南華大學管理學院企業管理學系管理科學碩士班

碩士論文

Master Program in Management Scineces

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College of Management

Nanhua University

Master Thesis

企業形象、人員組織配、適工作特特性和薪酬
對組織吸引力的影響之研究：以蒙古企業為例

The Study of the Influence of Corporate Image,
Person-Organization Fit, Job Characteristics, and
Salary on Organizational Attraction: Research on
Employees in the Mongolian Business Sector

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The study of the influence of corporate image, person-organization fit, Job characteristics, and salary on organizational attraction: Research on employees in the Mongolian business sector

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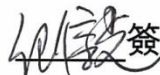口試日期：中華民國　107　年　6　月　20　日

準碩士推薦函

　　本校企業管理學系管理科學碩士班研究生 Ganbold Gantsetseg 君在本系修業3學期，已經完成本系碩士班規定之修業課程及論文研究之訓練。

　1、在修業課程方面 ＿Ganbold Gantsetseg＿ 君已修滿 27 學分，其中必修科目：_研究方法_　_管理科學_　_財務數量方法_ 等科目，成績及格(請查閱碩士班歷年成績)

　2、在論文研究方面 ＿＿Ganbold Gantsetseg＿＿ 君在學期間已完成下列論文：

(1) **碩士論文**：企業形象，人员組織配適，工作特特性和薪酬對組織吸引力的影响織研究：以蒙古企業為例

(2) **研討會名稱** Academic and Practical conference on Management and Management Strategy

　　本人認為＿Ganbold Gantsetseg＿ 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：研究企業形象，人員組織適應，工作特徵和薪酬對組織吸引力的影響：蒙古工商界僱員研究，以參加碩士論文口試。

指導教授：　　　　簽章

中華民國　　年　　月　　日

I

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論文題目：企業形象、人員組織配適、工作特特性和薪酬對組織吸引力
的影響之研究：以蒙古企業為例

研究生：思安　　　　　　　　　　　　指導教授：紀信光 博士

論文摘要內容：

　　由於人類創造了勞動力，就業已成為最重要和最重要的謀生方式。在今天的社會中，找到一份能提供良好機會的好工作是許多人面臨的最大挑戰之一。本研究的目的是研究工資，企業形象和組織吸引力之間的關係，同時考慮工作特徵和人與組織對這些關係的影響。該研究的焦點小組將是在蒙古商業部門工作的員工。該研究分析了影響求職者決策的因素，當他們接受就業機會，看看是什麼讓他們最吸引那個特定的組織。

關鍵詞：企業形象、人員組織配適、工作特特性、薪酬、組織吸引力

Title of Thesis: The Study of the Influence of Corporate Image, Person-Organization Fit, Job Characteristics, and Salary on Organizational Attraction: Research on Employees in the Mongolian Business Sector

Department: Master Program in Management Sciences, Department of Business Administration, Nanhua University

Graduate Date: June 2018   Degree Conferred: M.B.A.

Name of Student: Gantsetseg.G   Advisor: Hsin-Kuang Chi, Ph.D.

ABSTRACT

Since humans created labor, employment has become the biggest and most important way to earn a living. In today's society, finding a great job that will present good opportunities is one of the biggest challenges for many people. The purpose of this study is to look into the relationships among salary, corporate image, and organizational attraction while going into the effects of job characteristics and person-organization fit on those relationships. The focus group of the research will be employees working in the business sector of Mongolia. The study analyzed the factors that influenced the decisions of job seekers when they accepted an employment offer to see what made them most attracted to that certain organization.

Keywords: Organizational Attraction, Salary, Corporate Image, Job Characteristics and Person Organization Fit

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CHAPTER ONE

INTRODUCTION

1.1 Research Background and motivation

Every organization and every company relies on its workforce to maintain a solid operation. Moreover, there are many employee related factors that determine the future development and overall success of any business entity, including but not limited to, experience level and knowledge of the employees, their work related skills, their team dynamics, their overall fit to the company culture, and so on. When a company has effective human resource policy and great human resource management in place, it takes off most of the weight from the pressure of finding and keeping quality workforce. That's why companies should pay attention to what exactly potential job seekers consider when they are actively searching for a job, and what makes them choose a certain company to send their curriculum vitae's to. By focusing on learning about the behaviors of job seekers, companies should be able to gain tremendous knowledge towards attracting quality candidates for their job openings. In order to master the corporate game of organizational attraction, companies then must look at the top elements of organizational attraction such as corporate image, person-organization fit, job characteristics, and salary. Not only are there many different individual studies on each of the above mentioned elements, but also there are compelling theories, interrelations, and correlations among them, most of which have been discussed and reviewed in Chapter 2. That's why these four elements were chosen for this study as the main variables that influences organizational attraction.

Hunting for a job is no easy task, especially when job seekers have too many options available and, yet they are not sure which one to pursue. That's when they decide to either rely on certain information that they already know, or go look for information from different sources. And there is not enough study to show how exactly job seekers filter through job posts in today's underperforming economy of Mongolia. Getting a job means not only taking care of one's daily living, but also building a career, and ensuring future income. However when the economy is down, and the job market is tight with so many competing candidates that are willing to snatch the first job offer, including the over-qualified and under-qualified candidates, one might wonder what can truly attract quality employees that are right for the job.

In addition, more often than not, employers make the mistake of looking for top talent only in those who have certain work experience, and neglect the fact that talent can be nurtured. There are many young professionals in Mongolia just trying to find a stable job in the business industry, and set their foot in the door regardless of the salary level being offered to them. Once the opportunity is given, talent will stand out and prove its worth. And most of these young professionals have their degrees in Business Administration and related fields from the top Mongolian universities and colleges. So employers should ask themselves whether they have what it takes to attract, train, and keep talent instead of finding one right away. It always costs the company more money and effort when a newly hired employee does not work out, because of high turnover. That's why it is a huge advantage for employers to know what they can do to attract quality employees.

But there is no denying that having experience or a unique set of skills helps one stand out in the crowd. Those with experience tend to only apply to companies where their unique skills are needed or where the biggest salary is

offered. Even though that is the way to go about getting a job, there are many more factors that might influence the final decisions of job seekers such as their perceptions of the company's corporate image, the descriptions of the job, and their overall fit to the company. So the question is again, what really attracts employees, did it depend on whether the applicant was a recent college graduate or an expert in a given field; if not by salary or by experience, then how do applicant filter through job openings, and what the company has done in particular to attract them in general.

And that's how the complicated nature of Mongolian job market in the business sector became the motivation for this study to analyze the behaviors of both the employees and the employers, so that carefully drawn suggestions and recommendations can be given for those employers seeking improvement in attracting quality candidates.

1.2 Research objectives

The main goal of this study is to analyze the effects that Corporate Image, Salary, Person-Organization (P-O) fit, and Job Characteristics have on Organizational Attraction.

The objectives of the study are as follows:

1. To analyze the relationship between Corporate Image and Organizational Attraction.

2. To analyze the relationship between Salary and Organizational Attraction.

3. To analyze the relationship between Corporate Image and Salary.

4. To analyze the mediator effects of Salary on relationship between Corporate Image and Organizational attraction.

5. To analyze the moderator effects of Job Characteristics on the relationship between Salary and Organizational attraction.

6. To analyze the moderator effects of Person-Organization fit on the relationship between Corporate Image and Organizational Attraction

1.3 Research Process

Figure 1.1 illustrates the overall framework of the study describing the process of conducting the research, which follows 8 steps. Basic information on the research motivation and background should be provided first to define the research problem. Once the research problem is identified clearly, the objectives of the study will be defined. And then literature review will follow. The next step would be to construct the questionnaire to gather data from the sample. After that, completed questionnaires should be processed for data analysis. And then final two steps would be to discuss the findings, give a conclusion and present recommendations for future study.

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│         Review research motivation and background         │
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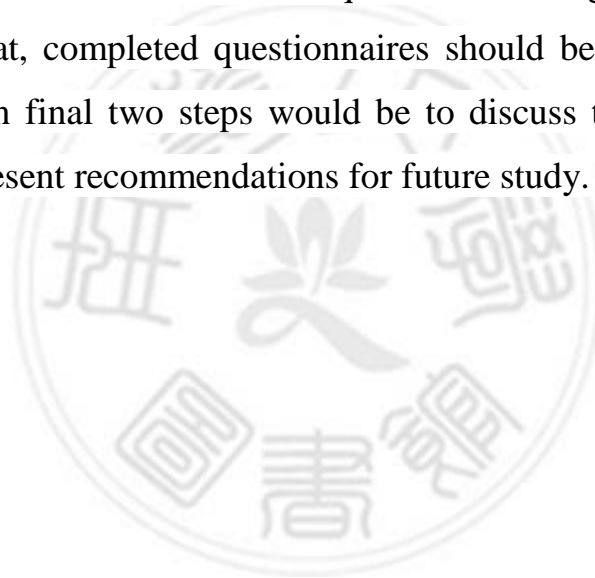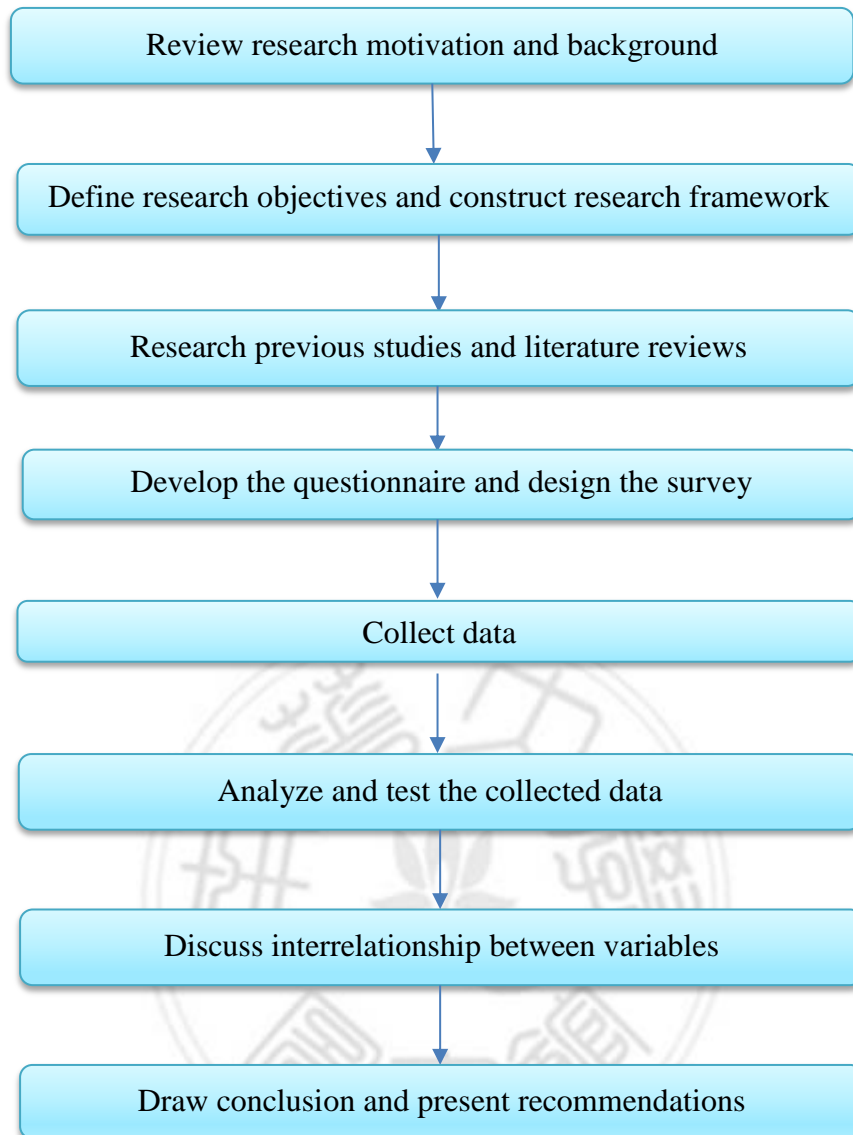
Figure 1.1 Research procedure

Source: Original study

1.4 Thesis Structure

The study has five main chapters:

1. Chapter 1 has an overview of background information on the topic of the study, the motivation behind it, as well as, research objectives, and thesis structure.

2. Chapter 2 presents the literature review on the main subjects of the study Corporate Image, Person-Organization fit, Job Characteristics, Salary and how they affect or how they are related to Organizational Attraction.

3. Chapter 3 briefly explains the data analysis methods used in this study.

4. Chapter 4 examines the collected data and presents detailed analysis on the results.

5. Chapter 5 draws the conclusion and presents recommendations for future study.

CHAPTER TWO
LITERATURE REVIEW

Chapter two provides a solid foundation for the study by putting together a pool of related theories that were studied carefully by many scientists, scholars and researchers in the past. As a result, it was certain that main subjects of the study; organizational attraction, corporate image, person-organization fit, job characteristics, and salary; have been around for many years and been evolving in context in one way or the other. These subjects were chosen due to a higher number of studies found on them that were related to organizational attraction, when compared to other options. The chapter begins with an introduction to organizational attraction and moves onto existing studies on corporate image, person-organization fit, job characteristics, and salary; and presents links and correlations between the subjects.

2.1 Organizational attraction

Among the many attempts to describe organizational attraction in simple words, one from Rau and Hyland (2002) seems to stand out. According to Rau and Hyland (2002), whether a potential job seeker is attracted to a certain organization depends on how interested they are in looking into filling an open job position at that organization. Based on the findings, it became clear that there were three main ways an applicant was attracted to an organization. First, when an applicant knows, thinks, or believes a company is unique and distinctive in some way compared to its competitors, he or she will be pleased to hear about its job openings at any given time. Second, in some cases, applicants even depend on what other

people believe to be true and enduring about the company, especially if it is their friends or family, or someone whose opinions they value personally. But for many companies and organizations, one of the most effective ways to attract human capital remains to be a successful recruitment process which is the third way an applicant gets attracted to an organization. If applicants are not sure about which company they would like to work for, or they just do not have enough information on hand to make a first move, they would rely on the recruiting materials provided by the company itself. That's why presenting a reasonable amount of materials with the right information in the recruitment serves the very important function of sending the first message about the value of the organization to potential employees.

