Faculty of Business Economics
Master of Management

Master's thesis

Companys attractiveness

Vanessa Nchuo Anang
Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization Business Process Management

SUPERVISOR :
Prof. dr. Koenraad VANHOOF

MENTOR :
Mevrouw Zoumpolia DIKOPOULOU

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Thesis Summary

Gone are the days when companies only needed to differentiate their product from the competition in order to gain competitive advantages. Present-day realities put pressure on companies to distinguish themselves (brand) and not only their goods and services (products) from their competitors. It is commonplace for participants in the job market to rate and review the attractiveness of companies. A company can better get and retain its required number of employees when it knows its competitive advantage.

The literature study showed how company attractiveness and job satisfaction could be distinguished. Company attractiveness is the force that enables employees (Current and prospective) to focus on an employer as the best choice and encourages existing employees to stay. Company attractiveness is a more static concept in which companies can determine and implement job satisfaction factors. Job satisfaction is "a pleasurable state of emotions that results from the achievements of job values."(locke 1976). These two concepts can be said to complement each other. However, companies can only Communicate these attractive values by a heading to the needs that make their employees' jobs satisfied and productive.

This research answered the following questions to test what job satisfaction factors were predominant between males and females, working sectors, and the different professional situations in Belgium. 1) Do males and females express any differences in their perceptions when attracted to a company?2) What factors do students, job seekers, homemakers and househusbands, and workers perceive as valuable when attracted to a company? And 3) What Factors do sectors perceive as valuable when evaluating a company as attractive?

Data was obtained from conference papers, online publications, master' and Ph.D. dissertations, and articles for the qualitative approach. The total number of people that provided data for this research was 180291. They were 262415 males and 311556 females. For the quantitative approach, data was obtained by administering questionnaires for ten job satisfaction factors via email to males and females comprised of students, workers, job seekers, and the sectors they work for or intend to work for. These respondents were 18-24, 25-44, and 45+. Some of these respondents were either in the secondary, university (Bachelors or masters), post-university, or had no University education. The sectors comprised: Human resources, IT, life sciences, retail, non-profit, logistics, Financial and industrial sectors. Furthermore, Kendall's Correlation coefficient table was used to determine if there were any similarities between males and females, students, pre-retired, workers and job seekers, and between sectors in the factors they choose

Question one shows that more females are drawn toward Strong management, a financially healthy business, and a company that offers employee benefits and competitive salaries. At the same time, males want to work for a financially healthy business with strong management and employee benefits and a competitive salary. Thus, there we similarities in the job satisfaction factors that males and females perceive as important when attracted to a company.

The second research question aimed to explore these factors and examine if students, workers, job seekers, pre-retired housewives, and househusbands are drawn to the same elements when attracted to a company. For students, the three top Job satisfaction factors were Strong management, a financially healthy business environment, and good work-life balance. For workers, it was Financially healthy business environments, Strong management, and long-term job security. Job seekers were attracted by a Financially healthy business, Competitive salaries and employee benefits, and long-term job security. Furthermore, Pre-retired chooses a financially healthy business, Strong management, and competitive salaries as the three job Satisfaction factors that attract them to a company. Moreso, housewives, househusbands, and others such as retired people ranked Strong management, financially healthy, and employee benefits as their top three factors for company attractiveness. This study found similarities in the Job satisfaction factors that different professional situations would choose.

The third research question explores job satisfaction factors that respondents per sector perceive as valuable when attracted to a company. Career progression was ranked the first factor by the Human resource sector, life science sector, and the retail sector. In contrast, the IT sector, the logistics sector, and the industrial sectors ranked second. A pleasant working environment was ranked first by the industrial, IT, and logistics sectors. In contrast, retail, life sciences, human resources, and the financial sector ranked it as the second factor. Strong management was ranked first by the financial sector and third by the IT, Life sciences, and Industrial sectors. A financially healthy business environment was ranked third in the financial sector and second in the non-profit sector. Long-term job security was ranked third by the retail sector, while the logistic and the non-profit sector ranked employees benefit third and first, respectively. Interesting job content was the third job satisfaction factor for the human resources sector, while the good work-life balance was the third for the on-profit sector. Using Kendall's correlation was used to measure the variable association between the different sectors, this study found similarities in the job satisfaction factors that sectors find important for company attractiveness.

In conclusion, companies can use findings to analyze the perception of current and potential employees about them to appeal to their "suitable target." Furthermore, these findings can be used by human resources personnel in formulating and executing recruitment plans. These results can be used to analyze the influence of company attractiveness factors on company retention. Further research is suggested on corporate social responsibility about company attractiveness and the intentions to pursue a job application. Such analysis could be carried out to examine whether CSR influences the perceptions of company attractiveness.

This study was limited to investigating employer attractiveness for people within Belgium based on our data set. This limitation is made because company attractiveness may differ in countries and cultures.

Keywords: Company Attractiveness, Job Satisfaction

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First, my sincere thanks go to my supervisors, Professor dr Koenraad VANHOOF and, dr. Dikopolou Zoumpolia, for their guidance and constructive feedback during the writing of this thesis; this would not have been possible without them. My gratitude goes to family and friends for their meaningful insights. Lastly, I thank the respondents who answered our survey and provided us with exciting results.

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List of Abbreviations

HR   Human Resource

JSF   Job satisfaction factors

EMPT   Employer Attractiveness Scale

CSR   Corporate social Reputation

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1 Introduction

Chapter one begins with an introduction to company attractiveness—the relationship between employees and employers and the benefits of company attractiveness to them. The term Job satisfaction is also familiarized. After that, the background, there is the problem statement of the research, the research purpose, the questions, and thesis outline are described.

1.1 Thesis Background

"Employees are a company's greatest asset- they are your competitive advantage. You want to attract and retain the best…."

Anne M. Mulcahy (Former chairperson &CEO Xerox Corporation)

Nowadays, modern economies, especially those equipped with advanced technologies rely on the knowledge of current and prospective employees. A study by Chhabra and Sharma (2014) reported the difficulty companies with rapidly changing environments face in meeting the demand for executive talent. Just as companies explore ways on how to attract the best potential client base, there is need to explore ways on what attracts employees to a said company.

According to Flodberg (2018), the rate at which people switch from one job to another is highly related to the economic situation, especially in booming economies that experience an increase in the number of individuals switching careers. In addition, Flodberg noticed that highly educated individuals were the most frequent job changers. The foremost reason for this frequent job change is increased wages. In the last decade, the world has become a "global village," and prospective employees are not often limited by their geographic location when applying for a job (Marshall., 1960). Furthermore, the COVID has resulted in the possibility of remote working and, consequently, a change in work behavior and patterns for most employees. Hence, most factors that attracted people to a company pre-COVID maybe become the least desirable factors. In this regard, what employees value from their employers has dramatically changed (Dabirian et al., 2019).

According to Bakanaukiene et al. (2017), company attractiveness is "the force that enables employees (Current and prospective) to focus on an employer as the best choice and encourages existing employees to stay." Companies use their brands to attract employees as well as make sure that, they become a apart of the organizational culture. Successful employer brand strategies help to increase the reputation and exposure of organizations, such that a company's attractiveness can increase for potential applicants.

As a company, you need to have the best to attract the best. It is worth noting that what the public thinks about you as an employer is very crucial (Gomes and Neves., 2011). However, a company's main

challenge is finding and attracting people who will be a perfect fit for the company and contribute to achieving the goals. Moreover, selecting the right employees is crucial because it directly connects with its success in the market and against its competitors (Osoian and Zaharie., 2014). Increasing company attractiveness is a strategy used by companies to attract employees. However, there are contemporary tendencies in the labor market, where the rising number of potential recruits, especially Millennials, calls for companies to analyze and meet their expectations, interests, and values.

In summary, the human capital employed by a company highly determines its posterity. Companies need to prioritize recruiting highly skilled individuals(Muscala., 2015). Therefore, companies need to recognize that, employees skills and expertise are essential for growth.

