



Employer Attractiveness from a lens of freshers and experienced professionals

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Abstract: This research paper examines how postgraduate students and experienced professionals perceive choice of employer using the Employer Attractiveness Scale. A quantitative survey was conducted, and the data was analyzed using t-tests to compare the perceptions of these two groups. The experienced employees will perceive employer attractiveness will portray internal side of the employer while fresher's perception of employer attractiveness will display external side of the employer. Additionally, the study explored differences in perceptions of employer branding based on gender perspectives. The research revealed that there were no notable variations in how post-graduate students and experienced professionals perceive employer attractiveness, including from a gender perspective. Both groups identified "gaining career-enhancing experience" and "a happy work environment" as the most crucial factors.

Key words: employer attractiveness, employer branding, employee attraction, employee retention

I. INTRODUCTION

In today's volatile, uncertain, complex, and ambiguous (VUCA) world, it is crucial for organizations to stay ahead of their competitors. Employees are now seen as essential assets for the success of any organization. In response to the growing global talent shortage, organizations are looking for ways to attract and retain employees. Employer attractiveness is to be seen from both sides that is internal perception to be perceived from experienced professionals and external perception is to be perceived from fresher though they are yet to be recruited but then what they look for

II. REVIEW OF LITERATURE

While literature on employer attractiveness has evolved over the past three decades, the first notion of the term employer attractiveness was developed by Turban and Greening (1997), who described it as the degree to which a respondent would personally seek an organization as an employer. Robak (2007) discusses several points that will establish a company as a preferred workplace that include: promoting the right organizational culture; establishing appropriate, worker-friendly benefit programs and policies; and, assisting employees in gaining the necessary skills to effectively manage their own careers. Asad Ahmad et al. (2023) in their study with a focus on banks in Delhi NCR, India, found market value and social value as the factors determining the employee attraction, whereas, career development and image as the factors determining employee retention

. Easa (2020) highlighted the role of employer branding in enhancing employer attractiveness, employee engagement, and retention. Kalińska-Kula (2021) found that both external and internal employer branding activities directly impact employer attractiveness. Sivertzen (2013) identified innovation, psychological value, application value, and the use of social media as key factors in employer branding strategies. Chhabra (2014) further emphasized the importance of organizational culture, brand name, and compensation in attracting potential employees.

These studies collectively underscore the significant impact of employer branding on employee attractiveness.

Employer branding is a key factor in attracting fresh candidates, with various dimensions such as work environment, compensation, corporate reputation, vision, and leadership, and social responsibility influencing job application intentions (Prasetyaningtyas, 2022). However, the effectiveness of employer branding in attracting top talent is also dependent on the company's past interactions and existing perceptions (Sirojuddin, 2022). The use of employer branding strategies, which communicate an organization's unique and positive aspects, can enhance employer attractiveness (Bekal, 2021). Furthermore, a strong employer brand can help organizations attract, recruit, and retain talented staff (Florea, 2011).

Dassler A et.al, (2022) in the systematic literature review on employer attractiveness from employee perspective found that studies have not focused on current employee perception rather it was seen from jobseekers perspective and that to a large focus is given on turnover intentions or retention especially in IT industry.

Bakanauskienė (2016) their study found that wage, paid on a timely basis, support getting over mistake, career opportunities, manageable workload, valued efforts, safe and comfortable working environment effective conflict management, pay, meeting expectations and purposeful training are very much appreciated by Generation Y, and, accordingly, influence this generation's inferences about employer's attractiveness.

Employer Attractiveness Scale by Berthon et al.:-

Berthon et al. (2005) confirmed five factors of employer attractiveness:

- (1) Interest value (exciting work environment, e.g., innovative products and services),
- (2) Social value (a fun-oriented and happy working environment, team atmosphere, etc.),
- (3) Economic value (compensation and benefits, job security, and opportunities for promotion),
- (4) Development value (recognition, self-worth, confidence, and future employment), and
- (5) Application value (opportunity to apply as well as teach others what was learned).

Of these factors, interest value and social value capture the psychological benefits, while development value and application value capture the functional benefits. The different factors assess the extent to which a person is attracted to an employer. Interest value assesses attraction to an employer that offer an exciting work environment, with forward-thinking and creativity, and an organization that produce innovative, high-quality products and services. Social value assesses attraction to a fun and happy work environment and good relationships with superiors and colleagues. The dimension of economic value assesses attraction regarding salary, compensation, promotion opportunities, and job security. Development value assesses attraction to employment that provides recognition, career-enhancing experience, self-worth, and confidence. Finally, application value relates to acceptance, opportunity to apply and share knowledge, and an environment that is humanitarian and customer orientated. The authors argue that it is likely that the dimensions of employer attractiveness contribute to the employment brand value. (Berthon et al., 2005). Furthermore, Berthon et al. (2005) developed a set of 25 items, related to the dimensions of employer attractiveness, which form the Employer Attractiveness (EmpAt) scale. The items of the EmpAt scale are presented below in figure I

