

**IMPROVING ORGANIZATIONAL ATTRACTIVENESS
THROUGH THE PERSPECTIVES OF CURRENT EMPLOYEES**

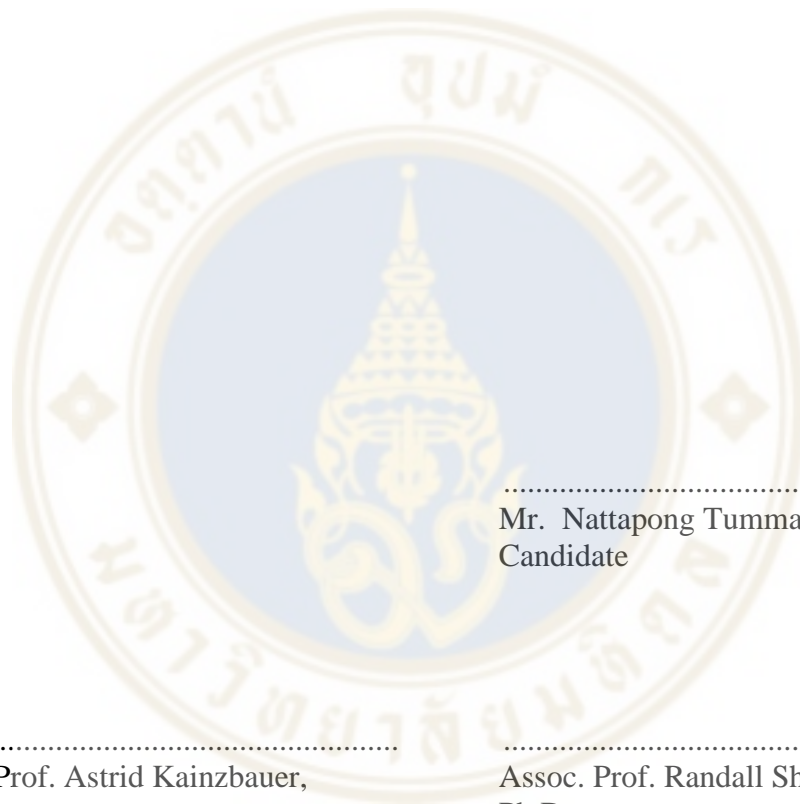


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THROUGH THE PERSPECTIVES OF CURRENT EMPLOYEES**

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ABSTRACT

In this study, the objective of this research is to explore the factors that contribute to the organizational attractiveness by accumulating data from Company A, in order to help the company meet the challenges and improving the organization may it be in terms of organizational culture, personnel, branding image, as well as understanding the real context of work life balance among its employees. The research study concluded that there are many factors that Company A provides to its employees not only intrinsically but also extrinsically. The insights provided from the data, have revealed the rooms for improvements that create employee satisfaction in the long run. It is also acknowledged that with these improvements, the organization can appeal to the prospect employees and retain these qualified workers to commit themselves towards the work, thus providing a productive outcome towards the organization to be one of the most effective and most attractive companies in terms of manufacturing, productions, and services to both the employees and the customers. Recommendations provided by the participants may be applied to ensure that the organization brand and its identity still stand strong in the competitive field, while being compatible in attracting the new talents to sustain the brand or the organizational image.

KEY WORDS: Organizational Attractiveness/ Employer Branding/ Work-Life Balance

35 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
CHAPTER I INTRODUCTION	1
1.1 Background	1
1.2 Research Questions	3
1.3 Research Objectives	3
CHAPTER II LITERATURE REVIEWS	4
2.1 Organizational Attractiveness	4
2.2 Brand Image	8
2.3 Work-Life Balance	9
CHAPTER III RESEARCH METHODOLOGY	12
3.1 Research Methodology	12
3.2 Data Collection	13
CHAPTER IV RESEARCH FINDINGS	16
4.1 The First Focus Group	16
4.2 The Second Focus Group	20
CHAPTER V CONCLUSION AND RECOMMENDATION	27
5.1 Conclusion	27
5.2 Recommendations	28
5.3 Limitations	31
REFERENCES	32
BIOGRAPHY	35

LIST OF TABLES

Table		Page
3.1	Interview List (First Group)	13
3.2	Interview List (Second Group)	14
4.1	Priority of incentive factors (First Group)	18
4.2	Priority of incentive factors (Second Group)	21



CHAPTER I

INTRODUCTION

1.1 Background

Organizations need to have a proper human resource management, as human resources management will become one of the main assets in enabling the potential growth of the company, as well as serving as a reflection of employee consideration which can build its image to sustain its relationship with not just its shareholders, suppliers, local community, but also most importantly to the employees (King and Grace, 2009; Jiang and Iles, 2011; Xie et al., 2015; Jain and Bhatt, 2015). With the emerging concerns dealing with how an organization appeals to prospective candidate employees, it raises many questions of what and why are the causes behind this recruitment or how the company can sustain its employees. Not to mention how the roles of organizations may be implemented or improvised its image, but also how it could appeal to its employees. However, during the unexpected pandemic Covid-19, it has impacted the platforms of business in many unimaginable ways. The outbreak of the pandemic has come with many new ways of implementing technology services in all businesses, retails, and finance industries. These factors help indicate the organizational attractiveness of the companies and how can these companies reach out to the prospect employees. As well, how the organizations need an immense adaptation in order to improvise with the current situation, also how they can apply to the new normal style of working space.

Therefore, it is important for the organization to adopt, adapt and adjust its business operations that would draw the employees to come and to work effectively. The first important reason is how the organization needs to reevaluate and generalize what are the main factors that could match with the employees' satisfaction, may it be; what kinds of jobs they prefer, what sort of environment they wish to be in and what are the key factors that could justify those needs or preferences. (Maier et al., 2015). Nevertheless, it is essential that there are some intrinsic and extrinsic factors that need

to be evaluated to gain more attractiveness towards the workplace which include: values in workplace, in society, in economy, in development and in corporation (Berthon et al. (2005). With these main components, if the organization can manage to tackle, the benefits would suffice both the employees and the employer. Another equally important feature that is compulsory relates mainly to how each organization can embed close relationships with its employees whilst making them feel that they are appreciated and their work is valued (Santiago, 2018).