1.2 Problem Statement

It will be helpful if employers know what potential employees want and see as attractive in an organization to create a great workplace. Most prospective employees will go through the "job choice process," What it is that an applicant seeks in an employer, and what elements and ways do employers appreciate. Company attractiveness is "the benefits that employees perceive or envision will make them job satisfied and productive when working for an organization." (Berthon et al. 2005Companies need to understand what factors contribute to their attractiveness and move to integrate them into their culture to compete for new talent continuously. More so, people are drawn toward companies with a positive reputation. A better company reputation is a more attractive tool to potential employees. Regarding what is considered a qualified potential employee, Berthon et al. (2005) give an example of students, graduates, and professionals. At the same time, other studies, such as Dabirian et al. (2019), mention final-year university students. This study will focus on the factors that enhance company attractiveness among professionals and non -professionals as potential employees from intense knowledge markets in Belgium.

1.3 Research Purpose and Questions

This research analyses which Job satisfaction factors are the most important for company attractiveness.

   RQ1: What job satisfaction factors are essential for attracting potential employees to a company?

1.3.1 Specific Questions

      I.   Is there any differences in perceptions between males and females when attracted to a company?

      II.   What factors do students, job seekers, housewives and househusbands, and workers perceive as valuable when attracted to a company?

      III.   What Factors do sectors perceive as valuable when evaluating a company as attractive?

1.3.2 Objectives

      I.   To examine the perceived difference between males and females in the factors when attracted to a company.

    II.   To examine factors that different professional statuses find attractive when applying for a job.

    III.   To explore the factors that sectors find important for company attractiveness.

1.3.4 Research Hypothesis

    I. To examine the perceived differences in the factors between males and females when attracted to a company

    H_0: males and females are indifferent when attracted to a company

    H_1: males and females are different when attracted to a company

    II. To examine factors that students and workers find as attractive when applying for a job company

    H_0: there is no relationship between Professional situations when attracted to a company

    H_1: there is a relationship between the professional status when attracted to a company.

    III. To examine the factors that sectors find important for company attractiveness.

    H_0: there are similarities between sectors in the factors they find attractive for the potential applicant

    H_1: there are no similarities between the different sectors in their attractive factors to potential job applicants.

1.4 Thesis Outline

Chapter 1 embodies the introduction, the problem statement, the research questions, objectives, and our hypothesis. This dissertation manipulates the responses of 180291 Belgians and their opinions on which job satisfaction factors are essential.

Chapter 2 of this work will provide a literature review of the concept of company attractiveness. Specifically, it introduces the job satisfaction problem and explains the specified Job satisfaction factors that attract potential employees to a company.

Chapter 3 comprises the research methodology, in which a qualitative and quantitative study will be described. Data was obtained from conference papers, online publications, master's and Ph.D. dissertations, and articles for the qualitative approach. 180291 provides data for this research analysis. They were 262415 males and 311556 females. For the quantitative approach, data will be obtained by administering questionnaires for ten job satisfaction factors via email to males and females comprised of students, workers, job seekers, and the sectors they are working for or interested in. Since the data results will be ranked quantities, the Kendall correlation coefficient will be used to show if there is any concordance or discordance between the variables. More of this correlation coefficient will be explained in detail below.

Chapter 4 presents the research results. These results will consider the top three factors that males and females, students, workers, job seekers, housewives and househusbands, and even sectors find a pull for company attractiveness. Interestingly, to find out if there are any similarities in the factors that males and females ranked, student, workers, job seeker, and between sectors, a non-parametric test of the hypothesis will be performed and any statistical significance determined.

Chapter 5 Summaries, the highlight of this dissertation, and different aspects will be discussed. This includes the research conclusions, recommendations to experts such as Human resources practitioners, the dissertation limitations, and future research findings.

2 Literature Review.

A literature review embodies the work of authors and researchers on a particular subject matter. This chapter throws more light on the research topic of company attractiveness and what different authors have said about it. Furthermore, the factors that influence company attractiveness due to job satisfaction will also be examined comprehensively.

2.1 Company attractiveness.

Nowadays, just like people have attributes to make them attractive, companies also brand themselves to look attractive to their competitors and their employees (Potential and Current). According to Berthon et.,(2005), "company attractiveness is the benefits people envision/think they will have when working for an establishment." Thus, companies need to have the correct attribute that will attract the right group of employees that are productive and job satisfied (Dikopolou, 2021). Jang and Iles (2011) describe company attractiveness as the force that pulls people towards an establishment.

According to Ambler and Barrow (1996), people are attracted to a company either because of the psychological, economic, or functional benefits they will have. Phycological benefits dwell on the factors that employees benefit from working with a particular company, such as having a sense of belonging and achieving their goals with a sense of direction. Psychological benefits significantly impact socially satisfied employees (Berthon et., 2005).

According to Kucherov and Zavyalova (2012), functional benefits encompass work tasks done by an employee for the company. This often greatly relies on the company's mission and what it is out to achieve. People are attracted to companies where their goals and tasks align, vital for productivity and satisfaction.

On the other hand, economic benefits do not only focus on the wages given to employees but other perks such as health insurance, paid holidays, and paid pregnancy leaves to name a few (Ambler and Barrow.,1996). Dibarian et., (2019) noted that economic benefits are one of the primary reasons people are attracted to certain companies and the high rate of job changes.

Ambler and Barrow (1996) Categorized economic, functional, and psychological factors into factors that influence company attractiveness. This was further discussed by Dabirian et al.,2019 and Alshathry, 2017). A company's values are what make it attractive to onlookers and competitors. In this regard, companies are constantly thriving to make their value suit their employees. However, this can only be possible if they know what their employees (potential and current)want.

A research by Ambler and Barrow.,(1996),led Berthon et a.,(2005) to carry out an explanatory study on 683 Australian university students to investigate 32 employer attractiveness values. This led to usage of the "Employer attractiveness scale." Other authors have also carried out similar studies worldwide from this research, as shown in table 2.1. This research also lays the groundwork for this thesis, as it explores ten factors that attract employees to a company and make them job satisfied

Authors	Research Done
Dikopoulou (2021)	A qualitative study investing ten job satisfaction factors on 14,585 Belgian students and employees.
(Eger et al., 2019)	Electronic questionnaires by 281 final year business management students in Czech.
(Dibarian et al., 2019)	Reviewing top IT firms such as Google and Meta for about 14947 employees in the US.
(Deepa & Baral, 2019)	Questionnaire survey reviews from 520 information technology-business process management employees in India.
(Ronda et al.,2018)	Literature review from 249 peer-reviewed journal articles on how employees perceive and value employer attraction.
(Sivertzen et al., 2013)	Electronic questionnaire review by 336 final year engineering students in Norway.
(Berthon et al., 2005)	A qualitative study on 683 final year university students in Australia.

Table 2.1 Work of different authors on company attractiveness (Moen, J., & Woodhouse, M., 2021, p10).

2.2 Job satisfaction factors of company attractiveness

Based on the table above and from the works of different authors, this study will examine ten factors that attract and drive employees based on gender, sector, and professional situation to work for a company.

2.2.1 Psychological job satisfaction factors of company attractiveness

Phycological benefits dwell on the factors that employees benefit from working with a particular company, such as having a sense of belonging and achieving their goals with a sense of direction. Psychological benefits significantly impact socially satisfied employees.

2.2.1.1 Pleasant work Atmosphere

A pleasant work atmosphere refers to the ability of a company to create a conducive and productive workplace for its employee within and outside the company (Berton et al.,2005). More so, a significant determinant of pleasant work within the company is dependent on the relationship and interactions between colleagues and management. When employees feel safe and supported by each other, they

will feel they belong and have so much good to talk about a company outside. A fun and exciting work environment fosters growth and company attraction to onlookers and competitors (Chhabra and Sharma.,2014).

2.2.1.2 work-life Balance

Work-life balance "is the ability for employees and employers to have schedules that enable them to balance their careers and personal lives in a wished the way" (Firfiray and Mayo.,2017). However, this is often possible where there is effective teamwork between colleagues and support from top management, as it may lead to backlash if not correctly managed. Dabirian et al. (2019) see work-life balance as "an attribute that allows people to make their work tasks successful at home and work." In recent times, offering employees all the support they need to be productive increases the attractiveness of a firm as many people now choose to telework.

