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Examining the Components of Organizational Attractiveness: An Employee Perspective

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ABSTRACT

This study examines the key components influencing organizational attractiveness in the Information Technology (IT) sector in Bangalore, India. A multistage sampling technique was employed to gather data from employees across twenty IT software companies in Bangalore. A structured questionnaire was administered, and a total of 740 responses were collected. Data analysis was conducted using the Statistical Programme for Social Sciences (SPSS 25.0), incorporating descriptive and inferential statistical methods. Exploratory factor analysis with Promax rotation was applied to extract the primary factors contributing to organizational attractiveness. The analysis revealed nine critical factors influencing organizational attractiveness: career growth opportunities (CGO), corporate social responsibility (CSR), flexible work practices (FWP), perceived organizational prestige (POP), perceived organizational support (POS), happiness at work (HAW), professional stability (PS), work options (WO), and compressed workweeks (CW). CGO and FWP emerged as the most impactful factors, reflecting employees' preferences for career advancement and work-life balance. CSR and POP highlight the importance of organizational values and reputation.

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1. Introduction

In the contemporary business landscape, the Information Technology (IT) sector assumes paramount significance as a driver of transformative change across industries and societal dimensions. Although to position itself at the forefront of innovation, the IT sector continually introduces revolutionary technologies, such artificial intelligence (AI), blockchain, and the Internet of Things (IoT), disrupting traditional business models and fostering novel opportunities demanding agile strategies. Subsequently, the Indian software product industry is envisioned to attain a substantial threshold of \$100 billion by 2025. The future of India's IT sector is radiant and prosperous, presenting many opportunities for the growing contingent of highly skilled IT professionals (Thakur, 2023). In the global arena of Asian economies, India has exhibited the most remarkable surge on the annual World Competitiveness Index, a comprehensive assessment carried out by the Institute for Management Development. Impressively, India has ascended by six positions, propelling itself from the 43rd to the 37th rank, chiefly driven by substantial strides in economic performance (Dhasmana, 2019). The challenges faced by Information Technology (IT) in identifying the right talent for jobs and managing costs are significant and demand attention from companies. The shortage of skilled workers renders it difficult to offer competitive compensation, which can lead to high employee turnover rates.

Consequently, to stay competitive in 2023, India's IT sector needs to develop new strategies to ensure a steady supply of skilled employees in the future (Kannan, 2023). However, a prominent challenge within human resource management today is the shortage of skilled and motivated personnel (Al Aina & Atan, 2020). The ongoing "War of Talent," a phrase coined by the renowned researchers of McKinsey & Company in 1997, remains a potent force, significantly impacting the competitive stance of many organizations and even the globe (Magbool et al., 2016). In the dynamic landscape of the present era, where technological advancements continue to reshape industries and workflows, the concept of organizational attractiveness, often referred to as "Employer Attractiveness," has gained paramount significance. Promoting organizational attractiveness is especially critical in successfully drawing and retaining highly qualified employees (Story et al., 2016). As a result, the approaches employed to shape the organizational attractiveness of firms encompass using recruiters and promotional tools such as brochures, web advertisements, and job boards (Lambert et al., 2019). In this contemporary business environment, it is essential to endeavour to nurture, retain, and enhance top-tier employees amidst a talent scarcity. Significantly, this scarcity has amplified the need to identify talents specific to each catchment area for future organizational growth. Catchment-specific refers to the unique characteristics, preferences, and requirements of a particular geographic or demographic area from which an organization draws its talent pool. In general terms, catchment-specific is mainly the combination of demographic variables such as age, gender, education qualification, location, academic institution, job role, job position, and overall work experience, which organizations are taking heed of in present recruitment strategies (Francis & Sangeetha, 2024). The notion of Organizational Attractiveness (OA) has emerged from employer branding and has been gaining popularity. Commitment and in-role and extra-role performance are all related to organizational attractiveness, described as a standard set of individuals' perceptions of an organization (Onken-Menke et al., 2022). In light of this, the fundamental goal of employer branding is to increase and maintain an organizational attractiveness so that it is viewed as a desirable employer and, as a result, "position the firm in the minds of its potential and current employees as a great place to work" (Slåtten & Lien, 2022). Indeed, increased job involvement, job happiness, emotional and organizational commitment, and in-role and extra-role performance are all related to organizational attractiveness, described as a standard set of individuals' perceptions about an organization (Onken-Menke et al., 2022).

This study was conducted in Bangalore, one of the leading IT industry hubs for the past few decades. Consequently, major IT companies, such as Infosys, Wipro, TCS, and many others, have their headquarters or significant operations in the city. Indeed, in this context, the goal is to analyze the employees' perception of organizational attractiveness in the IT sector and identify the key factors shaping these perceptions of organizational attractiveness in the 21st century. Prior studies contribute to organizational attractiveness by identifying various factors such as corporate social responsibilities, career growth opportunities, brand image, corporate image, work-life balance, and so on (de Waal, 2018; Kumari & Saini, 2018; Story et al., 2016). Consequently, the global pandemic had a profound

and far-reaching impact on nearly every industry, including the Information Technology (IT) sector. However, its immediate and long-term effects led to significant IT practices and strategy changes. While considering all these challenges, this study identifies the organizational attractiveness items from the literature to identify the key factors leading to an employee's perceptions of attractiveness. The research questions of the study are as follows:

RQ1: What are the diverse attributes contributing to organizational attractiveness?

RQ2: How do IT employees perceive the level of organizational attractiveness?

RQ3: Which is the most significant attribute of organizational attractiveness preferred by IT employees, and why is it considered the most significant?

RQ4: What actionable strategies can enhance organizational attractiveness in the IT sector?

The main contributions of the study are

(a) To explore the wide range of attributes that shape employee perceptions of organizational attractiveness

(b) To evaluate the most significant attribute of organizational attractiveness preferred by IT employees

The following sections are presented as follows: section 2 presents a theoretical framework and hypothesis development, section 3 presents the research methodology with all the statistical design used in the study, section 4 presents results and analysis of both descriptive and inferential analysis, section 5 presents the discussion and implications for the future studies.

2. Theoretical Background and Research Hypotheses

2-1. Psychological Contract Theory

Psychological Contract Theory encompasses how the employer and the employee view their mutual commitments toward each other within the employment relationship. Formal contractual agreements may shape these perceptions or emerge from each party's expectations of the other, which are conveyed through a range of direct or indirect means (Herriot et al., 1997). It offers an organizing structure to examine the perspectives of both employers and employees, which may be used at various organizational levels (Guest & Conway, 2002). Psychological contracts can be categorized into two types: The first type is transactional contracts involving explicit monetary exchanges such as rapid career development, high salaries, and performance-based bonuses. The second type is relational contracts, which encompass long-term security, opportunities for career development, and support with personal challenges (Santhanam et al., 2017). However, this theory is strongly shaped by the social exchange theory (SET), providing valuable insights into the dynamics of organizational interpersonal relationships. It is a frequently applied framework for understanding workplace relationships (Kutaula et al., 2020).

