

## Organizational Attractiveness of Physicians

Burcu Yiğit<sup>1</sup>  
Nazlı Yüceol<sup>2</sup>

### Abstract

With the effect of globalization and competitive business conditions, attracting the applicants to the organization is vital for the organizations. The organizational attractiveness means that employees perceive their organizations as an attractive place (Akçay, 2014). Organizational attractiveness plays an important role in initiating the recruitment process (Perez, Walton, Cooper, Pacheco, 2014) and also decision making process (Akçay, 2014; Turban and Keon, 1993; Backhaus, Stone and Heiner, 2002). Attracted and committed employees contribute to the success of the organization.

The aim of this study is to determine the organizational attractiveness of physicians according to demographic variables. The sample of the study consists of physicians who are working in an Education and Research Hospital in İstanbul/Turkey. The application data were collected by easy sampling method chosen by 84 physicians in the Education and Research Hospital.

“Organizational attractiveness” scale developed by Turban and Keon (1993) was used to collect data. It was examined that if demographic variables have an effect on organizational attractiveness or not. SPSS 22.0 software program was used for analysis.

For the descriptive statistics, mean, standard deviation, median minimum and maximum values, frequency and ratio values were used. The distribution of variables were measured by Kolmogorov-Smirnov test. For the analysis of quantitative data, the Kruskal-Wallis and Mann-Whitney U test were used. Also, Spearman correlation analysis was used in correlation analysis. When age, gender, marital status are statistically significant, working year in this profession and working year in the institution are not statistically significant.

**Keywords:** Attractiveness, Organizational Attractiveness, Physicians

### Introduction

With the current increasing competition business conditions, to increase the organizational performance the requirement of qualified manpower increases day by day. Employees are playing a vital role for businesses. Because of the shortage of qualified workers, organizations have some difficulties in attracting qualified applicants to the organization (Turban, 2001). Organizations should attract desirable applicants and obtain qualified individuals. Potential attraction of potential applicants to organizations are increasing in recent years (Lievens,

<sup>1</sup> Phd. Candidate, Yıldız Technical University, Turkey

<sup>2</sup> İstanbul Gelisim University, Turkey

Hoye and Schrews, 2005). A prospective applicant perceives that the organization is a good and desirable place to work (Duarte, Gomes and Neves, 2015). It is important to find the employees that feel belonging to the organization. Organizational attractiveness is the interest and appreciation of an individual against the organization. This phenomenon depends on the perception of an individual (Yıldız, 2013).

Ehrhart and Ziegert (2005) considered organizational attractiveness as the potential applicant to the organization and the organization is a good place to work for the potential applicants (Joseph, Sahu, Susmitri and Khan, 2014). Also, potential employees perceive the organization as a pleasant place to work and prefer to work in this organization (Özüçalışyan, 2015). Attracted employees will contribute to the efficiency and sustainability of the organization.

Organizational attractiveness has also a significant role to initiate the recruitment process (Perez, Walton, Cooper and Pacheco, 2014) and also decision making process (Turban and Keon, 1993). According to Tsai and Yang (2010), organizational attractiveness means eager candidates to accept the employment offer in the organization and persevering employees that continue in the same organization (Joseph, Sahu, Susmriti and Khan, 2014).

Barnard claimed that an individual selects and remains in an organization by choice (Turban and Keon, 1993). Individual may stay in the organization or leave the organization. Therefore, it depends on the attractiveness of the organization and how employees feel desirable to work in this organization. Organization characteristics and individual needs should be matched for the organization effectiveness and success (Turban and Keon, 1993). If organization and individual needs are in harmony, the attractiveness will increase in the organization.

Organizational attractiveness concept is associated with the job selection process. Wrong employee choice to the job will lead to the loss of time and also cost. In the literature, organizational attractiveness is discussed both at individual and organizational level. At the individual level, applicants prefer willingly to work for the organization (Uen, Peng, Chen and Chien, 2011). Organizational attractiveness occurred as an important predictor of employee retention (Joseph, Sahu, Susmriti and Khan, 2014).

