


**ORGANIZATIONAL ATTRACTIVENESS: A THEORETICAL REVIEW OF THE MOST RELEVANT EMPIRICAL RESEARCH FROM AN INTERACTIONIST PERSPECTIVE**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b>  <b>Received:</b> January, 02<sup>nd</sup> 2023  <b>Accepted:</b> March, 26<sup>th</sup> 2024</p>	<p><b>Purpose:</b> This research aims to analyze and deepen the study of the Organizational Attractiveness construct, identify the main gaps in the field, and propose possible future research in this regard.</p>
<p><b>Keywords:</b>            Organizational Attractiveness;            Attraction;            Talent Shortage;            Theory of Reasoned Action.</p>	<p><b>Theoretical Framework:</b> The shortage of talent in companies, the growing competition, and the new normality have made attracting talent a strategic but critical element for companies. In this sense, Organizational Attractiveness is recognized by various authors as a relevant construct to understand the attraction. In addition, these authors highlight some academic and empirical problems in this field of study.</p>
	<p><b>Design/Methodology/Approach:</b> The literature review of more than 300 articles from the Scopus, Web of Science, and Google Scholar databases allowed us to analyze the content and identify 12 articles that discuss the measurement of Organizational Attractiveness under the conceptual models and theoretical framework identified.</p>
	<p><b>Findings:</b> This theoretical research process has allowed us to identify four main gaps in this field of study. The gaps found are based on the comprehensive view of the dimensions of Organizational Attractiveness, the approaches to the study of Organizational Attractiveness, the methodology applied, and the sample studied.</p>
	<p><b>Research, Practical &amp; Social Implications:</b> Future research is proposed to resolve the gaps.</p>
	<p><b>Originality/Value:</b> Although attraction and Organizational Attractiveness have proven strategic and critical, there is little research in the literature that acknowledges the gaps in the field of study. Identifying and closing these gaps could help companies better attract talent.</p>
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**ATRATIVIDADE ORGANIZACIONAL: UMA REVISÃO TEÓRICA DAS PESQUISAS EMPÍRICAS MAIS RELEVANTES A PARTIR DE UMA PERSPECTIVA INTERACIONISTA.**

**RESUMO**

**Objetivo:** Esta pesquisa tem como objetivo analisar e aprofundar o estudo do construto Atratividade Organizacional, identificar as principais lacunas da área e propor possíveis pesquisas futuras nesse sentido.

**Referencial Teórico:** A escassez de talento nas empresas, a crescente concorrência e a nova normalidade tornaram a atração de talento um elemento estratégico mas crítico para as empresas. Nesse sentido, a Atratividade Organizacional é reconhecida por diversos autores como um construto relevante para compreender a atração. Além disso, esses autores destacam alguns problemas acadêmicos e empíricos nesse campo de estudo.

**Desenho/Methodologia/Abordagem:** A revisão da literatura de mais de 300 artigos das bases de dados Scopus, Web of Science e Google Scholar permitiu analisar o conteúdo e identificar 12 artigos que discutem a mensuração da Atratividade Organizacional sob os modelos conceituais e referencial teórico identificado.

**Resultados:** Este processo de pesquisa teórica permitiu identificar quatro lacunas principais neste campo de estudo. As lacunas encontradas baseiam-se na visão abrangente das dimensões da Atratividade Organizacional, nas abordagens ao estudo da Atratividade Organizacional, na metodologia aplicada e na amostra estudada.

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**Pesquisa, Implicações Práticas e Sociais:** Pesquisas futuras são propostas para resolver as lacunas.

**Originalidade/valor:** Embora a atração e a atratividade organizacional tenham se mostrado estratégicas e críticas, há poucas pesquisas na literatura que reconheçam as lacunas no campo de estudo. Identificar e fechar essas lacunas pode ajudar as empresas a atrair melhor os talentos.

**Palavras-chave:** Atratividade Organizacional, Atração, Escassez de Talentos, Teoria da Ação Racional.

## ATRATIVO ORGANIZACIONAL: UNA REVISIÓN TEÓRICA DE LAS INVESTIGACIONES EMPÍRICAS MÁS RELEVANTES DESDE UNA PERSPECTIVA INTERACCIONISTA

### RESUMEN

**Objetivo:** Esta investigación pretende analizar y profundizar en el estudio del constructo Atractivo Organizacional, identificar las principales lagunas en el área y proponer posibles investigaciones futuras en esta dirección.

**Marco Teórico:** La escasez de talento en las empresas, la creciente competencia y la nueva normalidad han convertido la atracción del talento en un elemento estratégico pero crítico para las empresas. En este sentido, el Atractivo Organizacional es reconocido por varios autores como un constructo relevante para entender la atracción. Además, estos autores destacan algunos problemas académicos y empíricos en este campo de estudio.