Another important reason of appealing the prospect employee is to proffer them with “work-life balance,” though this concept may vary depending on the individuals’ notion of work-life balance, it is still crucial that the organizations need to speculate these differences in order to produce productive domain of workforce that equates the needs of the employees. As there are more of millennials in the market today and the intervention of pandemic as well as the rise of technology that all have converted the conventional business to adjust to the modern era, the changes of generations perspective, along with social and cultural perspectives that have become more explosive to technology, while there is a global competition in seeking the potential employees along with how far a person is willing to change his/her career which contributes the organization to set the process for the recruitment for the best professionals regarding to the anticipated team (Allen & Meyer, 1990).

The premise of having work-balance has become one of the main features that follows the recruitment as most of the newcomers, of course, are relying on technology: most of them look up the companies branding through the social platforms either via the storytelling, the company’s social identity, the intergroup and the stability of the workforce. It also believed that there are many ways that the organizational attractiveness can be changed while correlating the conventional culture that has been long implemented which was quite effective back then, unfortunately not effective to the modern work style. Therefore, as a second generation in managing the company, it is compulsory to adopt the new mindset towards the workplace as well as to cooperate more of modern working modules that would be suitable for the prospect employees as well as how beneficial it would be for the company in the long run to have a potential and sustainable growth to the company. These people usually have value in focusing something more productive rather than emphasizing solely on the payment, these

millennials seem to also prefer intrinsic factors, such as adopting the idealism or place value in friendship as well as social interactions (Gibson, Greenwood, & Murphy, 2009). It is also important to realize the differences between the preference in the workplace regarding both extrinsic and intrinsic manner, especially during the pandemic period, it is a challenge to have the new policies applied, in the meantime, maintaining a good relationship with those working conventionally and modernly, hence the company needs to accommodate and apply the effective business perspective in order to correspond the needs of the prospective employees both intrinsic and extrinsic manners.

Thus, the objective of this research is to seek the features for the company to gain organizational attractiveness as well as offering work-life balance to the employees to be fully productive, by having satisfaction and a good work balance reaching the standard needs and requirements for them and how can the company adapt to the rapid change regarding the shifted module from conventional style to be more streamlined.

1.2 Research Questions

1. Which factors influence current employees to stay working in the company?
2. How work-life balance plays a role for OA?

1.3 Research Objectives

The main objective of this research is to establish the means of.

1. Enhancing the organization's ability to attract, retain and motivate talented individuals.
2. Understand current employees' perceptions of the organization.

CHAPTER II

LITERATURE REVIEWS

In this modernized era, many individuals strive for jobs that would correspond more to their needs rather than applying themselves for the job qualifications, hence it comes down the fact that “employee satisfaction” is one of the prime features that allow any success to grow, as well as the how the rate of contentedness is usually correspond to the lower rate of turnover (Gregory, 2011, p. 29). The question now lies on how the employers should improvise the features ranging from the interview section to the management tactics (Kaye & Jordan-Evans, 1999). To truly understand the reasons behind the reasons of how effectively it is for the organization to be able to maneuver with drawing the prospect employees in the given time and period, this chapter is therefore improvised to tout on the use of “Organizational Attractiveness,” that could partake in many given theories including “Signaling Theory,” “Theory of Reasoned,” “Actions and Work Life Theory” of Planned Behaviors. To accommodate what strategies should be applied, the objective of this Literature Review is intended to elaborate each theory in detail, to allow the accommodations that would enhance the organizational attractiveness.

2.1 Organizational Attractiveness

OA (Organizational Attractiveness) is described by Rynes et al. (1991) as the extent to which current employees and prospect job seekers perceive organizations as a positive place to work and apply for a job. Another concept of OA has been referred to as “The Force” (Jiang, Iles, 2011) of an organization that encourages current employees to stay and attract job seeker’s attention to participate in its employer brand. Additionally, Aiman-Smith et al. (2001) believes that OA is generally believed to be a positive aspect in maintaining the OA image as well as establishing the image for the applicants to actually see the entity of the organization as appealing and as potentially

effective. With these in mind it is safe to say that the potential of OA does have impact which can be implied to the current employees or the prospect applicant to be drawn to be part of the member of the organization by initiating the initial relationship. (Jiang, Iles, 2011). Hence, the equity of the organizational attractiveness reveal itself to be attractive as well as appealing through the components of OA that match with the needs and the standards of the employees, at the same time, once having their (employees) standards met, it is believed that the employees are likely to show more dedication in workplace, which in turns, serves as a win-win situation for both the organization and the employees themselves.

In order to achieve a proper OA, some theories must be applied which include “The Signaling Theory” which serves as a string in bridging the employees and the organizations. To elaborate, the signaling theory serves as a tool in providing information, and as a main communicator to express the organization’s image via the employees' listed criteria and the organizational morale. For example, if the organization has practiced in CSR, the message of the organization can be perceived that the organization shares purpose beyond profit, thus enabling more prospect employees, or allowing the employees to have freedom of speech, which enhances their interests of the company, (Story,Castanheira and Hartig, 2016) However, this is also essential for the organization to send its attribution signals that are related to the job seekers values such as the condition of the workplace, the values of the work or even the cultures of the company (Turban & Greening, 1997), while allowing these job seekers to understand the position of the company in order to interpret their preferences through the attributes given as a guidance for their future. This signaling theory is very crucial as it allows the organization to depict itself what benefits it can provide for their employees, in the same manner allowing the employee to decide what they can get from being part of the organization. Not to mention how important it is for the organization to define itself with the approachable characteristics when it comes to recruitment i.e., how it should reflect its own image, its communication, and its hospitality (Chapman et al. (2005). Last but not least, is likely to be reckoned that the stronger the attributions the organization provides, a higher attraction of the prospect employees can be seen. It is likely to have higher appeal to prospective employees which helps in improving the attractiveness of the organization.