Although literature review shows that there are many different factors playing an important role in organizational attraction; compensation, culture, and developmental opportunities were among the top predictors (Richard T.Cober et al 2003). Moreover, an organization's culture and its overall image had a huge impact on whether a job seeker wanted to apply for a position (Cable, Aiman-Smith, Mulvey & Edwards, 2000). Authors such as Dowling (1986), Fombrun and Shanley (1990) all pointed out that by establishing and maintaining a positive corporate image, especially in high demand job market, an organization not only would be able to attract more candidates than its competitors, but also would attract the better candidates.

Therefore, there is an absolute need for a single study analyzing which factor plays what kind of role in organizational attraction when it comes to corporate image, person-organization fit, job characteristics, and salary.

2.2 Corporate image

One of the main assets for any given organization is its own image. There are many studies proving the extent of how much positive impact a

good image can generate for an organizations. By reviewing existing literature and published studies, it was found out that researchers and scientists have many different names for corporate image that are interchangeably used. Some called it organizational image, institutional image, company image and so on. According to Dowling (1986), a company's corporate image is all about each individual's relationship with that company, and because everyone might have a different relationship, and different need for more information about the company, everyone's perception about the company tends to differ.

When a company runs any form of advertising, it starts to form a certain image for people as soon as it reaches them (Dowling, 1986). Moreover, any kind of information about the company including but not limited to news, posts, advertising keeps shaping the existing image of the company for people into a more affirmative one. That's why Dowling (1994) believed that it was impossible for a company to have a single image, but several images, which in turn make the term complicated to explain. In other words, corporate image depends on many different factors such as physical and emotional attributes of the firm, the nature of its products and services, its culture and tradition, and its relationships with people. That's why Nha Nguyen (2001) defined corporate image as the result of an aggregate process where people take various behaviors and attributes of the firm into consideration and compare.

In another 2003 study, a slightly different but simpler definition of corporate image was provided by Lemmink, Schuijf, and Streukens. They said that if an individual has certain knowledge about a company, or a general perception about that company is provided to the individual from the public, that would be the corporate image. Moreover, there are many different sources from which corporate images are formed. It could be personal such as

a single consumer experience, professional such as an employee experience, or social such as comments from the public on the company's positive and negative behaviors (Turban & Cable, 2003).

One of the main concerns any organization should keep in mind is how the pros and cons of its corporate image affects its human capital, especially when it comes to recruiting. Gatewood et al. (1993) indicated in his study that a company with a better corporate image has a higher chance of attracting more and better candidates when looking for potential employees. Another interesting aspect found on corporate image that should be mentioned in this review was a theory called social identity theory. As Hogg & Terry (2000) explained it, in order to look more successful in society, people choose to affiliate with the only companies they admire. In other words, person-organization fit had a certain effect on the relationship between corporate image and organizational attraction which is one of the main objectives of this very study.

2.3 Person organizational fit

From an employee's perception, the concept of Person-Organization Fit (POF) deals with how well an individual's personal values and morals match the values and morals of the company he or she is working for (Safia Farooqui et al, 2014). As the term applies, if employees think they fit a certain job, then they will not have to go through many struggles at work (Roberts & Robins, 2004). An empirical research done on teachers, reporters, and forest workers showed that these professionals wanted to work for companies with similar values as them more than they wanted to work for companies they did not know much about (Betz & Judkins, 1975; Sigelman, 1975; Hall, Schneider & Nygren, 1970). Therefore, P-O fit is definitely a factor that influences organizational attraction (Tammy, 2006). Moreover, studies found

that better the P-O fit was, better the work performance was (Edwards, 1991). According to Wei (2012), employees that believed in their P-O fit were strongly engaged in company activities and contribution to the company causes. In addition, a study was found showing a strong link between P-O fit and organizational commitment (Kristof-Brown, et. al., 2005; Van Vianen, et. al., 2011), which also brings a point proven in another study showing that employees left their companies due to incompatibility of P-O fit (Cable & DeRue, 2002; Kristof-Brown et al., 2005).

One of the simplest breakdowns of P-O fit was described by Kristof (1996). He said the compatibility between people and organizations occurs when "(a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both". In other words there are two types of fit: supplementary and complementary.

Another interesting aspect of the findings was the relationship between Person-Organization fit and Corporate Image, and how social identity theory connected the two, which was briefly mentioned in the previous section. Applicants tend to look for job opportunities at well-known companies with good corporate image (Breaugh & Starke, 2000) hoping that affiliating with the company would help their own image in the society, and in the process they end up aligning their values with the values of the company, if not already aligned (Chatman, 1991).

2.4 Job characteristics

Depending on the company and the industry, job openings vary from one to another in many different ways. Some jobs require certain knowledge, advanced skills, and expert abilities, while some simply ask for age requirements. One study showed that, people wanted to be employed where the characteristics of the job or the company matched their own

characteristics (Breaugh, 1992). In other words, studies showed that there was a direct link between job characteristics and person-organization fit. A researcher named Henry (1976) had also a similar approach to studying the relationship between job characteristics and individual employee characteristics. According to him, the way employees perceived job characteristics had a significant effect on their personal motivation, job satisfaction, and work performance (Henry, 1976). That's why in his conclusion of the study, Henry suggested that companies should focus on the interrelationship between job characteristics and personal characteristics of their employees, so that they can modify and design better jobs (1976).

Another study done by a research named Lawler (1974a) emphasized the importance of getting rid of one-fits-all concept when it comes to job design. Instead, he recommended that companies should tailor the job specifications to their employees' individual needs and skills, so that the employees find their work environment comfortable resulting in positive feedback and better performance (1974b). As Lawler implied in his study, some employees like working in a fast pace environment of constant change while some prefer repetitive tasks with minimal changes.

Moreover, a study done by Turner and Lawrence (1965), and Hackman and Lawler (1971), showed that job characteristics had a certain impact on the relationship between salary and organizational attraction. Within their study, these researchers illustrated the six job characteristic dimensions as Variety, Autonomy, Feedback, Dealing with, Task identity and Friendship.

2.5 Salary

People have different salary expectations depending on their unique needs due to their varying levels of experience, knowledge and skills. Therefore many literature found on salary seemed not to focus on exact

numbers. Instead they focused on how companies present their salary offers, and how job candidates perceive these offers, and what they associate with them. But there is no doubt that salary plays an important role in attracting quality talent. For instance, Barber and Roehling (1993) discovered that applicants were spending most of their time thinking over and comparing how much salary and what kind of benefits their potential employers were offering. Another study showed that more the salary, more attractive the employer was to job seekers (Cable & Judge, 1994). Furthermore, in order to attract a higher number of applicants and not overwhelm or disappoint any prospects, companies described their salaries in terms of statements, instead of numbers.

For example: Tracey L. H found out in his 1997 study that most job posts had phrases like "ranked in the top 10% of firms in the industry", or they used common terms such as competitive salary, better than industry average, and so on. He also mentioned in his study that some organizations attract the best candidates by offering top salary, while some combine industry average salary with other job benefits. It was also mentioned that many job seekers not only emphasize salary, but also consider company policies, work schedules, and other benefits offered by the company simultaneously in order to find the best match for their careers (Tracey, 1997). In other words, Tracey found out that job characteristics affect whether an applicant considers the salary adequate, and in the result that affects whether the applicant is attracted to the organization. In some cases, salary plays a very important role in career choice in the early stages of young professionals. For example: Students are more likely to choose an industry as their career field if the industry offers great salaries and incentives, such as doctors and physicians (Chuang et al., 2009).

In addition, a study done by Matthew (2011) has shown that some employers, such as academic administrators, had to increase their salary offers

in order to compete effectively when hiring for high demand positions. From his study, he found out that an adequate salary was important to keep employees satisfied, but was inconclusive to say that adequate salary was enough to keep them from considering other jobs (Matthew, et al 2011) Interestingly enough, Honeycutt and Rosen's (1997) study revealed that salary actually did not enhance how attracted employees were to certain companies. That's why it is important to find out how employees view their salary and whether other sources of job satisfaction such as title, rewards, status, and recognition play in important role in justifying salary levels.

CHAPTER THREE
RESEARCH METHOD

3.1 Research framework of the Study

According to the literature review, the research framework is determined as it is illustrated in Figure 3.1 with 5 major variables. The following is the list of the six hypotheses.

Hypothesis 1: Corporate Image has positive effect on Salary.

Hypothesis 2: Salary has positive effect on Organizational Attraction.

Hypothesis 3: Corporate Image has positive effect on Organizational Attraction.

Hypothesis 4: Salary mediates on the relationship between Corporate Image and Organizational Attraction.

Hypothesis 5: Job Characteristics moderates on the relationship between Salary and Organizational Attraction.

Hypothesis 6: Person-Organization fit moderates on the relationship between Corporate Image and Organizational Attraction.
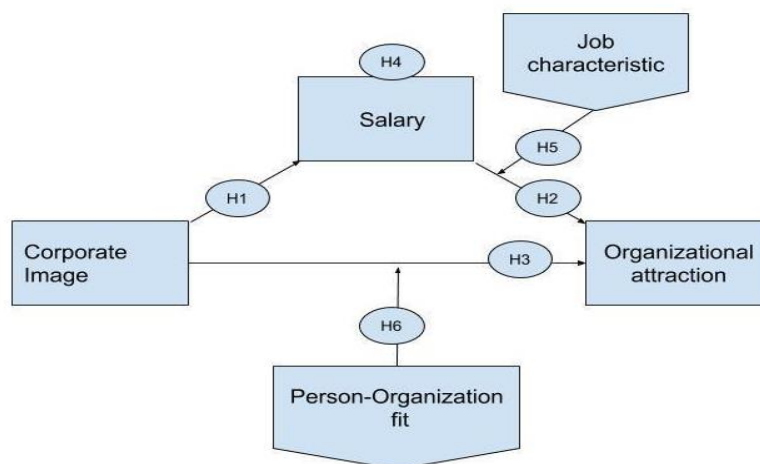
Figure 3.1 Research Framework
Source: Original study

3.2 Areas of the Study and Data Sources

A group of business sector employees with varying knowledge and experience working in Mongolia was chosen as the research target for the study. Reaching out to employees from different companies with different experiences in the business field was important to the research, so that it can collect and analyze the overall views on organizational attraction in Mongolian business sector. That's why the study did not include any questions pertaining to the participants' occupation or position with their companies, rather it focused on the level of their experience in their field. The main areas of the study focused on how these employees were attracted to their companies they are working for; what in general attracted them to other organizations; and most importantly if there was a key factor that influenced their view on organizational attraction throughout the business sector in Mongolia. The online survey for the research was distributed to Mongolian top business companies through their Human Resource Departments. These companies include Nomin LLC, BSB Service LLC, MCS Holding, Tavan Bogd Group, Anungoo LLC, Goyo, Unitel, Mobicom, and Skytel, all of which are private and public businesses that most Mongolians are familiar with. In other words, the products and services of these companies have been widely used by majority of the population in Mongolia. And since these companies always put great effort into attracting and retaining customers, the study wanted to find out how they were attracting employees. For the survey, the employees of these companies were asked to participate voluntarily.

Two main sources of data were used in the overall study, primary and secondary. Primary data came from the analyzed responses from the 220 participants who voluntarily took a part in the survey online, while the secondary data was collected mostly through existing published literature reviews, studies, and online articles on the related subjects of the thesis.

3.3 Research Design

A 59-question survey was designed carefully to gather the necessary information for this study. All the variables had a set of questions assigned under them according to the definitions used in the survey. Moreover, the questions of the survey were constructed in a way to reflect the hypotheses of the study.

The main scale used in this study to measure the variables was Likert-type scale (1 = Strongly Disagree & 5 = Strongly Agree). First, the above mentioned 59-question survey, which has two parts, was developed to obtain answers from the selected employees in the Mongolian business sector. First part of the questionnaire was demographic characteristics of the main sample which gathered 6 pieces of personal information of the survey participants for descriptive analysis: gender, age, marital status, education level, work experience history, and current monthly income level. The second part consisted of five main groups including corporate image, person organization fit, job characteristics, salary, and organizational attraction with 12, 8, 15, 4, and 14 questions respectively.

3.3.1 Corporate Image

Many researchers defined corporate image as how the public views a company in general, and what their beliefs and attitudes were towards its actions, behaviors, and how it is displaying itself. In most literature work published regarding corporate image, it was found that the terms, corporate image and reputation, were interchangeably used (Barnett & Pollock, 2012; Chun, 2005; Whetten & Mackey 2002). In order to analyze whether corporate image had a big influence on organizational attraction, this study initially used the three corporate image perspectives – Self Image, Projected Image, and Perceived Image (Ind, 1990). Measuring how successful the companies are in

expressing the values and corporate culture they believe they possess as a company and how these values are actually projected, and how they are actually perceived is the main goal of this corporate image model.

According to David John Christie (2002) who did an extensive holistic study on this model, even though the interrelationships between the three images are complex, generally the Self Image influences the Projected Image, which of both influences the Perceived Image while also being affected by the Perceived Image (Christie, 2002). That's why only Perceived Image and Projected Image are taken into account for this study in order to evaluate only the necessary. In other words, it would not be significant to the study to find out how successful companies are with their Self Image. What the study truly wants to find out is how companies' values are projected to their current and potential employees through Projected Image, and how these values are perceived by their current and potential employees through Perceived Image.

