graduated)		
16-18 years old	19	16,9	High School	20	17,8
18-21 years old	62	54,9	College	52	46
21-25 years old	23	20,3	Bachelor's Degree	41	36,2
26-30 years old	9	7,9	POSITION IN ORG.		
WORKING PERIOD IN ORG.			Service Personnel	32	28,4
Short Term Trainee	99	87,7	Technical Personnel	40	35,4
Long Term Trainee	14	12,3	Engineer	41	36,2

In the table, 77,9% (88) of the respondents were male and 22,1% (25) of them were female. 4,4% (5) of the respondents were married and 95,5% (108) of them were single. In addition to this, 16,9% (19) of the respondents were between 16-18 years old, 54,9% (62) of them between 18-21 years old, 20,3% (23) of them between 21-25 years old and 7,9% (9) of them between 26-30 years old. 17, 8% (20) of respondents were high school graduate, 46% (52) of them were college graduate and 36,2% (41) of them were undergraduate or bachelor. 87,7% (99) of the respondents were working as short-term

trainee and 12,3% (14) of them as long term trainee. Also, 28,4% (32) of the respondents were working as service staff, 35,4% (40) of them as technical staff and 36,2% (41) of them as engineer.

## 4.2. Analysis of Research

### 4.2.1. Validity and Reliability Analysis

In validity and reliability analyses, Varimax rotation method and principles components were used. The analyses are given in Table 2.

**Table 2.** The Validity and Reliability Analysis related to Person-Organization Fit and Organizational Attractiveness

Scales	Factors	Eigenvalue	Cronbach's Alpha	Factor Explained (%)	Factor Loading (Min.-Max.)
Person-Organization Fit: KMO=,851; Barlett Sph. $\chi^2=2411,548$ ; $p=,000$ ; $\alpha=,810$ ; Ex.Tot.Var. =%67,328	Value Congruence	4,215	,676	18,265	,611-,814
	Needs-Supplies Fit	1,624	,628	11,754	,425-,844
	Demands-Abilities Fit	1,216	,644	7,375	,613-,823
Organizational Attractiveness: KMO=,842; Barlett Sph. $\chi^2=2344,649$ ; $p=,000$ ; $\alpha=,815$ , Ex.Tot.Var. =%43,265	General Attractiveness	2,115	,654	21,123	,615-,814
	Intentions to Pursue	2,527	,712	14,490	,619-,845
	Prestige	1,347	,711	7,437	,727-869

In Table 2, KMO value is ,851 and Bartlett test value is 2411,548 related to person-organization fit. In addition, this variable is at the significance value of ( $p = ,000 < ,05$ ). KMO value related to organizational attractiveness is ,842 and Bartlett test value is 2344,649. This variable also is at a significance value of ( $p = ,000 < ,05$ ) In this case, the data group comes from the multivariate normal distribution. In addition, the overall reliability coefficient of person-organization fit is ,810 and the total variance explained is 67,328%. The general reliability coefficient of organizational attractiveness is ,815 and the total variance explained is 43,265%. Consequently, the reliability coefficients of all factors were above 0,70 and at an acceptable level. In addition, the total variance described is at an acceptable level.

The eigenvalues were greater than 1 and formed three dimensions in the scale of person-organization fit and organizational attractiveness. In other words, the items were grouped under the same main dimensions as the original scales. Finally, the factor loadings of the person-organization fit and organizational attractiveness variables are over 0,40. This result is at the acceptable level for the social sciences. In addition, Table 3 shows the goodness of fit values to reaffirm the factor structures of the variables.

**Table 3.** Confirmatory Factor Analysis

Scales	$\Delta X^2/df$	GFI	AGFI	CFI	IFI	RMSEA
Person-Organization Fit	3,25	,92	,88	,97	,91	,075
Organizational Attractiveness	3,16	,91	,87	,97	,90	,073

In Table 3, the goodness of fit values were examined through the Lisrel 8.80 program. It was found that the models of the person-organization fit scale ( $\Delta X^2/df = 3,25$ ;  $p < 0,001$ ; GFI= ,92; AGFI= ,88; CFI= ,97; IFI= ,91; RMSEA= ,075) and organizational attractiveness scale ( $\Delta X^2/df = 3,16$ ;  $p < 0,001$ ; GFI= ,91; AGFI= ,87; CFI= ,97; IFI= ,90; RMSEA= ,073) provided goodness of fit.

### 4.2.2. Descriptive Statistics and Correlation Analysis Related to the Variables

In this part descriptive statistics related to variables and relationships between variables were analysed and presented in Table 4.