Dimensions of Organization Attractiveness

Recent Studies regarding dimensions of attractiveness in employer branding was proposed by Berthon et al. (2005) in order to classify and implement the variables of organizational attractiveness through potential employees' point of view. Berthon et al. (2005) also defined OA in terms of the perceived benefits that prospect candidates expect to receive for working at the organization. The employer attractiveness scale (EmpAt) consists of 25 items was developed through principal component analysis which demonstrated 5 clear dimensions which are:

Value of Interest

This domain can be related to the psychological effects which are proposed by Ambler and Barrow (1996) who believe that value of interest affects the applicants to be drawn to the companies that allow the employees to have their own creativity to produce some effective, productive and innovative services that match with the applicants' interest, in other words for those working in the organizations, having their values match with their interests as well as the companies' could be one of the interesting feature to draw the employees to work potentially with their employers (1996). Additionally, there are some intrinsic features that can be cultivated to appeal prospect employees which involves allowing the employees to apply what they have learnt and applied it in the workplace freely, also how the organization can enable the employees to have an "imagined benefit" which relate to what they can gain from working here (Berthon et al., 2005). Another factor that impacts the psychological impact towards the employees may they be the millenials, or the other generation, the perspective towards work varies. For millenials, these generations are prone to the use of technology and are highly adaptive to "nascent technology."

Social Value

As mentioned by Berthon (2005), having a positive relationship that engages the essence of "social value" includes having a fun working environment, having a good relationship with the superiors, having a great relationship with their colleagues who are not only supportive but also encouraging to one another. In other words, having a happy environment is the main factor that develops "social value" along

with their intention to submit the job with the organization. Also, this concept helps to strengthen the relationship of the organization and its employees to a positive path by combining the “social value” and the attractiveness of personal interest as well as the social impacts (Ambler and Barrow, 1996). In other words, this factor encourages a positive relationship between the positive workplace towards the employees as well as how the company can correspond to the employees’ needs.

Economic Value

This domain is designed to allow the applicants to feel that there are financial securities in the workplace available for them which comprises of; potential growth in the workplace, efficiency of job security and the financial security that may go according to the anticipation, if not beyond the expectation (Ambler and Barrow, 1996). In other words, one of the main important features to obtain the employees’ trust is to have the financial security that would secure them to serve these employees to have stability of jobs and security in terms of financial stability and job stability.

Developmental Value

This domain offers the employees to apply their skills and knowledge that they may have learnt, acknowledged or experienced in order to allow these newcomers to feel that their opinion and their voice matter as well as how the organization is engaged with the concepts of customer-oriented and socially responsible oriented (Ambler and Barrow, 1996)

Application Value

Berthon called the fifth dimension “application value” by considering the following items as part this value: Humanitarian organization which involves in how the organization gives back to society. However, their main concern of needs depends on the image of the employer or the brand image which should reflect that the company itself should be related to charity works or social works, as these millennials have less trust towards the company as stated by Deloitte (2008). As a result, the study shows that the higher the company is aligned with the millennials in terms of “purpose, cultural and professional development” are more likely to appeal and retain these millennials to work

in the company effectively (Deloitte, 2008). Equally important is “Opportunity” whether it engages how it can be applied to what has been learnt at a tertiary institution and having a chance to teach or to pass on what they have learnt. Lastly, the concept of both “Acceptance” and “Belonging” play a crucial role for the employees to truly feel that their identities truly exist and are accepted by the organization. In fact, the organization is customer-oriented i.e., allowing not just the employees but also the customers to appeal to the organization.

Based on these five main domains, Berthon et al. believes that the main domains often induce the prospect employee to actually partake more and to contribute more to the organization (2005).

2.2 Brand Image

One of the most important factors that would appeal to the prospect employees is the idea of branding image i.e., the more the brand builds its image, the stronger it can develop the relationship with the organization. As mentioned by Ambler and Barrow, (1996), the ‘Employer Brand’ can be concluded as having a conclusive package of “functional, economical and psychological benefits.” Also, it is important to know that the corporate reputation also matters, this can be combined with how the culture of the organization is implemented, what are the visions that the employees can perceive, what potential goods can the employees obtained, how well the company is publicized and how digitized as well as the advertising campaign runs within the company. The employees also know that they are in demand, hence it is important for the organization to draw some aspects that would be truly appealing to them. However, there could be some obstacles that could prevent the company from developing brand image which includes how the company lacks “top-level support and empathy” which relates to how the company does not address the issues that require actions, and “Weak HR infrastructure” which implies to how the rewarding to the employees seems inconsistent i.e., some rewards are targeted to employees that can bring benefits to the company while others are neglected. Not to mention that the brand image has a lot of impacts when the employees decide to apply for the organization. The effective branding of the branding of the corporation can gain more attractive employees while

retaining the qualified ones (Alniaci ka et al., 2014). It is vital to know if there are gaps within the employees and the organization. To elaborate, if employees lack adequate knowledge towards the brand and do not promote brand loyalty, this can lead the employees to think that they cannot fit in the organization (Rampl, 2014).

The organization towards the employees should also be considered as fun with a good working environment whilst providing “above-average salaries” that link to the package of having both job security and job development. In other words, the organization should provide both intrinsic and extrinsic values that relate to the employees’ job’s function and can be the main drive of the brand (Maxwell, 2009). Last but not least, these employees seek a combination of how the superiors focus more on the individuality and the challenges. As mentioned by Graveet & Throckmorton (2007) that there are three main factors that contribute to the branding attractiveness towards Gen Y which comprise of having higher wage, having cozy working environment and having potential growth in career, while Maxwell believes that the domain to establish brand identity and to be acknowledged for millennials is how well the organization can support the flexibility in workplace (2005). Last but not least, the use of the internet tools to allow the potential applicants to know about the organization through the website, not only on how they want to know about the organization, but also allowing them to screen potential employers that best fit with their value, hence it is essential that the use of social media must be used in building brand image (Strauss & Frost, 2012).