2-2. Signalling Theory

According to signalling theory, a receiver will benefit from receiving positive or negative information when a signaler conveys it. The signal may contain new or updated information for the receiver (Connelly et al., 2011). The signal must have significant quality for the receiver to be of interest. However, the quality is associated with the signaller's reputation and prestige, due to the abundance of market noise and the need for reliable information.

2-3. Situational Theory

Situational theory, in the context of organizational attractiveness, refers to an organizational attractiveness to potential employees (Illia et al., 2013). It is determined by various situational conditions such as flexibility, competitive salary, work culture, and work-life balance. In addition to the traits of the organizations and the larger labour market, these aspects may include the employee's unique requirements, preferences, and circumstances.

2-4. Organizational Attractiveness

Organizations are groups of individuals working together for a goal, and those working together add value to an organization. In other words, it is the "total effort put forth by an organization to ensure current and potential employees perceive that it is a great place to work" (Slåtten et al., 2019).

Employers are using recruiters and promotional materials such as brochures, web advertisements, and job boards to influence the organizational attractiveness of their organizations (Lambert et al., 2019). In times of uncertainty, organizations adopt various methods to compete and survive. Additionally, some of these tactics are focused on managing organizational processes such as creativity, knowledge, or diversity (Younis & Hammad, 2021). Several studies have been conducted on organizational attractiveness (Kaur & Shah, 2020; Rampl, 2014; Wilden et al., 2010). After COVID-19, many adaptations have been made to industry practices. According to situational theory, the emphasis on flexibility changes employees' perceptions of organizational attractiveness. This study differs from prior studies based on situational theory, which leads the industries to a hybrid mode for employee convenience.

Employer branding pertains to the reputation and perception of a business as an employer among current and prospective candidates. By showcasing the company's distinctive benefits, core values, and work environment, a strong employer brand increases its appeal to prospective employees. Furthermore, the attributes of organisational attractiveness were identified from a prior study.

2-5. Information Technology (IT) In Indian Context

The information technology (IT) industry illustrates Intellectual capital as the efficient operations of IT (Information Technology), which primarily depends on the professional expertise and innovations of the workforce. In other words, "highly talented employees, flexible training, and technological advancement largely determine the success of such companies" (Wang et al., 2016). For instance, the central structure of the Indian economy, small and medium-sized enterprises (SMEs), comprises an advanced technological foundation, a view towards global trade, and a competitive attitude (Nair et al., 2019). India's continually growing, well-trained IT workforce of more than seven million engineers generates a big pool of skilled workers, providing an edge in competition through talent exchange. According to the National Association of Software and Service Companies (NASSCOM), the Indian IT services industry is preparing for the digital economy and transforming into a digital and innovation hub, with over 65% of the current workforce having digital skills (Jois & Chakrabarti, 2020). The Indian IT sector, recognized explicitly for providing IT-BPM services, has advanced into a prominent player in the global technology sourcing economy, serving clients from nearly every industry worldwide (Venumuddala & Kamath, 2022). Apparently, human resource management (HRM) is currently facing numerous concerns and challenges. How can they handle and resolve all of these issues and obstacles at best? (Omar, 2021). Moreover, the significance of technology has enhanced the effectiveness of HR managers in making decisions about hiring, retaining, attrition, training, engagement, compensation, employee performance, as well as many other issues (Ramachandran et al., 2022).

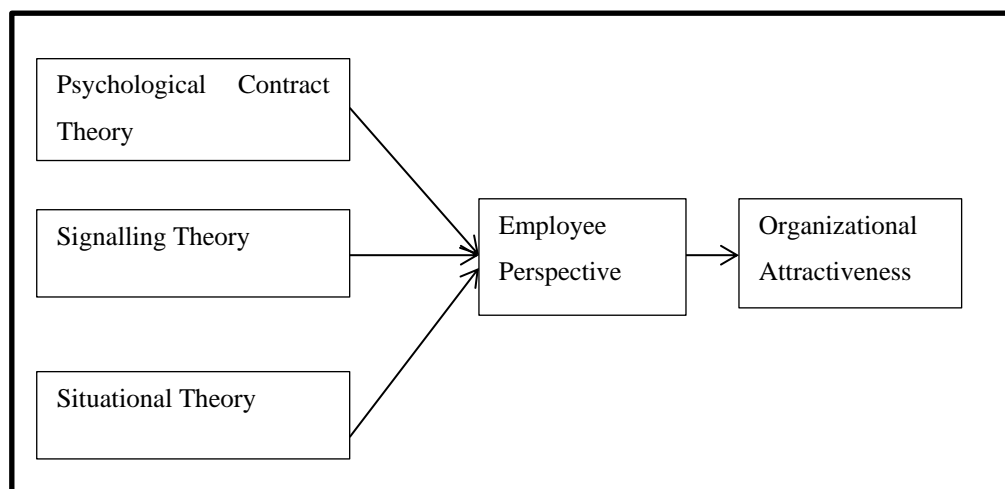


Fig. 1. Theoretical Framework (Author's Design)

2-6. Conceptual Model

The conceptual model is framed based on the theoretical background and research hypotheses. Therefore, the research hypotheses are formulated as follows.

CSR provides employees with important information about an organisation's values, principles and long-term commitment to the welfare of society. Employees assess potential employers based on their social and ethical values, influencing their job application decisions and overall organisational involvement. IT professionals prefer companies with strong CSR commitments when selecting jobs, as they frequently have global mobility and a wide range of employment options. Based on these, the following hypotheses are framed.

H1: Corporate social responsibility has a significant impact on organizational attractiveness.

Employees seek employers who provide opportunities for skill enhancement, leadership development, and career progression. Employees favour companies that offer upskilling programs, certifications, and career progression paths. Based on these, the following hypothesis is framed.

H2: Career growth opportunity has a significant impact on organizational attractiveness.

Prestige enhances an employer's competitive advantage in talent acquisition by making it a preferred workplace among candidates. A strong organizational reputation can influence employees' long-term career decisions, retention rates, and job satisfaction. In the IT industry, prestige is associated with innovation and cutting-edge technology. In the IT industry, prestige may be linked to innovation and cutting-edge technology.

H3: Prestige has a significant impact on organizational attractiveness.

Employees seek workplaces where they feel valued, supported, and empowered. Supportive organizations enhance job satisfaction, reduce stress, and contribute to long-term career success. In the IT industry, where job demands can be high and work-life balance is often a concern, organizations that provide strong support—such as flexible work arrangements, mental health resources, and continuous learning opportunities are particularly attractive to professionals. Based on these, the following hypothesis is framed.

H4: Support has a significant impact on organizational attractiveness.

Organizations that foster happiness create a more motivated and loyal workforce, making them more attractive to both current and prospective employees. In the IT industry, where high stress and burnout are common, organizations prioritising employee happiness through supportive policies, team engagement, and work-life balance are likely more attractive to skilled professionals. Based on these, the following hypothesis is framed.

H5: Happiness at work has a significant impact on organizational attractiveness.