2.2.1.3 Long term Job Security

Given the nature of the Covid pandemic and its global impact on businesses and companies, job security is now an essential attribute that influences people's choice of workplace. Job security is the ability for people to feel safe and secure when performing their work tasks. Where job security is absent, and employees fear losing their jobs, they become less productive (Eger et al.,2019). A company that cannot assure its employees that their jobs are secured is seen as less attractive and not a springboard for career growth (Berthon et al.,2005).

2.2.2 Functional Job satisfaction factors of company attractiveness

Functional benefits encompass work tasks done by an employee for the company. This often greatly relies on the company's mission and what it is out to achieve. People are attracted to companies where their goals and tasks align, vital for productivity and satisfaction.

2.2.2.1 Interesting work content

A company's work content needs to be aligned with an employee's work value. Work values are the "beliefs and principles that relate employers and employees to their jobs. According to Berthon el., (2005), interesting work content refers the "the level of an employee work excitement at work." For an employee to find a company's work content interesting, both goals and mission need to align. Dabirian et al. (2019) say exciting work content is important attractiveness in the IT sector. As a result, companies now put in job descriptions and Tasks when advertising job vacancies. This helps prospective employees determine if they are the right fit. It also helps the company to evaluate which candidate is the best.

2.2.2.2 Corporate Social Responsibility and Environmental Awareness

According to Alshathry et al. (2017), CSR and environmental awareness is the ability of an employee to look for a company that finds them attractive and has interesting work content. This is possible when the company is seen to be sustainable. However, according to Choi et al. (2021), CSR can impact employees depending on their work values and attitude. Nonetheless. CSR positively impacts company attractiveness and application values.

2.2.2.3 Strong management Values

When working for a company, co-workers and top management support are essential for a successful work-life and job satisfaction (Deepa and Baral.,2019). Where the leadership and management do not align in an organization, it can damage its reputation and attractiveness. Dabirian et al.,2019). Honest leaders and excellent management encourage employees to be better at what they do. Also, where there is constructive feedback from leaders and recognition, employees feel valued, enhancing the company's attractiveness.

2.2.2.4 Career Progression opportunities.

These are developmental activities that companies provide their employees to professionally enhance and boost their productivity. Thus, the extent to which a company creates possibilities for career progression and growth for its employees is considered a very significant factor for company attractiveness. Many remain to work for a particular company because of this. (Berthon et al.,2005).

2.2.2.5 Good Employee training

Aside from an employee's day-to-day tasks, it is essential to provide them with good training schemes. This adds to their skillset and knowledge that can be used to increase organizational growth (Chhabra and Sharam.,2014). Companies that incorporate good training programs for their workers into their culture give room for them to attain higher heights and also impact the company positively (Love and Singh,2001).

2.2.3 Economic Job Satisfaction factors of company Attractiveness.

Economic benefits pay attention to the wages given to employees and other perks such as health insurance, paid holidays, and paid pregnancy leaves to name a few.

2.2.3.1 Employees Benefits

When attracted to a company, employees, both current and prospective, are concerned with how they will be rewarded for their job as well as compensated in case of any uncertainties such as accidents, deaths, or dismal (Deepa and Baral.,2019). Money is the biggest motivator for job seekers when looking for new opportunities (Luo et al., 2018). More so companies no use this a to attract people to them. This was observed by Dabirian et al. (2019). In his observation, top IT firms in USA compensate their

employees with high wages and perks such as food checks, health care, and dental care to name a few. People will always be attracted to companies that offer them high wages and good employee benefits.

2.2.3.2 Financial Healthy Company

A financially healthy business environment is one that can sustainably manage its income and expense. This can be seen in its steady growth of revenue, its debt ratio, and the money it is worth and has in the bank during its annual or yearly bank statement overview. A company's sustainability is vital for its attractiveness, as no one like to work for an employer that cannot meet up with its day-to-day expenditures or is bankrupt (Berthon et al.,2005).

2.3 Job Satisfaction

The term "Job satisfaction" was first mentioned in 1935 by Hoppock. Job satisfaction is "any combination of psychological and environmental circumstances that causes one to be satisfied with their job" (Hoppock, 1935). Dikopolou (2021) says that satisfaction is a multifaceted concept that considers an employee's feelings and thoughts.

Job satisfaction is significant for people with complicated work tasks (Saari and Judge.,2004) because factors such as career progression opportunities, good training, pleasant work environment significantly affect employees, as these factors, to an extent, determine how satisfied and productive, and employee is at work or home. Employees are happy when these different aspects are put in place such that their needs and goals can match the needs and purpose of the company.

2.4 Conclusion

From the review above, company attractiveness is not a recent terminology in the business world. However, as times go by, the way employees perceive a company as attractive has changed. On the other hand, companies need to keep up with the rising demands of employees to have the best on their teams. The more optimistic thought and feelings people have toward a company, the more they will be attracted to them (Ries et.,2017). Job satisfaction factors of attractiveness enable companies to know what makes their employees productive and achieve their goals in alignment with what the

3. Research Methodology

Chapter 3 presents the project methodology. The research methodology is crucial in any study because it provides the research project with background information around the research question or hypothesis. This chapter will outline the research purpose and how we will approach the research project. After that, we will discuss how data was collected from respondent and analysed

3.1 Research Purpose

This study examines the job satisfaction factors that people find essential when attracted to a company. A research purpose is explanatory, descriptive, or exploratory. With variables such as age and gender, exploratory studies can be used to establish a relationship between them.

Research Question (RQ): *What job satisfaction factors attract potential employees to a company?*

The above research question is explanatory and exploratory. The exploratory aspect of this question aims to explore the job satisfaction factors essential to attract a job applicant to a company.

3.2 Research Approach

Data collected is either quantitative or qualitative, (Saunders et al.,2015). With quantitative data, numbers represent the characteristics of things. Quantitative research is good because it produces structure and representativeness. Qualitative data that does not assign numeric values. Information is often collected via observations and unstructured interviews. Since we are interested in what the Belgian population thinks about company attractiveness, quantitative research will be used.

3.3 Research Strategy

Going by Saunders et al. (2009) and Saunders et al., (2015), seven research strategies exist: archival research, ethnography, action research, grounded theory, experiment, case study, and survey. In this thesis, we would use a survey. survey enables the collection of quantitative data from a sizeable sample population. However, the survey strategy is very timing consuming, as it requires much time to design and pilot the questionnaires. When you have a large sample for research, it good and necessary to use a survey. Nonetheless, it is necessary to consider that respondents of a survey know their information is collected, which cause differences in outcomes (Hair et al.,2014).

3.4 Method of data collection

The nature of a study and the research objective determine the decision on the type and amount of data to be collected. Quantitative methods of collecting data can be observations, interviewer completion, and self-completion. Quantitative methods comprise the collection of numerical data through surfing and browsing behaviours on the internet. Using the interviewer process, data is collected through personal interviews such as face-to-face or telephone.

3.4.1 Questionnaire Development Guidelines

To ensure a questionnaire is accurate and dependable, there are steps that need to follow as shown below.

Steps	Actions
Step 1:	Consideration
Step 2:	Concept Clarification
Step 3:	Determination of question type. Formatting and Sequence
Step 4:	Questionnaire Protest
Step 5:	Administer Questionnaire

Table 3.1: questionnaire design steps (Hair et al., 2007, p.258)

3.5 Sample Selection

A sample population for a research study can be obtained through probabilities. Probability sampling method is common for quantitative research while non-probability sampling is commonly used for qualitative research (Hair et al.,2014).

3.6 Data Analysis.

Since we had to look at the factors in order of importance that people and sectors are most attracted to, we had to assign ranks. To get our ranks, we gave a weight of *0.2* to neutral respondents, *0.3* to respondents who agreed, and *0.5* to respondents who strongly agreed. These weight averages enabled us to determine the respective importance of each factor.

3.6.1 Data Preparation.

In the data preparation, cases that are not entirely correct are not used, the following ways can be used to analyze missing data.

   I. **Listwise cases.** SPSS consider only cases in which all the data is listed. (Pallant, 2020).
   II. **Pairwise Cases.** SPSS can exclude a case if the missing data is not required for any analysis. (Pallant, 2020).
   III. **Mean replacement.** Here, missing values are calculated and missing information are assigned calculated means. (Pallant 2020).

3.6.2 Statistical Techniques

Different statistical techniques can be used to test the hypothesis. Specifically, we use the Kendall's, correlation technique to examine the correlation between two variables (Hair et al., 2014).