**Diseño/Metodología/Enfoque:** Una revisión bibliográfica de más de 300 artículos de las bases de datos Scopus, Web of Science y Google Scholar permitió analizar el contenido e identificar 12 artículos que discuten la medición del Atractivo Organizacional bajo los modelos conceptuales y el marco teórico identificados.

**Resultados:** Este proceso de investigación teórica nos permitió identificar cuatro lagunas principales en este campo de estudio. Las brechas encontradas se basan en la visión integral de las dimensiones del Atractivo Organizacional, los enfoques para el estudio del Atractivo Organizacional, la metodología aplicada y la muestra estudiada.

**Implicaciones de Investigación, Prácticas y Sociales:** Se proponen futuras investigaciones para abordar las lagunas.

**Originalidad/Valor:** Aunque se ha demostrado que la atracción y el atractivo organizativos son estratégicos y críticos, existen pocas investigaciones en la literatura que reconozcan las lagunas existentes en el campo de estudio. Identificar y colmar estas lagunas puede ayudar a las empresas a atraer mejor el talento.

**Palabras clave:** Atractivo Organizacional, Atracción, Escasez de Talento, Teoría de la Acción Razonada.

## 1 INTRODUCTION

Talent attraction is one of the main challenges for companies since they add value and provide unique and inimitable characteristics that contribute to the company's sustainable competitive advantage. People generate a positive impact on financial results and shareholder value. In addition, they increase the company's ability to serve its customers, be more productive, grow, innovate, take advantage of market opportunities and enter new markets (Bogar, 2023; Collings, 2014; Sommer et al., 2017; Suseno and Pinnington, 2017). However, events such as talent shortages and the war for talent make it highly complex (Deloitte, 2016; Manpower, 2017; Mercer, 2017; Prabadevi and Subramanian, 2023; Pwc, 2017). Consequently, talent attraction is strategic and critical. Companies need to know what attracts talent and how they can differentiate themselves from their competition to do so (Alniaçık et al., 2014; Kucherov & Zavyalova, 2012; Shayrine & Venugopal, 2023; Vaiman et al., 2012). Talent attraction is explained from two complementary approaches. The organizational approach, also

called talent acquisition, is part of a talent management system (Cannon & McGee, 2011; Ford et al., 2010). The individual approach is the individual's view of the company as a positive workplace and recognized as the "employer of choice" (Armstrong, 2000; Ehrhart & Ziegert, 2005). Some authors argue that the basis of the organizational approach is on the individual's approach, as they recognize a direct effect of the individual on attraction through different assumptions and logic to explain why people are attracted to companies (Bendaravičienė, 2016; Lievens & Highhouse, 2003; Van Hoye & Turban, 2015). Attraction from the individual approach is commonly measured through the Organizational Attractiveness construct, which definition is a multidimensional concept defined as the beliefs, positive attitudes, intentions and actions of an individual towards an organization as a workplace (Altmann Suess, 2015; Highhouse et al., 2003; Tsai Yang, 2010). Beliefs provide the basis for the formation of an attitude toward it. The positive attitudes of the individual refer to the recognition of the elements that attract them without implying that they intend to work in the organization. Intentions are the individual's thoughts about an organization and imply action. It is the search for job opportunities, participation in selection processes and possible acceptance of a job offer. Finally, the actions consist of accepting a job offer and working during the first few months (Bohlmann et al., 2018; Highhouse et al., 2003; Liu et al., 2016; Nadler et al., 2017; Story et al., 2016). According to meta-analyses (Ehrhart & Ziegert, 2005; Chapman et al., 2005), this is the definition most used in research today. Similarly, Organizational Attractiveness has two perspectives: the internal analysis of the level of Attractiveness of the company for current workers; and the external assesses the level of Attractiveness for candidates and prospects (Bendaravičienė, 2016; Bohlmann et al., 2018; Jiang & Iles, 2011; Nadler et al., 2017). Various authors recognize Organizational Attractiveness as an essential issue in attracting people. However, these authors highlight some academic and empirical problems in the field of study. First, there is extensive research from the company's point of view and potential candidates, but few studies recognize the perspective of current workers (Bakanauskienė et al., 2014; Bendaravičienė, 2016). Second, research on Organizational Attractiveness has been primarily empirical from the perspective of members of the military and college students (Turban & Keon, 1993; Van Hoye & Lievens, 2007; Williamson et al., 2003). Third, the focus of studies on Organizational Attractiveness is individual; this means that the characteristics, interests, preferences and perceptions of the individual are elements that are culturally linked and need intercultural validity (Almıaçık et al., 2014; Chapman et al., 2005; Theurer et al., 2016; Vaiman et al., 2012; Wallace et al., 2014). This research aims to analyze and deepen the study of the

current state of the Organizational Attractiveness construct, its main models and measurement studies from an interactionist theoretical framework and propose possible future research. For this, the first part of the document presents a brief description of the construct and its theoretical bases. Then, the research's main findings are presented in Europe, Asia and North America. Finally, the third part analyzes these investigations' theoretical gaps to propose future research to bridge the knowledge gap. It should be noted that the articles analyzed come from the most recognized academic bases, such as Web of Science (WoS), Scopus and Google Scholar.