2.3 Work-Life Balance

According to Diapura & Kakar (2013) work-life balance is defined as how well the employees can balance their work and their family life. However, previous studies mostly treated work-life balance as a single dimension. Furthermore, Johari et al., (2016) suggested that the role of work-life balance should be a predictor of employee positive behavior that needs to be reevaluated by different means of contexts and cultures. Nonetheless, the definitions of work-life balance may differ depending on the individuals, though most of the time it is dealt with the commitment of work against the commitment towards family. Some studies show that family can be one of the prime factors that evoke conflicts for the employees. As mentioned by Brough, O’Driscoll and

Biggs who stated that the perception of having sufficient time to meet the acute case in terms of family and in the workplace often leads to “pertinent issue” which often leads the employees to suffer from “dissatisfaction and distress” in which the reflection and the capacity of their performance is often deterred. Not to mention how home can also be a hectic place that impacts on both mental and physical damage. (Luna u, Bam bra, Eikemo, Van Der Wei, & D raga no, 2014) It is unsurprising that work-life has always been one of the major concerns that often deal with quality of working life and the means of extending a broader life quality. Allen et al., (2000) suggest that in order to allow the organization to truly understand what the employees really want, they need to consider how the employees characterize themselves and their perspective values while weighing how their values and perceptions match with either their work, personal/family or unexpected situations. Hence, the study conducted by Allen allows the organization to have a clear link between the employees’ needs and their perspectives. In addition, it is essential that the organizations should offer a work-life balance to raise the advantages for the employee, for instance, enhancing motivation, reducing job strain, creating higher productivity, and reducing turnover rates (Johari et al, 2017).

The Measure of Work-Family Balance Based on Three Dimensions

Greenhaus et al. (2003) described a measure of work–family balance based on three specific components: “time balance” (equal time between work and family roles), “involvement balance” (equal psychological involvement in work and family roles) and “satisfaction balance” (equal satisfaction with work and family roles). This study is important in defining as well as separating the notion: the individual can and should portray positive balance equally when they are subjected to different roles as well as how this work balance should be more flexible depending on the individuals’ preferences and needs, may it be a full-time worker or a part-time worker (p. 512). Consequently, it has been suggested that an effective and practical notion of work–life balance should also consider the “salience” of a role to each individual (Brough et al. 2007; O’Driscoll et al. 2007)

The Relationship between Work World and Non-Work World

According to Zedeck and Mosier (1990) and more recently O'Driscoll (1996) note that there are typically five main models used to explain the relationship between work and life outside work. The "segmentation model" hypothesizes that work and non-work are two unique domains of life that are distinctly separated and thus have no influence on each other. To elaborate, for the workers who focus on work solely will find no other factors that would affect their work, not their personal life, nor their family. In contrast, a "spillover model" hypothesizes that one world can influence the other in either a positive or in a negative manner. For instance, a person's family can have a negative impact on the employee's work if there is no sufficient reward observed i.e., no time for family, thus leading to conflict among the members, subsequently affecting the work. However, there is no full support in this model as much, hence further study should be studied. The third model is a "compensation model" which proposes that what may be dealt with lacking, in terms of demands or satisfactions, can be made up in the other. For example, work may be routine and demanding, therefore it needs to be compensated for the loss that may be inflicted upon the employees, such as offering sufficient days off with pay, or paying extra incentive to compensate for the extra and demanding work. The fourth model is an "instrumental model" in which activities in one sphere aces the success in the other. For example, if the instrumental worker who seeks the highest earnings, even though it comprises the routine job payment and working long hours, to allow the possibility of purchasing either homes or cars for their family. The final model is a "conflict model," which proposes that with high levels of demand in all spheres of life, some difficult choices have to be made and some conflicts may be acute for an individual.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Methodology

Qualitative Research

Through the emergence of how technology has become one of the main factors in workforce, accompanied with the outbreak of pandemic that have completely changed the conventional workforce that have been implemented, it is important to conduct the qualitative research in the hope of finding what are the main contributors that the organization can improve or implement to gain its attractiveness. It is also essential to evaluate the potential benefits that could appeal to the prospect employees while sustaining the ones who are currently working, at the same time, appealing the new applicants to come and work in the same environment. It is also important to understand the minds of current employees, or those working in a conventional manner to comply in the same workforce. These people usually have value in focusing something more productive rather than emphasizing solely on the payment, these millennials seem to also prefer intrinsic factors, such as adopting the idealism or place value in friendship as well as social interactions (Gibson, Greenwood, & Murphy, 2009). Therefore, the purpose of this method is to obtain in-depth details from each employee whilst extracting and exploring the insights of these employees for the organization to adopt, adapt and adjust to the organization's attractiveness. The method chosen to collect the primary data will be a focus group interview exploring potential benefits that the employees may consider as their satisfaction factors and what they need from the organization. Moreover, through the questions of the interview, this research aims to understand the insights and explore how they perceive the image of the organization as well as the position of the organizational attractiveness. The reason for using this method is not only to acknowledge what can be improved to elevate the

features of organizational attractiveness but also to understand the perspective of the employees as well as their problems within the workplace.

The aim of this research is to engage the aspects of the employees while differentiating the differences among employees as the incentive towards work may vary depending on the value based as well as their attitudes towards the organization. It is clear that this research hopes to find the middle ground of how can organization meet the needs and standardize the priority of both the employer and the employees' aspect whilst adopting the theoretical models that have been researched through the literature review.

3.2 Data Collection

Sample Selection

In this research, the primary data obtained will be from 2 groups of employees: current employees in management positions and current employees in supervision positions.

For this category there will be two focus groups of employees in which each group has four participants. The reason for choosing the employees within the same group and the position to allow the same range of answering questions to be equivalent in positions, in rankings and in titles to avoid any bias that may develop when asked to give their opinion. While allowing them to have a lead in answering or perceive the interview as the discussion. The questions used may be the same, but the results may be more open allowing the researcher to truly acknowledge what the real problem is, or what is really going on, how can the organization improve itself, etc.

The first focus group relates to the management team which includes sales manager, account manager, marketing manager, product manager

Table 3.1 Interviewee List (First Group)

Code	Position	Experience	Gender
A	Sales Manager	6 years	Male
B	Account Manager	8 years	Female
C	Marketing Manager	3 years	Male
D	Product Manager	2 years	Female

The second focus group comprises of online sales, two operations supervisors and coordinator.