3.7 Data Quality

Before using any concept, it is crucial to ensure that variables that help measure data ideally are consistent(Reliable) and accurate (Valid) (Hair et al., 2014).

3.7.1 Reliability.

Reliability is an essential aspect of research which is critical for successful results in research. For this thesis, the used Variables are selected scales from existing studies. A job attractiveness scale consisting of 10 items was used, and the responses collected with a 5- point Likert scale as seen on the table below. More so, the questionnaire comprised of demographic questions that each respondent needed to complete, such as gender (male and female), age (18-65), education level (primary, secondary, bachelor, master, post-university) activity (manager, office worker, production worker), and sectors (Automotive, finance, constructor, IT, life sciences, human resources, retail, non-profit, chemical, consulting, hospitality, logistics, technology, services, industrial and FMCG). Most of these are control variables that were needed to answer the questionnaire.

Job Satisfaction Factors	Strongly Disagree	Disagree	Moderate	Agree	Strongly Agree
Competitive Salary/employee benefits					
Career progression					
Pleasant working Environment					
Long-term Job Security					
Good work-life Balance					
Financially Healthy					
Interesting Job Content					
Good Training					
Strong Management					
Environmental and socially aware (CSR)					

Table 3.2: Job Satisfaction Factors and the five-point Likert Scale

4. Data Analysis and Interpretation

Research outcomes are presented in this chapter. Outputs of statistical analysis will be described. The program that enabled us to analyze our collected data Scientifically is called SPSS. For the guidelines regarding the use of this tool, we relied on the SPSS survival manual by Pallant (2020). Information is presented and displayed on tables and graphs as seen below.

4.1 Profile of respondents

180291 respondents provided data for this research. Data regarding age, gender, sector, and educational background are control variable data. Table 4.1 present the gender distribution of the study, which indicated that a slight majority of the respondents were female compared to males.

Gender	n
Males	262415
Females	311556
Total	573971
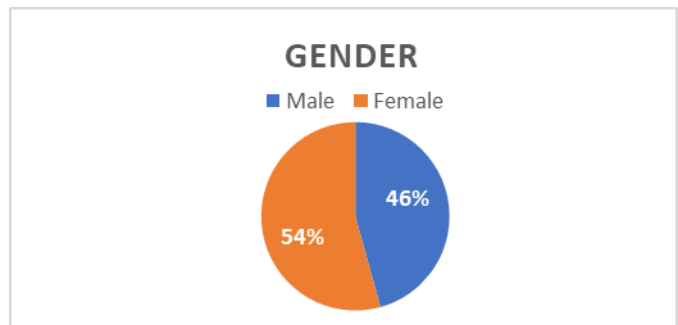
Table 4.1: Includes the gender demographics (left) and the pie chart, which presents the gender percentages (right side).

From the table above, they were 573971 respondents that evaluated the ten job satisfaction variables. 262415 respondents were males, while 311556 were females. From the pie chart to the right, the majority of participants that responded to this survey are female, which accounts for 54%, while males account for 46% of the total respondent population. In conclusion, more females evaluated and answered the ten job satisfaction factors than males. Table 4.2 evaluates the age distribution as shown below.

The table (left), and graph(right), below show the survey results where people aged eighteen and above were asked to evaluate ten job satisfaction factors that attract them to a company. Participants age groups: 18-24years (152157), 25-44 years (234935), and 45+ years (186879).

From the pie chart, two-third of respondents fall in the age range 25-44. Nowadays, this makes up more than 50% of the labor force. Nearly a third of the participants were above the age of forty-five years. However, those between 18-24 years account for just 26% of those who answered the questionnaire. These are respondents at the secondary or the university level of education.

Age	n
18- 24 years	152157
25-44 years	234935
45+	186879
Total	**573971**

AGE GROUP

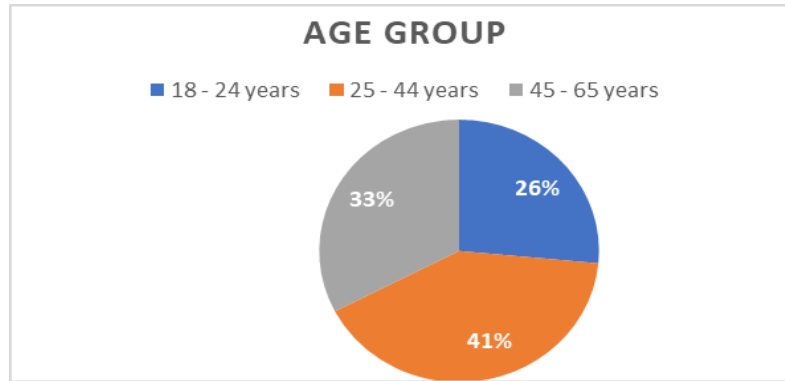■ 18 - 24 years ■ 25 - 44 years ■ 45 - 65 years

26%
41%
33%

Table 4.2: Age Distribution (left) and the Age Distribution percentages are illustrated in a pie chart (right).

The area of education shows the demographics of the respondent's level of education, as represented in Table 4.3 below. This survey considered respondents who were either in the primary or secondary levels of education, university (Bachelors and masters), post-university, and those who had no university education (Diploma holders).

From the table and pie chart, it is observed that most of the respondents are in the primary or secondary levels of education. This is followed by those with no university education, accounting for more than one-quarter of the respondents. Surprisingly, those with a bachelor's and master's degree account for just 15% of the total respondent population, while post-university was the least represented sample population for this survey.

Level of Education	n
Primary/Secondary	258936
University (Bachelor/Masters)	80333
Post university	12973
No University	207397
N/A	559639
Total	**573971**

Education

2%
15%
46%
37%

■ Primary education
■ Further education (no university)
■ University
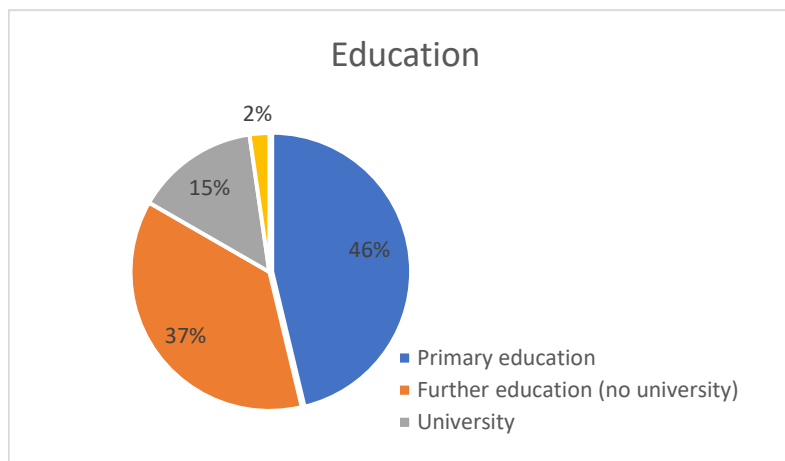
Table 4.3: Demographics of education (left) and level of Education Percentages depicted in a pie chart (right).

The respondent's Professional situation is also presented in Table 4.4 below. For this thesis, six professional situations were examined. These include workers, pre-retired, stay-at-home parents such as housewives, househusbands, students, job seekers (employed and unemployed), and others (retired). From the table and the pie chart, more than half of the respondents who answered this survey were

currently employed based on their professional status. This is followed by students and job seekers, that account for seventeen percent and eleven percent, respectively. Pre-retired accounted for just nine percent of respondents. The least represented sample was stay-at-home parents, with a one percent difference between them and others (retired).