Table 3.1 Corporate Image Perspectives

Sub Variables	Definitions	Questions	Reference
Perceived Image	Perceptions, feelings, and relationships; and company reputation	1. I think the company is concerned about its employees and takes care of them. 2. I think the company is always improving the quality of its products and services. 3. I think the company is a strong competitor in the industry. 4. I think the company has a positive impact on the community through its events and actions. 5. I think the public views the company as one with good reputation.	Ind 1990, p. 19 Snyder 2000, p. 28
Projected Image	What the organization transmits to its receivers about itself	6. I think the company attracts quality workforce. 7. I think I know what kind of vision the company has. 8. I think the company has high Morales. 9. I think the company has let the public know that it is one of the leaders in the industry through its advertising. 10. I think the company publicizes its achievements to show it is a valuable asset to the industry. 11. I think the company ensures that it has a frequent exposure throughout different means of advertising. 12. I think the company has promoted the ways in which it has had a positive impact for social change in the community.	Ind 1990, p. 21

Source: Ind (1990) &Snyder (2000)

3.3.2 Person-Organization Fit

In order to study the person-organization fit between an employee and the employer and whether that fit played a significant role in organizational attraction, 8-question survey was used based on the two types of P-O fit which initially arose from Kristoff's approach toward P-O fit study (1996).

Table 3.2 Supplementary and Complementary Person-Organization Fit

Sub Variables	Definitions	Questions	References
Supplementary	Supplementary fit occurs when a person has similar values to the organization	1. I believe my values match with the values of this company. 2. I believe my company's objectives reflect my own objectives in my professional life. 3. I believe this company's personality is very similar to my own personality. 4. I believe my company's culture is a good fit to my lifestyle.	Cable, D. M, Judge, T. A. (1996)
Complementary	Complementary fit occurs when the individual and the situation meet each other's needs.	5. I believe I have a unique skill set this company needs. 6. I believe the company found exactly who they were looking for when they hired me. 7. I think the company provides the right atmosphere for my professional growth. 8. I think the company is right for me more than any other company out there.	Original study

Source: Cable, D. M .& Judge, T. A. (1996)

3.3.3 Job characteristics

Based on (WVS; Cable & Edwards, 2004), Job Characteristics Inventory was used to study the relationship between salary and organizational attraction in detail. This particular Job Characteristics measurement tool had five job characteristic dimensions as follows –Prestige, Relationship, Independence, Security, and Variety. A total of 15 questions were asked in this part of the questionnaire.

Table 3.3 Six Dimensions of Job Characteristics

Sub Variables	Definition	Questions	Reference
Prestige	The degree to which individual have repeatedly demonstrated an ability to rank occupations according to their prestige, a relative social standing in a society.	1. I believe it is important to have great reputation at work. 2. I believe it is important that other people consider my work very important. 3. I believe it is important to be a role model at work.	(WVS; Cable & Edwards, 2004)
Relationship	The degree to which a job requires employees to deal with other people to complete the work.	4. I believe it is important that I am I am included in one of the team projects at work. 5. I believe it is important to make friends with my coworkers. 6. I believe it is important to have a good working relationship with my coworkers.	
Independence	The extent to which employees have freedom at work such as making their own work hours, choosing their own tools and skills, and implementing their own rules and standards to follow	7. I believe it is important to have certain freedom when I am at work. 8. I believe it is important to be able to make decisions independently when I am at work. 9. I believe it is important to be my own higher authority when I am at work.	
Security	The degree to which assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life.	10. I believe it is important to make sure that my company has a need for my position for many years to come. 11. I believe it is important to know that I will always have a job. 12. I believe it is important to be able to get another position at the company if my current job is cut off.	
Variety	The degree to which a job position requires the employee to be responsible for a variety of tasks at work, or to use a variety of tools and skills to perform his/her duties	13. I believe it is important to have a job where things change from time to time. 14. I believe it is important to have a job where my tasks are not repetitive. 15. I believe it is important to have a job where my tasks and responsibilities include many different things.	

Source: WVS; Cable & Edwards, (2004)

3.3.4 Salary

According to Tracey L. Honeycutt (1997), most companies avoid putting their salaries in numbers on job announcements in order to not lose any potential job seekers due to too high or too low of an offer. In general, an attractive salary offer could be the deal maker for a quality candidate who has received job offers from many different companies. That is why salary is one of the main keys to attract, support and retain employees for any given company. Moreover most companies use a well-designed compensation package that includes a competitive salary to pay their employees. Therefore, this study will examine the relationship between salary and organizational attraction as to how carefully designed salary plan influences the final decisions of job seekers. The terms, compensation and salary, are interchangeably used throughout literature. According to Robbins S. and Judge T. (2008), compensation is the sum of all rewards and benefits given to employees in exchange for their work, while salary plan generally consists of base salary, any additional bonuses, and commissions.

Table 3.4 Salary

Sub Variable	Definition	Questions	Reference
Salary	Pay received in form of wages, salaries, bonuses, and commissions	1. I think it is important to have a job that pays a salary above industry average. 2. I think it is important to have a job in which I can receive bonuses and commissions. 3. I think it is important to have a job that offers more benefits than it is legally required. 4. I think it is important to have a job that provides good working conditions.	Original study

Source: Original study

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3.3.5 Organizational attraction

There are many different approaches taken when it comes to studying organizational attraction. Employee recruitment has been the main attention of many researchers as the hunt for right talent grows more competitive. Thus, the literature review on organizational attraction has been extensive. For the purpose of this research, a study done by Scott Highhouse (2003) has been highlighted here, in which he particularly examined the three most used components of organizational attraction. These three components are; General Attractiveness, Intention to Pursue, and Prestige.

Table 3.5 Organizational attraction

Sub Variable	Definition	Questions	Reference
General attractiveness	Addressed preliminary attitudes about the company as a potential place for employment.	1. I believe this company is a good fit for me. 2. I would not work for this company unless it is my only option. 3. I believe this company is a great employer that attracts quality talent. 4. I would like to find out more information on this company. 5. I believe getting a job at this company would be very nice.	Scott Highhouse (2003)
Intentions to pursue	It reflects a forward-looking approach to dealing with the company in the future.	6. If this company offers me a job, I would accept it. 7. This company is in my top choices of companies I would love to work for. 8. I would be very excited if this company calls me for an interview. 9. I would try my best to be able to get a job at this company. 10. If I have a friend or a family looking for a job, I would recommend this company to them.	
Prestige	Designed to focus on aspects of a company subject to social influence, such as reputation, popularity, and status.	11. I believe the employees of this company are very proud. 12. I believe working for this company comes with great reputation. 13. I believe the public has a respect for this company for being a great employer. 14. I believe there are many people who would readily accept a job at this company.	

Source: Scott Highhouse (2003)

3.4 Translation of survey questionnaire

The survey designed for this study was initially constructed in English. But because the target group for the study is Mongolian employees, the survey had to be translated into Mongolian. Although some Mongolian business professionals read and speak English, it was not reasonable to

assume that every participant would be able to interpret the entire questionnaire without any language barrier. Therefore the questionnaire was translated into Mongolian language in its entirety. The survey participants received a link for the Mongolian version of the survey which includes a note giving brief information on the study. In order to ensure the credibility of the translation work, a couple of individuals fluent in both English and Mongolian completed the translation separately, and then reviewed and checked each other's work for any discrepancy. The final version prepared by both of these individuals was then used for the online survey. Once the data collection process was completed, there was no problem analyzing the answers since the questions were numbered the same in both English and Mongolian versions, and the answers were collected through a Likert-type Scale using numbers 1 through 5.

3.5 Pilot test

A pilot test was completed for the study through the first 50 questionnaires that were completed between April 8th and April 10th. In other words, the first 50 responses were taken for initial data analysis by SPSS 23.0 software for the purpose of pretest, checking for the comprehensibility of the survey instructions, and overall wording. To measure the dimensionality and reliability of the survey, the basic structure of the data was analyzed by the factor analysis first. And then the high factor loadings identified from this analysis was compared to the ones suggested theoretically. Moreover, for each identified dimensions, the internal consistency was measured through Cronbach's α analysis. A clear indication of high reliability must show Cronbach's coefficient alpha (α) larger than 0.7 (Hair, Black, Babin, Anderson & Tatham, 2010), and all the variables in this study met this criteria. Cronbach's coefficient alpha for Corporate Image, Person Organization Fit,

Job Characteristics, Salary, and Organizational Attraction were 0.95, 0.935, 0.947, 0.905, and 0.957 respectively. Factor loadings for Corporate Image, Person Organization Fit, Job Characteristics, Salary, and Organizational Attraction were 0.620-0.880, 0.603-0.903, 0.523-0.878, 0.846-0.924, and 0.554-0.885 respectively. Therefore, pilot test was successful in proving that the measurement items used in the study have a high internal consistency.

3.6 Sampling Plan and Data Collection

In order to collect the necessary data, the questionnaire for the study was created by Google survey. The data gathering started on April 10th, 2018 and it was finished on April 25th, 2018. The designed survey was distributed online and reached many employees working at different companies in Mongolian business sector. In order to include all levels of employees with varying knowledge and experience in the industry the easiest way, the study used the convenience sampling method by randomly selecting these employees. Moreover, the employees who received the survey link participated in the survey voluntarily. Due to reliable online technology used for the survey, hard copies were not used. After about 2 weeks into collecting the data, a total of 220 surveys were completed successfully.

3.7 Data Analysis Methods

The major tool used in this study to examine the hypotheses is SPSS 23.0 software. By adopting the following data analysis methods, the data gathered from the questionnaires were analyzed for results.

1. Descriptive Statistic Analysis
2. Factor analysis and Reliability test
3. Independent Sample T-test
4. One way analysis of variance (ANOVA)

5. Multiple Regression Analysis

6. The Hierarchical Regression Analysis

3.7.1 Descriptive Statistic Analysis

The first data analysis method used for this study was descriptive statistical analysis. Through this method, the basic features of the survey participants were summarized and the quantitative analysis of the data was given. Simply put, the general information about the data gathered was explained briefly in quantitative descriptions. Therefore, the summary statistics of the data such as mean and standard deviation of characteristics of the sample can be viewed from the descriptive statistical analysis.

3.7.2 Factor Analysis and Reliability

A large sample size is needed when using factor analysis technique, because it is based on the correlation matrix of the variables used in the study. On the other hand, reliability analysis shows whether the scale is consistently reflecting the construct it is supposed to be measuring. Factor analysis and Cronbach's α analysis were both used to measure the dimensionality and reliability of the survey designed for this study. As mentioned earlier in the pilot test, the basic structure of the data was analyzed first by the factor analysis. And then the high factor loadings identified from that analysis, specifically those higher than 0.6, was compared to the ones suggested theoretically. And the internal consistency was measured through Cronbach's α analysis for each identified dimensions. Again, a clear indication of high reliability must show Cronbach's coefficient alpha (α) larger than 0.7 (Hair, Black, Babin, Anderson, & Tatham, 2010).

3.7.3 Interrelationship between Research Variables

1. Independent Sample T-test

For this study, Independent Sample T-test was used to compare the means of two specific independent groups, so that it can show the statistical evidence for the significant difference between the populations means associated. Two groups studied through this method are the gender groups.

2. Analysis of Variance (ANOVA)

When there were more than two groups that needed to be compared, the study used ANOVA to find any statistically significant differences among them.

3.7.4 Multiple Regression

1. Multiple regressions

In order to determine how certain multiple independent variables were related to a single dependent variable, multiple regressions method was used in this study. By identifying how these multiple variables were related to the above mentioned dependent variable, the study will be able to present accurate analysis on the information obtained and explain why things are the way they are when it comes to organizational attraction. Moreover, mediator and mediator roles will be tested through this method as well. The Regression Analysis uses the following criteria.

R square > 0.1

$\beta \neq 0$; t > 1.96

Correlation among independent variables

– R square and Adj- R square < 0.5

– F value >4; p-value is significant

VIF ≤ 3 (Variance Inflation factor)

2. The Hierarchical Regression Analysis

In order to analyze what effects moderator and moderator roles had, and how they were related to the relationship between variables, hierarchical regression analysis was used in this study. In other words, the hierarchical regression analysis will test what effect the moderating variable of Job Characteristics had on the relationship between the independent variable of Salary, and the dependent variable of Organizational Attraction; also what effect the moderating variable of Person-Organization fit had on the relationship between the independent variable of Corporate Image and the dependent variable of Organizational Attraction.

CHAPTER FOUR
RESULTS AND ANALYSIS

This chapter of the study examines the sampling data collected from 220 participants through Google survey. The survey results were drawn based on the findings from descriptive statistics analysis, factor analysis and reliability test, independent sample T-test, one way analysis of variance (ANOVA), multiple regression analysis, and hierarchical regression analysis.

4.1 Descriptive Statistics

This section presents overview information of participants in terms of their gender, age, family, education, work experience, and salary.

Table 4.1 shows the frequency statistics of gender in participants. According to the table, the proportion of female participants is higher than the proportion of male participants, showing that females were more interested in being a part of the study. The percentage of all female participants was 68.6%, and the rest 31.4% was male participants.

Table 4.1 Frequency Statistics of Gender

No	Items	Frequency	Valid Percent
1	Female	69	31.4
2	Male	151	68.6
3	Total	220	100.0

Source:Original Study

Table 4.2 shows that the employees aged between 26 and 32 years old accounted for the highest number of participants, with a respective percentage of 59.5%. The number of employees aged 40 and above ranked for the lowest number of participants among all age groups, because the survey was internet based and people above 40 years old are still the least active on the internet.

Table 4.2 Frequency Statistics of Age

No	Items	Frequency	Valid Percent
1	19-25 years old	50	22.7
2	26-32 years old	131	59.5
3	33-39 years old	27	12.3
4	40 and above	12	5.5
5	Total	220	100.0

Source: Original Study

Table 4.3 shows the frequency statistics of family situation of all participants. According to the table, the proportion of "married with children" is the highest at 35% and the proportion of "Married" is the lowest at 17.3%, demonstrating the fact that many adults in Mongolia live with their parents or other family members if they are not married.