Table 3.2 Interviewee List (Second Group)

Code	Position	Experience	Gender
E	Online Sales	5 years	Female
F	Operation Supervisor	2 years	Female
G	Operation Supervisor	1 year	Female
H	Coordinator	4 years	Female

Interview Questions

There will be a minimum of 13 open ended unstructured questions, in order to allow the employees to have freedom in expressing their speech and express their ideas and thoughts. The questions that will be conducted throughout the research will be based both on the theoretical concepts of organizational attractiveness and work life balance models, as well as utilizing probing techniques (focusing on probing the collected answers that are provided for utilizing the answers for further questions) and open-ended and in order to collect and to explore the research which include; the questions, the flash cards asking he participants to rank the most important four factors out of the provided six factors, while providing the reasons of why the selected factors

are considered as most important from their perspective. The flashcards consist of six main factors that contribute to the importance towards the organizational attractiveness, the factors employed for the ranking strategy which include (1) welfare benefits, (2) location of workplace, (3) organization reputation and its stability, (4) the potential growth and the chances of development, (5) the working environment and (6) the importance of relationship in workplace.

To ensure that the collected data is eligible and is effective, the best way is to ask the personnel to be the main interviewer to have face-to-face communication with the current employees, avoiding pressure that may appear within the interview. The selected employees will be assured that this interview will not have any impact on their jobs, but the glimpse of truth would be utilized to help build the organization and brand image to be more streamlined, whilst corresponding to the needs that the employees have.

The Projective Technique

This technique involves how the employees visualize the organization in a form of animal. The reason for using this visualization technique is to arouse the employees to come up with the first image that appears in their minds when they think of the organization by using their first impression and their first intuition. As Brown believes that this technique serves as an icebreaker, while allowing active engagement among the participants (2008).

CHAPTER IV

RESEARCH FINDINGS

After completing a qualitative research via the use of interview method, the obtained data is thus analyzed and summarized in this chapter by categorizing according to the two main groups by employing three main strategies which conclude; the use of metaphors known as “projective technique,” the use flashcards to level the main essential four keys that the employees seek to achieve a work life balance and the use of open-ended questions to explore the insights of these employees which can later be used to adapt for not just retaining the current employees but could also be used attract the prospect ones. These findings respond to the two main research questions that were suggested in the first chapter:

1. What factors which influence current employees to stay working in the company?
2. How work-life balance plays a role for OA?

4.1 The First Focus Group

The first focus group relates to the management position which includes sales manager, account manager, marketing manager, product manager.

4.1.1 Animal metaphors

These interviewees were asked to visualize the company in the form of an animal. The interviewees provided some interesting insights towards the image they perceived. The images that could be drawn from the conclusions include four types of animals, “eagle,” “turtle,” “lion,” and “lizard.”

The image of the eagle as mentioned by the interviewee (B) reflects that the organization itself is big, out of reach but graceful. To elaborate, the eagle symbolizes freedom which means that the organization is free from strain from the economic

breakdown during the pandemic, as it has been there for a long time, and the productions deal with daily basis, which includes towels and beddings.

The second image which was firstly introduced by the other two participants; Sales Manager(A) and Product Manager (D) was a turtle. Here, the turtle connotes the idea that the organization has durable working experiments, but the process within the workplace is extremely slow. To illustrate, the process of the organization barely moves, or if it does, very slowly which often hinders the possible progressions that can occur within the workplace, however between the two, one of them, Sales Manager(A) changed the image from turtle to a lion.

This “lion” as mentioned Sales Manager(A) can be interpreted how the organization itself is fully equipped with machines and power, yet the lion being exclaimed is regarded as “old lion” to infer that there could be more potential when it comes to being one of the biggest textile companies, yet the procedures and the collaborations among the work process seem lethargic and do not correspond to the modern market.

Lastly, lizard has been metaphorically compared to the organization. Here, the interviewee (C) described that the organization tries to adopt and adapt by improvising the new techniques in order to improve its production by diversifying its products to meet its targeted customers. The interviewee also mentioned that he believed that the lizard is also on a top chain of the desert, therefore it resembles the king of the desert, and can have a practical impact on the wide market in textile company, interestingly this interviewee said initially he had no clue that he could apply his bachelor degree to this company, but he then realized that the company tries to improvise the textile, especially the towels or the masks that could be fit in the ongoing situation and is varied depending on the different types of customers. As a result, how the company can survive through the difficulties or obstacles which symbolizes the characteristics of a lizard.

Within these responses, it can be concluded that these employees view the organization as something powerful and authoritative that can apply to the situations. However, in many cases the organization works too slow which deter the quality of the workplace and the potential growth of the company.

4.1.2 Priority of incentive factors

Here the interviewees were asked to select the four main factors that make the organization attractive for them.

Table 4.1 Priority of incentive factors (First Group)

Interviewees	First factor	Second factor	Third Factor	Fourth Factor
Sales Manager (Person A)	the stability of the organization and its fame	compensation and reward (welfare benefits)	the potential growth and knowledge that can be obtained	working environment
Product Manager (Person B)	the potential growth and knowledge that can be obtained	the stability of the organization and its fame	relationship in the workplace	compensation and reward (welfare benefits)
Marketing Manager (Person C)	the potential growth and knowledge that can be obtained	the stability of the organization and its fame	working environment	relationship in the workplace
Sales Credit Manager (Person D)	compensation and reward (welfare benefits)	the stability of the organization and its fame	the potential growth and knowledge that can be obtained	relationship in the workplace

From the table, it can be concluded that there are different incentives to each employee. For some employees; Product Manager (B) and Marketing Manager (C) both favor the potential growth and the new knowledge that can be obtained, while the Sales Credit Manager focuses on compensation and reward claiming that he needs this as the priority as he has a family to take care of, this can be related to the “spillover model.” However, it is interesting that the majority of the employees; Product Manager (B),

Marketing Manager (C) and Sales Credit Manager(D) believed that the stability of the organization and its fame is important for they argued that with fame and stability, other important factors would appear along the line, this relates to the “compensation model.” (Zedeck and Mosier (1990), O'Driscoll, (1996). The two other factors that relate to the work environment and relationship among the employees can also impact the potential growth of the company.

4.1.3 Factors that need to be improved to increase the Organizational Attractiveness

The interviewees mentioned three main factors that the organization needs to improve: communication skills, the work-life balance and the provident fund. From the selected interviewees, every employee believes that it is important for the company to provide a clear message i.e., when it comes to task assignments. To elaborate, these employees often get a confused message with no clear instruction of what they should do and should not do, thus delaying the working process that should be able to work collaboratively.