## 2 MATERIAL AND METHODOLOGY

The following research objectives have been determined:

1. Examine the most used theoretical framework to investigate Organizational Attractiveness.
2. Recognize the main conceptual models of Organizational Attractiveness.
3. Identify the primary studies that measure Organizational Attractiveness.

Organizational Attractiveness is a complex construct due to the human behaviour component and its multiple dimensions; therefore, it is difficult to define, measure and analyze (Aboul-Ela, 2016; Bendaravičienė, 2016; Eger, Mičik Řehoř, 2018; Jiang & Illes, 2011; Theurer et al., 2016).

These are the three phases of this research.

### 2.1 FIRST PHASE: THEORETICAL FRAMEWORK OF RESEARCH IN ORGANIZATIONAL ATTRACTIVENESS

Ehrhart and Ziegert (2005), in their attempt to define a theoretical framework for attraction from the individual perspective, recognized a meta-theory of interactional processing. It describes how information about the self-influences the relationship between perceptions of fit and attraction. Various authors indicate that the meta-theory of interactional processing is the most frequently applied to research on Organizational Attractiveness (Bakanauskienė et al., 2011; Kausel and Slaughter, 2010; Kroustalis and Meade, 2007; Lievens et al. al., 2001). It comes from interactional psychology which postulates that behaviour is a function of the interaction between individuals and environments; furthermore, this interaction is a balance between the attitudes,

values and needs of the individual and the characteristics of the organization (Schneider, 1987; Schneider et al., 1995; Schreurs et al., 2009; Turban & Keon 1993).

From the interactionist framework, Organizational Attractiveness and its four dimensions have been investigated, mainly from the theory of reasoned action (Fishbein and Ajzen, 1975), complemented by the person-organization (PO) fit theory (Kristof, 1996).

## 2.2 SECOND STAGE: MAIN CONCEPTUAL MODELS OF ORGANIZATIONAL ATTRACTIVENESS

The second phase began with a search in the three primary academic databases: World of Science (WoS), Scopus and Google Scholar, using the keywords: "organizational attractiveness" together with "attraction" and "attractiveness", in Spanish it was "Atractivo Organizacional". There were more than 300 articles found.

The next step was to review the articles found to select those that investigated Organizational Attractiveness as a construct. It should be noted that one of the first issues in the field of study is the confusion, in some research, between the concept of Attractiveness that an organization can have and the Organizational Attractiveness construct (Froese et al., 2010; Kausel and Slaughter, 2010; Lievens et al., 2001; Lievens et al., 2005; Slaughter et al., 2004; Turban and Greening 1997; Van Hove and Lievens, 2007). Subsequently, the articles developed within the theoretical framework presented in the previous phase were identified.

Applying these two filters, 55 articles were obtained. Bibliometric analysis was applied to identify the seminal conceptual models that make up the basis for Organizational Attractiveness. It was corroborated by reviewing the number of citations in the academic databases. Thus, three conceptual models for measuring Organizational Attractiveness were identified as the basis for subsequent studies. These are the works of Highhouse, Lievens and Sinar (2003), Lievens and Highhouse (2003) and Turban and Keon (1993).