Organizational attractiveness is the concept closely related to the recruitment and decision making process. Attracted employees desire to remain in the same organization. Thus, organizational attractiveness contribute to the organizational effectiveness and success.

Determining the required properties to ensure the organizational attractiveness is difficult for the organizations. The attraction of an organization depends on the perception of the job and organization characteristics (Broek, 2015; Turban and Keon, 1993). The perceptions of the potential employees is the only issue that determine the organizational attractiveness (Yıldız, 2013). The organization has to learn what is necessary for the organization to ensure the organizational attractiveness and make the organization more attractive than its competitors (Özüçalışyan, 2015). Health sector is a labor-intensive sector with difficult working conditions. Also, physicians mostly prefer this profession voluntarily with their demands. So thus, we can interpret that it is both difficult and easy to attract people to the organization at the same time.

We, therefore, set up this study in physicians working in Education and Research Hospital to associate with demographic variables. It is believed that this study will gain a different perspective to other researches.

## 2. Research Methodology

### 2.1. Design and Study Settings

The study realized by easy sampling method chosen by 84 physicians in the Education and Research Hospital depending on the Health Ministry in September, 2016.

### 2.2. Hypothesis

$H_1$ : Demographic variables have an effect on organizational attractiveness.

### 2.3. Measures

Age, gender, marital status, working years in the profession and working years in the institution of participants were recorded as demographic data. "Organizational Attractiveness" scale developed by Turban and Keon (1993) has been applied to participants. Answers were evaluated with 5-point Likert scale "strongly disagree, disagree, neither agree nor disagree, agree, strongly agree" expressions.

### 2.4. Data Collection

Administrative approval has taken primarily from Education and Research Hospital to apply the study on physicians. Then survey forms, accompanied by an information note, prepared and distributed to participants. After enough time taking, the collected questionnaires delivered and data were recorded.

### 2.5. Analyses

Mean, standard deviation, median minimum, maximum, frequency and ratio values were used in descriptive statistics of the data. The distribution of variables were measured by Kolmogorov-Smirnov test. The Kruskal-Wallis and Mann-Whitney U test were used for the analysis of quantitative data. In correlation analysis, Spearman correlation analysis was used. SPSS 22.0 software program was used for analysis.

## 3. Results

The age of the participants ranged from 25 to 62. 45.2 % of participants (n=38) were female, 54.8 % (n=46) were male; 57.1 % (n=48) were married, 42.9 % (n=36) were single. When working year in the profession of participants is examined; it was detected that 8.3 % of participants (n=7) less than one year, 27.4 % (n=23) 1-3 years, 15.5 % (n=13) 4-6 years, 7.1 % (n=6) 7-9 years, 41.7 % (n=35) 10 years or older.

When the working year in the institution studied; it was found that 25.0 % (n=21) less than a year, 40.5 % (n=34) 1-3 years, 13.1 % (n=11) 4-6 years, 9.5 % (n=8) 7-9 years, 11.9 % (n=10) more than 10 years (Table 1).

**Table 1:** Distribution of Descriptive Characteristics

	Min- Max	Media n	Mean±s.s./n-%
Age	2 - 6 5 2	35	35, ± 9,2 5
Gender	Women		45.2 38 %
	Men		54.8 46 %
Marital Status	Married		57.1 48 %
	Single		42.9 36 %
Working Year in the Profession	<1 year		8.3% 7
	1-3 year		27.4 23 %
	4-6 year		15.5 13 %
	7-9 year		7.1% 6
	>10 year		41.7 35 %
Working Year in the institution	<1 year		25.0 21 %
	1-3 year		40.5 34 %
	4-6 year		13.1 11 %
	7-9 year		9.5% 8
	>10 year		11.9 10 %

There is significant correlation between age and organizational attractiveness score ( $p=0.020/r=0.395$ ).