Professional Situation	n
Working	300809
Pre-Retired	47972
Housewife/Househusband	29778
Student	99723
Jobseekers/Unemployed	64797
Others	30892
Total	**573971**

Professional Situation
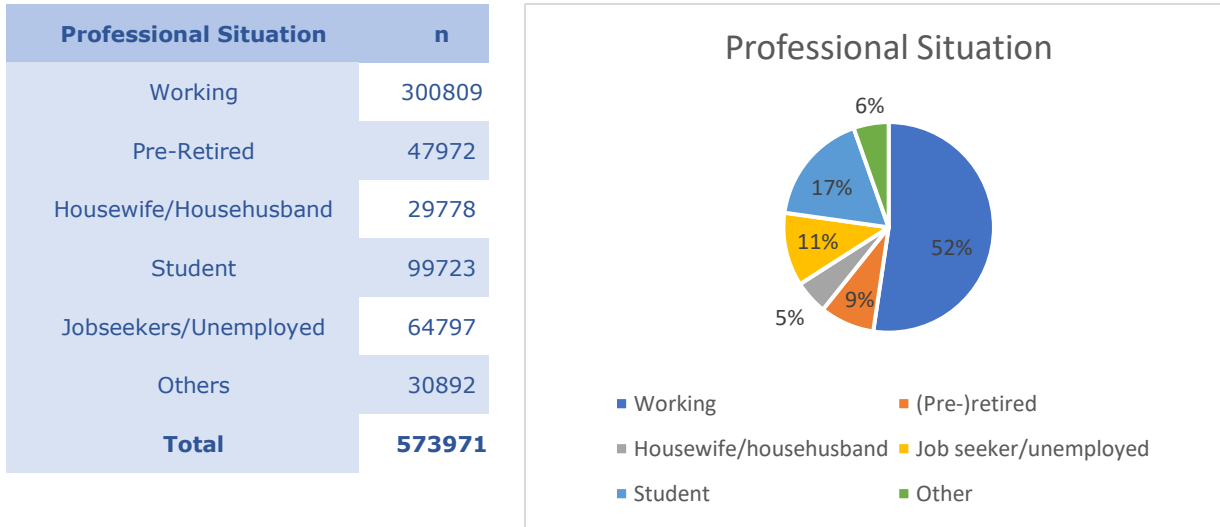
Table 4.4: Demographics of professional Situation (left) and Percentage of respondent's professional Situation presented as a pie chart (right).

Table 4.5, on the other hand, present the different sectors in which this survey was distributed and how their participation rates. It is essential to highlight that we will be analyzing only eight of these sectors for this study. These sectors are Human resources, Industrial, IT, life sciences, Logistics, Non-profits, retail, and the financial services sector. Industrial and retail sectors had the highest responses. Consulting sectors had the lowest number of respondents.

Sectors	n		Sectors	n
Automotive	37731		HR	17526
Chemical	28912		Industrial	71390
Construction	27636		IT	17498
Consulting	11444		Life sciences	25263
Energy and utilities	27012		Logistics	32469
Financial services	34647		Non-profit	68633
FMCG	47720		Retail	53742
Hospitality	17557			

Table 4.5: The fifteen working sectors.

The bar chart below illustrates the percentage of respondents according to sectors. We can see that the industrial and non-profit sectors have the highest responses. The retail and the FMCG sectors follow this. Consulting had the least number of responses, with a one percent difference from the IT sector and a one-point one percent difference between hospitality and the human resources sector.
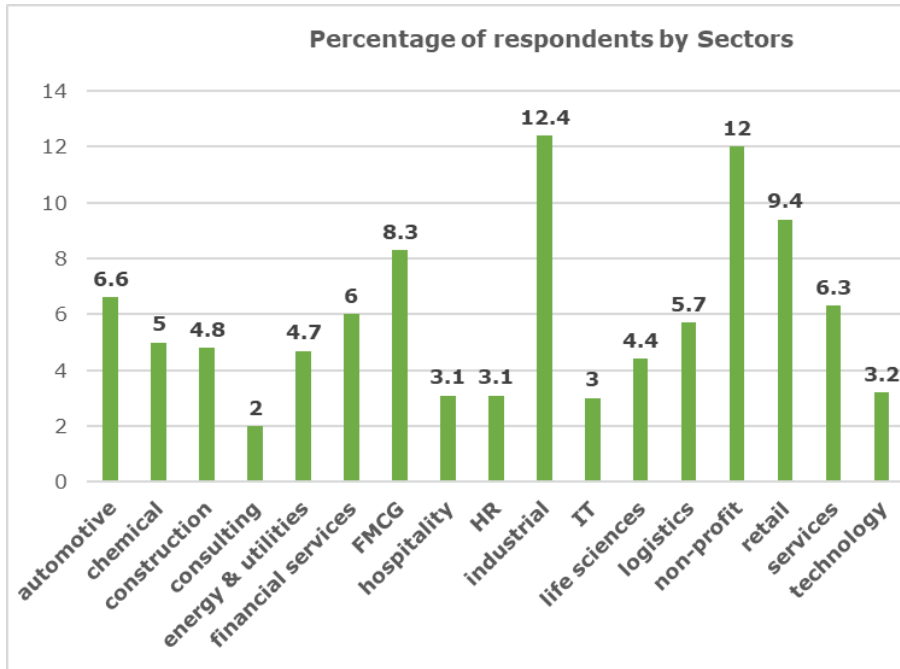
Figure 4.1: A bar plot includes the percentage of the respondents in each sector.

4.2 Findings of the Research Question 1

The table and graphs below, present the findings of research question one. Table 4.6 shows the ranking of these ten values proposition that respondent concerning gender perceives as valuable when attracted to a company.

Rank Females	Job Satisfaction Factors	Rank Males
1	Strong management	2
2	Financially healthy	1
3	Competitive salary/employee benefit	3
4	Long-term job security	4
5	Career progression opportunities	6
6	Good training	5
7	Pleasant working atmosphere	8
8	Interesting job content	7
9	Good work-life balance	9
10	Environmentally and socially aware (CSR)	10

Table 4.6: Ranks According to Gender
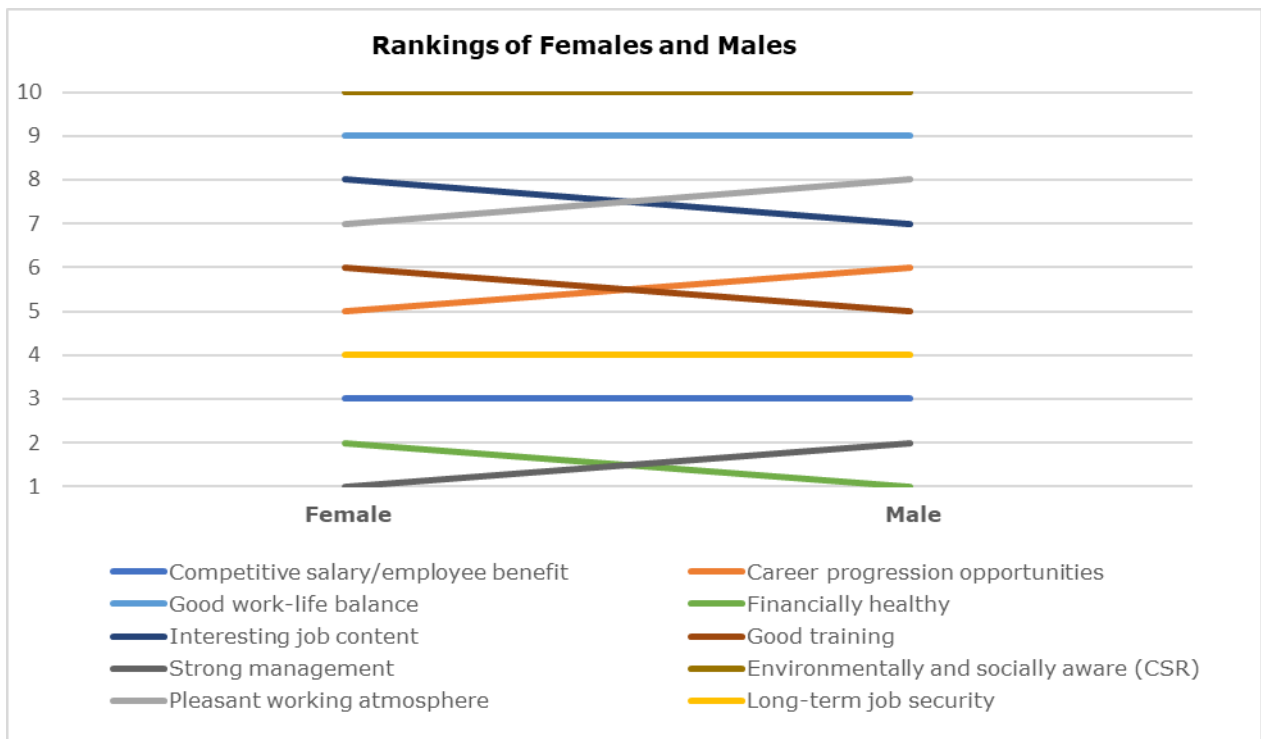
Figure 4.2: Graphical Representation of Ranks according to gender.