Table 4.3 Frequency Statistics of Family

No	Items	Frequency	Valid Percent
1	Single and lives alone	52	23.6
2	Single and lives with family	53	24.1
3	Married	38	17.3
4	Married with children	77	35.0
5	Total	220	100.0

Source: Original Study

Table 4.4 shows the frequency statistics of education among participants. According to the table, the proportion of participants with "Bachelor's degree" is the highest at 62.7% and the proportion of participants with "Doctor's degree" is the lowest at 0.5%. Therefore, the data suggests that more people value work experience more than they value higher education, especially if they already have their bachelor's degree.

Table 4.4 Frequency Statistics of Education

No	Items	Frequency	Valid Percent
1	High school and lower	7	3.2
2	Bachelor's degree	138	62.7
3	Master's degree	74	33.6
4	Doctor's degree	1	0.5
5	Total	220	100.0

Source: Original Study

Table 4.5 shows the frequency statistics of work experience among all participants. According to the table, the proportion of "0-2 years of work experience" is the highest at 40.9%, while the proportion of "10 and above years of work experience" is the lowest at 8.2%. The overall statistics demonstrate that older the participants were the more experience they had in their work field.

Table 4.5 Frequency Statistics of Work experience

No	Items	Frequency	Valid Percent
1	0-2 years	90	40.9
2	3-5 years	72	32.7
3	6-10 years	40	18.2
4	10 and above years	18	8.2
5	Total	220	100.0

Source: Original Study

Table 4.6 shows the frequency statistics of salary among participants. According to the table, the proportion of "industry average" is the highest at 63.6%, which is significantly higher than the other two options. The proportion of "below industry average" is the lowest at 16.8%, demonstrating that only a small number of employers are able to find employees that are willing to work for salary that is below industry average. In Mongolia, industry average monthly salary tends to be the same throughout all business sectors. For associate levels, it ranges between MNT250,000-450,000, while

somewhat experienced employees are offered between MNT 450,000-850,000, and the experts are offered between MNT850,000-1,500,000.

Table 4.6 Frequency Statistics of Salary

No	Items	Frequency	Valid Percent
1	below industry average	37	16.8
2	industry average	140	63.6
3	above industry average	43	19.5
4	Total	220	100.0

Source: Original Study

4.2 Factor and Reliability Analysis

Factor analysis and Reliability test are conducted in this study for verifying the dimensionality and reliability of the variables. Factor analysis was initially used to choose the items with higher factor loading. After that, the chosen items were compared with the theoretically suggested items for examining the structure of the data. And then the reliability test comes next. It is organized to furnish the internal consistency measurement to each variable, as well as to patronize the multi-collinearity among variables.

Table 4.7 illustrates the questionnaire items and the results of factor analysis and reliability test with detailed explanations.

Table 4.7 Factor analysis and Reliability test

Construct	Variables	Items	Factor Loading	Eigen value	Accumulative Explanation %	Item-to-Total correlation	Cronbach's α
		Perceived image KMO=0.920		**5.362**	**67.022**		**0.930**
Corporate image	CI4	4.　I believe the company has had a positive impact on the community	0.846			0.786	
	CI2	2.　I believe the quality of the company's products and services is always improving	0.844			0.785	
	CI3	3.　Overall, I believe the company compares well with other companies in the industry	0.842			0.780	
	CI5	5.　I believe the company has a good reputation among public	0.828			0.768	
	CI7	7.　I have a clear vision of where the company wants to be	0.817			0.758	
	CI6	6.　The company attracts quality employees	0.807			0.744	
	CI1	1.　The company is concerned about the welfare of its employees	0.792			0.726	
	CI8	8.　Morale of the company is generally high	0.771			0.704	

Source:Original Study

Table 4.7 Factor analysis and Reliability test (continues)

Construct	Variables	Items	Factor Loading	Eigen value	Accumulative Explanation %	Item-to-Total correlation	Cronbach's α
Corporate image		**Projected image KMO=0.819**		**3.053**	**76.322**		**0.896**
	CI11	11. The company ensures that it has a frequent exposure throughout different means of advertising	0.900			0.811	
	CI9	9. The company has let the public know that it is one of the leaders in the industry through its advertising	0.898			0.805	
	CI10	10. The company publicizes its achievements to show it is a valuable asset to the industry	0.890			0.795	
	CI12	12. The company has promoted the ways in which it has had a positive impact for social change in the community	0.802			0.670	
Salary		**Salary KMO=0.793**		**3.104**	**77.596**		**0.903**
	S2	2. I think it is important to have a job in which I can receive bonuses and commissions	0.919			0.847	
	S3	3. I think it is important to have a job that offers more benefits than it is legally required	0.885			0.787	
	S4	4. I think It is important to have a job that provides good working conditions	0.882			0.782	
	S1	1. I think it is important to have a job that pays a salary above industry average	0.835			0.715	

Source:Original Study

Table 4.7 Factor analysis and Reliability test (continues)

Construct	Variables	Items	Factor Loading	Eigen value	Accumulative Explanation %	Item-to-Total correlation	Cronbach's α
Organizational attraction		**Prestige and Intention to pursue KMO =0.914**		**5.564**	**69.546**		**0.937**
	OA12	12. This is a reputable company to work for	0.889			0.847	
	OA10	10. I would recommend this company to a friend looking for a job	0.862			0.813	
	OA11	11. Employees are probably proud to say they work at this company	0.855			0.805	
	OA13	13. This company probably has a reputation as being an excellent employer	0.849			0.795	
	OA14	14. There are probably many who would like to work at this company	0.832			0.773	
	OA8	8. If this company invited me for a job interview I would go.	0.828			0.771	
	OA9	9. I would exert a great deal of effort to for this company	0.813			0.753	
	OA1	1. For me, this company would be a good place to work	0.734			0.663	

Source:Original Study

Table 4.7 Factor analysis and Reliability test (continues)

Construct	Variables	Items	Factor Loading	Eigen value	Accumulative Explanation %	Item-to-Total correlation	Cronbach's α
Organizational attraction		**General attractiveness KMO=0.854**		**3.846**	**64.099**		**0.888**
	OA6	6. I would accept a job offer from this company	0.828			0.743	
	OA5	5. A job at this company is very appealing to me	0.815			0.729	
	OA4	4. I am interested in learning more about this company	0.808			0.707	
	OA7	7. I would make this company one of my first choices as an employer.	0.804			0.703	
	OA2	2. I would not be interested in this company except as a last resort	0.799			0.706	
	OA3	3. This company is attractive to me as a place for employment	0.748			0.630	

Source:Original Study

Table 4.7 Factor analysis and Reliability test (continues)

Construct	Variables	Items	Factor Loading	Eigen value	Accumulative Explanation %	Item-to-Total correlation	Cronbach's α
		Independence KMO=0.901		**4.990**	**62.372**		**0.914**
Job characteristic	JCH2	2. It is important to know that others consider my work important.	0.819			0.754	
	JCH10	10. It is important to know that my job will last.	0.812			0.744	
	JCH11	11. It is important to be sure of always having a job.	0.810			0.745	
	JCH4	4. It is important that I am one of the team members at work	0.808			0.737	
	JCH3	3. It is important that I am looked up to by others at work.	0.798			0.724	
	JCH1	1. It is important to gain prestige in my work	0.761			0.682	
	JCH7	7. It is important to have freedom in my own area at work.	0.753			0.673	
	JCH12	12. It is important to be sure of another job in the company if my job ends.	0.753			0.674	

Source:Original Study

Table 4.7 Factor analysis and Reliability test (continues)

Construct	Variables	Items	Factor Loading	Eigen value	Accumulative Explanation %	Item-to-Total correlation	Cronbach's α
Job characteristic		**Variety KMO=0.870**		**4.252**	**60.741**		**0.892**
	JCH14	14. It is important that I do not do the same thing all the time.	0.838			0.769	
	JCH8	8. It is important to make my own decisions at work.	0.795			0.706	
	JCH6	6. It is important to have good contacts with other workers.	0.790			0.696	
	JCH13	13. It is important to look forward to changes in my job.	0.767			0.671	
	JCH9	9. It is important to be my own boss at work.	0.767			0.671	
	JCH5	5. It is important to form friendships with my fellow employees at work.	0.749			0.654	
	JCH15	15. It is important that I do many different things at work.	0.746			0.646	

Source:Original Study

Table 4.7 Factor analysis and Reliability test (continues)

Construct	Variables	Items	Factor Loading	Eigen value	Accumulative Explanation %	Item-to-Total correlation	Cronbach's α
		KMO=0.898		**5.170**	**64.622**		**0.921**
Person Organization fit	POF3	3. I believe the personality of this organization reflect my own personality.	0.846			0.788	
	POF8	8. I think the company is right for me more than any other company out there.	0.836			0.775	
	POF7	7. I think the company provides the right atmosphere for my professional growth.	0.831			0.769	
	POF2	2. I believe my organization's objectives reflect my own objectives.	0.818			0.752	
	POF1	1. I believe my values match or fit this organization's values.	0.813			0.748	
	POF4	4. I believe my organization's culture fit my lifestyle.	0.811			0.743	
	POF5	5. I believe I have a unique skill set this company needs.	0.771			0.703	
	POF6	6. I believe the company found exactly who they were looking for when they hired me.	0.695			0.612	

Source:Original Study

4.2.1 Corporate image

There are a total of 12 items in this construct that were used to analyze "Corporate image". This construct is divided into 2 factors for the purpose of further analysis. Items of each factor are listed in the table above, 8 items in the factor of "Perceived image" and 4 items in the factor of "Projected image". As one can see from the results, the factor of the "Perceived image" cumulative explained variance is 67.022%. The Cronbach's alpha value for the factor "Perceived image" is 0.930. All variables within this factor have a high coefficient of item-to-total correlation as well (0.704~0.786). The factor loading in this factor ranges from 0.771 to 0.846. For the factor of "Projected image", the cumulative explained variance is 76.322%. The result also shows that the Cronbach's alpha value for the factor of "Projected image" is 0.896. All variables within this factor have a high coefficient of item-to-total correlation as well (0.670~0.811). The factor loading in this factor ranges from 0.802 to 0.900.

4.2.2 Salary

There are a total of 4 items in this construct that were used to analyze "Salary". As one can see from the results, the construct of the "Salary" cumulative explained variance is 77.596%. The Cronbach's alpha value for the construct is 0.903. All variables within this factor have a high coefficient of item-to-total correlation as well (0.847~0.715). The factor loading in this factor ranges from 0.835 to 0.919.

4.2.3 Organizational attraction

There are a total of 14 items in this construct that were used to analyze "Organizational attraction". This construct is divided into 2 factors for the purpose of further analysis. Items of each factor are also listed in table above, 8 items in the factor of "Prestige and Intention to pursue" and 6 items in the

factor of "General attraction". As one can see from the results, the factor of the "Prestige and Intention to pursue" cumulative explained variance is 69.546%. The Cronbach's alpha value for the factor "Prestige and Intention to pursue" is 0.937. All variables within this factor have a high coefficient of item-to-total correlation as well (0.663~0.847). The factor loading in this factor ranges from 0.734 to 0.889. For the factor of "General attraction", the cumulative explained variance is 64.099%. The result also shows that the Cronbach's alpha value for the factor of "General attraction" is 0.888. All variables within this factor have a high coefficient of item-to-total correlation as well (0.630~0.743). The factor loading in this factor ranges from 0.748 to 0.828.

4.2.4 Job Characteristic

There are a total of 15 items in this construct that were used to analyze "Job Characteristics". This construct is divided into 2 factors for the purpose of further analysis. Items of each factor are listed in Table 4.8, 8 items in the factor of "Independence" and 7 items in the factor of "Variety". As one can see from the results, the factor of the "Independence" cumulative explained variance is 62.372%. The Cronbach's alpha value for the factor "Independence" is 0.914. All variables within this factor have a high coefficient of item-to-total correlation as well (0.674~0.754). The factor loading in this factor ranges from 0.753 to 0.819. For the factor of "Variety", the cumulative explained variance is 60.741%. The result also shows that the Cronbach's alpha value for the factor of "Variety" is 0.892. All variables within this factor also have a high coefficient of item-to-total correlation (0.646~0.769). The factor loading in this factor ranges from 0.746 to 0.838.

4.2.5 Person Organization Fit

There are a total of 8 items in this construct that were used to analyze "Person Organization Fit". As one can see from the results, the construct cumulative explained variance is 64.622%. The Cronbach's alpha value for the construct is 0.921. All variables within this factor have a high coefficient of item-to-total correlation as well (0.612~0.788). The factor loading in this factor ranges from 0.695 to 0.846.

4.3 Independent Sample t-test

The Independent Sample t-test procedure compares means for two groups of cases. For the purpose of this study, five groups of variables could be assigned to two groups of gender in Mongolia. Table 4.8 shows the result for the different groups of gender.

As presented in Table 4.8, no significant difference was found between the female group and the male group. It means that participants had similar thoughts on the subject whether they were females or males.

Table 4.8 T-test for different groups of gender

Variables	Gender	N	Mean	Std. Deviation	F value	p value
OAM	Male	69	3.6035	.91215	1.942	.165
	Female	151	3.7077	.79691		
CIM	Male	69	3.5652	.90544	.254	.615
	Female	151	3.6611	.85373		
POFM	Male	69	3.7355	.95210	.474	.492
	Female	151	3.6929	.82837		
JCHM	Male	69	4.0493	.67084	.076	.783
	Female	151	4.1011	.69256		
SM	Male	69	4.2572	.74381	.122	.727
	Female	151	4.3295	.71261		

Note: *** p < 0.001, ** p<0.01, * p< 0.05
Source: Original Study

4.4 One-way ANOVA analysis

This technique is critical for studies that include two or more groups. ANOVA is specifically used to determine if there is any significant difference between two or more means at a selected probability level. For this particular study, One-way ANOVA was performed for identifying the significant difference between groups of age, family, education, work experience, and salary for each factor.