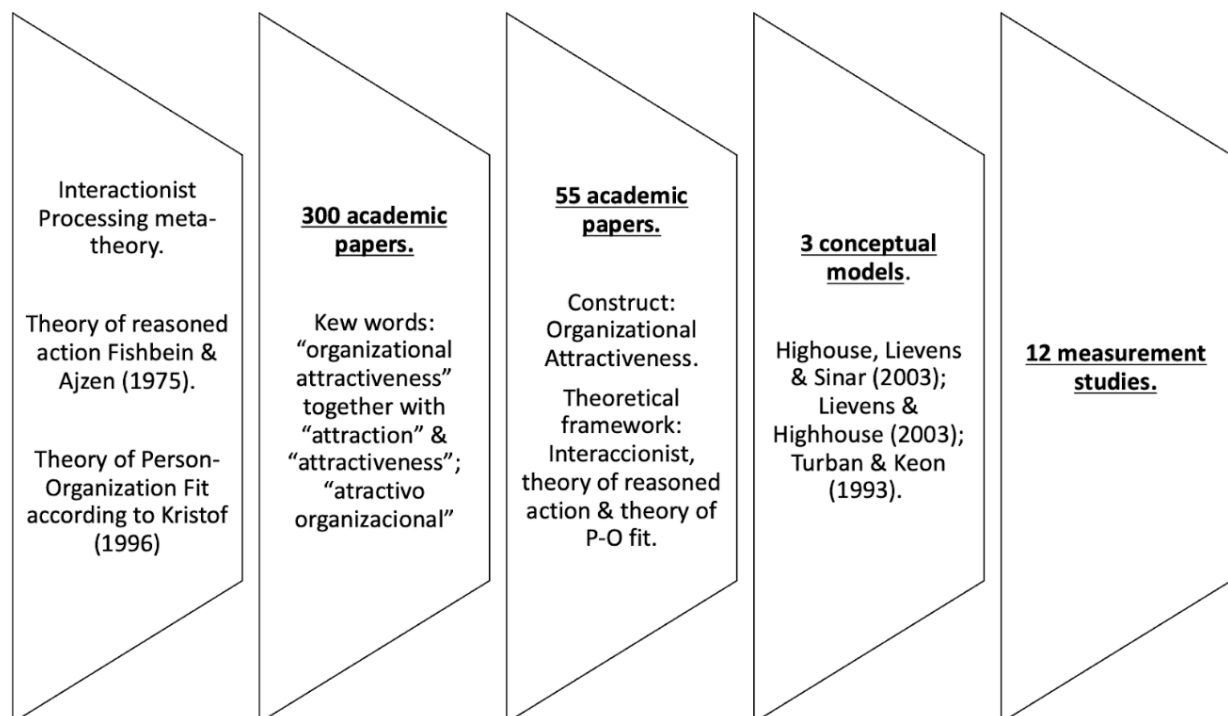
Finally, the content analysis was applied, and the categories identified as relevant for the literature review are: the theoretical framework, the objectives that guide the research, the dimensions that they measure, the methodology used, the composition of the sample, the instrument and its components and the bibliometric result in three search bases: Google Scholar (2021), Scopus (2021) and Web of Science (WoS, 2021). Table 1 presents in detail the categories of the three models found.

### 2.3 THIRD PHASE: STUDIES THAT MEASURE ORGANIZATIONAL ATTRACTIVENESS

The third phase reviewed the remaining 52 articles to identify the main studies that measure Organizational Attractiveness as a construct within the theoretical framework based upon conceptual measurement models. Table 2 presents the twelve studies that propose to measure some of the dimensions of Organizational Attractiveness. In the same way, the previously identified categories are presented: the theoretical framework, the objectives of the research, the dimensions they measure, the methodology used, the composition of the sample, the instrument and its components and the bibliometric result in the Google Scholar search base (2020). Figure 1 shows the process carried out.

**Figure 1**

*Research methodology*



Source: Prepared by the author (2022).

## 3 RESULTS AND DISCUSSION

Table 1 presents the categories resulting from the three models' content analysis. Table 2 presents the 12 identified studies and the categories that compose them. These categories are the research objectives, the dimensions they measure, the methodology used, the composition

of the sample, the instrument and its components, and the bibliometric result in the Google Scholar (2020) search base.

The review and analysis of the three conceptual models and 12 Organizational Attractiveness studies presented, their theoretical bases, dimensions, methodology, sample, and measurement instruments, have allowed us to identify four main gaps in this field of study. Each of these gaps is presented below.

**Table 1**

*Main Models for Measuring Organizational Attractiveness*

Authors	Theoretical framework	Objectives	Dimensions	Methodology	Sample	Instrument	Quotes
Lievens and Highhouse, 2003	Theory of reasoned action	Understand the factors related to the initial attraction of potential candidates to a company and examine which attributes (instrumental and symbolic) serve as points of differentiation.	Beliefs Attitudes Actions	Survey.	275 students from 5 universities. 124 employees of a bank. Belgium.	Instrument that measures Instrumental and Symbolic attributes.	1271 (Google Scholar) 398 (Scopus) 278 (WoS)
Turban & Keon, 1993	P-O fit theory	Investigate how the characteristics of self-esteem and the need for achievement of the personality moderate the influences of the characteristics of the organization in the attraction of people to companies.	Beliefs Attitudes Intentions	Experiment with scenarios of fictitious companies.	284 university students. USA.	Instrument that measures: Structure of rewards; Centralization; Organization size; Geographic dispersion.	914 (Google Scholar) 328 (Scopus) 353 (WoS)
Highhouse, Lievens & Sinar, 2003	Theory of reasoned action	Examine the dimensionality of organizational attraction. Model the relationship of measures of organizational attraction with the prediction of search behavior.	Attitudes Intentions	Experiment with recruitment brochures from 5 companies.	305 university students. USA.	Instrument that measures: General attraction; Intention to work in the company; Prestige.	913 (Google Scholar) 346 (Scopus) 341 (WoS)

Source: Prepared by the author (2022).