Employees view flexible work arrangements as a critical factor in job selection, particularly in industries where work can be performed remotely. In the IT industry, where remote work and digital collaboration are widely feasible, flexible work practices are often expected rather than merely considered a perk. Based on this concept, the following hypothesis is formulated.

H6: Flexible work practices have a significant impact on organizational attractiveness.

Favourable work timings contribute to job satisfaction, employee retention, and employer branding, reinforcing an organization's attractiveness to potential candidates. In the IT industry, where workloads can fluctuate and project deadlines can lead to long hours, organizations that offer structured yet flexible work schedules have a competitive advantage in talent acquisition. Based on these, the following hypothesis is formulated.

H7: Work timings have a significant impact on organizational attractiveness.

Professional stability contributes to job satisfaction, reducing anxiety and stress, which in turn enhances an employer's attractiveness. In the IT industry, where contract-based and gig work is common, organizations that provide long-term stability, clear career pathways, and secure

employment relationships may have a competitive edge in attracting top talent. Based on these, the following hypothesis is formulated.

H8: Professional stability has a significant impact on organizational attractiveness.

Employees are increasingly seeking work arrangements that provide greater flexibility and allow for more time for personal activities, making compressed workweeks an appealing option. In industries such as IT, where long hours can be common, offering compressed workweeks allows employees to manage their time more effectively, improving work-life balance and making employers stand out in the competitive talent market. Based on these, the following hypothesis is formulated.

H9: Compressed week has a significant impact on organizational attractiveness.

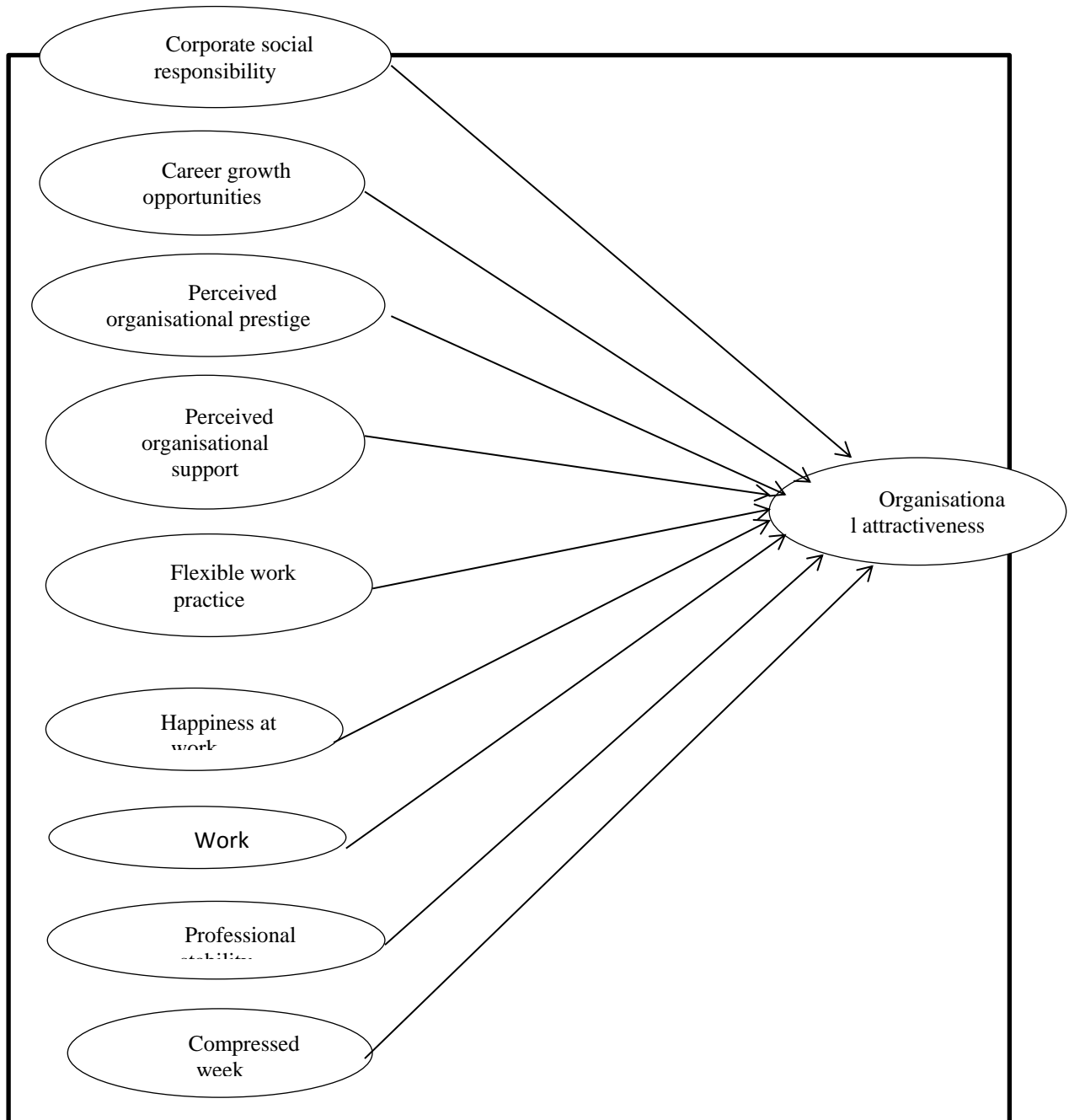


Fig. 2. Organisational Attractiveness Attributes (Author's Design)

3. Research Methodology

3-1. Population and Sample Size

The study employed a descriptive research design. The data was collected from IT companies located in Bengaluru, India. A multistage convenient sampling technique was utilized for the study. It included two phases. The first level of randomization was conducted using the brand value report to select 20 IT software companies. The method of collecting responses was convenient sampling. Convenient sampling was employed because the hybrid work mode could not reach the respondents in a timely manner during the data collection period. The study's sample size was 740, following Bentler's (1990) thumb rule of 10:1. A total of 740 questionnaires were distributed, and 396 responses were received for the study.

3-2. Data Collection

Primary data were collected using a structured questionnaire through direct meetings with the selected IT employees of the companies. Secondary data were collected from a literature review, industry experts, and company reports.

3-3. Measures

The questionnaire was adopted from the measurements of prior studies (Lindgreen & Swaen, 2010; Kröll et al., 2021b; Kumari & Saini, 2018; de Waal, 2018). Perhaps a 74-item questionnaire was designed consisting of various attributes of organizational attractiveness, measured using a five-point Likert scale (5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Agree). The framed questionnaire was examined and improved through phase validation by experts. In phase 1 validation, two industry and two academic experts were validated. In the second validation phase, two industry and two academic experts were validated; and finally, language experts finalized the questionnaire.