The table and graph above show the ranks between males and females on the different JSF for company attractiveness. For females, the most ranked factor by respondents was strong management. A financially healthy environment is rated second highest among respondents. One can argue that potential employees can benefit from promoting factors related to solid management and a financially healthy environment, such as the possibility to grow professionally and interesting job tasks. Sengupta et al.

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(2015) noted that attracting the right talent largely depends on the right value proposition. Building on this, the ranking created within this study gives actors, be they male or female valuable insights into the factors a company finds attractive.

On the other hand, Males ranked a financially healthy environment to be first while strong management came second. We noticed this same inverse relationship between, Career progression opportunities, good training, a pleasant working environment, and exciting job content. However, both males and females ranked employee benefits, job security, work-life balance, and CSR on the same scale.

We will use Kendall's correlation table to measure our strength of association and the direction of the relationship between males and females to the JSF. We use this table because we want to test for similarities in the ordering of our data since it is ranked in quantities. Also, with this table, we are to use pairs of observations to determine the strength of association between males and females based on their pattern of concordance and discordance. Correlations coefficient values range from -1(Perfect negative) to 1 (perfect positive) (Saunders et al.,2020).

A Kendall's correlation was run to determine if there is any relationship between males and females in the job satisfaction factors, they choose when attracted to the company. There was a strong positive correlation between males and females regarding company attractiveness factors, which was statistically significant (t_b=.867, p=<.001).

Correlations

			RankF	RankM
Kendall's tau_b	RankF	Correlation Coefficient	1.000	.867**
		Sig. (2-tailed)	.	<.001
		N	10	10
	RankM	Correlation Coefficient	.867**	1.000
		Sig. (2-tailed)	<.001	.
		N	10	10

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.7: Kendall's Table for Gender

4.3 Findings of the Research Question 2

The results of research question two are first presented on a value proposition level and then on a concept level. Table 4.7 shows the ranking of these ten-value propositions respondents perceive as valuable when attracted to a company. From the graph and table below and to answer our research objectives, we had six professional Situations to examine which JSF they are most attracted to and find out if there are similarities in the factors they will choose.

Job Satisfaction Factors	Working	Pre-Retired	Housewives/ Househusbands	Job Seekers	Students	Others
Competitive salary/employee benefit	4	3	3	2	4	3
Career progression opportunities	5	5	5	4	7	5
Pleasant working atmosphere	8	8	8	6	6	8
Long-term job security	3	7	7	3	5	6
Good work-life balance	9	9	9	9	3	9
Financially healthy	1	1	2	1	2	2
Interesting job content	7	6	4	5	9	7
Good training	6	4	6	7	8	4
Strong management	2	2	1	7	1	1
Environmentally and socially aware (CSR)	10	10	10	10	10	10

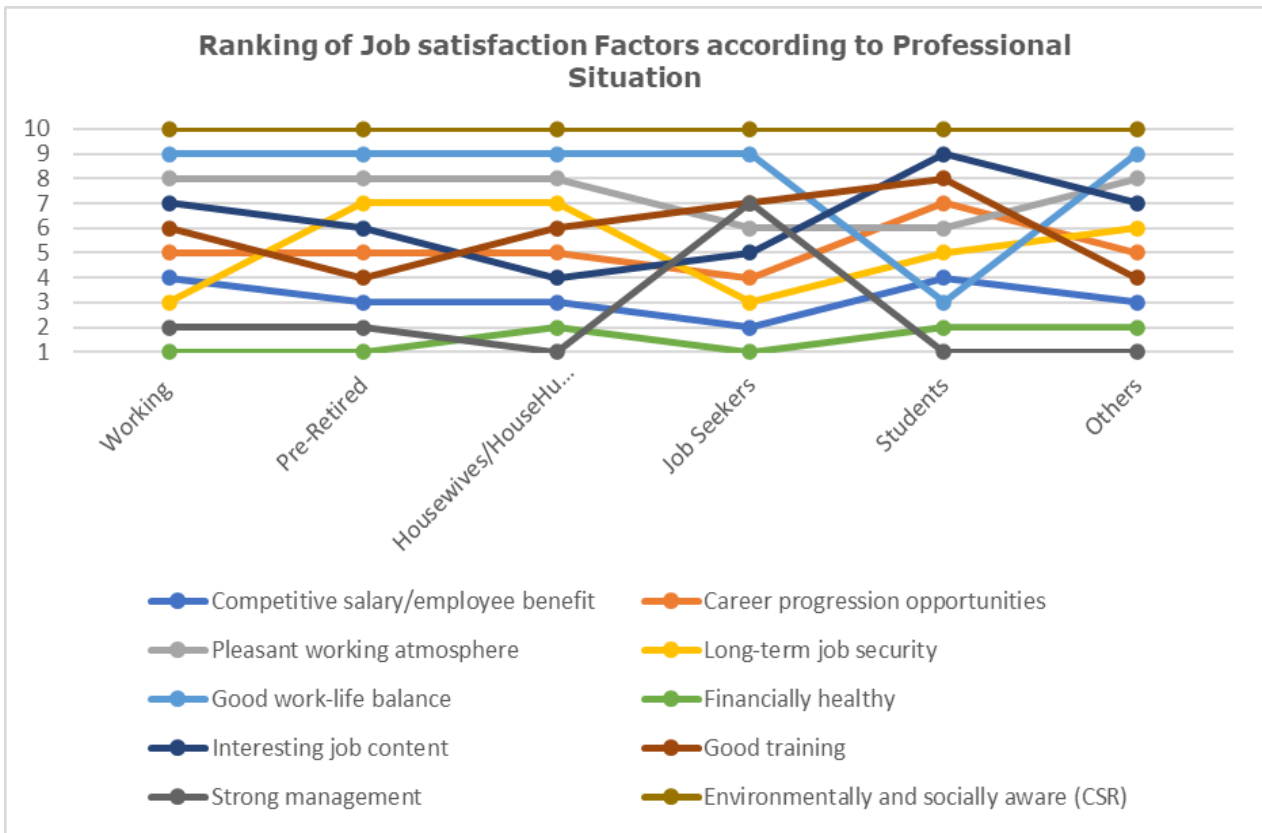Table 4.8: Ranks According to Professional situation.

Figure 4.3: Graphical Representation of Ranks According to Professional situation.

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To begin with, we noticed that a financially healthy environment was ranked first by the respondent who were working, pre-retired, and Jobseekers/ Unemployed. At the same time, students and other professional status ranked it second. Also, a financially healthy business can be why students are attracted to the company rather than its competitor. Furthermore, a study performed for MetLife's 14th annual employee benefits trends found that 46% of most employees want their financial situation to get better as the years go by. To address this issue, many employees turn to their employers for support to achieve their financial security. MetLife also found out that 65% of employees said that their companies are responsible for their financial well-being, which is why a financially healthy business is the most critical factor they are attracted to. For pre-retired people and planning to retire soon, a financially healthy business environment with all the perks and benefits can help them save as much as possible.

While workers and pre-retired people ranked strong management as the second, students, housewives and househusbands, and others ranked it the first. Interestingly, we see that strong management was ranked the seventh by Job seekers, especially Entry-level employees who are more concerned with learning opportunities and career development. Most times, learning and development task takes place through new challenges and developmental assignments, and feedback. Employees' direct managers are often their most influential developers. Nobody wants a boss that does not take an interest in their development. According to Dabirian et al., (2019), strong management is an independent factor affecting company attractiveness. These authors also said that strong management facilitates excellent and honest leaders that inspire and encourage employees to do their best and improve employee satisfaction.

Furthermore, while the good work-life balance was ranked nine by workers, pre-retired, job seekers, and others, students ranked it third. A study by Forbes indicated that many young workers expect and demand more flexibility from their jobs.