The distribution of total score of organizational scale is shown in **Table 2**.

**Table 2:** Total Score of Organizational Attractiveness Scale

	Min-Max	Media n	Mean ± s.s.
<b>Organizational Attractiveness</b>			
<b>Total</b>	5 - 2 4	19	17.1 ± 4.6
1. This organization is an attractive place for me.	1 - 5	4	3.6 ± 1.2
2. I think that employees are proud to work in this organization.	1 - 5	4	3.4 ± 1.0
3. There are many people that appreciate to work for this organization.	1 - 5	4	3.8 ± 1.1
4. I can describe this organization as an excellent workplace.	1 - 5	3	2.8 ± 1.0
5. Working in this organization is very attractive for me.	1 - 5	4	3.5 ± 1.1

In this study, the organizational attractiveness score of male employees is significantly higher than female employees ( $p < 0.05$ ). The organizational attractiveness score of married employees is significantly higher than single employees ( $p < 0.05$ ). When working year in the profession and working year in the institution have examined, the organizational attractiveness score is no significantly difference ( $p > 0.05$ ) (**Table 3**).

**Table 3:** Evaluation of Organizational Attractiveness Scale Total Scores According to Demographic Variables

		Organizational Attractiveness			P
		Min-Max	Median	Mean ±s.s.	
Gender	Women	5.0 - 23.0	18.0	15.7 ± 5.5	<b>0.020<sup>m</sup></b>
	Men	8.0 - 24.0	19.0	18.3 ± 3.4	
Marital Status	Married	5.0 - 24.0	19.0	18.1 ± 3.6	<b>0.039<sup>m</sup></b>
	Single	5.0 - 24.0	16.0	15.8 ± 5.4	
Working Year in the Profession	<1 Year	14.0 - 21.0	16.0	17.3 ± 3.0	0.129 <sup>K</sup>
	1-3Year	5.0 - 24.0	15.0	14.7 ± 6.2	
	4-6Year	6.0 - 23.0	20.0	18.3 ± 5.1	
	7-9Year	15.0 - 24.0	19.0	19.5 ± 2.9	
Working Year in the institution	<1 Year	5.0 - 22.0	18.0	17.0 ± 4.3	0.275 <sup>K</sup>
	1-3Year	5.0 - 24.0	18.0	15.9 ± 5.5	
	4-6Year	10.0 - 23.0	19.0	18.5 ± 3.3	
	7-9Year	15.0 - 24.0	19.5	19.5 ± 3.0	
	>10Year	11.0 - 22.0	19.0	18.3 ± 3.3	

<sup>K</sup> Kruskal-wallis / <sup>m</sup> Mann-whitney u test

## 4. Discussion

### 4.1. Overview of Study Findings

Organizations should choose and attract the appropriate applicants for the job. Besides this, they have to attract them to the organization. Demands of applicants and organization should be matched. When employees see the organization as good place to work, organizational attractiveness occur.

According to the literature, attractiveness may vary according to different cultures and also demographic characteristics (Reis and Braga, 2015). In this study, the effects of demographic variables on organizational attractiveness were evaluated. There is significantly correlation between age and organizational attractiveness score ( $p=0.020 / r=0.395$ ). The total scores of organizational attractiveness scale of male employees is significantly higher than female employees ( $p < 0.05$ ). The total scores of organizational attractiveness scale of married employees also is significantly higher than single employees ( $p < 0.05$ ). There is no significantly difference for working year in the profession and working year in the institution ( $p > 0.05$ ).

### 4.2. Limitations of Study

The study was conducted in Education and Research Hospital in İstanbul. The questionnaire was conducted only in one hospital. Another limitation of the study is that single occupational groups, only physicians were included in the study. Future studies can broaden even within the same institution, also can focus on other health workers. Although the number of participants are adequate to evaluate statistically, it can be considered to increase the number of data.