All of them also suggested that it is important for all of the employees from every departments to understand the roles and the duties of other departments as well. This stems from how all of them need mutual understanding in collaborating work and how all of them need to be given full support from other departments for the production to be fully effective, and for the work to run smoothly. As stated by the Sales Manager (A), the main problem that often leads to the loss of clients is how the production facility cannot fulfill the actual product specification as promised to the customers, either via the numbers of orders, the adjustment of textile quality or the duration of manufacturing goods which makes the customers reject a huge number of sales instantly. This leads to potential loss to the company, as he has faced this issue many times.

Three of the interviewees Sales Manager (A), Product Manager (B) and Marketing Manager (C) believe that sometimes the work consumes over their holiday or there is no public holiday offered as other organizations which impact that they feel overwhelmed by work and no time for family.

Surprisingly every selected employee believes that there should be a “provident fund” that could act as a savings for the employees under the work duration,

while some Product Manager (B) and Marketing Manager (C) prefer that there should be facilities to allow them to access medical services rather than just having “social security.” Nevertheless, it is noticeable that two of the employees; Sales Manager (A) and Sales Credit Manager (D) expressed concern when it comes to financial security i.e., when their bonus is cut or work payment is reduced, though they mentioned they understand that these reductions appear from the pandemic. However, this group of employees rarely care about the location of the organization as long as the organization can provide stability and affirmation for them.

4.2 The Second Focus Group

The other focus group comprised one online salesperson, two operations staff and one coordinator.

4.2.1 Animal metaphors

These interviewees were also asked to visualize the company in the form of an animal. The animals that were used as metaphor of the organization from these employees consist of; “lion,” as the first employee (E) mentioned that when it comes to textile, the company is the king of the jungle, with its variety of products and innovative techniques, hence lion creates a strong power of being a great leadership in textile company.

Another interesting metaphor is how the employee (F) compared the organization as a “bear,” explaining that bears signal strength and power, yet these creatures barely come out in the city. This can be interpreted as how the organization, though has a strong base, it merely applies the utilities of the production and avoids following the ongoing trend, or the organization takes really slow and keeps repeating the tenuous tasks, like how the bears eat only the same thing. Hence, it is suggested that the company should be more adaptive and more active in style and in production, rather than being stuck in the same old pace.

Another employee “G” metaphorically compared that the company represents an “elephant,” here it can be inferred that there are many strong qualities and how the company is perceived as the majestic image when it comes to textile company,

however despite its power and solid ground and stability of its body and mass strength, the elephant sometimes requires a “Mahout” someone known as a person who takes care, leads or guides the elephant which direction to take. The mahout could be implied to the leader of the company i.e. without a good leader, the company may lose its direction, nonetheless, it is important to have a strong mahout that can be a good leader that could lead the company to run along the streamlined trend.

While the last employee (H) stated that she initially could not describe the company as an animal, until hearing the other interviewees, she mentioned that she sees the company as a “fox” as the company has an upper hand in terms of gaining the customers’ base as well as how the company cannot run alone by one particular team, instead the company requires the corporations from different teams to perform the work together and to produce an effective work. This can be related to how she believed that the importance of employees’ commitment to work are the main factors that could contribute to a potential growth to the company.

And yet, she believes that within the company, there is no sense of competitions, no strict rules nor regulations (unlike other companies that the interviewee had previously worked with) among the employees which prevent the employees from having motivational forces or having any incentives to urge the employees to work harder or to commit more, thus hinders the progression of work.

To conclude from the given metaphors, the image of the organization is perceived as strong, massive and powerful but procedures in work are often slow or not up to date, hence delaying the effectiveness and the potential growth. It is also suggested that the company should break away from its comfort zone while embracing novelty and challenges that are seen in the modern working sphere and apply them to the company.

4.2.2 Priority of incentive factors

Table 4.2 Priority of incentive factors (Second Group)

Interviewees	First Factor	Second Factor	Third Factor	Fourth factor
Operation Supervisor (Person E)	the stability of the organization and its fame	compensation and reward (welfare benefits)	the potential growth and knowledge that can be obtained	relationship in the workplace
Operation Supervisor (Person F)	the stability of the organization and its fame	compensation and reward (welfare benefits)	the potential growth and knowledge that can be obtained	relationship in the workplace
Coordinator (Person G)	location (as the employee has no driving skill and find that the time used towards travelling could be exhausting)	the stability of the organization and its fame	relationship in the workplace	the potential growth and knowledge that can be obtained
Online Sales Supervisor (Person H)	Location (as the family lives around the area)	compensation and reward (welfare benefits)	the stability of the organization and its fame	the potential growth and knowledge that can be obtained

From the given answers, it is safe to conclude that all these employees like most about the organization is how the organization's stability and its fame. With the stability of the organization, the company's fame, and how the company has its based customers, these three factors contribute to shaping the image of the company.

Additionally, both Operation Supervisor (F) and Coordinator (G) believe that working in an organization that has fame, they are likely to be rewarded with financial stability. To illustrate, the employees believe that if the organization is strongly

rooted with its fame and how long it has operated. They feel that they are guaranteed that they will receive benefits, either in terms of welfare or financial stability.

In other words, both Operation Supervisor (F) and Coordinator (G) prioritize the stability and the organizational fame knowing that with both fame and stability, the welfare and the other compensation would be automatically given to them.

Regardless of the welfare, all the employees in this focus group stated that though they had no clue about textile, what they really felt impressed towards and by the organization is that the company allows the employees to obtain new knowledge from the textile. This can be done by applying the existing knowledge or the skills they have with the new knowledge the company provides.

Nevertheless, it is essential that the employer's brand attractiveness can be equated by social value, economic value, and corporations (Berthon et al., 2005). As mentioned by the Coordinator (G), she said that having seen how the organization has promoted itself via social platforms, by providing masks during Covid-19, which is related to charity work. Additionally, how the senior management team can correspond with millennials' purpose, how well the organization can deliver a "launch pad" which relates to functional benefits in boosting recognition (Berthon et al., 2005). These factors enabled the Coordinator (G) to feel safe when applying for the job in this organization, knowing that the company has established its brand to be well-recognized.

In the meantime, the Online Sales Supervisor (H) claimed that the skills she needs to learn are simple and can be done by observing their colleagues. And yet because there are no clear rules nor instructions that have been provided to the newcomers, this often leads them to feel lost or lack clue of what they should do exactly. As a result, they feel that they do not belong in the workplace, this links directly to "application value" (Berthon et al., 2005).