Table 1. Item Representation

1	The organization has a fair reward system.
2	The organizational work culture is good.
3	The organization management team is good.
4	The organizational environment in the work unit is good.
5	Internal motivation in the organization is high.
6	The organization has well-designed tasks.
7	The organization provides an enjoyable workplace.
8	The organization provides internal stability.
9	This organization provides a feeling that each employee is important to the team.
10	The organization provides professional stability to its employees.
11	The organization has flexible work timing.
12	The organization has fixed working hours per day/week.
13	The organization gives the flexibility to choose working times by fulfilling the mandatory core hours.
14	The organization allows leaving an hour earlier if it can be compensated later.
15	Flexible working hours enhance productivity.
16	The organization has the option to work fewer than 5 working days.
17	The organization mandates for 9 or more hours each day to avail an extra day off in the week.
18	The organization has the option to take mini breaks during long work hours.
19	The organization has a system to regulate the presence of employees on core working days.
20	The organization provides opportunities for a compressed workweek.
21	The organization provides work from work-from-home option over traditional working arrangements.
22	The organization provides a work-from-home option with the aid of technology for a certain number of hours each week.
23	Flexible work arrangements in the organization make work-life balance more convenient.
24	I do not think working from anywhere is a barrier to career advancement in the 21st century.
25	The organization has a rigorous selection process for selecting new recruits.
26	The organization provides sufficient opportunities for lifelong learning and development.
27	The organization provides ample information about its various operations to its employees.
28	The organization provides clear job roles and responsibilities for management and staff.
29	The organization encourages teamwork.
30	The management of the organization has transparent communication with its employees.
31	The organization provides job security based on performance.

Table 1.

32	The organization has fair remuneration and incentives.
33	The organization helps employees to make progress in their career aspirations.
34	The organization provides professional growth.
35	The organization provides good opportunities to realize career goals.
36	The organization sets the foundation for the realization of career goals.
37	The organization encourages the employees to upskill for the future.
38	This organization encourages the continuous acquisition of knowledge related to market trends.
39	The organization helps to enhance the work experience of the employees.
40	The organization enables employees to improve their professional capabilities continuously.
41	The organization helps employees to move closer to their career goals.
42	The organization has an expedited promotion process.
43	The likelihood of being promoted within the organization is high.
44	Compared with previous organizations, the position in the present organization is ideal.
45	The organization participates in activities which aim to protect the quality of the natural environment.
46	The organization makes investments to create a better life for future generations.
47	The organization implements special programs to minimize its negative impact on the natural environment.
48	The organization targets sustainable growth, implying its consideration for future generations.
49	The organization supports NGOs working in needy places, such as remote villages.
50	The organization encourages its employees to participate in social awareness programs.
51	The organization emphasizes the importance of its responsibilities to the society.
52	The organization respects consumer rights beyond the legal requirements.
53	The organization provides accurate information about its products to its customers.
54	The organization has a high customer satisfaction.
55	The organization complies with legal regulations completely.
56	I felt that this organization would be a good place to work.
57	I felt to be interested in the organization as the first choice.
58	I felt that the organization's brand image is attractive.
59	I felt like knowing more about the organization (its history, services, products).
60	I felt that this organization is highly appealing to me.
61	I felt that this organization has a foreign work assignments.
62	I found that the employees are proud to say they work for this organization.
63	I found the organization to be a reputed one.
64	I found that this organization likely has a reputation for being an excellent employer.
65	I found the organization a prestigious place to work.
66	I found that many individuals would like to work at this organization.
67	I found that the brand of the organization is well-respected.
68	I found that the organization cares about its employee's opinions.
69	I found that the organization really cares about its employee's well-being.
70	I found that the organization strongly considers its employee's goals and values.
71	I found that the organization make sure that employees receive help at the right time.
72	I found that the organization will forgive an honest mistake on its employee's part.
73	I found that the organization is really concerned about its employees.
74	I found that the organization is willing to help its employees if they need a special favour.

4. Results and Analysis

To acquire an understanding of employees' perceptions regarding organizational attractiveness, the results and analysis in section 4 provide the following results. The data were analyzed using SPSS (25.0) software. The respondents were asked to indicate their perception and preference towards organizational attractiveness. A factor analysis with orthogonal VARIMAX rotation was conducted to group 74 items and identify the underlying factors that explain the variance of the attributes. The Varimax method maximized the sum of variances of the factor loadings in the factor matrix. Descriptive and inferential statistics were performed.