Table 4.9 One-way ANOVA for different groups of age

Variables	Groups	N	Mean	Std. Deviation	F value	P value	Difference between groups
OAM	19-25 years old	50	3.5943	.94413	3.463	.017*	33-39 years old>26-32 years old
	26-32 years old	131	3.6025	.82347			
	33-39 years old	27	4.1429	.64833			
	40 and above	12	3.7500	.48589			
CIM	19-25 years old	50	3.6000	1.00917	1.715	.165	N.S
	26-32 years old	131	3.5878	.79571			
	33-39 years old	27	3.9753	.84852			
	40 and above	12	3.4583	.98761			
POFM	19-25 years old	50	3.6475	1.03346	1.246	.294	N.S
	26-32 years old	131	3.6756	.85228			
	33-39 years old	27	4.0046	.63120			
	40 and above	12	3.6146	.65596			
JCHM	19-25 years old	50	4.0467	.83051	2.378	.071	N.S
	26-32 years old	131	4.0697	.65585			
	33-39 years old	27	4.3630	.43807			
	40 and above	12	3.7833	.65266			
SM	19-25 years old	50	4.2700	.96606	.972	.407	N.S
	26-32 years old	131	4.3206	.66815			
	33-39 years old	27	4.4352	.48829			
	40 and above	12	4.0208	.48216			

Note: *** $p < 0.001$, ** $p<0.01$, * $p< 0.05$ N.S=Not Significant
Source: Original Study

According to Table 4.9, there is statistically no significant difference between age groups in four out of five variables. In other words, the results showed that the participants had similar thoughts even thought they were classified in different age groups for variables "Corporate image", "Person-Organization Fit", "Job Characteristics", and "Salary". On the other hand, a significant difference between "33-39 years old" and "26-32 years old" age groups was found for the variable of "Organizational attraction", showing that they had varying opinions depending on which age group they belonged to.

Table 4.10 One-way ANOVA for different groups of family

Variables	Groups	N	Mean	Std. Deviation	F value	P value	Difference between groups
OAM	Single, lives alone	52	3.7898	.82046	7.251	.000***	married > married with children: married > single, lives with family
	Single, lives with family	53	3.4313	.94189			
	Married	38	4.1485	.54357			
	Married with children	77	3.5315	.78653			
CIM	Single, lives alone	52	3.6571	.86629	1.849	.139	N.S
	Single lives with family	53	3.5991	.92016			
	Married	38	3.9013	.72230			
	Married with children	77	3.5022	.88677			
POFM	Single, lives alone	52	3.8245	.90250	1.311	.272	N.S
	Single, lives with family	53	3.6580	.88733			
	Married	38	3.8618	.74536			
	Married with children	77	3.5828	.87866			
JCHM	Single, lives alone	52	4.1538	.57387	.508	.677	N.S
	Single, lives with family	53	4.0453	.81532			
	Married	38	4.1526	.68074			
	Married with children	77	4.0320	.66338			
SM	Single, lives alone	52	4.3462	.74121	.584	.626	N.S
	Single, lives with family	53	4.3066	.75263			
	Married	38	4.4079	.52447			
	Married with children	77	4.2305	.77350			

Note: *** $p < 0.001$, ** $p<0.01$, * $p< 0.05$ N.S=Not Significant
Source: Original Study

According to Table 4.10, there was statistically no significant difference between family groups in four out of five variables. In other words, the results showed that the participants had similar thoughts even thought they were classified in different family groups for variables "Corporate image", "Person-Organization Fit", "Job Characteristics", and "Salary". On the other

hand, a significant difference between family groups was found for the variable of "Organizational attraction", showing that they had varying opinions about Organizational attraction depending on which family group they belonged to.

Table 4.11 One-way ANOVA for different groups of education

Variables	Groups	N	Mean	Std. Deviation	F value	P value	Difference between groups
OAM	high school or lower	7	3.1224	.82139			
	bachelor degree	138	3.6957	.78518	1.597	.205	N.S
	master degree	75	3.6886	.91259			
CIM	high school or lower	7	2.8333	1.39443			Bachelor's >master's master's> high school or lower
	bachelor degree	138	3.6643	.77240	3.116	.046*	
	master degree	75	3.6444	.95501			
POFM	high school or lower	7	3.0000	1.02317			
	bachelor degree	138	3.7554	.80300	2.612	.076	N.S
	master degree	75	3.6817	.94558			
JCHM	high school or lower	7	3.1524	.81805			Bachelor's < master's bachelor's> high school or lower
	bachelor degree	138	4.0995	.65276	7.197	.001***	
	master degree	75	4.1449	.67680			
SM	high school or lower	7	3.2500	1.21621			Master's > bachelor's ; bachelor's> high school or lower
	bachelor degree	138	4.3261	.68788	8.372	.000***	
	master degree	75	4.3700	.65934			

Note: *** $p < 0.001$, ** $p<0.01$, * $p< 0.05$ N.S= No Significant
Source: Original Study

According to Table 4.11, there is statistically no significant difference between different groups of education in two out of five variables. As shown in the result, participants had similar thoughts on "Organizational Attraction" and "Person-Organization Fit", even though they were classified in different groups of education. On the other hand, three variables "Corporate Image", "Job characteristics", and "Salary" showed significant difference between

different groups of education. The results showed participants had different thoughts on these three variables depending on their educational background.

Table 4.12 One-way ANOVA for different groups of work experience

Variables	Groups	N	Mean	Std. Deviation	F value	P value	Difference between groups
OAM	0-2 years	90	3.5873	.89258	1.015	.387	N.S
	3-5 years	72	3.6984	.77417			
	6-10 years	40	3.7071	.87643			
	11 and above years	18	3.9484	.63312			
CIM	0-2 years	90	3.4917	.91620	2.018	.112	N.S
	3-5 years	72	3.8252	.70491			
	6-10 years	40	3.5958	.95212			
	11 and above years	18	3.6296	.95965			
POFM	0-2 years	90	3.5319	.97917	2.248	.084	N.S
	3-5 years	72	3.8351	.77818			
	6-10 years	40	3.8688	.79961			
	11 and above years	18	3.7014	.61408			
JCHM	0-2 years	90	4.0000	.82356	1.075	.360	N.S
	3-5 years	72	4.1713	.52872			
	6-10 years	40	4.1567	.59005			
	11 and above years	18	4.0037	.65857			
SM	0-2 years	90	4.2694	.79343	.458	.712	N.S
	3-5 years	72	4.3681	.64044			
	6-10 years	40	4.3375	.78762			
	11 and above years	18	4.1806	.48360			

Note: *** p < 0.001, ** p<0.01, * p< 0.05 N.S=Not Significant
Source: Original Study

According to Table 4.12, there is statistically no significant difference between groups of work experience in all five variables. As shown in the result, participants had similar thoughts regarding "Organizational Attraction", "Corporate image", "Person-Organization Fit" , "Job Characteristics", and "Salary" even thought they were classified in different groups of work experience.

Table 4.13 One-way ANOVA for different groups of age

Variables	Groups	N	Mean	Std. Deviation	F value	P value	Difference between groups
OAM	below industry average	37	3.5927	.88542			
	industry average	139	3.6686	.84235	.483	.617	N.S
	above industry average	43	3.7741	.77809			
CIM	below industry average	37	3.4302	1.00529			
	industry average	139	3.6535	.83498	1.325	.268	N.S
	above industry average	43	3.7326	.85788			
POFM	below industry average	37	3.7230	.86659			
	industry average	139	3.6592	.87911	.742	.478	N.S
	above industry average	43	3.8430	.84299			
JCHM	below industry average	37	4.0198	.64096			
	Industry average	139	4.0772	.69320	.508	.603	N.S
	above industry average	43	4.1705	.70783			
SM	below industry average	37	4.1351	.85715			
	Industry average	139	4.3471	.65698	1.268	.283	N.S
	above industry average	43	4.3198	.79680			

Note: *** p < 0.001, ** p<0.01, * p< 0.05 N.S=Not Significant
Source: Original Study

According to Table 4.13, there is statistically no significant difference between different groups of salary in all five variables. As shown in the results, participants had similar thoughts on "Organizational Attraction", "Corporate image", "Person-Organization Fit", "Job Characteristics", and "Salary" even thought they were classified in different groups of salary.

4.5 Correlation Analysis

Pearson's r statistic was used in this particular study for examining the correlation between independent variables.

Table 4.14 Test of correlation between variables

	Mean	Std. Deviation	OAM	CIM	POFM	JCHM	SM
OAM	3.6750	.83406	1				
CIM	3.6311	.86935	.643***	1			
POFM	3.7063	.86710	.705***	.698***	1		
JCHM	4.0848	.68471	.379***	.516***	.412***	1	
SM	4.3068	.72162	.356***	.454***	.369***	.530***	1

Note: *** p < 0.001, ** p<0.01, * p< 0.05

Source: Original Study

According to Table 4.14, the highest mean was for "Salary" (4.3068) with a standard deviation of .72162, while the lowest mean was for "Corporate image" (3.6311) with .86935 of standard deviation. The correlation coefficients showed the bivariate relationships among the variables. Correlation showed that "Salary" positively correlated with "Corporate image" (β=0.454, p<0.001), and with Organizational attraction" (β=0.356, p<0.001), supporting both H1 and H2. Moreover, Corporate image positively correlated with Organizational attraction (β= 0.643, p<0.001).

4.6 Multiple Regressions

In this study, both simple and multiple regressions were used to check the relationship between all hypotheses. In the research model, Hypothesis 1 focuses on the assumption that Corporate Image has a positive effect on Salary. Hypothesis 2 focuses on the assumption that Salary has a positive effect on Organizational Attraction. Hypothesis 3 focuses on the assumption that Corporate Image has a positive effect on Organizational Attraction. Hypothesis 4 focuses on the assumption that Salary mediates on the relationship between Corporate Image and Organizational Attraction.

4.6.1 Hypothesis 1: Corporate Image has a positive effect on Salary

Model 1 in Table 4.15 shows the regression coefficient (β) is 0.481***, coefficient of Determination is $R^2 = 0.231$, and the adjusted R^2 is 0.228, meaning that 23% of the variance in "Salary" can be predicted from "Perceived image of Corporate image". F value is 65.523 (p <0.000) and VIF is 1.000, meaning that there has no collinearity effect. Overall, it was concluded that there is a positive regression between "Perceived image of Corporate Image" and "Salary".

Model 2 in Table 4.15 shows that the regression coefficient (β) is 0.324*** with in significantly and coefficient of Determination is $R^2 = 0.105$ and the adjusted R^2 is 0.101, meaning that 10% of the variance in "Salary" can be predicted from "Projected image of Corporate Image". F value is 25.584 (p <0.000) and VIF is 1.000, meaning that there has no collinearity effect. Overall, it was concluded that there is a positive regression between "Projected image of Corporate Image" and "Salary".

Model 3 in Table 4.15 shows that the regression coefficient (β) of "Perceived image on Salary" is 0.512***, while the regression coefficient (β) of "Projected image on Salary" is -0.043. Moreover, coefficient of Determination is $R^2 = 0.232$ and the adjusted R^2 is 0.225, refers that 23% of the variance in "Salary" can be predicted from "Corporate Image". F value is 32.776 (p =0.000. p=0.615) and VIF range is 2.061. It also means there is no multicollinearity effect since VIF is below 3. In overall, it was concluded that there is a positive regression between "Corporate Image" and "Salary". Overall, β values are significant and positive showing that "Corporate image" and its two factors positively influence "Salary".

Table 4.15 Result of influence of Corporate Image on Salary

Independent Factors- Corporate image (CI)	Dependent Factor- Salary (SM)		
	Model 1	Model 2	Model 3
	Beta (β)	Beta (β)	Beta (β)
Perceived image (Cim1)	0.481***		0.512***
Projected image (Cim2)		0.324***	-0.043
R^2	0.231	0.105	0.232
Adj-R^2	0.228	0.101	0.225
F-value	65.523	25.584	32.776
D-W	2.208	2.168	2.206
VIF	1.000	1.000	2.061

Note: *** $p < 0.001$, ** $p<0.01$, * $p< 0.05$
Source: Original Study

4.6.2 Hypothesis 2: Salary has a positive effect on Organizational Attraction

Table 4.16 presents the results of Independent Factors for the effect of "Salary" on "Organization attraction". Model 1 shows that the regression coefficient (β) is 0.284***, coefficient of Determination is $R^2 = 0.081$, and the adjusted R^2 is 0.076, meaning that 8% of the variance in "General attractiveness of Organizational attraction" can be predicted from "Salary". F value is 19.120 (p <0.000) and VIF range is 1.000. It means that there is no collinearity effect since VIF is below 3. Overall, it was concluded that there is a positive regression between "General attractiveness of Organizational attraction" and "Salary".

Model 2 shows that the regression coefficient (β) is 0.377***, coefficient of Determination is $R^2 = 0.142$, and the adjusted R^2 is 0.138, meaning that 14% of the variance in "Prestige and Intention to pursue of Organizational attraction" can be predicted from "Salary". F value is 36.102 (p <0.000) and VIF range is 1.000. Again, it means that there is no multicollinearity effect since VIF is below 3. Overall, it was concluded that there is a positive

regression between "Prestige and Intention to pursue of Organizational attraction" and "Salary".

Table 4.16 Result of influence of Salary on Organization attraction

Independent Factors	Dependent Factor-"General attractiveness" (OA_m1) "Prestige and Intention to pursue" (OA_m2) of Organizational attraction	
	Model 1 (OA_m1)	Model 2 (OA_m2)
	Beta (β)	Beta (β)
Salary (S)	0.284***	0.377***
R^2	0.081	0.142
Adj-R^2	0.076	0.138
F-value	19.120	36.102
D-W	1.599	1.895
VIF	1.000	1.000

Note: *** p < 0.001, ** p<0.01, * p< 0.05
Source: Original Study

4.6.3 Hypothesis 3: Corporate Image has a positive effect on Organizational Attraction

Table 4.17 shows the results of the effect "Corporate image" has on "General attractiveness of Organizational attraction". Model 1 shows that the regression coefficient (β) is 0.566***, coefficient of Determination is R^2 = 0.321, and the adjusted R^2 is 0.317, meaning that 32% of the variance in "General attractiveness of Organizational attraction" can be predicted from "Perceived image of Corporate Image". F value is 102.861 (p <0.000) and VIF is 1.000. Again, it means that there is no multicollinearity effect since VIF is below 3. Overall, it was concluded that there is a positive regression between "General attractiveness of Organizational attraction" and "Perceived image of Corporate Image".