To measure our strength of association and the direction of the relationship between the different Professional situations to the JSF, we will use Kendall's correlation table (Table 4.8). In this table, we will be vale to use pairs of observations to determine the strength of association between these statuses based on their pattern of concordance and discordance. From our table below, there is a strong positive correlation that exists between working, pre-retired, Job seekers, housewives, househusbands, and others (Retired), which was statistically significant at (T_b=.788, p=.002; T_b=.689, p=.006; T_b=.629, p=.012;T_b= .002, p=.778) we have a weak positive relationship between students and workers. Looking at the p-values, there are similarities in the JSF that workers, pre-retired, housewives/househusbands, students, and others are attracted to.

Kendalls Table

		Working	Pre_Retired	Housewives/Househusbands	Jobseekers	Students	Others
Working	Correlation Coefficient	1.000	.778**	.689**	.629*	.511*	.778**
	Sig. (2-tailed)	.	0.002	0.006	0.012	0.040	0.002
Pre_Retired	Correlation Coefficient	.778**	1.000	.822**	.494*	0.378	.911**
	Sig. (2-tailed)	0.002	.	0.001	0.048	0.128	0.000
Housewives/househusbands	Correlation Coefficient	.689**	.822**	1.000	.494*	0.378	.822**
	Sig. (2-tailed)	0.006	0.001	.	0.048	0.128	0.001
Jobseekers	Correlation Coefficient	.629*	.494*	.494*	1.000	0.315	.494*
	Sig. (2-tailed)	0.012	0.048	0.048	.	0.209	0.048
Students	Correlation Coefficient	.511*	0.378	0.378	0.315	1.000	0.467
	Sig. (2-tailed)	0.040	0.128	0.128	0.209	.	0.060
Others	Correlation Coefficient	.778**	.911**	.822**	.494*	0.467	1.000
	Sig. (2-tailed)	0.002	0.000	0.001	0.048	0.060	.

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.9: Kendall's Table for a professional situation

4.4 Findings of the Research Question 3

The results of research question three are first presented on a value proposition level and then on a concept level. Table 4.9 shows the ranking of these ten values proposition that respondent per sector perceives as valuable when attracted to a company. We had data for seventeen industries, but for this study, we will analyze eight industries to see if there are any similarities in the factors as sectors lookout when analyzing the attractiveness of companies.

	Financial	HR	Industrial	IT	Life sciences	Logistics	Non-profit	Retail
Strong management	1	7	3	3	3	4	4	8
Financially healthy	3	5	6	5	4	6	2	7
Long-term job security	9	8	7	8	8	9	10	3
Competitive salary/employee benefit	7	9	8	7	7	3	1	5
Good training	8	6	9	9	9	7	7	4
Career progression opportunities	5	1	2	2	1	2	6	1
Good work-life balance	6	4	5	6	5	8	3	9
Interesting job content	4	3	4	4	6	5	5	10
Pleasant working atmosphere	2	2	1	1	2	1	8	2
Environmentally and socially aware (CSR)	10	10	10	10	10	10	9	6

Table 4.10: Ranks According to Sectors.

The result shows a total of ten-value propositions for attractiveness by different sectors. In the financial service sector, the most Top-ranked factors are competitive Salary/employee benefits, Strong management, and Career progression opportunities. Nowadays, a commonly discussed topic in company

attractiveness is how employees are rewarded and compensated. Previous researchers show that salary compensation strongly affects the attractiveness of companies (Ronda et al., 2018). Similarly, Chhabra and Sharma (2014) studied that salary compensation is ranked as one of the top attributes for companies. According to Luo et al. (2018), money is still the number one motivation for about 67% of job seekers and people looking for career opportunities nowadays. They discovered that offering good benefits and perks attracts talent. Also, Dabirian et al. (2019) noted that solid management fosters company attractiveness. Furthermore, these companies need a strong management system that can provide young talent opportunities for growth.

Interestingly, competitive salaries and employee benefits were not a top priority in the human resources sector. Instead, they are interested in a Financially healthy business, strong management, and good training. Good training and development are vital assets for employees and their organizations. This enables them to have a rich toolbox of knowledge to solve complicated problems, especially when dealing with humans. Nonetheless, to sponsor this training program for its employees, a financial health business backed by solid management values, gives room for growth.

Furthermore, strong management, competitive salary/employee benefits, and a financially healthy business environment were the most sorted out JSF in the industrial sector. Strong management is very important for them when looking at the financial services sectors, HR, and the industrial sector. This confirms what Berthon et al. (2005) says, within a company, support from leaders, managers, and co-workers is very vital for the satisfaction of employees, as this leads to team spirit, improved communication, confidence boosts, skills development, and innovativeness. Also, Dabirian et al. (2019) argued that if leadership and management within a company are not good, it will damage its attractiveness.

According to research carried out by Dabirian et al. (2019), employee social values such as a collaborative work environment were important for current and former employees in the IT sector. They also noted that top and bottom IT companies praised interesting work values and content. However, in our research, we noticed that the top-ranked factors in the IT sector were, Strong management, competitive salary/benefits, and a financially healthy business environment. Nonetheless, it is known that IT firms (Dabirain et al.,2019) reward employees with attractive financial and non-financial perks. Thus, they need to continuously highlight their economic values to attract the right pool of employees. Moreso, they noted that economic value could be a true motivator for attractiveness and increase job satisfaction.

Just like the industrial sectors, Strong management, financially healthy, and Competitive salary. Employee benefits were the most rated in the life sciences sector. According to meet.com, findings by Bio space showed that 67% of professionals in the life sciences sector stated that salary increase was their main motivation in looking for new roles. To finance the needs of their employees, it is necessary to have a facility healthy business environment backed by solid management values.

In the logistics sector, Strong management and a financial Healthy business environment were the most ranked. However, we notice that long-term job security, which was ranked Lower in other sectors, is

rated third. Providing employees with long-term job security help to boost their productivity and increase their job satisfaction.

Unlike the other sectors, we noticed quite a change in the most ranked JSF in the non-profit sector. These factors are Long-term job security, career progression, and interesting job content. Non-profit organizations and institutions are looking for individuals who care about their purpose as much as they do. Unlike profit corporations, the information needed to secure a job is often available. It is said that "getting a job is all about networking". Finding the best job comes down to knowing the right people. Maintaining relationships from past jobs, volunteering, internships, and the right approach is a powerful way. Even though it may be time-investing, it offers stability, reliability, and progression.

In the retail sector, strong management and financially healthy ranked first and second. A pleasant working environment unlike in other sectors of our result was ranked third. The pandemic led to so many uncertain working conditions, changing rules and regulations, lockdowns, vaccination mandates for retail sector, as well as customer abuse have been the perils of working on the frontline in retail, The atmosphere of the workplace influences an employee's mindset. A pleasant work environment give employees motivation to consistently produce high work quality and boast collaboration between them.
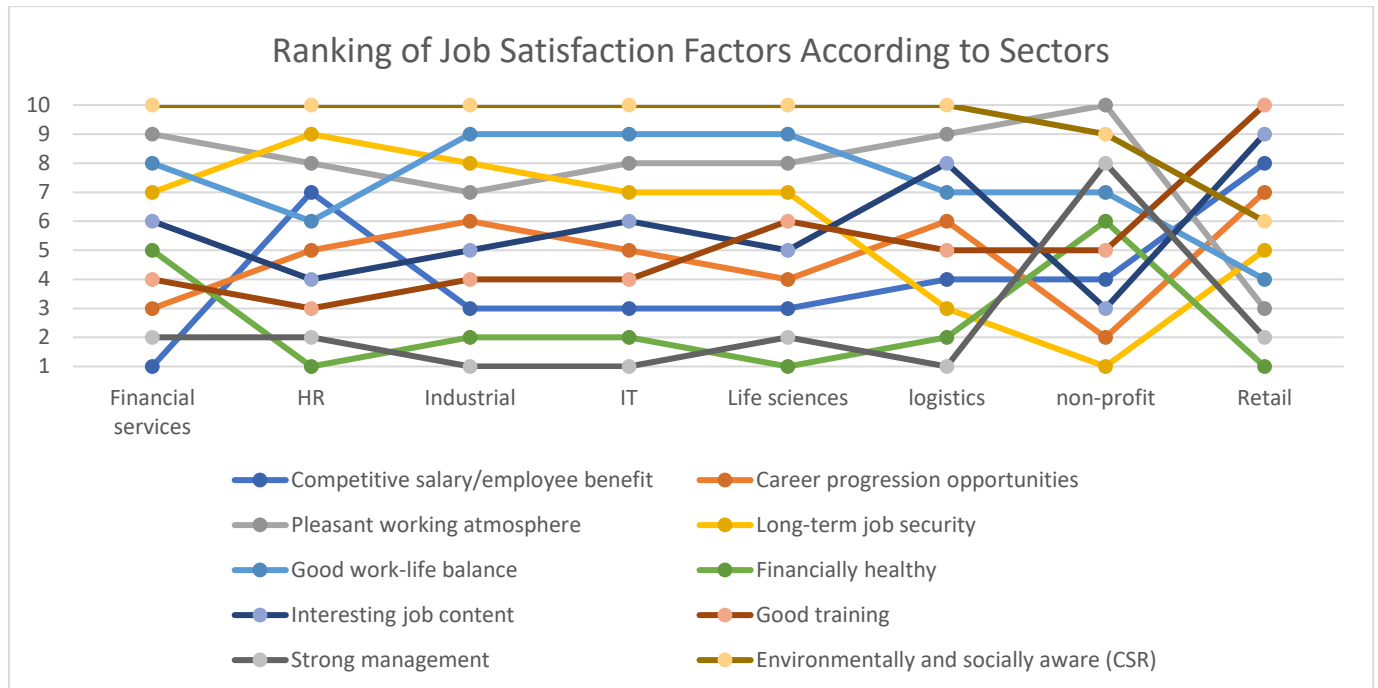