**Table 2***Organizational Attractiveness Studies*

Authors	Theoretical framework	Objective/Hypothesis	Dimensions	Methodology	Sample	Instrument	Quotes Google Scholar
1. Lievens, Van Hoye & Anseel, 2007	Theory of reasoned action	Unite two research streams: the identity of the organization and the employer brand (image of the employer).	Beliefs Attitudes Actions	Survey.	179 workers and 258 candidates. Belgian Armed Forces	Adapted from Highhouse, Lievens & Sinar (2003).	548
2. Lievens, 2007	Theory of reasoned action	To examine the relative importance of instrumental and symbolic attributes of the Belgian Army employer brand across different groups of individuals: candidates, applicants, and military employees (with less than three years).	Beliefs Attitudes Intentions Actions	Survey.	955 people (429 candidates, 392 applicants, 134 workers). Belgian Armed Forces	Adaptation and extension of Lievens & Highhouse (2003)	351
3. Turban, Lau, Ngo, Chow & Si, 2001	P-O fit theory	To investigate the effects of three organizational attributes on the potential attraction of applicants to a company: type of company ownership, nationality of supervisor, and familiarity with the company.	Beliefs Attitudes Intentions	Experiment with company descriptions.	1231 students from 7 universities. China	Turban (2001) and Turban & Keon (1993).	224
4. Martins & Parsons, 2007	P-O fit theory	Examine how individual attitudes and beliefs related to gender affect the reactions of men and women to gender diversity management programs in organizations.	Attitudes Intentions	Experiment with company descriptions.	231 postgraduate students from 2 universities. USA	Turban & Keon (1993).	126
5. Schreurs, Druart, Proost & De Witte, 2009	Theory of reasoned action	To examine the moderating influence of the Big Five personality factors on the relationship between five symbolic trait-based inferences about organizations (Sincerity, Excitement, Competence, Prestige, and Endurance) and Organizational Attractiveness.	Beliefs Attitudes Intentions	Survey.	245 college students. Belgium	Highhouse, Lievens & Sinar (2003) and Lievens, van Hoye & Schreurs (2005).	97
6. Yu, 2014	P-O fit theory	Investigate the	Attitudes	Survey.	287 university	Adapted from	103



		mechanisms that explain why person-organization (PO) fit impacts organizational attraction.	Intentions	Longitudinal study.	students. Asia	Highhouse, Lievens & Sinar (2003) and Highhouse, Thornbury & Little (2007).	
7. Van Hoyer & Turban, 2015	P-O fit theory	Examine if, and how, the personality traits of conscientiousness, agreeableness, and extraversion affect Organizational Attractiveness.	Attitudes Intentions	Experiment with scenarios of fictitious companies.	320 unemployed people looking for work. 97 candidates for a public company. Belgium	Adapted from Turban & Keon (1993) and Cable & Judge (1996).	36
8. Firfiray & May, 2017	P-O fit theory	Examining the role of benefit provision in predicting job seekers' perceptions of P-O fit and their attraction to the organization.	Beliefs Attitudes Intentions	Experiment with fictitious organizations.	189 university students. Europe	Adapted from Turban & Keon (1993) and Cable & DeRue (2002).	27
9. Eger, Mičik & Řehoř, 2018	Theory of reasoned action	Gain an understanding of symbolic factors related to applicants' initial attraction to a company as a place to work.	Beliefs	Experiment with websites.	259 students from 2 universities. Czech Republic	Adapted from Lievens & Highhouse (2003).	14
10. Nadler, Gann-Bociek & Skaggs, 2017	Theory of reasoned action	Examine how the interview support materials provided by the company's website would impact potential employees' perceptions of Organizational Attractiveness.	Attitudes Intentions	Experiment with company descriptions.	267 workers. USA	Adaptation Highhouse, Lievens & Sinar (2003) and Turban (2001)	two
11. Guillot-Soulez, Saint-Onge & Soulez, 2019	P-O fit theory	To investigate whether Organizational Attractiveness can be (1) moderated by the organization's mode of governance (cooperative versus publicly traded) and (2) mediated by candidates' perceptions of organization prestige and P-O fit.	Attitudes Intentions	Experiment with 8 scenarios with fictitious organizations.	320 students from a business school. Canada.	Adaptation Highhouse, Lievens & Sinar (2003)	0
12. Obeidat, 2019	Theory of reasoned action	To examine whether employees' organizational attraction mediates the relationship between their perceptions of HRM practices (as a package) and their turnover intentions.	Attitudes Intentions	Survey.	297 workers. Jordan.	Adaptation Highhouse, Lievens & Sinar (2003)	0

Source: Prepared by the author (2022).

