

Relationship between Organizational Health and Employer Brand Attractiveness

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Abstract

This study aimed to determine the relationship between organizational health and employer brand attractiveness in FANAP Company. The statistical population of the study consisted of all the managers and experts of *Pasargad Arian Information and Communication Technology Company (FANAP)*, and 325 of them were selected by Stratified random sampling method. The validity of the questionnaire was confirmed by academic experts as well as experts from *FANAP Company*. Also, with the use of Cronbach's alpha coefficient, the reliability of the questionnaire was calculated to be 0.86 which indicates the reliability of the questionnaire. The hypotheses were examined using SPSS software at the descriptive level with frequency descriptive statistics and frequency percentage and using Amos software at the inferential level. According to the results of this study, there is a significant relationship between organizational health and employer brand attractiveness.

Keywords: Organizational Health, Employer Brand Attractiveness, Organizational Culture

1. Introduction

A healthy organization is a place where people come to their workplace with interest and feel proud to be working there. Organizational climate and organizational culture are key organizational constructs that influence the implementation of evidence-based practices (*Powell et al., 2021*) and can ultimately lead to the creation of a concept called organizational health. In fact, organizational health has a significant impact on the employees regarding physical psychological matters, security, belonging, meritocracy and valuing the knowledge, expertise, and personality of the beneficiaries, developing their capabilities and the behavior in any system. Organizational health does not only include the ability of the organization to do its job effectively, but it also includes the ability of the organization for continuous growth and improvement. Managers in healthy organizations recruit employees who are committed and responsible, have high morale and performance and open communication channels with a high success rate. Recruiting and retaining skilled and experienced employees has become the main challenge for many companies. So, the workplace organizational health study is expected to contribute to improved understanding of the intervention mechanisms, feasibility, and potential benefits of modifications in the work organization that may be led to improvements in safety and wellbeing of employees (*Sorensen et al., 2019*) which in turn, influences loyalty (*Noailles & Viot, 2021*).

Employer brand attractiveness is the image of the employer that is perceived externally as an attractive factor for the target population as well as the organization's internal employees. (*Caputo et al., 2023*). Employer branding, if done correctly and effectively, is a good way to increase employer attractiveness, and since it is based on a company's identity and position as an attractive employer, if developed, it can lead to creating competitive advantages in the job market (*Heide et al., 2024*).

Employer brand attractiveness includes a set of functional, economic, and psychological benefits that are evoked in the minds of potential and current employees of the company through the recruitment by the employer. Thus, it seems that being aware of the brand condition and finding the priorities affecting the minds of employees is very important for company managers.

2. Literature Review

In order to have a healthy society, we must create healthy organizations and in order to create organizational health in an organization, we must first recognize the climate within that organization. Organizational health is one of the well-known and useful theoretical frameworks for measuring the social climate of organizations. Currently, companies competing with each other for recruiting and hiring experts due to the lack of human resources. However, companies concentrate more on the brand of the company and especially on the employer brand attractiveness instead of the competition for hiring elite people. FANAP Company also requires special attention so that it can perform its mission in the best way possible by identifying the relationship between organizational health and employer brand attractiveness. Organizational health is a unique concept and it enables us to obtain a big mental image of the health of the organization (*Teimouri et al., 2019*). In the management literature, organizational health is largely dependent on employee health (*Mandela, 2013*). In healthy organizations, employees are committed and dutiful, and they have high morale and performance. In fact, organizational health has a significant impact on the employees regarding physical psychological matters, security, belonging, meritocracy and valuing the knowledge, expertise, and personality of the beneficiaries, developing their capabilities and performing tasks assigned by the subsystems for the effectiveness of the behavior of each system. An organization is healthy when employees feel they are doing something useful and gain a sense of personal growth. Employees often love and accept exciting work that brings them inner pleasure. Many of the employees want to be heard. They want to make sure the organization is truly sympathetic to their needs and difficulties. In this case, the organization will become an active, agile and flexible institution in its category (*Teimouri et al., 2017*). As Ghielen et al. (2020) has shown that person-organization fit is positively linked to employer brand attractiveness and employer brand clarity which can be similarly modified as a kind of organizational health, strengthens this relationship.