Figure 4.4: Graphical representation of Ranks according to sectors.

We will use Kendall's correlation table to measure our strength of association and the direction of the relationship between the different sectors. Between the Financial services sector and the Human Resources sectors, we have a weak positive correlation of (T_b=.422, p=.089). Thus, there is no significant relationship and similarities in the JSF they choose. Between the Financial sector and the industrial sectors, there are similarities in the JSF factors they determine (T_b=.644, p=.009). Between the Financial sector and the IT sector, there exists a statistically significant relationship between them

(T_b=.733, p=.003). Furthermore, we also observed a high positive correlation of (T_b=0.689, p=0.006) between the financial service sector and the life sciences sector. For the Financial industry and logistics, we have a correlation coefficient of (T_b=.556, p=.0255). There was no statistical relationship between the financial sector and the retail and non-profit sectors. Furthermore, we also observed a statistically significant relationship between the HR sector and the industrial sector with correlation coefficients of (T_b=.689, p=.006). also, there is a statically significant relationship between the HR sector and the Life sciences, IT, and logistics sectors. They have correlation coefficients of (T_b=.600, p=.016, T_b=.556, p=.025, T_b=.422, p=.089) respectively. We also observed that there is no statistically significant relationship between the HR sector with Retail and non-profit. Also, the industrial has a statistically significant relationship with the IT sector, logistics, and the life sciences sector, with correlation coefficients of (T_b=.911, p=.000, T_b=0.644, p=.009, T_b=.778, p= .002 respectively. There are no similarities between the industrial sector with retail and the non-profit sector.

Between the IT sector with life sciences and logistics, we have a statistically significant relationship. While there is none between the IT sector and the retail and non-profit sectors. Also, between the life science sector and logistics, (T_b=.600 and p=.016. There are very weak correlations between the life science sectors with retail and non-profit. The logistics sector with the retail and non-profit sectors has a statistically insignificant relationship.

Kendalls Table

		Financial services	HR	Industrial	IT	Life sciences	logistics	non-profit	Retail
Financial services	Correlation Coefficient	1.000	0.422	.644**	.733**	.689**	.556*	0.289	-0.156
	Sig. (2-tailed)	.	0.089	0.009	0.003	0.006	0.025	0.245	0.531
HR	Correlation Coefficient	0.422	1.000	.689**	.600*	.556*	0.422	-0.022	0.067
	Sig. (2-tailed)	0.089	.	0.006	0.016	0.025	0.089	0.929	0.788
Industrial	Correlation Coefficient	.644**	.689**	1.000	.911**	.778**	.644**	-0.067	0.022
	Sig. (2-tailed)	0.009	0.006	.	0.000	0.002	0.009	0.788	0.929
IT	Correlation Coefficient	.733**	.600*	.911**	1.000	.867**	.733**	0.022	0.022
	Sig. (2-tailed)	0.003	0.016	0.000	.	0.000	0.003	0.929	0.929
Life sciences	Correlation Coefficient	.689**	.556*	.778**	.867**	1.000	.600*	0.156	0.156
	Sig. (2-tailed)	0.006	0.025	0.002	0.000	.	0.016	0.531	0.531
logistics	Correlation Coefficient	.556*	0.422	.644**	.733**	.600*	1.000	0.200	0.200
	Sig. (2-tailed)	0.025	0.089	0.009	0.003	0.016	.	0.421	0.421
non-profit	Correlation Coefficient	0.289	-0.022	-0.067	0.022	0.156	0.200	1.000	-0.244
	Sig. (2-tailed)	0.245	0.929	0.788	0.929	0.531	0.421	.	0.325
Retail	Correlation Coefficient	-0.156	0.067	0.022	0.022	0.156	0.200	-0.244	1.000
	Sig. (2-tailed)	0.531	0.788	0.929	0.929	0.531	0.421	0.325	.

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.11: Kendall's Table for sectors

4. 5 Conclusions

The first stage of this chapter examined how gender influences the importance of job satisfaction factors. A comparison between males and females did not indicates so much difference. While more females went for strong management, more males choose a financially healthy business environment. Nonetheless, there were a lot of similarities in the factors both males and females choose such as employee benefits, long-term job security, good work-life balance and CSR. Finally, a Kendall's correlation indicated that there is a statistically significant relationship between male and females and the factors they perceived as important when attracted to a company.

Furthermore, we also, examined ten job satisfaction factors and it influence on different professional statuses. A financially healthy business and employee benefits were very predominant factors among the different professional situations. However, while workers, students, pre-retired and others rated strong management so high, job seekers did not find it that important. What was very fascinating is the fact that good work-life balance which was rated as the nineth was the third for students. This was supported by the fact that good work-life balance will be a major force for emerging generations when entering the labour marker (Kumari and Saini (2018). Nonetheless a Kendall's correlation indicated that there is a statistically significant relationship between the different professional situations and the factors they perceived as important when attracted to a company, even though there were very low levels of significance.

Finally, we also examined ten job satisfaction factors that eight sectors ranked as important for the attractiveness of companies. The predominant factors between these sectors were pleasant working environment, career progression and strong management. However, there were some disparities between some factors that the sectors choose as important. For example, while employee benefits was ranked the first by non-profit , it was the nineth for the human resources sector, and while interesting job content was the third, or fourth for some sectors, it was the tenth for the retail. Chapter four of this research helps to clarify which job satisfaction factors influences the employment preference of job applicants be it male or female, a student, worker, job seeker, and the sectors they work for or intend to work for.

5. Thesis Conclusions

This study attempted to examine how individual demographics such as gender, professional status, and the sectors they work in can predicts the importance attributed to JSF of company attractiveness. For this purpose, an online survey was employed to examine ten JSF as seen above. This research adds knowledge to existing literature by examining different attractiveness attributes. It also shows how personal characteristics predict if an employer is attractive. The main conclusion of this paper is that gender, people's professional situations, and the sectors in which they work are drawn towards an environment with strong management, is financially healthy, and offers its employees the benefits they need.

This study was limited to investigating company attractiveness for people within Belgium based on our data set. This limitation is made based on the fact that company attractiveness varies across countries and continents. (Berthon et al., 2005).

Nonetheless, our findings have practical implications, especially for human resource Managers. As earlier noted, Companies do only compete withier competitors based on good or service. The "war for talent" is very competitive, thus understanding the perceptual differences and similarities between people with different characteristics considering a change may help increase person-organization and person-fit and employment

A suggestion for future findings will be to test attractiveness factors on company retention. That determines the similarities or differences between company attraction and company retention. Further research is suggested on corporate social responsibility about company attractiveness and the intentions to pursue a job application. Such analysis could be carried out to examine whether CSR influences the perceptions of company attractiveness.

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