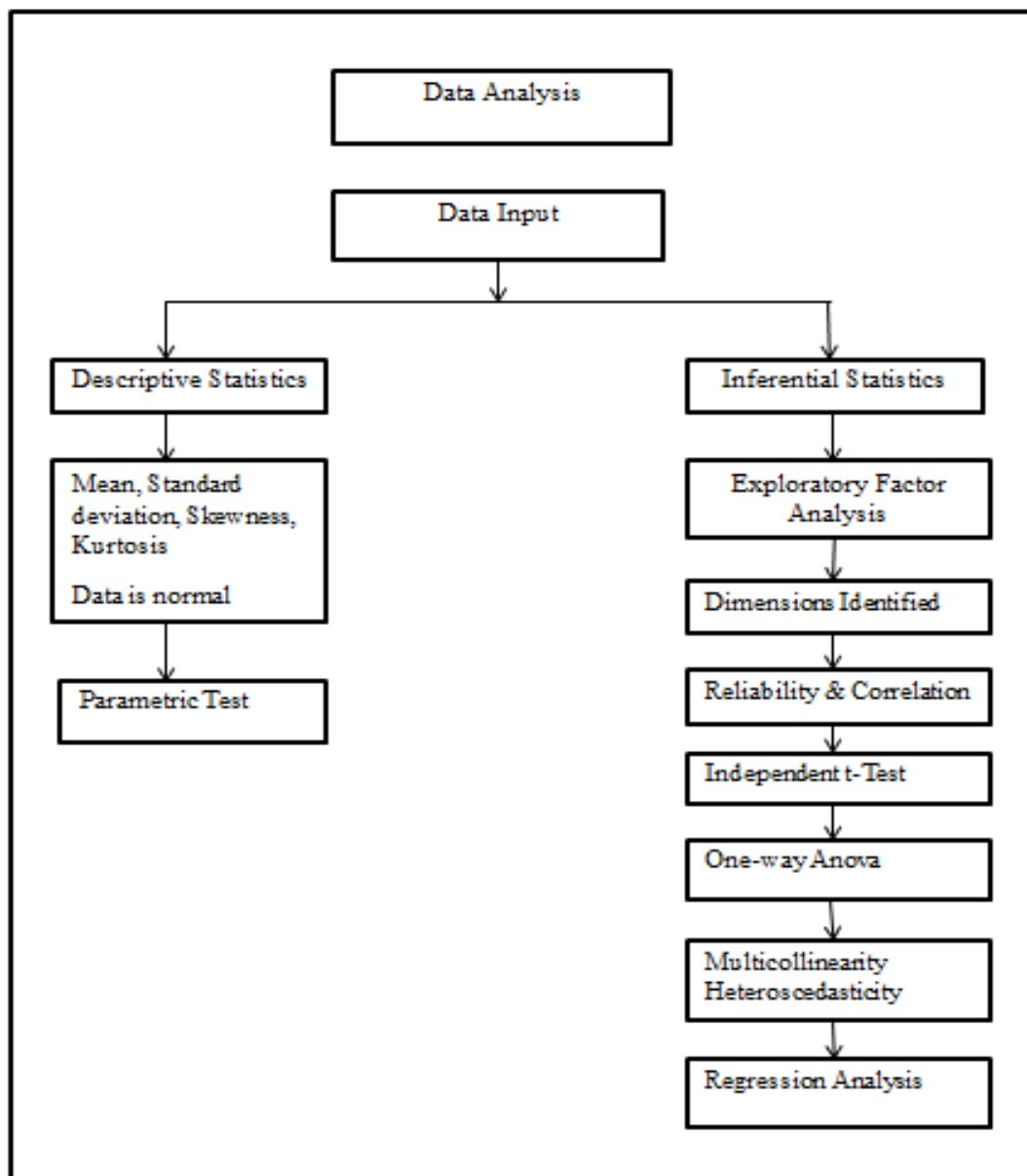


Fig. 3. Statistical Design (Author's Design)

4-1. Descriptive Statistics

Descriptive statistics were employed to provide a basic overview of the data.

According to Table 2, the mean score of the item is above 0.3, and the standard deviation is in the range of the score. Additionally, skewness and kurtosis values fall within the acceptable range (+1 to -1 and +3 to -3, respectively), indicating fair overall results to proceed further.

4-2. Catchment-Specific Profile

Catchment-specific means a combination of demographic variables to identify the specific talent for the organization as per the requirements.

Table 3 lists the respondent's catchment profiles. Among the respondents, 65.7% were male, 33.8% were female, and 0.5% identified as others. The age distribution of the respondents is as follows: 20-30 years (60.9%), 31-40 years (26.3%), 41-50 years (10.9%), and over 51 years (2.0%). Regarding educational qualifications 51.8% were graduates, 43.9% were postgraduates, 1.5% held a doctorate, and 2.8% fell into another category.

Table 2. Descriptive Statistics

Constructs	Items	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Sd. Error
Corporate social responsibility	Item45	-0.804	0.123	-0.279	0.245
	Item46	-1.302	0.123	1.867	0.245
	Item47	-1.218	0.123	1.415	0.245
	Item48	-1.148	0.123	1.203	0.245
	Item49	-1.025	0.123	0.791	0.245
	Item50	-1.350	0.123	2.243	0.245
	Item51	-0.994	0.123	0.695	0.245
	Item52	-1.223	0.123	1.376	0.245
	Item53	-1.070	0.123	1.034	0.245
	Item54	-0.975	0.123	0.494	0.245
	Item55	-0.556	0.123	-0.686	0.245
Career growth opportunities	Item33	-0.679	0.123	-0.301	0.245
	Item34	-1.060	0.123	0.379	0.245
	Item35	-1.008	0.123	0.192	0.245
	Item36	-1.235	0.123	1.423	0.245
	Item37	-1.159	0.123	0.579	0.245
	Item38	-1.150	0.123	0.876	0.245
	Item39	-1.332	0.123	1.727	0.245
	Item40	-1.157	0.123	1.257	0.245
	Item41	-1.089	0.123	0.742	0.245
	Item42	-1.407	0.123	2.624	0.245
Prestige	Item62	-1.112	0.123	0.902	0.245
	Item63	-1.121	0.123	0.829	0.245
	Item64	-1.073	0.123	0.981	0.245
	Item65	-1.255	0.123	1.964	0.245
	Item66	-1.188	0.123	1.435	0.245
	Item67	-1.259	0.123	1.620	0.245
Support	Item68	-1.432	0.123	2.073	0.245
	Item69	-1.538	0.123	2.946	0.245
	Item70	-0.983	0.123	0.396	0.245
	Item71	-1.169	0.123	1.235	0.245
	Item72	-1.106	0.123	1.179	0.245
	Item73	-0.964	0.123	0.520	0.245
	Item74	-1.039	0.123	0.610	0.245
Happiness at work	Item1	-1.185	0.123	1.339	0.245
	Item2	-1.403	0.123	2.281	0.245
	Item3	-1.187	0.123	1.311	0.245
	Item7	-1.057	0.123	0.500	0.245
Flexible work practice	Item11	-0.882	0.123	0.406	0.245
	Item15	-1.392	0.123	2.238	0.245
	Item24	-1.176	0.123	0.881	0.245
Work timings	Item16	-1.155	0.123	1.401	0.245
	Item17	-1.324	0.123	2.369	0.245
	Item21	-1.033	0.123	0.776	0.245
Professional stability	Item7	-1.057	0.123	0.500	0.245
	Item8	-1.094	0.123	0.844	0.245
	Item9	-0.942	0.123	0.480	0.245
	Item 10	-1.050	0.123	0.667	0.245
Compressed week	Item15	-1.392	0.123	2.238	0.245
	Item18	-0.845	0.123	0.100	0.245
	Item20	-0.948	0.123	0.276	0.245

Table 3. Catchment-Specific Profile

Catchment-Specific		Frequency	Per cent
Gender	Male	260	65.7
	Female	134	33.8
	Other	2	0.5
	Total	396	100
Age	20-30yrs	241	60.9
	31-40 yrs	104	26.3
	41-50yrs	43	10.9
	> 51 & Above	8	2
	Total	396	100
Educational Qualification	Graduate	205	51.8
	Post Graduate	174	43.9
	Doctorate	6	1.5
	Other	11	2.8
	Total	396	100
Academic Institution	Tier-1 (IIT, IIM, NIT)	65	16.4
	Tier-2 (Central University, State University, Autonomous, Private University)	296	74.7
	Tier -3 (Rural Institution)	32	8.1
	Tier -4 (Foreign University)	3	0.8
	Total	396	100
Location	Tier 1 Metropolitan City	222	56.1
	Tier 2 State Headquarters	109	27.5
	Tier 3 District Headquarters	65	16.4
	Total	396	100
Job position	General Manager	19	4.8
	Senior Manager	40	10.1
	Assistant Manager	30	7.6
	Team lead	61	15.4
	Senior Executive	75	18.9
	Executive	89	22.5
	Entry Level	82	20.7
	Total	396	100
Overall IT Experience	0-5yrs	231	58.3
	6-10 yrs	83	21
	11-15 yrs	33	8.3
	> 16 & Above yrs	49	12.4
	Total	396	100

4-3. Factor Analysis

Table 4 represents the KMO measure with a value of 0.955, indicating that the sample size was well-suited for factor analysis. Moreover, Bartlett's test yielded a significance level of 0.000, implying that the correlations within the correlation matrix were statistically significant. Consequently, based on these results, the data were deemed appropriate for factor analysis. Therefore, the underlying dimensions of organizational attractiveness were extracted using factor analysis.