**Table 4.** Descriptive Statistics and Correlation Analysis Table for Person-Organization Fit and Organizational Attractiveness

	Mean	Std. Dev.		1	2	3	4	5	6	7	8
1. Organizational Attractiveness (G)	3,81	,81	r	1,000							
			p	,000							
2. General Attractiveness	3,70	,86	r	,311**	1,000						
			p	,000	,000						
3. Intentions to Pursue	3,43	,94	r	,316**	,387**	1,000					
			p	,000	,000	,000					
4. Prestige	3,62	,88	r	,298**	,317**	,315**	1,000				
			p	,000	,000	,000	,000				
5. Person-Organization Fit (G)	3,79	,84	r	,379**	,272**	,318**	,367**	1,000			
			p	,000	,000	,000	,000	,000			
6. Value Congruence	3,69	,84	r	,363**	,262**	,278**	,104	,378**	1,000		
			p	,000	,000	,000	,83	,000	,000		
7. Needs and Supplies Fit	3,55	,88	r	,249**	,283**	,362**	,312**	,143	,319**	1,000	
			p	,000	,000	,000	,000	,92	,000	,000	
8. Demands and Abilities Fit	3,79	,85	r	,273**	,138	,242**	,418**	,295**	,326*	,297**	1,000
			p	,000	,90	,000	,000	,000	,000	,000	,000

\*\*Values are significant at 0,01 (\*\*p < ,01) level.

As seen in Table 4, all dimensions are above the general mean of 2,5. When we look at the mean and standard deviations, the highest value belongs to the organizational attractiveness (3,81) and the lowest value belongs to the intentions to pursue (3,43). According to the correlation analysis, a positive and low level of relationship has been formed between person-organization fit and organizational attractiveness (r = ,379; p = ,000). In addition, there has been a positive, significant and low level of correlation between value congruence and general attractiveness (r = ,262; p = ,000) and between value congruence and intentions to pursue (r = ,278; p = ,000). In addition to them, a positive, significant and low level of relationship has been formed between need-supplies fit and general attractiveness (r = ,283; p = ,000) and between need-supplies fit and intentions to pursue (r = ,362; p = ,000). A positive, significant and low-level relationship has also been formed between demands-abilities fit and intentions to pursue (r = ,242; p = ,000) and between demands-abilities fit and prestige (r = ,312; p = ,000).

### 4.2.3. Regression Analysis

In this part, the effects of sub-dimensions of individual-organization fit on the sub-dimensions of organizational attractiveness were analysed and presented in Table 5.

**Table 5.** Regression Analysis related to the Effect of Person-Organization Fit Sub-Dimensions on Organizational Attractiveness Sub-Dimensions

Model	Dependent Variable	Independent Variable	β	T	P	F	Sig.	R	R <sup>2</sup>	Adj. R <sup>2</sup>
1	General Attractiveness	Const.	3,586	6,297	,000	49,639	,000	,627	,547	,465
		Value Congruence	,176	2,483	,000					
		Needs-Supplies Fit	,226	3,367	,001					
		Demands-Abilities Fit	,056	,675	,083					
2	Intentions to Pursue	Independent Variable				47,394	,000	,512	,467	,444
		Const.	3,287	2,737	,000					
		Value Congruence	,245	3,376	,001					
		Needs-Supplies Fit	,225	2,734	,001					
3	Prestige	Independent Variable				48,583	,000	,626	,545	,437
		Const.	3,683	4,983	,000					
		Value Congruence	,091	1,723	,072					
		Needs-Supplies Fit	,036	,548	,439					
		Demands-Abilities Fit	,276	3,737	,000					

It was found in Table 5 that the adjusted  $R^2=,465$  related to the effect of sub-dimensions of person-organization fit on general attractiveness. In this direction, the sub-dimensions of person-organization fit explain 46.5% of the general attractiveness. In addition to this,  $F = 49,639$  and  $sig= ,000$  indicate that the relationship between the variables is significant. There is also a significant and positive effect of value congruence ( $\beta =,176$ ,  $p = ,000$ ) and needs-supplies fit ( $\beta =,236$ ,  $p = ,000$ ) on general attractiveness. As a result, H1 and H2 hypothesis were accepted.

Furthermore, it was found the corrected  $R^2= ,444$  related to the effect of sub-dimensions of person-organization fit on intentions to pursue. In this direction, the sub-dimensions of person-organization fit explains 44,4% of the intentions to pursue. In addition to them,  $F = 47,394$  and  $sig= ,000$  indicate that the relationship between the variables is significant. Value adjustment ( $\beta =,245$ ,  $p = ,001$ ) and needs-supplies fit ( $\beta =,225$ ,  $p = ,000$ ) have a significant and positive effect on intentions to pursue. As a result, H4, H5 hypothesis were accepted.