### 3.1 COMPREHENSIVE LOOK AT THE DIMENSIONS OF ORGANIZATIONAL ATTRACTIVENESS

The analysis of the models and studies has found that no model and only one of the studies (Lievens, 2007) analyzes the construct of Organizational Attractiveness integrally, that is, measuring its four dimensions: beliefs, attitudes, intentions and actions. According to the theory of reasoned action (Fishbein & Ajzen, 1975), an individual's actions are reasoned because they follow a rational sequence based on intentions, attitudes, and beliefs. Not having research that comprehensively analyzes Organizational Attractiveness generates empirical and academic gaps recognized by the scientific literature (Aboul-Ela, 2016; Bendaravičienė, 2016; Theurer et al., 2016).

### 3.2 APPROACHES TO THE STUDY OF ORGANIZATIONAL ATTRACTIVENESS

Organizational Attractiveness has an internal perception of newly attracted workers and an external perception of prospects and candidates. The scientific literature recognizes that there is extensive research from the point of view of potential candidates (external perspective) but very little from the perspective of existing employees (internal perspective). It is fundamental for the compelling attraction of talent since internal perception is the last step of the promise of attraction made to candidates, and it is essential to keep it valid (Bakanauskienė et al., 2014; Bendaravičienė, 2016; Chapman et al., 2005; Jiang & Iles, 2011; Lievens, 2007).

This analysis recognizes that only one model has a single organization's internal perspective (Lievens & Highhouse, 2003). Regarding the studies, two analyze the perspective of workers (Lievens et al., 2007; Lievens, 2007) both in the armed forces and two (Nadler et al., 2017; Obeidat, 2019) in workers in general.

### 3.3 APPLIED METHODOLOGY

One of the problems identified in the field of Organizational Attractiveness is the reliance on experimental designs presenting hypothetical organizations controlled by the researchers. Several authors recognize it is a very different situation to study an individual in an authentic experience and a fictitious situation. Furthermore, it makes the results not very robust and not generalizable (Carless, 2005; Ryan & Ployhart, 2000).

In this sense, one of the models uses an experimental design with fictitious scenarios elaborated by the researchers (Turban & Keon, 1993). In the studies analyzed, seven of the twelve use this methodological design (Turban et al., 2001; Martins & Parsons, 2007; Van Hoyer & Turban, 2015; Firfiray & Mayo, 2017; Eger et al., 2018; Nadler et al., 2017; Guillot-Soulez et al., 2019).

### 3.4 SAMPLE STUDIED

Due to the number of studies with a focus on external perspectives and potential candidates, this field of study faces several research challenges (Alnıaçık et al., 2014; Theurer et al., 2016; Vaiman et al., 2012; Van Hoyer & Lievens, 2007; Wallace et al., 2014; Williamson et al., 2003). First, there is significant dependence on university students as the research subjects. Inquiring about their perceptions in situations still far from their experience does not seem to be a suitable replacement for investigating prospects and workers in the labour market. All three models use university students (Highhouse et al., 2003; Lievens and Highhouse, 2003; Turban and Keon, 1993); seven of the studies also use them as a sample (Turban et al., 2001; Martins & Parsons, 2007; Schreurs et al., 2009; Yu, 2014; Firfiray & May, 2017; Eger et al., 2018; Guillot-Soulez, 2019).

In the same way, these problems generate a lack of studies in specific sectors. The field of study has general knowledge but is not particular to a sector where the need and importance of having talent are high. For example, one of the models analyzes bank workers (Lievens & Highhouse, 2003), and two studies focus on the armed forces (Lievens et al., 2007; Lievens, 2007).

On the other hand, it highlights the little evaluation of the dimensions of Organizational Attractiveness in professional profiles with experience or of a particular hierarchical level. There is a need to develop effective and focused attraction strategies, specifically for management positions that are problematic to fill and have a high impact on the organization's results. Unfortunately, none of the models or studies presents information focused in this way.