Table 4. Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.955
Bartlett's Test of Sphericity	Approx. Chi-Square	13705.627
	df	1176
	Sig.	.000

Table 5 represents the nine factors of total variance and eigenvalue, with a strong correlation between them. The factor loadings of the items were analyzed to determine their contribution to organisational attractiveness. The items were named based on their respective categories. Convergent and discriminant values were also found to be satisfactory for the measurement models in structural equation modeling.

Table 5. Factor Analysis

Factor	Items	Eigenvalue	Variance (%)	Factor Loading	CR	AVE
Corporate social responsibility	Item45	6.701	60.921	0.821	0.9448	0.6092
	Item46			0.804		
	Item47			0.802		
	Item48			0.801		
	Item49			0.792		
	Item50			0.785		
	Item51			0.779		
	Item52			0.761		
	Item53			0.751		
	Item54			0.748		
Career growth opportunities	Item55			0.735		
	Item33	6.091	60.907	0.868	0.9393	0.609
	Item34			0.834		
	Item35			0.832		
	Item36			0.824		
	Item37			0.779		
	Item38			0.771		
	Item39			0.748		
	Item40			0.748		
	Item41			0.739		
	Item42			0.637		
Perceived Organisationa Prestige	Item62	4.243	70.714	0.861	0.9354	0.7071
	Item63			0.85		
	Item64			0.85		
	Item65			0.835		
	Item66			0.833		
Perceived OrganisationalSupport	Item67			0.816		
	Item68	4.705	67.21	0.863	0.9346	0.672
	Item69			0.855		
	Item70			0.842		
	Item71			0.832		
	Item72			0.814		
	Item73			0.782		
	Item74			0.736		
Happiness at work	Item1	2.756	68.890	0.864	0.89844	0.6889
	Item2			0.85		
	Item3			0.814		
	Item7			0.79		
Flexible work practice	Item11	2.248	74.921	0.874	0.8996	0.7492
	Item15			0.872		
	Item24			0.85		
Work timings	Item16	2.116	52.9	0.815	0.8148	0.5289
	Item17			0.797		
	Item21			0.714		
Professional stability	Item7	2.064	68.799	0.693	0.8686	0.6879
	Item8			0.716		
	tem9			0.655		
	Item 10			0.553		
Compressed week	Item15	1.854	61.794	0.821	0.8289	0.6179
	Item18			0.773		
	Item20			0.764		

4-4. Reliability Test

Table 6 indicates that Cronbach's alpha values range between 0.7 to 0.9, suggesting that the scale's performance in the current study is rated as good to excellent.

4-5. Correlation Analysis

Table 7 reveals significant intercorrelations among all independent variables. This outcome implies that, by prioritizing organizational prestige and offering substantial support to employees, the IT industry can effectively augment both organizational attractiveness and corporate image.

Table 6. Reliability Test

Sl.No	Construct	Item	Conbach's Alpha
1	Organizational Attractiveness (OA)	6	0.846
2	Corporate social responsibility	10	0.931
3	Career growth opportunities	9	0.928
4	Perceived Organizational Prestige (POP)	6	0.917
5	Perceived Organizational Support (POS)	7	0.918
6	Happiness at Work (HAW)	4	0.847
7	Professional Stability (PS)	3	0.772
8	Flexible work practice (FWP)	3	0.833
9	Compressed week (CW)	4	0.770
10	Working time (WT)	3	0.718

Table 7. Correlation Analysis

	OA	POP	POS	HAW	FWP	PS	WT	CW	CSR	CGO
OA	1									
POP	.774**	1								
POS	.689**	.709**	1							
HAW	.604**	.560**	.641**	1						
FWP	.555**	.546**	.616**	.592**	1					
PS	.440**	.405**	.490**	.444**	.521**	1				
WT	.268**	.139**	.311**	.260**	.273**	.305**	1			
CW	.504**	.471**	.544**	.459**	.480**	.566**	.330**	1		
CSR	.644**	.676**	.676**	.587**	.550**	.509**	.237**	.543**	1	
CGO	.647**	.653**	.696**	.593**	.595**	.574**	.308**	.572**	.706**	1

4-6. Independent T-Test

Table 8 indicates that the p-value from Levene's test is above 0.05, highlighting the inclination to accept the null hypothesis (H0), and suggesting a lack of distinction between the two groups. Consequently, the alternative hypothesis (H1) proposing a difference between the two groups is rejected. The outcomes of the independent t-test elucidate that there is no apparent divergence between males and females in their perceptions regarding organizational attractiveness (OA), career growth opportunities (CGO), corporate social responsibility (CSR), perceived organizational prestige (POP), perceived organizational support (POS), professional stability (PS), happiness at work (HAW), flexible work practices (FWP), work option (WO), and compressed week (CW).

Table 8. Independent T-Test

Factors	Gender	N	Mean	Leven's Test		Sig
				F value	Sig	(p-value)
OA	Male	260	4.0103	0.099	0.754	0.984
	Female	134	4.0087			
CGO	Male	260	3.9781	0.726	0.396	0.892
	Female	134	3.9888			
CSR	Male	260	3.997	0.528	0.468	0.848
	Female	134	3.9824			
CW	Male	260	3.9087	0.585	0.445	0.902
	Female	134	3.9198			
WT	Male	260	3.2064	1.495	0.222	0.632
	Female	134	3.2587			
PS	Male	260	3.8333	2.739	0.099	0.203
	Female	134	3.955			
FWP	Male	260	3.9038	0.198	0.667	0.114
	Female	134	4.0448			
HAW	Male	260	3.9394	1.037	0.309	0.159
	Female	134	4.056			
POS	Male	260	3.8082	0.182	0.67	0.192
	Female	134	3.9243			
POP	Male	260	4.0654	0.009	0.924	0.403
	Female	134	4.1356			

4-7. One-way ANOVA

Table 9 presents three notable findings deduced from the analysis. Firstly, a significant relationship is observed between age, educational qualification, academic institution, location, job position, and overall IT experience towards work options, indicating that employees' perceptions of work options distinctly differ based on their age, educational qualification, academic background, location, job position, as well as overall IT experience. Secondly, it is pertinent to highlight that educational qualification significantly correlates with the compressed workweek. In contrast, the influence of other characteristics is not substantial. Lastly, a notable finding is that age, educational qualification, academic institution, location, job position, and overall IT experience have an insignificant relationship with perceptions of professional stability. This suggests that employees' views on professional stability remain relatively consistent, emphasizing that they have similar perspectives.