Model 2 shows that the regression coefficient (β) is 0.547***, coefficient of Determination is R^2 = 0.300, and the adjusted R^2 is 0.296, meaning that 30% of the variance in "General attractiveness of Organizational

attraction" can be predicted from "Projected image of Corporate Image". F value is 93.244 (p <0.000) and VIF is 1.000. Again, it means that there is no multicollinearity effect since VIF is below 3. Overall, it was concluded that there is a positive regression between "General attractiveness of Organizational attraction" and "Projected image of Corporate Image".

Model 3 shows that the regression coefficient (β) of "Perceived image of Corporate Image" is 0.358***, the regression coefficient (β) of "Projected image of Corporate Image" is 0.291***. Coefficient of Determination is $R^2 = 0.362$ and the adjusted R^2 is 0.356 meaning that 36% of the variance in "Organizational attraction" can be predicted from "Corporate Image". F value is 61.454 (p=0.000) and VIF is 2.061. Again, it means that there is no multicollinearity effect since VIF is below 3. Overall, β values are significant and positive proving that "Corporate image" and its two factors positively influence "General attractiveness of Organizational attraction".

Table 4.17 Result of influence of Corporate image on "General attractiveness" of Organization attraction

Independent Factors- Corporate image (CI)	Dependent Factor- "General attractiveness" of Organizational attraction (OA_m1)		
	Model 1	Model 2	Model 3
	Beta (β)	Beta (β)	Beta (β)
Perceived image (Cim1)	0.566***		0.358***
Projected image (Cim2)		0.547***	0.291***
R^2	0.321	0.300	0.362
Adj-R^2	0.317	0.296	0.356
F-value	102.861	93.244	61.454
D-W	1.709	1.659	1.699
VIF	1	1	2.061

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$
Source: Original Study

Table 4.18 shows results of the effect "Corporate image" has on "Prestige and Intention to pursue of Organizational attraction". Model 1 shows that the regression coefficient (β) is 0.620***, coefficient of Determination is $R^2 = 0.384$, and the adjusted R^2 is 0.382, meaning that 38% of the variance in "Prestige and Intention to pursue of Organizational attraction" can be predicted from "Perceived image of Corporate Image". F value is 136.136 (p=0.000) and VIF is 1.000. Again, it means that there is no multicollinearity effect since VIF is below 3. Overall, it was concluded that there is a positive regression between "Prestige and Intention to pursue of Organizational attraction" and "Perceived image of Corporate Image".

Model 2 shows that the regression coefficient (β) is 0.486***, coefficient of Determination is $R^2 = 0.237$, and the adjusted R^2 is 0.233, meaning that 23% of the variance in "Prestige and Intention to pursue of Organizational attraction" can be predicted from "Projected image of Corporate Image". F value is 67.554 (p <0.000) and VIF is 1.000. Again, it means that there is no collinearity effect since VIF is below 3. In overall, it

was concluded that there is a positive regression between "Prestige and Intention to pursue of Organizational attraction" and "Projected image of Corporate Image".

Model 3 shows that the regression coefficient (β) of "Perceived image of Corporate Image" is 0.559***, and the regression coefficient (β) of "Projected image of Corporate Image" is 0.086. Coefficient of Determination is $R^2 = 0.388$, and the adjusted R^2 is 0.382, meaning that 38% of the variance in "Prestige and Intention to pursue of Organizational attraction" can be predicted from "Corporate Image". F value is 68.777 (p=0.000) and VIF is 2.061. Again, it means that there is no multicollinearity effect since VIF is below 3. Overall, β values are significant and positive proving that "Corporate image" and its two factors positively influence "Prestige and Intention to pursue of Organizational attraction".

In conclusion, Hypothesis 3 is successfully supported.

Table 4.18 Result of influence of Corporate image on "Prestige and Intention to pursue" of Organization attraction

Independent Factors- Corporate image (CI)	Dependent Factor- "Prestige and Intention to pursue" of Organizational attraction (OA_m2)		
	Model 1	Model 2	Model 3
	Beta (β)	Beta (β)	Beta (β)
Perceived image (Cim1)	0.620***		0.559***
Projected image (Cim2)		0.486***	0.086
R^2	0.384	0.237	0.388
Adj-R^2	0.382	0.233	0.382
F-value	136.136	67.554	68.777
D-W	2.043	1.929	2.037
VIF	1.000	1.000	2.061

Note: *** p < 0.001, ** p<0.01, * p< 0.05
Source: Original Study

4.6.4 Hypothesis 4: Salary mediates on the relationship between Corporate Image and Organizational Attraction

In order to see if "Salary" mediates on the relationship between "Corporate image" and "Organizational attraction" (H_4), this study used Baron and Kenny's (1986) approach. According to Baron and Kenny's (1986), there are four steps to check the accession of mediation: First step is to measure whether there is a significant predictor relationship between the independent variable and the dependent variable. Second step is to check whether mediator has been in a significant relationship with the independent variable. Third step is to test whether the dependent variable is in a significant predictor relationship with the mediator, when the independent variable is controlled. The last and fourth step is to examine whether a complete mediation exists across all variables.

According to Table 4.19, model 1 examined the relationship between "Corporate image" (independent variable) and "Salary" (mediator variable). The results showed that "Corporate image" significantly and positively affects "Salary" (β=0.427, p<0.001). And Model 2 examined the relationship between "Corporate image" (independent variable) and "Organizational attraction" (dependent variable). The results showed that "Corporate image" significantly and positively affects "Organizational attraction" (β=0.632, p<0.001). Moreover, model 3 examined the relationship between "Salary" (independent variable) and "Organizational attraction" (dependent variable). The results showed that "Salary" significantly and positively affects "Organizational attraction" (β=0.349, p<0.001). And the last model examines the "Corporate image" and "Salary" regressed with "Organizational attraction" (β=0.590, p<0.001; β=0.097, (p>0.05). The results showed that R-square is 0.407 and the adjusted R-square is 0.401. F value equals 111.441, and VIF

value equals 1.123. Again, it means that there is no collinearity effect since VIF is below 3.

According to the results above, the beta value of "Corporate image" is changed from 0.427 (p<0.001) to 0.590 (p<0.001). It means that "Salary" has a partial mediation effect on the relationship between "Corporate image" and "Organizational attraction".

In conclusion, Hypothesis 4 is successfully supported.

Table 4.19 Result of mediating effect of Salary on relationship between Corporate Image and Organizational Attraction

Independent Factors	Dependent Factor- Salary (S) and Organizational attraction (OA)			
	Model 1 (S)	Model 2 (OA)	Model 3 (OA)	Model 4 (OA)
	Beta (β)	Beta (β)	Beta (β)	Beta (β)
Corporate image (CI)	0.427***	0.632***		0.590***
Salary (S)			0.349***	0.097
R^2	0.183	0.399	0.122	0.407
Adj-R^2	0.179	0.396	0.118	0.401
F-value	48.701	144.703	30.209	74.340
D-W	2.201	1.834	1.723	1.853
VIF	1.000	1.000	1.000	1.223
				1.223

Note: *** p < 0.001, ** p<0.01, * p< 0.05
Source: Original Study
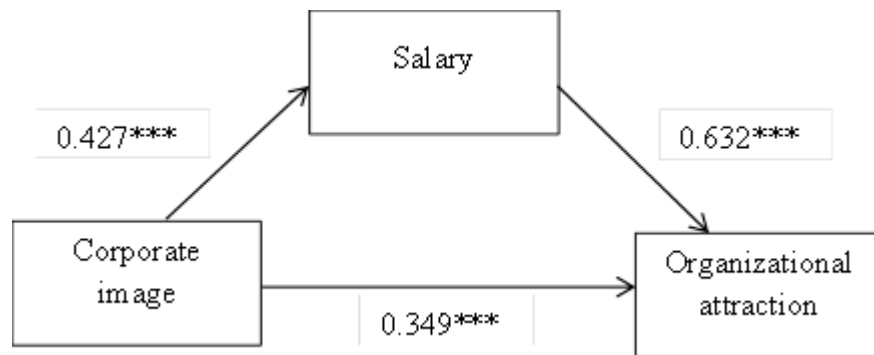
Figure 4.1 Mediating effect of Salary on the relationship between Corporate image and Organizational attraction (***p<.001)
Source: Original Study

4.7 Hierarchical regression

4.7.1 Hypothesis 5: Job Characteristics moderates on the relationship between Salary and Organizational Attraction.

The study also applied hierarchical regression analysis to test hypothesis 5 of the research study. H5 focused on the assumption that "Job characteristics" had a moderating effect on the relationship between "Salary" and "Organizational attraction".

According to Table 4.20, as shown in Model 1 above, the result discloses that "Salary" ($\beta=0.349$, $p<0.001$) positively and significantly affects "Organizational attraction". Therefore, model 1 is supported. Model 2 showed that "Job characteristics" ($\beta=0.372$, $p<0.001$) positively and significantly affected "Organizational attraction". Therefore, model 2 is also supported. As shown in model 3 in the table above, both independent variables (Salary, $\beta=0.211$, $p<0.001$) and moderating variables (Job characteristic, $\beta=0.261$, $p<0.001$) significantly affect the dependent variable (Organizational attraction) respectively. In addition, the result in Model 4 revealed that the interaction effect ($R^2=0.171$, adjusted $R^2 =0.160$, $\beta=0.006$, $p>0.05$) of "Salary" and "Job

characteristics" is not significant to "Organizational attraction". The results also showed "Job characteristics" is not a moderator on the relationship between "Salary" and "Organizational attraction".

In conclusion, Hypothesis 5 is not supported.

Table 4.20 Result of moderating effect of Job characteristics on relationship between "Salary" and "Organizational attraction"

Independent Factors- Salary (S), Job characteristics (JCH)	Dependent Factor- Organizational attraction (OA)			
	Model 1 (OA)	Model 2 (OA)	Model 3 (OA)	Model 4 (OA)
	Beta (β)	Beta (β)	Beta (β)	Beta (β)
(S)	0.349***		0.211***	0.212*
Moderating Variable JCH		0.372***	0.261***	0.264*
Interaction Variable JCH*S				0.006
F-value	30.209	35.106	22.385	14.857
R²	0.122	0.139	0.171	0.171
Adj. R²	0.118	0.135	0.163	0.160
VIF	1.000	1.000	1.383 / 1.383	1.773 / 1.405 / 1.511

Note: *** $p < 0.001$, ** $p<0.01$, * $p< 0.05$
Source: Original Study
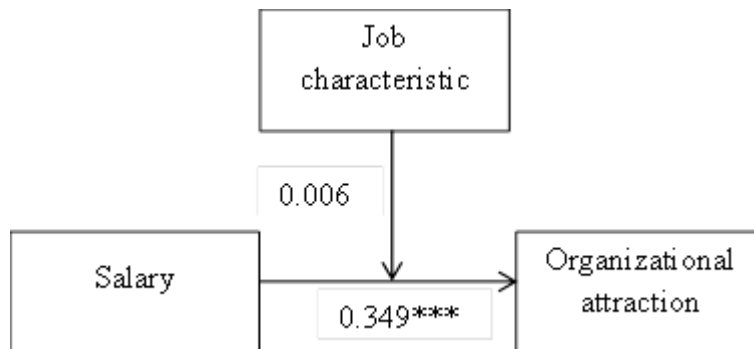
Figure 4.2 Moderating effect of Job Characteristic on the relationship between Salary and Organizational attraction (***p<.001)

Source: Original Study

4.7.2 Hypothesis 6: Person-Organization fit moderates on the relationship between Corporate Image and Organizational Attraction.

Table 4.21 shows the results of moderating effect of "Person Organization fit" on the relationship between "Corporate image" and "Organizational attraction". In Model 1, the results disclose that "Corporate image" (β=0.632, p<0.001) positively and significantly affects "Organizational attraction". Therefore, model 1 is supported. Model 2 showed that "Person Organization fit" (β=0.703, p<0.001) positively and significantly affects "Organizational attraction". Therefore, model 2 is supported. As shown in model 3 in the table above, both the independent variable (Corporate image, β=0.291, p<0.001) and the moderating variable (Person Organization fit, β=0.508, p<0.001) significantly affects the dependent variable (Organizational attraction) respectively. In addition, the result in Model 4 revealed that the interaction effect (R^2=0.541, adjusted R^2 =0.535, β=0.034, p>0.05) of both "Corporate image" and "Person Organization fit" is not significant to "Organizational attraction". The results also showed that "Person Organization fit" is not a moderator in the relationship between "Corporate image" and "Organizational attraction".

In conclusion, Hypothesis 6 is not supported.

Table 4.21 Result of moderating effect of Person Organization fit on relationship between "Corporate image" and "Organizational attraction"

Independent Factors- Corporate image (CI), Person Organization Fit (POF)	Dependent Factor- Organizational attraction (OA)			
	Model 1 (OA)	Model 2 (OA)	Model 3 (OA)	Model 4 (OA)
	Beta (β)	Beta (β)	Beta (β)	Beta (β)
(CI)	0.632***		0.291***	0.291***
Moderating Variable				
POF		0.703***	0.508***	0.509***
Interaction Variable				
POF*CI				0.034
F-value	144.703	213.187	127.906	84.878
R²	0.399	0.494	0.541	0.541
Adj. R²	0.396	0.492	0.537	0.535
VIF	1.000	1.000	1.817	1.996
				1.823
			1.817	1.269

Note: *** p < 0.001, ** p<0.01, * p< 0.05
Source: Original Study
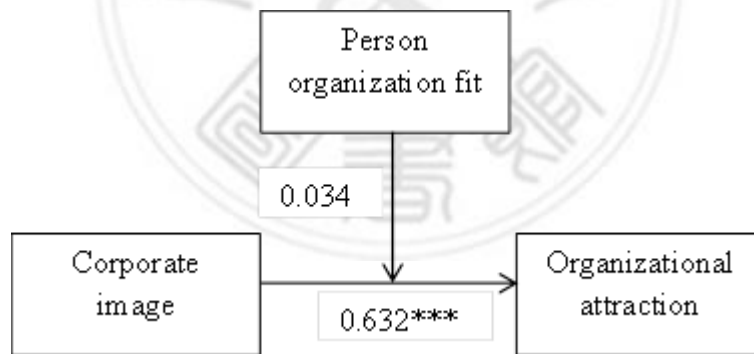
Figure 4.3 Moderating effect of Person organization fit on the relationship between Corporate image and Organizational attraction (***p<.001)
Source: Original Study

CHAPTER FIVE
CONCLUSION

Based on the data analysis presented in the previous chapter, this chapter draws a conclusion and makes recommendations for future research. First section of this chapter will discuss the overall conclusion of the study in detail, while the second section goes into further detail on the recommendations.