Another factor that is seen as important is compensation and reward (welfare benefits), such as evident funds, general funds, or diligent allowance as well as the yearly bonus. All the interviewees from the second focus group stated that the company has not offered a clear statement towards these funds, in other words, the company has not clearly stated what are the rewards that will be provided for the employees.

Nevertheless, these employees believe that having these funds is important as it can be seen as a savings. However, these funds can be based on the given laws i.e.,

if the employees have worked over five years, the organization should support the same percentage of the deducted salary. Having provident funds can also indirectly mean the applicants for this fund are willing to work with the company for a long period of time (as it requires a minimum of five years to get the support from the company).

However, Operation Supervisor(F) and Coordinator(G) suggested that this does not have to be compulsory for every employee i.e., it can be done voluntarily to ensure that this provident fund can be seen as a secondary savings. Nonetheless, these financial fundings do have major impacts on the employees as stated by Online Sales Supervisor(H), due to the crisis of pandemic Covid-19, the diligence allowance was removed which led herself to feel disheartened and lack motivation or lose self-esteem.

At the same time, Operation Supervisor(E), Coordinator(G) and Online Sales Supervisor(H), all value the quality of the work environment and the relationship within the workplace. As they all suggested that the work environment and the job are all boring and repetitive which often lead the employees to lack motivation in engaging themselves with the work. As a result, there is no progression in the company which could test the employees' quality and potential.

As Allen et al., (2000) stated, in order to allow the organization to truly understand what the employees really want, to offer a work-life balance that would induce the potential of work, which are combined with how the employees characterize themselves and their perspective values while weighing how their values match with either their work, personal/family or unexpected situations.

These are the key factors that may engender the quality of work as well as engaging a clear communication i.e., not only how the head of each department can deliver the message, but everyone under the team should be equally valued. Though run under different managers or leaders, it is necessary and is highly recommended that the company should promote the unionization of the workplace.

It is believed that the organization should also deliver “functional benefits” in boosting recognition, encouraging trust, and engendering self-esteem that can be the stability of the employees' future career. How the company allows the employees to utilize what they have learnt and how the company allows the employees to have the “imagined benefits” from the company recruitment policy (Allen et al., 2000).

4.2.3 Factors that need to be improved to increase the Organizational Attractiveness:

From the interview conducted, all of the selected employees in focus group 2 believe that one of the main factors that they often encounter daily is “stress” in the workplace. To elaborate, as these employees have to work six days a week, sometimes they do not have time to spend for themselves or for their family, in other words, the workload is not overwhelming but does not have a clear boundary of when it should be stopped.

Especially now when prompt communication is mandatory through the use of emails, chats, and phone calls, all of them find that during their day off, they still have to respond to the answers asked by the team, while in fact each member of the team should be independent in knowing what to do, unless it is a huge decision that he/she fears to make a decision.

All of the interviewees claimed that because they are off on weekends which happens to be the busiest two days of the company and these weekends always have high sales in number. As a result, these employees stated that they barely feel like they have any day off.

Many of them also stated that “stress” emerges from a lack of clear communication, may it be from other departments, or from their team. Rather than having face to face communication so people can tackle the situation or the unexpected conflict, Operation Supervisor (E) and Online Sales Supervisor (H) stated that they have no guideline nor clear instructions of what should be done next. However, this reflects the quality of obstacles that does not allow the work to be continued.

Surprisingly, all of them said that their relationships with their highest leaders are quite effective. Unlike other companies that they had joined, company A’s leaders both the first and the second generation pay a good intention to the quality of teamwork, whilst suggesting some directions that could be used to fix the problems. This credit is highly appraised to the “Big Boss” who is often admired for his commitment and contributions towards work and the potential of being generous in offering chances to those who make mistakes, believing that they can learn from the mistakes made. This can be related to how the company must have “top-level support

and empathy” (Alniaci, ka et al., 2014) to retain potential workers or the prospect employees.

And yet, sometimes there are conflicts among the team leaders or the favoring from the main leader which can contribute to how these employees may feel that there is no point of working as their commitment is barely observed nor rewarded.

In addition, it is essential that the organizations should offer a work-life balance to raise the advantages for the employees, for instance, enhancing motivation, reducing job strain, creating higher productivity, and reducing turnover rates (Johari et al, 2017). By having these factors, the employees are likely to be more motivated to work and to produce a productive work for the company

This corresponds to Greenhaus et al. (2003) measure of work–family balance based on three specific components: “time balance” (equal time between work and family roles), “involvement balance” (equal psychological involvement in work and family roles) and “satisfaction balance” (equal satisfaction with work and family roles).

These employees believe that the importance of equating the work life balance is extremely important, yet for them a more important factor that would induce potential growth can be seen via the incentive, reward, and welfare benefits. It is obvious that these employees need to have a very secure financial status for their family which could be applied to an “instrumental model” in which activities in one sphere aces the success in the other.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

From the interview data, it can be concluded that one of the key factors that would bolster the prospect employees and attract them is the branding of the organization. The selected employees believed that if the company is strongly rooted in terms of its working duration, it reflects that the company is strong enough to withstand any obstacles that may appear. Additionally, because of the company's huge industrial scale, many employees are drawn to the organization believing that it could provide them a safe and secure zone. Not to mention how this company recruits employees, whilst other companies are reducing their employees due to the pandemic crisis, hence it reveals a positive image that the company itself is strongly rooted and can develop itself thoroughly and effectively.

Despite the immensity and being fully equipped manufacturer, the company should be more adaptive and more embracing towards novelties i.e. to try new ways to approach as well as to apply to current employees or diversifying its productions that would correspond to the customers' needs. The company should adapt itself to be faster, so the employees can work to their full potential, rather than stuck in the conventional mind of operating the business.

It is surprising that the location of the workplace barely has any impact on the employees as those who apply for the jobs are willing to travel, if not they still believe that the incentives and rewards are sufficient to accommodate their well-being.

The quality of the first generation and the second-generation boss, both allow the employees to discuss their problems. Though the leaders give chances to the ones who have made mistakes, it is recommended that some strict procedure should be applied, or else the mistakes may not be learnt from.