The theories on which Organizational Attractiveness is based study the individual, their beliefs, attitudes, intentions and behaviours. These elements are culturally linked and need cross-cultural validity; there is a lack of contextualized research to determine whether the same elements identified as attractive by individuals from the United States, Europe, and Asia will be relevant to Latin American countries, for example. Two of the models are applied in the United States (Turban & Keon, 1993; Highhouse et al., 2003) and the other in Belgium (Lievens

and Highhouse, 2003); there are six studies in Europe (Lievens et al., 2007; Lievens, 2007; Schreurs et al., 2009; Van Hove & Turban, 2015; Firfiray & Mayo, 2017; Eger et al., 2018), two in the United States (Martins and Parsons, 2007; Nadler et al., 2017), one in Canada (Guillot-Soulez et al., 2019), and three in Asia (Turban et al., 2001; Yu, 2014; Obeidat, 2019).

The analysis focuses on the search for the definition of Organizational Attractiveness, its dimensions, and measurement; based on the interactionist theoretical approach. The theory of reasoned action by Fishbein and Ajzen (1975) and the person-organization (P-O) fit theory according to Kristof (1996) as the theoretical framework.

In the first place, after the theoretical analysis carried out in the present investigation, it has been identified that the same base models are still used for measuring Organizational Attractiveness: the Lievens and Highhouse model (2003), from Turban and Keon (1993) and Highhouse, Lievens, and Sinar (2003). On the one hand, it is interesting to recognize that only three models within the known literature lay the foundations for measuring Organizational Attractiveness. However, on the other hand, this becomes a limitation because, as mentioned, these models present essential empirical and theoretical gaps; this limits the study of Organizational Attractiveness integrally in its four dimensions. Thus, future research should propose models that cover the identified gaps.

**Table 3**

*Identified gaps in Organizational Attractiveness models and studies*

Identified Gap	Organizational Attractiveness Models & Studies
Lack of a comprehensive view of the dimensions of Organizational Attractiveness.	<ol style="list-style-type: none"> <li>1. Lievens y Highhouse, 2003</li> <li>2. Turban y Keon, 1993</li> <li>3. Highhouse, Lievens y Sinar, 2003</li> <li>4. Eger, Mičik y Řehoř, 2018</li> <li>5. Turban, Lau, Ngo, Chow y Si, 2001</li> <li>6. Martins y Parsons, 2007</li> <li>7. Van Hove y Turban, 2015</li> <li>8. Firfiray y Mayo, 2017</li> <li>9. Lievens, Van Hove y Anseel, 2007</li> <li>10. Schreurs, Druart, Proost y De Witte, 2009</li> <li>11. Yu, 2014</li> <li>12. Nadler, Gann-Bociek y Skaggs, 2017</li> <li>13. Guillot-Soulez, Saint-Onge &amp; Soulez, 2019</li> <li>14. Obeidat, 2019</li> </ol>
Absence of the study of the internal focus of Organizational Attractiveness.	<ol style="list-style-type: none"> <li>1. Turban y Keon, 1993</li> <li>2. Highhouse, Lievens y Sinar, 2003</li> <li>3. Eger, Mičik y Řehoř, 2018</li> <li>4. Turban, Lau, Ngo, Chow y Si, 2001</li> <li>5. Martins y Parsons, 2007</li> <li>6. Van Hove y Turban, 2015</li> </ol>