Finally, it was found the corrected  $R^2=,437$  related to the effect of the sub-dimensions of person-organization fit on prestige. In this direction, the sub-dimensions of person-organization fit on explains 43,7% of prestige. In addition to this,  $F = 48,583$  and  $sig= ,000$  indicate that the relationship between the variables is significant. There is also a significant and positive effect demands-abilities fit ( $\beta =,324$ ,  $p = ,000$ ) and prestige ( $\beta =,276$ ,  $p = ,000$ ) on intentions to pursue. As a result, H6 and H9 hypotheses were accepted.

## 5. CONCLUSION AND RECOMMENDATIONS

if there is a fitting between the values, aims, personality and attitudes of the employees and the values, aims and norms of the organization in today's business world, if the organization meets the needs, desires and preferences of the employees and finally, if the employees have the necessary competencies to meet the demands of the organization, then a person-organization fit takes place. Together with obtaining this fitting, employees have positive affective and attitudinal thoughts about the organization, positively look at the actual behaviours related to the organization and believe that the organization is a prestigious institution. In other words, they perceive the organization as attractive.

The main purpose of the study is to determine the effect of person-organization fit on perception of organizational attractiveness of trainee employees working in the machinery and parts manufacturing enterprises in Konya Organized Industrial Zone. The study has been carried out to 113 trainee employees. The study is important to understand the relationships of person-organization fits of employees and their perception of organizational attractiveness.

According to the results of the analyses, it was found that generally there is a positive relationship between person-organization fit and organizational attractiveness. In addition, it was found a significant and positive effect value congruence on general attractiveness and intentions to pursue. It was also found a significant and positive effect of needs-supplies fit on general attractiveness and intentions to pursue. Finally, the demands-abilities fit had a significant and positive effect on intentions to pursue and prestige.

If we look at the results of the analysis in more detail, it was found a significant and positive effect of the value congruence on the general attractiveness. This situation may be related to the fact that things which the employees appreciate and their personal values fit in with the organization and as a result, related to finding the organization attractive. A significant and positive effect of value congruence was found on the intentions to pursue This situation may be related to the employees thought who thinks their norms and organization's norms are fitted as well as who waits for an opportunity to work in the organization where they had training in the future. A significant and positive effect of the needs-supplies fit was found on the general attractiveness. This may be related to the employees thought who believe in the characteristics that the employee expects from the business are met by the organization as well as who think the organization as an attractive place to

work. A significant and positive effect of needs-supplies fit was found on the intentions to pursue. This may be related to the fact that employees think that the organization meets the characteristics which they seek for in a workplace as well as that they really want to work permanently in the organization. A significant and positive effect of demands-abilities fit was found on the intentions to pursue. This may be related to the training and personal abilities of the employee in compliance with the demands of organization from an employee. A significant and positive effect of demands-abilities fit was found on prestige. This may be due to the fact that the professional training and skills of the employees is fitted for the demands of the organization.

When we examine similar studies performed related to the subject in the related literature in recent years; Van Hoye and Saks (2011) examined the relationship between person-organization fit and organizational attractiveness in the context of instrumental and symbolic features. The sample of the study consisted of 200 people who applied to work for Belgian security forces. According to the results of the study, there is a positive relationship between person-organization fit and organizational attractiveness. Yıldız (2013) examined the relationship between person-organization fit and organizational attractiveness. The sample of the study consisted of 352 final year undergraduate student studying in economics and administrative sciences. According to the results of the study, it was found a positive relationship between person-organization fit and organizational attractiveness. Überschaer and Baum (2019) examined the relationship between person-organization fit and organizational attractiveness. The sample of the study consisted of employees working in a certain organization. According to the results of the study, it was found a positive relationship between person-organization fit and organizational attractiveness. As a result, there is a similarity between these studies and our study.

This study contributes to the literature as it is a study examining the relationship between person-organization fit and organizational attractiveness of trainee employees in industrial organization. In the future studies of other researchers, it may be suggested to investigate the relationship between the concept of person-organization fit and other concepts that will affect the positive perception of employees about organization. As a result of the study, important information was obtained about understanding the results of the positive person-organization fit of the employees. This information obtained re-emphasizes the importance of the study. In this direction, important findings have revealed to be used in order to increase employees' perception of organizational attractiveness. In this context, the study presented important findings to researchers and managers about to what extent the positive person-organization fit increased the level of organizational attractiveness.

During the data collection phase for the study, there have been limitations regarding the procedures of the organizations. However, the sample of the study was limited to the employees who underwent training in the organizations manufacturing machine and machine parts in Konya Organized Industrial Zone. In this case, it might be recommended to conduct various researches on trainee employees working in different sectors.

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