Interest value	Working in an exciting environment
	Innovative employer- novel work practices/forward thinking
	The organization both values and makes use of creativity
	The organization produces high quality products and services
	The organization produces innovative products and services
Social Value	A fun working environment
	Having a good relationships with your superiors
	Having a good relationships with your colleagues
	Supportive and encouraging colleagues
	Happy work environment
Economic value	Good promotion opportunities within the organization
	Job security within the organization
	Hands on inter-department experience
	An above average basic salary
	An attractive overall compensation package
Development value	Recognition/ appreciation from management
	A springboard for future employment
	Feeling good about yourself as a result of working for a particular organisation
	Feeling more self-confident as a result of working for a particular organisation
	Gaining career-enhancing experience
Application Value	Humanitarian organization- gives back to society
	Opportunity to apply for what was learned at a tertiary institution
	Opportunity to teach others what you have learned
	Acceptance and belonging
	The organization is customer oriented

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Objectives:

1. To study the difference in the employer attractiveness perceptions between post graduate students and experienced professionals.
2. To study the difference in employer attractiveness perceptions based on gender.

Hypotheses:

H1–There is no significant difference in the employer attractiveness perception between post graduate students and experienced professionals in Mumbai.

H2 –There is no significant difference in the employer attractiveness perception between males and females in Mumbai.

III. RESEARCH METHODOLOGY

A quantitative research study was done to find out the perceptions of post graduate students and experienced professionals related to employer attractiveness without any manipulation of variables. A frequently used The Employer Attractiveness (EmpAt) Scale consisting of 25 items based on five factors of employer attractiveness: (1) interest value, (2) social value, (3) economic value, (4) development value and (5) application value, developed by Berthon et al. (2005) was used for this study. Online survey questionnaire which contained Employer attractiveness Scale was sent to targeted group for a period of 2 months and a response of 96 people were received which included 57 experienced professionals and 37 post graduate students.

IV. DATA ANALYSIS

Table-I: Profile of respondents

Type of Respondent	N	Percentage
Freshers	57	59%
Experienced professionals	39	41%
Total	96	100%

Table I presents the distribution of respondents' into two groups of Post-graduate respondents (59%) & experienced professionals (41%).

Table-II: Percentage wise distribution of males and females

Type of Respondent	N	Percentage
Males	59	61%
Females	37	39%
Total	96	100%

Out of the total 96 respondents, 61% were males and 39% were females. Thus the number of male respondents was more than the females which is shown above in Table –II.

H1–Employer Attractiveness perception between postgraduate students and experienced professionals

Table III: Independent sample t-test between freshers and experienced professionals

	Post-graduates	Experienced professionals
Mean	4.225964912	4.219487179
Variance	0.038199446	0.066353276
Observations	25	25
Hypothesized Mean Difference	0	
Df	45	
tStat	0.10016716	
P(T<=t)one-tail	0.460328278	
tCriticalone-tail	1.679427393	
P(T<=t)two-tail	0.920656556	
tCriticaltwo-tail	2.014103359	

As shown above in table III, the p value is 0.92 greater than 0.05 hence it is concluded that there is no significant difference between the perceptions of the post-graduate students and working professional regarding the employer attractiveness dimensions.

H2 - Employer Attractiveness perception on the basis of gender

Table IV: Independent sample t-test between males and females

	Males	Females
Mean	4.242711864	4.192432432
Variance	0.037721919	0.066917458
Observations	25	25
Hypothesized Mean Difference	0	
df	45	
tStat	0.777164214	
P(T<=t)one-tail	0.220564196	
tCriticalone-tail	1.679427393	
P(T<=t)two-tail	0.441128393	
tCriticaltwo-tail	2.014103359	

As shown above in table IV, the p value is 0.44 is greater than 0.05 hence it is concluded that there is no significant difference between the perceptions of the males and females regarding the employee attractiveness dimensions.

Table V shows that the most important factor for post-graduate students while considering to work for a company is “gaining career enhancing experience” and the comparatively lesser important factor is “hands on inter-departmental experience”.