Table 9. One-way ANOVA

One way ANOVA	Age		Educational qualification		Academic Institution		Location		Job Position		Overall IT Experience	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.	F	Sig.
OA	2.242	0.083	1.019	0.384	0.515	0.672	4.763	0.009	2.266	0.037	2.823	0.039
CSR	4.343	0.005	3.053	0.028	1.943	0.122	4.34	0.014	2.3	0.034	1.33	0.264
CGO	4.404	0.005	1.419	0.237	3.111	0.026	2.749	0.065	2.114	0.051	2.514	0.058
POP	3.085	0.027	1.507	0.212	1.15	0.329	7.584	0.001	1.86	0.087	1.848	0.138
POS	1.27	0.284	1.019	0.384	1.707	0.165	6.411	0.002	1.609	0.143	1.001	0.392
HAW	3.444	0.017	4.214	0.006	0.613	0.607	3.746	0.024	1.923	0.076	2.535	0.056
FWP	5.617	0.001	2.291	0.078	5.484	0.001	2.575	0.077	4.844	0	5.082	0.002
PS	1.368	0.252	1.61	0.187	1.213	0.305	0.69	0.502	1.031	0.405	1.519	0.209
WO	3.164	0.025	5.034	0.002	2.582	0.053	5.72	0.004	4.554	0	3.839	0.01
CW	1.462	0.224	3.674	0.012	0.313	0.816	0.293	0.746	0.74	0.617	0.495	0.686

4-8. Multicollinearity Test

In Table 10, all independent variables have tolerance values greater than 0.10, and VIF values lower than 10.0. Furthermore, it confirms that there is no multicollinearity present in the study.

Table 10. Multicollinearity Test

Variables	Collinearity statistics			
	Tolerance	Note	VIF	Note
Corporate social responsibility (CSR)	0.394	≥ 0.10	2.537	< 10
Career growth opportunities (CGO)	0.358	≥ 0.10	2.795	< 10
Perceived organizational prestige (POP)	0.397	≥ 0.10	2.518	< 10
Perceived organizational support (POS)	0.329	≥ 0.10	3.035	< 10
Happiness at Work (HAW)	0.495	≥ 0.10	2.022	< 10
Flexible work practice (FWP)	0.55	≥ 0.10	1.819	< 10
Professional Stability (PS)	0.493	≥ 0.10	2.027	< 10
Work option (WO)	0.54	≥ 0.10	1.853	< 10
Compressed week (CW)	0.821	≥ 0.10	1.217	< 10

4-9. Heteroscedasticity Test

Based on Figure 4, it can be observed that the residual values in the heteroscedasticity test are not evenly distributed in the regression model. This indicates the presence of heteroscedasticity, as the residuals do not exhibit a random and consistent spread around zero.

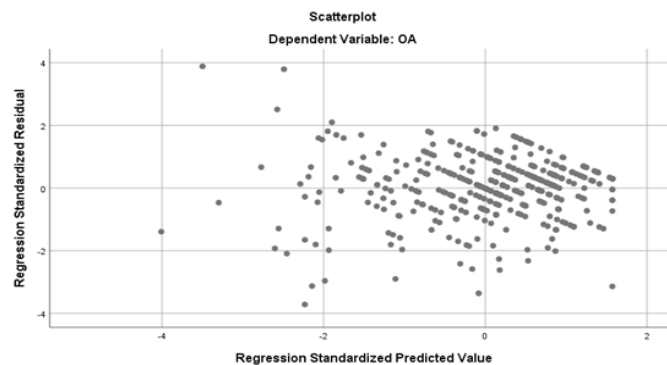


Fig. 4. Heteroscedasticity Test

4-10. Regression Analysis

As viewed by Rosopa et al. (2016), multiple regression analysis is a statistical technique employed to concurrently measure multiple factors' effects on the variations of a dependent variable.

Table 11. Regression Analysis

IV	DV	B	BETA	Sig	Hypothesis
CGO	OA	0.084	0.032	0.072	H1 Rejected
CSR	OA	0.031	0.032	0.485	H2 Rejected
POP	OA	0.464	0.505	0.000	H3 Accepted
POS	OA	0.086	0.099	0.051	H4 Rejected
HAW	OA	0.121	0.130	0.002	H5 Accepted
FWP	OA	-0.001	-0.001	0.975	H6 Rejected
WO	OA	0.040	0.047	0.239	H7 Rejected
PS	OA	.025	0.029	0.483	H8 Rejected
CW	OA	0.053	0.075	0.019	H9 Accepted

Table 11 presents the regression analysis results to highlight the status of accepted hypotheses, H3 (perceived organizational prestige $B = 0.464$, $p = 0.000$), H5 (Happiness at work ($B = 0.121$, $p = 0.002$), and H9 (Compressed week $B = 0.053$, $p = 0.019$), while rejecting the H1 (career growth opportunities $B = 0.084$, $P = 0.072$), H2 (corporate social responsibility $B = 0.031$, $p = 0.485$), H4 (perceived organizational support $B = 0.086$, $p = 0.051$), H6 (Flexible work practices $B = -0.001$, $p = 0.973$), H7 (work timing $B = 0.040$, $p = 0.239$), and H8 (professional stability $B = 0.025$, $p = 0.483$). These findings contribute to a better understanding of the factors that enhance organizational attractiveness and can assist organizations in attracting and retaining talent effectively.

5. Discussion

The primary aim of this study is to explore the various factors that shape employees' perception of organizational attractiveness within the context of IT (Information Technology) software companies. To achieve this objective, a quantitative methodology was employed to collect cross-sectional data from current IT employees, representing 20 companies in Bangalore.

RQ1: What are the diverse attributes contributing to organizational attractiveness?

Moreover, out of 74 attributes related to organizational attractiveness, the study identifies nine pivotal factors that significantly influence employees' attraction to the IT (Information Technology) industry. The factors include corporate social responsibility (CSR), career growth opportunities (CGO), perceived organizational prestige (POP), perceived organizational support (POS), happiness at work (HAW), flexible work practice (FWP), professional stability (PS), work option (WO), and compressed workweek (CW). Prior research examined multiple attributes of organizational attractiveness from different angles and perspectives (de Waal, 2018; Kumari & Saini, 2018; Story et al., 2016). This study specifically contributed to professional stability, work timings, and the compressed workweek. These factors have been identified as areas requiring further research on organizational attractiveness to understand what makes organizations attractive to individuals.

RQ2: How do IT employees perceive the level of organizational attractiveness?

Furthermore, an independent t-test was conducted to compare the perceptions of males and females. Simultaneously, one-way ANOVA was employed to examine mean variances among different groups. The results of the independent t-test revealed no significant differences between males and females in their perceptions of various factors, including organizational attractiveness, career growth opportunities, corporate social responsibility, perceived organizational prestige, perceived organizational support, professional stability, happiness at work, flexible work practices, work timings, and compressed workweek. Multicollinearity was evaluated using the variance inflation factor (VIF), and all independent factors had VIF values well below the threshold of 10.0, indicating no multicollinearity issues. Additionally, the VIF values for the independent factors related to career growth opportunities ($2.795 < 10.0$), corporate social responsibility ($2.537 < 10.0$), flexible work practices ($1.819 < 10.0$), perceived organizational prestige ($2.518 < 10.0$), perceived organizational support ($3.035 < 10.0$), happiness at work ($2.022 < 10.0$), professional stability ($2.027 < 10.0$), work option ($1.853 < 10.0$), and compressed

workweek ($1.217 < 10.0$) are also below the threshold of 10.0 (Ali et al., 2023; Peltokorpi et al., 2019; Vidal-Salazar et al., 2016). Furthermore, it confirms that there is no multicollinearity present in the study. However, upon examining heteroscedasticity, it was noted that the residual values in the heteroscedasticity test were not uniformly distributed in the regression model. This suggests the presence of heteroscedasticity, as the residuals did not exhibit a consistent and random spread around zero.