## Conclusion

In this study, the effects of demographic variables of physicians on organizational attractiveness were evaluated. Our hypothesis is acceptable. It is possible to interpret that demographic variables have an effect on organizational attractiveness. There is significantly correlation between age and organizational attractiveness score ( $p=0.020 / r=0.395$ ). The total scores of organizational attractiveness scale of male employees is significantly higher than female employees ( $p < 0.05$ ). The total scores of organizational attractiveness scale of married employees also is significantly higher than single employees ( $p < 0.05$ ). Only for working year in the profession and working year in the institution, no significantly difference was determined ( $p > 0.05$ ).

It is thought that this study will guide researchers for future studies and also open a new horizon towards organizational attractiveness issue. To the best of our knowledge, outnumbered studies have reported on demographic variables of physicians regarding this issue. It will be useful to design new studies for future researches.

## References

- Akçay, A. (2014). “Örgütlerde Çekicilik Bağlamında Otel İşletmelerini Rakiplerinden Ayıran Özellikler”. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 14(1), pp.175-186.
- Backhaus, K., Stone, B., Heiner, K. (2002). “ Exploring the Relationship Between Corporate Social Performance and Employer Attractiveness”. *Business and Society*, 41(3), pp.292-318.
- Broek, M. (2015). From Employer Attractiveness To Employer Branding: Results Of A Mixed Methods Research. Master Thesis. University of Twente.
- Duarte, A., Gomes, D. & Neves, J. (2014). “Tell me your socially responsible practices, I will tell you how attractive for recruitment you are! The impact of perceived CSR on organizational attractiveness”. *Thekme-Review of Applied Management Studies*, 12(1), pp.22-29.
- Joseph, S., Sahu, S., & Khan, K. (2014). “Organizational Attractiveness as a predictor of Employee Retention”. *IOSR Journal of Business and Management*, 16(9), pp.41-44.
- Lievens, F., Hoye, G. & Schreurs, B. (2005). “Examining the Relationship between Employer Knowledge Dimensions and Organizational Attractiveness: An Application in a Military Context”. *Journal of Occupational and Organizational Psychology*, 78 , pp.553-572.
- Özüçağlıyan, H. (2015). “İş Zenginleştirmenin Örgütsel Çekicilik Üzerine Etkisi”. Yüksek Lisans Tezi. Maltepe Üniversitesi, Sosyal Bilimler Enstitüsü.
- Perez, E., Walton, A., Cooper, D. & Pacheco, M. (2014). “Unpacking Organizational Attraction: A Process Model”. *International Journal of Business and Social Science*, 5(10), pp.108-120.
- Reis, G. & Braga, B. (2015). “Employer attractiveness from a generational perspective: Implications for employer branding”. *R. Adm., Sao Paulo*, 51(1), pp.103-116.
- Turban, D., Keon, T. (1993). “Organizational Attractiveness: An Interactionist Perspective”. *Journal of Applied Psychology*, 78(2), pp.184-193.
- Turban, D., Lau, C., Ngo, H., Chow, I. & Si, S. (2001). “Organizational Attractiveness of Firms in the People’s Republic of China: A Person-Organization Fit Perspective”. *Journal of Applied Psychology*, 86(2), pp.194-206.
- Uen, J., Peng, S., Chen, S. & Chien, S. (2011). “The Impact of Word of Mouth on Organizational Attractiveness”. *Asia Pacific Management Review*, 16(3), pp.239-253.
- Yıldız, M. (2013). “Algılanan Kişi-Örgüt Uyumu, Tanınırlık, İmaj, Örgütsel Çekicilik ve İşe Başvurma Niyeti Arasındaki İlişkilerin Yapısal Eşitlik Modellemesi ile İncelenmesi”. *Marmara Üniversitesi, İ.İ.B. Dergisi*, 34(1), pp.153-173.