Table V:Employer Attractiveness:Freshers

Question	Post-graduates	
	Mean	Rank
Gaining career enhancing experience	4.5614	1
Good promotion opportunities within the organization	4.47368	2
Happy work environment	4.45614	3
Recognition/appreciation from management	4.42105	4
Working in an exciting environment	4.42105	5
Acceptance and belonging	4.42105	6
Job security within the organization	4.40351	7
Feeling more self-confident as a result of working for a particular Organization	4.35088	8
Supportive and encouraging colleagues	4.31579	9
The organization both values and makes use of your creativity	4.31579	10
Feeling good about yourself as a result of working for a particular Organization	4.29825	11
An attractive overall compensation package	4.2807	12
Having a good relationship with your superiors	4.2807	13
A fun working environment	4.24561	14
The organization produces high quality products and services	4.19298	15
An above average basic salary	4.15789	16
Having a good relationship with your colleagues	4.10526	17
A springboard for future employment	4.08772	18
Humanitarian organization-gives back to society	4.07018	19
Innovative employer-novel work practices/forward thinking	4.05263	20
The organization is customer oriented	4.01754	21
Opportunity to apply what was learnt at a tertiary institution	4	22
Opportunity to teach others what you have learnt	3.94737	23
The organization produces innovative products and services	3.92982	24
Hands-on inter-departmental experience	3.84211	25

Ranking Analysis for Experienced professionals

Table VI shows that the most important factor for experienced professionals while considering to work for a company is “gaining career enhancing experience” and the comparatively lesser important factor is “humanitarian organization- gives back to society”.

Table VI:Employer Attractiveness:Experienced professionals

Question	Experienced professionals	
	Mean	Rank
Gaining career enhancing experience	4.58974	1
Happy work environment	4.58974	2

Jobsecuritywithintheorganization	4.53846	3
Feelinggoodaboutyourselfasareultofworkingfor a particular Organization	4.48718	4
Acceptance and belonging	4.46154	5
Having a good relationship with your superiors	4.38462	6
Feeling more self-confident as a result of working for a particular Organization	4.38462	7
Recognition/appreciation from management	4.33333	8
An attractive overall compensation package	4.33333	9
A fun working environment	4.33333	10
Working in an exciting environment	4.33333	11
Good promotion opportunities within the organization	4.30769	12
Having a good relationship with your colleagues	4.30769	13
A springboard for future employment	4.23077	14
Supportive and encouraging colleagues	4.20513	15
An above average basic salary	4.17949	16
Theorganizationbothvaluesandmakesuseofyourcreativity	4.12821	17
Innovativeemployer- novelworkpractices/forwardthinking	4.12821	18
Theorganizationproduceshighqualityproductsand services	4.02564	19
Theorganizationiscustomeroriented	4	20
Opportunitytoapplywhatwaslearntat a tertiary institution	4	21
Opportunityto teachotherswhatyouhavelearnt	3.92308	22
Theorganizationproducesinnovativeproductsandservices	3.89744	23
Hands-oninter-departmentalexperience	3.87179	24
Humanitarianorganization- gives backto society	3.51282	25

Comparative analysis of factors between Freshers and Experienced professionals

The comparison between the top five important factors of employer attractiveness between post-graduate students and experienced professionals was done as shown in Table VII

“Gaining career enhancing experience” was the most important factor for both post-graduate students as well as experienced professionals in Mumbai. The other common factor between them was “happy work environment”.

Post-graduate students give most importance to factors like “good promotion opportunities within the organization”, “recognition/appreciation from management” and “working in an exciting environment”.

Whereas on the other hand working employees value the factors like “job security within the organization”, “feeling good about yourself as a result of working for a particular organization” and “acceptance and belonging”.

Table VII: Comparative Analysis of the top five factors between Freshers and Experienced professionals of employer attractiveness

Freshers	Working employees
Gaining career enhancing experience	Gaining career enhancing experience
Good promotion opportunities within the organization	Happy work environment
Happy work environment	Job security within the organization
Recognition/appreciation from management	Feeling good about yourself as a result of working for a particular organization
Working in an exciting environment	Acceptance and belonging

- “Gaining career enhancing experience” was the factor which was rated highest by both freshers and experienced professionals.
- The two factors which are considered as most important by both freshers and experienced professionals are “gaining career enhancing experience” and “happy work environment”.
- “Good promotion opportunities within the organization” was the second highest rated factor by post-graduate students.
- “Happy work environment” was the second highest rated factor by experienced professionals.

V.IMPLICATIONS OF RESULTS

The results of the study shows that irrespective of gender and also the potential and current employees there is no difference in perception pertaining to employer attractiveness. The employers need to focus enhancing career experience which is an item of development value rated highest by both the groups. This indicates that organizations have a proper career plan tracked for employees which encompasses honing their skill sets as well as give them opportunity for career advancement. The second common item rated by both the groups is happy work environment an item of social value indicates that human resource professionals need to ensure see that there is good working conditions as well as good interpersonal relations. This brings out the fact that functional and psychological benefits are equally important for employees in the organizations. Knowing what the potential and experienced professionals’ values and look for in the organizations will necessitate the employers to portray those values to attract required talent as there is scarcity of skilled manpower.

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