	<ol style="list-style-type: none"> <li>7. Firfiray y Mayo, 2017</li> <li>8. Schreurs, Druart, Proost y De Witte, 2009</li> <li>9. Yu, 2014</li> <li>10. Guillot-Soulez, Saint-Onge &amp; Soulez, 2019</li> </ol>
<b>Identified Gap</b>	<b>Organizational Attractiveness Models &amp; Studies</b>
Problematic with the applied methodology.	<ol style="list-style-type: none"> <li>1. Turban y Keon, 1993</li> <li>2. Eger, Mičik y Řehoř, 2018</li> <li>3. Turban, Lau, Ngo, Chow y Si, 2001</li> <li>4. Martins y Parsons, 2007</li> <li>5. Van Hoyer y Turban, 2015</li> <li>6. Firfiray y Mayo, 2017</li> <li>7. Nadler, Gann-Bociek y Skaggs, 2017</li> <li>8. Guillot-Soulez, Saint-Onge &amp; Soulez, 2019</li> </ol>
The inadequate sample studied: university and postgraduate students.	<ol style="list-style-type: none"> <li>1. Lievens y Highhouse, 2003</li> <li>2. Turban y Keon, 1993</li> <li>3. Highhouse, Lievens y Sinar, 2003</li> <li>4. Eger, Mičik y Řehoř, 2018</li> <li>5. Turban, Lau, Ngo, Chow y Si, 2001</li> <li>6. Martins y Parsons, 2007</li> <li>7. Firfiray y Mayo, 2017</li> <li>8. Schreurs, Druart, Proost y De Witte, 2009</li> <li>9. Yu, 2014</li> <li>10. Guillot-Soulez, Saint-Onge &amp; Soulez, 2019</li> </ol>
The inadequate sample studied: Economic sectors.	<ol style="list-style-type: none"> <li>1. Turban y Keon, 1993</li> <li>2. Highhouse, Lievens y Sinar, 2003</li> <li>3. Eger, Mičik y Řehoř, 2018</li> <li>4. Turban, Lau, Ngo, Chow y Si, 2001</li> <li>5. Martins y Parsons, 2007</li> <li>6. Van Hoyer y Turban, 2015</li> <li>7. Firfiray y Mayo, 2017</li> <li>8. Schreurs, Druart, Proost y De Witte, 2009</li> <li>9. Yu, 2014</li> <li>10. Nadler, Gann-Bociek y Skaggs, 2017</li> <li>11. Guillot-Soulez, Saint-Onge &amp; Soulez, 2019</li> <li>12. Obeidat, 2019</li> </ol>
The inadequate sample studied: Geographic area and culture.	<ol style="list-style-type: none"> <li>1. Lievens y Highhouse, 2003</li> <li>2. Turban y Keon, 1993</li> <li>3. Highhouse, Lievens y Sinar, 2003</li> <li>4. Lievens, 2007</li> <li>5. Eger, Mičik y Řehoř, 2018</li> <li>6. Turban, Lau, Ngo, Chow y Si, 2001</li> <li>7. Martins y Parsons, 2007</li> <li>8. Van Hoyer y Turban, 2015</li> <li>9. Firfiray y Mayo, 2017</li> <li>10. Lievens, Van Hoyer y Anseel, 2007</li> <li>11. Schreurs, Druart, Proost y De Witte, 2009</li> <li>12. Yu, 2014</li> <li>13. Nadler, Gann-Bociek y Skaggs, 2017</li> <li>14. Guillot-Soulez, Saint-Onge &amp; Soulez, 2019</li> <li>15. Obeidat, 2019</li> </ol>

Source: Prepared by the author (2022).

As can be seen, the base models for measuring Organizational Attractiveness present more than one of the identified knowledge gaps; the same happens with the studies developed from the theories of Fishbein and Ajzen (1975) and Kristof (1996). Thus, this study allows us to reflect on what is currently being done to solve these knowledge gaps, which become severe limitations for the field of study. For example, organizational Attractiveness studies need to address the internal perspective, even more so of those who have recently been attracted and hired by the company; this remains the least studied approach, according to the authors. On the other hand, there is a requirement for more studies that contemplate the needs and perspectives of the human being as a basis for recognizing what it means for him or whether a company is attractive or not. In the same way, the present study has shown the need for more studies in real workspaces, in various economic sectors, that contemplate not only students but also professionals and that studies consider different environments and cultural contexts.

Finally, a not minor element occurs in the analysis of the models and measurement studies when identifying the confusion between the use of the term Organizational Attractiveness and its definition through the construct. Currently, the term Organizational Attractiveness is still associated with companies' attractiveness in front of individuals; that is, an adjective. However, this study shows that this definition does not consider Organizational Attractiveness as a construct in which beliefs, attitudes, intentions, and actions must be considered. This perception opens the field for analysis for future researchers to reflect on what actions must be carried out to contemplate Organizational Attractiveness as a construct and not only an organizational quality.

#### 4 CONCLUSIONS

While this study makes an important contribution to the literature on Organizational Attractiveness, it is not without limitations. One important limitation of this study is that there are alternative theoretical perspectives that could be used to examine the concept of Organizational Attractiveness, such as metatheories focused on the environment and self-processing (Ehrhart & Ziegert, 2005). Additionally, there are criticisms regarding the underlying reasoned action theory (Fishbein & Ajzen, 1975) upon which this research is based. Furthermore, the conceptualization of Organizational Attractiveness in this study was developed based on three specific conceptual models presented in Table 1, potentially overlooking additional research that could be relevant. This study allows us to reflect on possible

future research. After identifying the research gaps for the Organizational Attractiveness construct from the interactionist perspective, future research is proposed. Firstly, a study of the four dimensions that make up Organizational Attractiveness is required to provide a necessary and well-founded comprehensive understanding of the construct. It is even necessary that this comprehensive analysis include both approaches, the internal and the external. On the other hand, it is necessary to develop non-experimental methodological designs to analyze a group of organizations or sectors to have specific and real knowledge. Similarly, studying Organizational Attractiveness in different profiles or professional levels will enrich knowledge about the construct, allowing us to understand the main differences and similarities between people. Above all, designing research with professionals currently part of the labor market provides more real knowledge of Organizational Attractiveness. The sample profile must contextualize the research towards different realities, such as Latin American countries.

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