5.1 Research Conclusion

The main goal of this study is to examine relationship among corporate image, person-organization fit, job characteristics, and salary in order to fully understand the dynamics of organizational attraction. In the beginning of this study, six main hypotheses were presented as follows:

Hypothesis 1: Corporate Image has positive effect on Salary.

Hypothesis 2: Salary has positive effect on Organizational Attraction.

Hypothesis 3: Corporate Image has positive effect on Organizational Attraction.

Hypothesis 4: Salary mediates on the relationship between Corporate Image and Organizational Attraction.

Hypothesis 5: Job Characteristics moderates on the relationship between Salary and Organizational Attraction.

Hypothesis 6: Person-Organization fit moderates on the relationship between Corporate Image and Organizational Attraction.

Moreover, following statistical analyses in SPSS were conducted to examine the data collected from the survey:

1. Descriptive Statistic Analysis which described basic characteristics of the survey participants

2. Factor analysis and Reliability test which verified the dimensionality and reliability of the variables in the questionnaire. Results were then presented with detailed explanations.

3. Independent Sample t-test procedure compared means for two groups of gender to determine if there is any significant difference, while ANOVA determined if there is any significant difference between subgroups of age, family, education, work experience, and salary for each factor. But statistically it showed no significant difference between subgroups in all five variables for most cases.

4. The results of Pearson Correlation demonstrated that all tested variables indicated strong correlation between each other supporting H1, H2, and H3.

5. Multiple Regression Analysis was used for testing H1-H4, all of which were supported successfully; while Hierarchical Regression Analysis was used to test H5 and H6, both of which were not supported.

The items of Salary had only one factor in the Factor Analysis. Items of Corporate image were divided into two factors: (1) Perceived image and (2) Projected image in the Factor analysis. The influences of both factors on Salary were examined in the multiple regression analysis. The outcome of the relationship between Salary and Corporate Image was measured to be effective. In tandem with Perceived image (β=0.481, p<0.001) and Projected image (β=0.324, p<0.001) it showed that it had an impact on Salary. In the relationship between Salary and Corporate Image with two factors together, the numbers gradually dipped with (β=0.512***) and (β=-0.043). Hypothesis 1 was supported with the conclusion that Corporate Image had a strong and positive effect on Salary.

The influences of Salary on Organizational attraction were also tested in the multiple regressions analysis with the following two factors of

Organizational Attraction: (1) Prestige and Intention to pursue (2) General attractiveness are. The outcome of the relationship between Salary and Organizational attraction was measured to be dramatically effective. Salary had a very strong impact on General attractiveness of Organizational attraction (β=0.284, p<0.001) as well as, on Prestige and Intention to pursue (β=0.377, p<0.001). In other words, Salary has a huge influence on Organizational attraction. Therefore, Hypothesis 2 was also supported with the conclusion that Salary had a strong and positive effect on Organizational Attraction.

The influences of both factors of Corporate image on General attractiveness of Organizational attraction were examined in the multiple regression analysis next. The outcome of the relationship between Corporate image and Organizational attraction was measured to be dramatically effective. In tandem with Perceived image (β=0.566, p<0.001) and Projected image (β=0.547, p<0.001), Corporate image had an impact on General attractiveness of Organizational attraction. Perceived image (β=0.620, p<0.001) and Projected image (β=0.486, p<0.001) had impact on Prestige and Intention to pursue of Organizational attraction. In other words, both factors of Corporate Image influence Organizational attraction. In the relationship between Corporate Image with two factors together and Organizational attraction, relation powers of two factors are gradually dipped with (β=0.358*** and β=0.291***) and (β=0.559*** and β=0.086). Therefore, Hypothesis 3 was also supported with the conclusion that Corporate image had a strong and positive effect on Organizational Attraction.

According to mediating analysis, the relationship between Corporate image (independent variable), Salary (mediator variable) and Organizational attraction (dependent variable) was tested by multiple regression. Corporate image had a positive impact on the moderator "Salary" (β=0.427***, p<0.001)

and on the dependent variable "Organizational attraction" ($\beta=0.632$***, $p<0.001$). Salary had a positive effect on the dependent variable "Organizational attraction" ($\beta=0.349$***, $p<0.001$). When influences of both constructs, Corporate image and Salary were tested on the dependent variable "Organizational attraction", the results showed change of β coefficient of Corporate image $\beta=0.590$*** and Salary $\beta=0.097$. In other words, Corporate image β coefficient changed from 0.427 to 0.590. Therefore, Hypothesis 4 was supported with the conclusion that Salary is the partial mediation between Corporate image and Organizational attraction.

Items of Job characteristic were divided into two factors (1) Independence and (2) Variety in the Factor analysis. According to the moderating analysis, interrelationship between Salary (independent variable), Job characteristic (moderator variable) and Organizational attraction (dependent variable) was examined by hierarchical regression. The results showed that Salary (independent variable) had a positive effect on the dependent variable "Organizational attraction" ($\beta=0.349$***, $p<0.001$). Job characteristics (moderator variable) had a positive effect on the dependent variable "Organizational attraction" ($\beta=0.372$***, $p<0.001$). When influences of both constructs, Salary and Job characteristics, were tested on the dependent variable "Organizational attraction", the results showed a change of β coefficient of Salary $\beta=0.211$*** and Job characteristics $\beta=0.261$***. Therefore, both constructs presented positive effect. After adding interaction variable (multiplicand of Salary and Job characteristic) on both constructs, the test was run again to see what kind of effect it has on the dependent variable. The result showed β coefficient of Salary $\beta=0.212$*, Job characteristic $\beta=0.264$* and interaction variable $\beta=0.006$. Therefore, Hypothesis 5 was not supported with the conclusion that interaction variable β coefficient had no

significance, meaning Job characteristics could not be the moderating effect between Salary and Organizational attraction.

According to the moderating analysis, interrelationship between Corporate Image (independent variable), Person Organization fit (moderator variable) and Organizational attraction (dependent variable) were examined by hierarchical regression last. Corporate Image (independent variable) had a positive effect on the dependent variable "Organizational attraction" (β=0.632***, p<0.001). Person Organization fit (moderator variable) had a positive effect on the dependent variable "Organizational attraction" (β=0.703***, p<0.001). When influences of both constructs, Corporate Image and Person Organization fit, were tested on the dependent variable "Organizational attraction", the results showed a change of β coefficient of Corporate Image β=0.291*** and Person Organization fit β=0.508***. Therefore, both constructs presented positive effect. After adding interaction variable (multiplicand of Corporate Image and Person Organization fit) on both constructs, the test was run again to see how it affects the dependent variable. The result showed β coefficient of Corporate Image β=0.291***, Person Organization fit β=0.509*** and interaction variable β=0.034. Therefore, Hypothesis 6 was not supported with the conclusion that interaction variable β coefficient had no significance, meaning Person Organization fit could not be the moderating effect between Corporate Image and Organizational attraction.

5.2 Research implication and recommendations

As this study comes to an end, a few suggestions and recommendations were carefully drawn based on the findings of this study. Even the basic data collected from the survey participants revealed some significant insights on organizational attraction in Mongolian business industry. For example:

Proportion of survey participants who had "0-2 years of work experience" was the highest at 40.9%. Since the highest number of survey participants was aged between 26 and 32 (59.5% of all participants), and the next highest group was aged between 19 and 25 (22.7% of all participants), the statistics demonstrate that younger participants have not had lasted more than 2 years at one job. Once again, it is a great challenge for an employer to be able to find talent, grow talent, and retain talent. In order to earn loyalty from employees, a company must not only attract talent when hiring, but also it must keep them attracted to the workplace after hiring. Therefore, study suggests that the best key to attract and keep talent is focusing on growing talent, especially young talent. That way, employers can build a strong and loyal workforce who is continually attracted to their organization. In addition, being famous for growing and nurturing talent themselves, companies will be one of the top choices for everyone who is looking for a successful career.

Furthermore, as H1 was supported, study suggests that employers should be aware that job seekers associate Corporate Image with Salary. If a company is offering a competitive salary, and yet not attracting enough talent, one of the things that the company can do is to shift their focus towards improving their Corporate Image. Once their Corporate Image is strategically enhanced, the company will have a better chance of sending a double message about their competitive salary through which they will be able to attract the talent they are looking for. H2 of the study was also proven with the assumption that Salary positively affects Organizational Attraction. Therefore the suggestion given above would eventually work towards the company having a better organizational attraction strategy. In other words, better the Corporate Image of a given company, better views job seekers will have on its Salary, thus resulting in a match between the company and the job seeker. This also backs up H3 "Corporate Image has positive effect on Organizational

Attraction", and H4 "Salary mediates on the relationship between Corporate Image and Organizational Attraction" of the study, both of which were also proven in Chapter 4.

Overall, this study was conducted in the hopes of adding valuable findings towards academic research on organizational attraction. As it is very important for employers to be able to attract, hire, grow, and keep talent, this academic research was aimed to specify what roles Corporate Image, Person-Organization fit, Job Characteristics, and Salary played in Organizational attraction. Finding out their interrelations will also serve as an important key in a strategic tool to enhance the quality of hiring processes for employers. Therefore it would be a great contribution towards extending academic work on organizational attraction if future studies and research continue with the same effort as this study, so that they can find stronger and more valid factors that influence organizational attraction. Only the following four factors, Corporate Image, Person-Organization Fit, Job Characteristics, and Salary; were chosen for this study and examined for their relevance in organizational attraction. Therefore, it might be a great idea to continue the research by examining the moderating effects of different factors, or a different group of factors assigned within the hypotheses. For example: Since H5 was not supported, instead of Job Characteristics, a future study can replace it with a new factor and test whether it has a moderating effect on the relationship between Salary and Organizational Attraction.

Since H6 was not supported as well, future studies could focus on designing its survey questions in a way that will directly result in a positive or negative response on the moderating effect being studied. For example: H6 of this study was as follow "Person-Organization fit moderates on the relationship between Corporate Image and Organizational Attraction" But the study only had questions that was focused on a single subject at a time.

Another suggestion given for future studies is to conduct the study in a single company by thoroughly examining whether its employees are truly attracted to the company and why. That way instead of questioning employees working at different companies, as this study has done, the future study will be able to dig deeper for what one particular company has done to attract employees. Another similar option could be a study conducted on active job seekers to find out their views on organizational attraction.

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APPENDIX I
SURVEY ENGLISH VERSION

The study of the influence of corporate image, person-organization fit, job characteristics, and salary on organizational attraction:

Dear Participant,

The purpose of this survey is to find out what factors influence decisions that job seekers make when they choose a potential employer. The results and findings of the survey will be used for further academic research towards improving human resource strategies in the business industry. Therefore, please answer all of the questions carefully and truthfully.

Thank you so much for taking your invaluable time and effort!

Gantsetseg Ganbold,

Department of Business Administration, Nanhua University, Taiwan

Demographics

1. Your gender:

    1. Male   2. Female

2. Your age:

    1.19-25   2. 26-32;   3. 33-39;   4.40 and above

3. Your marital status (Family situation):

    1.Single, lives alone   2. Single, lives with family   3.Married

    4.Married with children

4. Your education level:

    1.High school or lower   2. Bachelor's degree   3. Master's degree 4.