However, most of the employees cater for the incentives and rewards as a secondary factor because without these, the employees feel that there is no motivation

to work. It is important that the provident fund, social fund or diligent fund should be supported to engender the employees to work more effectively and to work in the long run.

Nevertheless, the employees find that with no clear communication or guidelines either by the horizontal relationships or, at times, the message delivered by the vertical relationship is not clear, subsequently hinders the progress of the work and delays the process whilst having a high chance of losing potential customers. Therefore, it is also essential that each department should understand the roles or what other departments are going through in order to work cooperatively, rather than working independently.

Last but not least, the potential of allowing the employees to learn new things can broaden their perspectives and are willing to adjust their commitment and feel that their voices are heard, and their accomplishment is acknowledged and rewarded respectively. Therefore, by understanding the importance of branding image, the organizational attractiveness and work-life balance, the organization can improve itself via the suggested and plausible recommendations.

5.2 Recommendations

There are three main recommendations that can be suggested for Company A to improve its organizational attractiveness through principal component analysis which demonstrated three clear dimensions from Berthon et al. (2005) which are:

5.2.1 Introducing a More Effective Developmental Value

It is important that Company A is perceived to be one of the strongest and the most effective leading companies in the textile industry. In order to support this branding image and to gain organizational attractiveness, it is very crucial that the culture and the framework of the organization should be more adaptive and more decisive by trying to establish the new working methods along with manufacturing the new products that could be utilized in the reality and in practicality. It is undeniable that the scale of the company itself is quite large, hence it has more chances to approach the customers from diverse ranges i.e., from high-end customers to normal customers. It is

important that the company should be more active and should be faster in terms of work progression and adaptiveness, or else the attribution or the image of the organization would be deteriorated, subsequently impacting the current employees and the potential prospect employees. Hence, it is recommended that the company should employ these factors which include “value of interests, social value, economic value, development value and value of cooperation” (Berthon et al.,2005.) could establish a strong branding image to the company thus appealing to the current and the prospect employers.

5.2.2 Providing The Economic Value

It is clear that most of the employees value the potential benefit welfare that offers to them as most of them have the family to take care of, or believe that the reward that should be provided are in accordance to their commitment. However, what is clearly noticeable is that these funding do have impacts to them both intrinsically and extrinsically i.e. if they find that the diligence allowance has been removed or the bonus has been reduced, they instinctively lack motivation to work at their full potential.

This can also be related to the third model, “compensation model” which proposes that what may be dealt with lacking, in terms of demands or satisfactions, can be made up in the other. For example, work may be routine and demanding, therefore it needs to be compensated for the loss that may be inflicted upon the employees, such as offering enough days off with no reduction in payment, or paying extra incentive to compensate for the extra and demanding work, especially when it comes to working during some National Holidays.

However, what is recommended by the interviewees that the organization could provide and be really effective in appealing the employees is offering them the “provident fund.” The reason behind this provident fund can be derived into two main categories; first it can be seen as a source of savings when these employees need the money, however this provident fund will be deducted from their own salary. Second, having provident fund appeals to the employees to commit themselves to the organization and tend to work within the organization for a longer period of time.

Nevertheless, if this fund is to be supported it must be done in accordance to law which states that the employees under any organization that has worked five years onwards will have this fund supported by their employer as well. However, if they quit

before the given period, the fund will only be paid based on their own collective money(money deducted from their own salary).

It is quite interesting as many of the employees, though mention that they feel that other factors that contribute to organizational attractiveness vary, the incentive and rewards do play an important role in shaping the organizational attractiveness, as a result this reflects that the employer's brand attractiveness can be equated by economic value (Berthon et al., 2005).

Nevertheless, to be fair for the organization, as it is a massive size of industrial scale, therefore this funding can be done in a volunteer manner. To elaborate, rather than forcing everyone to have their salary reduced monthly, it is more practical to ask those with consent as well as those who can afford to have their salary reduced and to be kept as a savings. Also, how the employers will help add up the amount of savings, and it should be clearly discussed how many percent is applicable that will not hurt the industry financial status.

Interestingly, all of the employees from the second focus group i.e. E, F, G, H all have suggested that Company A has no clear policy in terms of funding, except for providing social security. To address this issue, the company should establish a clear policy relating directly to the funds that may be provided to the employees. Having a clear pattern and a clear standard of funding either in social security, in diligence allowance or (in the future) the provident fund to make the employees have more trust in the company as well as making them satisfied that their commitment to the company is rewarded and is valued.

5.2.3 Developing a Social Value

Communication is probably one of the main factors that could push the organization forward or backward. The employees mentioned that sometimes there is no clear communicative pattern i.e., when people from different departments communicate, conflicts may arise due to the misunderstandings of the communication. This suggests that these employees' value something more productive rather than emphasizing solely on the payment. In other words, these employees prefer intrinsic factors, such as adopting the idealism or place value in friendship as well as social interactions (Gibson, Greenwood, & Murphy, 2009).

To avoid these conflicts, the company must find a middle ground that allows all the employees to discuss and explore their ideas effectively. In the meantime, it is also essential that these communication skills are clearly understood among the different departments to avoid any miscommunications.

Besides, the organization should be more careful in probing some provisions and guidelines to the newcomers i.e., they may set up some ice breaking activities to welcome the newcomers while allowing the newcomers as well as the current workers to establish an effective social bond .

Equally important is how the employees should not feel that there is a barrier of communication between them and their leaders. This is important because, sometimes, with the hierarchy system, employees may fear the interaction or to consult about the conflicts, therefore the organizational leader should be more receptive to their comments, meanwhile, providing a clear guideline to the employees when they seek help.

It is compulsory that these comments or interactions should be done on a transparent level, to avoid any miscommunication or misunderstanding that could lead to further conflict.

5.3 Limitations

There are some limitations that this research may face. Despite being guaranteed that this interview would have no impact on their career nor their position, people within Thai society care a lot about the hierarchy system, thus they may not feel at ease sharing all their thoughts in a focus group interview. To mitigate this, the author categorized the participants into 2 focus groups according to level of hierarchy. Moreover, the research has been conducted in a specific industry with specific values therefore, the research findings, and recommendations may not be directly applicable to other organizations.

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