RQ3: Which is the most significant attribute of organizational attractiveness preferred by IT employees, and why is it considered the most significant?

Moreover, a regression analysis was performed to assess the relationship between the dependent variable (organizational attractiveness) and independent variables, including career growth opportunities (CGO), corporate social responsibility (CSR), perceived organizational prestige (POP), perceived organizational support (POS), professional stability (PS), happiness at work (HAW), flexible work practices (FWP), work option (WO), and compressed workweek (CW), which demonstrate a relationship between these variables. Consequently, perceived organizational prestige ($B = 0.464$, $p = 0.000$), happiness at work ($B = 0.121$, $p = 0.002$), and compressed workweek ($B = 0.053$, $p = 0.019$) are the most significant factors contributing to organizational attractiveness (Carballo-penela et al., 2023; Kröll et al., 2021a; Prakash et al., 2022; Story et al., 2016)

RQ4: What actionable strategies can enhance organizational attractiveness in the IT sector?

Based on the findings of the study, some practical recommendations to enhance organizational attractiveness within the IT sector in Bangalore are presented as follows. Companies should invest resources in building and maintaining a robust organizational reputation, which entails ethical standards and establishing an image in the industry. Additionally, positive company reviews and testimonials from current employees can be instrumental in shaping this perception, which creates a sense of trust among potential candidates and carries significant weight in the eyes of job seekers. Furthermore, highlighting any awards, recognition, or notable achievements attained by the organization can further bolster its prestige. Overall, these efforts not only elevate the perceived prestige of organizations but also attract top-tier talent seeking to be part of the reputable and celebrated workplace. Enhancing organizational support involves several key strategies. Firstly, organizations should establish comprehensive support programs encompassing mentorship and counselling services, ensuring employees can access resources to help them navigate professional challenges and personal development. Secondly, cultivating a culture of support is crucial; organizations should create an environment where employees feel genuinely valued and heard, encouraging open communication and empathy. Lastly, continuous feedback mechanisms are essential. Organizations should regularly seek employee input to pinpoint areas where support can be refined and improved. Prioritizing career growth opportunities is essential in attracting and retaining organizational talent. However, organizations should provide clear and structured career development paths for employees to achieve this. These paths should provide a roadmap for professional advancement within the company, outlining the steps and milestones necessary for career improvements. Furthermore, organizations should offer regular training and upskilling opportunities to continuously enhance their employees' skills.

5-1. Theoretical Implications

The study is grounded in the psychological contract theory and explores employee perceptions of organizational attractiveness. These current study's findings yield three crucial theoretical implications: Firstly, the study identifies nine essential dimensions that employees prioritize when evaluating an organization; secondly, the research broadens the understanding of organizational attractiveness dimensions, emphasizing the significance of fostering a supportive and robust work environment. This, in turn, positively influences job seekers and current employees, attracting and retaining them within the organization. Thirdly, the study reinforces the application of psychological contract theory by highlighting the substantial impact of factors such as professional stability, work timings, and compressed weeks on organizational attractiveness. Fourthly, the study provides insight into how organizational culture aligns with individual values and beliefs, influencing perceptions of attractiveness. However, employees feel more committed and engaged when they believe their values coincide with the firm's culture. Fifthly, professionals seeking creative opportunities and development

possibilities may find working for an organization that enhances technological advancements and promotes an innovative culture more appealing. Lastly, employees are increasingly seeking workplaces that value diversity and offer equal opportunities to all individuals.

5-2. Managerial Implications

The findings of this study have some managerial implications for organizations regarding organizational attractiveness. Firstly, the results highlight the significance of effectively managing the elements that influence organizational attractiveness, such as career growth (CGO), corporate social responsibility (CSR), flexible work practices (FWP), perceived organizational prestige (POP), perceived organizational support (POS), happiness at work (HAW), professional stability (PS), work option (WO), and compressed workweek (CW). Furthermore, the organization's HR manager must strongly emphasize improving marketing and operational strategies to further strengthen these features. Secondly, by shedding light on the relationship between organizational attractiveness (OA) and career growth (CGO), corporate social responsibility (CSR), flexible work practices (FWP), perceived organizational prestige (POP), perceived organizational support (POS), happiness at work (HAW), professional stability (PS), work option (WO) and compressed workweek (CW), this study provides an adequate and informative standpoint to HR managers. Thirdly, by using the data from this study, HR managers and other stakeholders might enhance the organizational attractiveness package, which could attract prospective employees to the company. Fourthly, the human resources manager can classify the motivating factors based on career growth (CGO), corporate social responsibility (CSR), flexible work practices (FWP), perceived organizational prestige (POP), perceived organizational support (POS), happiness at work (HAW), professional stability (PS), work option (WO), and compressed workweek (CW). These categories can identify how employees rate the attractiveness of their workplaces. Fifthly, this model is novel and incorporates latent variables following the needs of contemporary organizations and literature support. Sequential equation modelling and model fitness for this model can be further tested. Lastly, these findings are significant for various business sectors and government agencies. HR directors in business and government organizations can develop policies for attracting professionals and expanding their organization overseas.

6. Conclusion

This research sheds light on critical dimensions that enhance an organization's attractiveness to prospective and current employees. This study identifies nine key dimensions that serve as significant factors in shaping employees' perceptions of organizational attractiveness. Significantly, the present study suggests that organizations measure, attract, and retain the best employees in the highly competitive IT sector by creating a strong and supportive work environment and prioritizing professional stability, work timings, and compressed weeks. Furthermore, these findings highlighted the applicability and relevance of psychological contract theory in understanding the dynamics of employee-employer relationships in this context. However, factors such as career growth (CGO), corporate social responsibility (CSR), flexible work practices (FWP), perceived organizational prestige (POP), perceived organizational support (POS), happiness at work (HAW), professional stability (PS), work option (WO), and compressed workweek (CW) significantly impacted organizational attractiveness. Recognizing and addressing these dimensions can significantly contribute to an organization's success in attracting and retaining employees.

In summation, this study offers valuable insights into organizational attractiveness for the IT sector. As organizations in Bangalore and beyond endeavour to stay competitive, it is imperative to comprehend and optimize these essential dimensions. Prioritizing the factors identified in this study not only aids in attracting top-tier talent but also nurtures a workplace environment through sustained employee engagement and organizational prosperity. Consequently, it inspires further investigation and enhancement of strategies, demands, and expectations for IT sector changes in Bangalore as well as other similar IT hubs worldwide. This study is limited to existing employees of the IT companies of Bangalore. However, future exploration can be conducted in SEM (Structural Equation Modeling) analysis, and samples can be selected from job seekers to learn their perceptions of organizations. Consequently, professional stability (PS), work option (WO), and compressed workweek (CW) can be further explored in future studies of organizational attractiveness.

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