    Doctor's degree

5. Your work experience in your current work of field:

   1.0-2 years   2.3-5 years   3.6-10 years

   4.11 or more years

6. Your current monthly income level:

   1.Below industry average   2.Industry average

   3.Above industry average

Main Questionnaire

Depending on each question, please consider your experience regarding the process of getting your current job (or last); or your overall opinion, whichever fits best. When choosing your answer, please rate between 1 and 5. 1 = Strongly Disagree	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5 = Strongly Agree	**1**	**2**	**3**	**4**	**5**
1. I think the company is concerned about its employees and takes care of them.	□	□	□	□	□
2. I think the company is always improving the quality of its products and services.	□	□	□	□	□
3. I think the company is a strong competitor in the industry.	□	□	□	□	□
4. I think the company has a positive impact on the community through its events and actions.	□	□	□	□	□
5. I think the public views the company as one with good reputation.	□	□	□	□	□
6. I think the company attracts quality workforce.	□	□	□	□	□
7. I think I know what kind of vision the company has.	□	□	□	□	□
8. I think the company has high Morales.	□	□	□	□	□
9. I think the company has let the public know that it is one of the leaders in the industry through its advertising.	□	□	□	□	□

10. I think the company publicizes its achievements to show it is a valuable asset to the industry.	□	□	□	□	□
11. I think the company ensures that it has a frequent exposure throughout different means of advertising.	□	□	□	□	□
12. I think the company has promoted the ways in which it has had a positive impact for social change in the community.	□	□	□	□	□
13. I believe my values match with the values of this company.	□	□	□	□	□
14. I believe my company's objectives reflect my own objectives in my professional life.	□	□	□	□	□
15. I believe this company's personality is very similar to my own personality.	□	□	□	□	□
16. I believe my company's culture is a good fit to my lifestyle.	□	□	□	□	□
17. I believe I have a unique skill set this company needs.	□	□	□	□	□
18. I believe the company found exactly who they were looking for when they hired me.	□	□	□	□	□
19. I think the company provides the right atmosphere for my professional growth.	□	□	□	□	□
20. I think the company is right for me more than any other company out there.	□	□	□	□	□
21. I believe it is important to have great reputation at work.	□	□	□	□	□
22. I believe it is important that other people consider my work very important.	□	□	□	□	□
23. I believe it is important to be a role model at work.	□	□	□	□	□
24. I believe it is important that I am I am included in one of the team projects at work.	□	□	□	□	□
25. I believe it is important to make friends with my coworkers.	□	□	□	□	□
26. I believe it is important to have a good working relationship with my coworkers.	□	□	□	□	□

27. I believe it is important to have certain freedom when I am at work.	□	□	□	□	□
28. I believe it is important to be able to make decisions independently when I am at work.	□	□	□	□	□
29. I believe it is important to be my own higher authority when I am at work.	□	□	□	□	□
30. I believe it is important to make sure that my company has a need for my position for many years to come.	□	□	□	□	□
31. I believe it is important to know that I will always have a job.	□	□	□	□	□
32. I believe it is important to be able to get another position at the company if my current job is cut off.	□	□	□	□	□
33. I believe it is important to have a job where things change from time to time.	□	□	□	□	□
34. I believe it is important to have a job where my tasks are not repetitive.	□	□	□	□	□
35. I believe it is important to have a job where my tasks and responsibilities include many different things.	□	□	□	□	□
36. I think it is important to have a job that pays a salary above industry average.	□	□	□	□	□
37. I think it is important to have a job in which I can receive bonuses and commissions.	□	□	□	□	□
38. I think it is important to have a job that offers more benefits than it is legally required.	□	□	□	□	□
39. I think it is important to have a job that provides good working conditions	□	□	□	□	□
40. I believe this company is a good fit for me.	□	□	□	□	□
41. I would not work for this company unless it is my only option.	□	□	□	□	□
42. I believe this company is a great employer that attracts quality talent.	□	□	□	□	□

43. I would like to find out more information on this company.	☐	☐	☐	☐	☐
44. I believe getting a job at this company would be very nice.	☐	☐	☐	☐	☐
45. If this company offers me a job, I would accept it.	☐	☐	☐	☐	☐
46. This company is in my top choices of companies I would love to work for.	☐	☐	☐	☐	☐
47. I would be very excited if this company calls me for an interview.	☐	☐	☐	☐	☐
48.I would try my best to be able to get a job at this company.	☐	☐	☐	☐	☐
49. If I have a friend or a family looking for a job, I would recommend this company to them.	☐	☐	☐	☐	☐
50. I believe the employees of this company are very proud.	☐	☐	☐	☐	☐
51. I believe working for this company comes with great reputation.	☐	☐	☐	☐	☐
52. I believe the public has a respect for this company for being a great employer.	☐	☐	☐	☐	☐
53. I believe there are many people who would readily accept a job at this company.	☐	☐	☐	☐	☐

APPENDIX II
SURVEY MONGOLIA VERSION

КОМПАНИЙН БОЛОВСОН ХҮЧНИЙГ ӨӨРТӨӨ ТАТАХ БАЙДАЛД ДАРААХ ХҮЧИН ЗҮЙЛС ХЭРХЭН НӨЛӨӨЛДӨГ ТАЛААРХ СУДАЛГАА: ТУХАЙН КОМПАНИЙН НҮҮР ЦАРАЙ (ИМИЖ), ОЛГОЖ БУЙ ЦАЛИН, АЖЛЫН ОНЦЛОГ ШИНЖ ЧАНАР, БОЛОН ТУХАЙН АЖИЛ ГОРИЛОГЧИЙН КОМПАНИТАЙГАА ЗОХИЦОХ ЭСЭХ ТАЛААРХ ҮЗЭЛ БОДОЛ

Судалгаанд оролцогч танд энэ өдрийн мэндийг хүргэе!
Энэхүү судалгаа маань ажил горилогч аль нэгэн компанийг сонгон өргөдөл гаргахад ямар хүчин зүйлс нөлөөлж байгааг мэдэхийг зорьсон болно. Асуулгын хариу нь бизнесийн хүрээний компаниудын хүний нөөцийн бодлогыг сайжруулах эрдэм шинжилгээний ажилд ашиглагдах учир та тодорхой, үнэн зөв хариулна уу. Алт шиг үнэтэй цагаа энэхүү судалгааг бөглөхөд зориулж байгаад гүнээ талархая!

Тайван Улс, Нанхуа Их Сургууль, Менежмент Судлалын Тэнхим
Ганболдын Ганцэцэг

Ерөнхий мэдээлэл

1. Таны хүйс?
   □1.Эмэгтэй □2. Эрэгтэй

2. Таны нас?
   □1.19-25 □2. 26-32
   □3. 33-39 □4. 40 ба түүнээс дээш

3. Гэр бүлийн байдал?
   □1. Ганц бие, ганцаараа амьдардаг
   □2. Ганц бие, аав ээж эсвэл гэр бүлийн өөр нэгэн гишүүдтэй амьдардаг

□3. Гэрлэсэн

□4. Гэрлэсэн, хүүхэдтэй

4. Таны боловсролын зэрэг?

□1. Бүрэн дунд ба түүнээс доош   □2. Бакалавр

□3. Магистр   □4. Профессор/Доктор

5. Одоо ажиллаж буй салбар дахь ажлын туршлага?

□1.0-2 жил   □2. 3-5 жил

□3.6-10 жил   □4. 11 ба түүнээс дээш жил

6. Одоо авч буй цалингийн хэмжээ

□ 1.Салбарын дундажаас доогуур   □ 2. Салбарын дундаж

□3. Салбарын дундажаас дээгүүр

Судалгааны асуултууд

Та судалгааны асуултанд хариулахдаа асуултаас хамааран өөрийн ажиллах буй компани дээр тулгуурлан; эсвэл өөрийн ерөнхий үзэл бодолд тулгуурлан үнэлгээ өгнө үү. Үнэлгээ өгөхдөө 1-5 хооронд дүгнэнэ үү! 1 – Огт санал нийлэхгүй 5 – Маш их санал нийлж байна	Огт санал нийлэхгүй	Санал нийлэхгүй	Дундаж Санал Чухал биш / байна	Санал нийлж байна	Маш их санал нийлж байна
	1	**2**	**3**	**4**	**5**
1. Тухайн компани ажилчидынхаа сайн сайхны төлөө анхаарч анхаарал халамж тавьдаг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
2. Тухайн компани бүтээгдэхүүн үйлчилгээнийхээ чанарыг дээшлүүлэхэд байнга анхаардаг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
3. Тухайн компани салбартаа хүчтэй сайн өрсөлдөгч байж чаддаг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
4. Тухайн компани өөрийн үйл ажиллагаагаараа нийгэмд эерэг нөлөөлөл үзүүлдэг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□

		□	□	□	□	□
5.	Тухайн компани нийгэм болон олон нийтийн дунд нэр хүндтэй гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
6.	Тухайн компани чадварлаг боловсон хүчинг өөртөө татаж чаддаг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
7.	Тухайн компани ирээдүйд ямар амжилтанд хүрэхийн төлөө тэмүүлж байгааг би мэддэг.	□	□	□	□	□
8.	Тухайн компаний ёс суртахуун маш өндөртэй.	□	□	□	□	□
9.	Тухайн компани зар сурталчилгаагаараа дамжуулан салбартаа тэргүүлэгч гэдгээ таниулж чаддаг.	□	□	□	□	□
10.	Тухайн компани салбартаа үнэ цэнэтэй, нэр хүндтэй гэдгээ олон нийтийн PR-р дамжуулан таниулдаг.	□	□	□	□	□
11.	Тухайн компани маш олон төрлийн зар сурталчилгаагаар өөрийн тухай мэдээллийг түгээж чаддаг.	□	□	□	□	□
12.	Тухайн компани нийгэмд эерэг өөрчлөлт оруулахад тус нэмэр болдог гэдгээ олон аргаар илэрхийлж чаддаг.	□	□	□	□	□
13.	Миний баримталдаг үнэ цэнэ компаний баримталдаг үнэ цэнэтэй нийцдэг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
14.	Тухайн компаний хэтийн зорилго миний хэтийн зорилготой нийцдэг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
15.	Тухайн компаний зан төлөв миний зан төлөвтэй нийцдэг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
16.	Тухайн компаний хэв маяг миний амьдралын хэв маягтай нийцдэг гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
17.	Тухайн компанид хэрэгтэй онцгой ур чадвар надад байгаа гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
18.	Тухайн компани намайг ажилд авахдаа ямар ажилтан хайж байсан яг тэр хүнээ олсон гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
19.	Тухайн компани миний ирээдүйн мэргэжилийн хөгжил дэвшилтэнд эерэгээр нөлөөлөх нөхцөл байдлыг бүрдүүлсэн гэдэгт би итгэлтэй байдаг.	□	□	□	□	□
20.	Тухайн компани бусад компанитай	□	□	□	□	□

харьцуулахад надад хамгийн тохиромжтой гэдэгт би итгэлтэй байдаг.					
21. Ажлын байр нь дээрээ нэр хүндтэй болох надад чухал.	□	□	□	□	□
22. Бусад хүмүүс миний ажлыг ач холбогдол ихтэй гэж үзэх нь надад чухал.	□	□	□	□	□
23. Ажлын байр нь дээр хамтран ажиллагсад маань надаас үлгэр дуриалал авдаг байх нь надад чухал.	□	□	□	□	□
24. Ажлын байр нь дээрээ хамтрагчидынхаа багийнх нэг гишүүн байх нь надад чухал.	□	□	□	□	□
25. Ажлын байр нь дээр хамтрагчидтайгаа нөхөрлөлийн харилцаа үүсгэх нь надад чухал.	□	□	□	□	□
26. Бусад ажилчидтайгаа сайн харилцаа холбоотой байх нь надад чухал.	□	□	□	□	□
27. Ажлын байр нь дээрээ өөрийн гэсэн эрх чөлөөтэй байх нь надад чухал.	□	□	□	□	□
28. Ажлын байр нь дээр би биеэ даан өөрөө шийдвэр гаргадаг байх нь надад чухал	□	□	□	□	□
29. Ажлын байр нь дээр би өөрөө өөрийнхөө дарга (босс) байх нь надад чухал.	□	□	□	□	□
30. Ажлынхаа байрыг цаашдаа би хадгалж чадна гэдгээ мэдэж байх нь надад чухал.	□	□	□	□	□
31. Үргэлж ажилтай байна гэдэгтээ итгэлтэй байх нь надад чухал.	□	□	□	□	□
32. Хэрвээ ажиллаж байгаа ажлын байр маань орон тооны цомхогдолд орвол тухайн компанидаа өөр ажлын байранд томилогдох боломжтой гэдэгтээ итгэлтэй байх нь надад чухал.	□	□	□	□	□
33. Миний ажлын байр өөрчлөлт шинэчлэлийг эрэлхийлдэг байх нь надад чухал.	□	□	□	□	□
34. Үргэлж нэгэн хэвийн зүйлсийг давтаж хийдэггүй байх нь надад чухал.	□	□	□	□	□
35. Ажлын байран дээр олон янзын зүйлсийг хийдэг байх нь надад чухал.	□	□	□	□	□
36. Салбарынхаа дундажаас дээгүүр түвшиний цалин авдаг байх нь надад чухал.	□	□	□	□	□
37. Нэмэлт цалин буюу бонус үндсэн цалин дээр	□	□	□	□	□

нэмж олгодог ажилтай байх нь надад чухал.	☐	☐	☐	☐	☐
38. Хуулийн дагуу олгодогоос (нийгэмийн даатгал, эрүүл мэндийн даатгал гэх мэт) бусад үр ашиг олгодог ажилтай байх нь надад чухал.	☐	☐	☐	☐	☐
39. Ажилын байрны нөхцөл байдал болон хангамж сайн байх нь надад чухал.	☐	☐	☐	☐	☐
40. Тухайн компани ажиллахад таатай газар гэж би боддог.	☐	☐	☐	☐	☐
41. Тухайн компани миний хувьд эцсийн сонголт байх болно.	☐	☐	☐	☐	☐
42. Тухайн компанид миний хүсэж, сонирхож буй ажлын байр байна.	☐	☐	☐	☐	☐
43. Тухайн компанийн талаар илүү их мэдээлэл авахыг хүсдэг.	☐	☐	☐	☐	☐
44. Тухайн компанид ямар ч ажлын байр байсан би сонирхох болно.	☐	☐	☐	☐	☐
45. Тухайн компаниас ирсэн ажлын саналыг шууд хүлээн авна.	☐	☐	☐	☐	☐
46. Тухайн компани миний хувьд ажиллах сонирхолтой газруудын жагсаалтанд маань дээгүүр байр эзэлдэг.	☐	☐	☐	☐	☐
47. Хэрвээ тухайн компани намайг ярилцлаганд дуудвал би дуртайяа очих болно.	☐	☐	☐	☐	☐
48. Тухайн компанид ажиллахын тулд би бүх хүчээ дайчлан хичээх болно.	☐	☐	☐	☐	☐
49. Би ажил хайж буй найз нөхөддөө тухайн компанийг санал болгох болно.	☐	☐	☐	☐	☐
50. Тухайн компанийн ихэнх ажилчид энэ компанид ажилладаг гэдгээрээ бахардаг гэж би боддог.	☐	☐	☐	☐	☐
51. Тухайн компанид ажиллахад нэр хүнд сайтай компани.	☐	☐	☐	☐	☐
52. Тухайн компани ажил олгогчийнхоо хувьд салбартаа маш дээгүүр үнэлэгддэг гэж би боддог.	☐	☐	☐	☐	☐
53. Тухайн компанид ажиллах сонирхолтой маш олон хүн байдаг гэж би боддог.	☐	☐	☐	☐	☐