Also, organizational health is one of the topics that management theorists have always expressed their attention to it. The discussions regarding organizational health indicate that the attention to it has not been reduced and the topic of organizational health in theory and practice is so central that it cannot be ignored and will never be forgotten. Although it is not an easy task to define, measure and estimate organizational health, but it is a concept that justifies the reason why organizations survive.

Today, the demand for skilled workers has increased due to the struggle with inadequate human capital, and recruiting potential employees is a major challenge for organizations. The decrease in capable applicants has made it difficult to hire the right employees for the jobs that suit them.

Organizations are competing to recruit competent, qualified staff because the demand for a skilled workforce is steadily increasing due to an increase of competitiveness in the business world; as the human capital of organizations is extremely important for their growth and sustainability (*Santiago, 2019*). However, the sense of the battle for talent as the peak point of the organization has changed from selecting the staff to attracting the staff. In fact, the success of an organization depends on its ability to attract (*Eslam & Broek, 2015*). The effectiveness of the desire to be hired or applying for a job, is strongly related to the attractiveness of the employer at the beginning of the recruitment for the organization. Information uncertainty is one of the features of the job market. This means that the job applicant cannot judge the quality and characteristics of the employer confidently, prior to the starting work and having direct experience of the work environment. On the other hand, the organization cannot be sure about the competencies and skills of a potential employee either. Considering that the Employment contracts are very important and crucial, both parties are looking for a way to reduce the confusion and avoid the pitfalls of choosing the wrong choice (*Wilden et al., 2012*).

Employer branding has been defined as a long-term strategy for managing awareness and the perceptions of actual and potential employees and stakeholders which includes direct and indirect experiences with the organization. The organization should invest in branding as an employer just like they make brands for their product. Because employees are customers inside the organization. Today, an effective employer brand is essential for competitive advantage. Employer branding is the process of identifying and creating an organization's brand message by using traditional marketing principles to achieve a better position as an employer and be chosen. The employer brand is an image that shows the organization as the best place for work, with the goal of positively affecting current and future employees to attract and retain high potential employees. The employees will be attracted by the organization and want to stay in it only when they have a positive attitude towards the organization and the employer. In other words, the employer brand is an image

of the organization as the best place to work, which can distinguish the organization from other organizations.

The employer brand is described as a set of functional, economic and psychological advantages that are evoked in the minds of potential and current employees of the company by the employer (*Konret & Mesli, 2012*). Some of the advantages of this brand include reduced costs for human resource management, increased efficiency of the hiring process, improved working relationships, improved and enhanced organizational culture, attracting expert workforce and increased corporate efficiency (*Knox & Freeman, 2013*).

Employer branding is not only used to convey the message about the organization's personality. But it is also used to catch up with the tools and techniques that are commonly used to motivate and engage employees. The employer brand also creates an emotional relationship between the employer and the employee, such as a consumer brands (*Kumar Dawn & Biswas, 2011*).

Given the foregoing, the question that arises is whether there is a relationship between organizational health and employer brand attractiveness at FANAP Company? This research is conducted in order to answer the above question; to this end, it is necessary to first describe the components of organizational health and then mention the relationship between each of these components with the employer brand attractiveness.

Matthew Miles defines a healthy organization as an organization that not only survives in its environment but also adapts sufficiently over a long period of time and constantly develops and expands its ability to survive and adapt. In this definition, it is clear that a healthy organization has successfully dealt with external barriers forces and effectively guides the forces toward the organization's main goals and objectives (*Hoy & Mikcel, 2011*).

Based on Parsons Theory, organizational health has three main levels and each dimension is based on the following components:

1. Technical level: The technical level is at the lower level of the system and the actual product of the organization is dealt with at this level, including:

1-1. Morale: morale refers to the feeling of confidence, trust, sympathy and the friendship that exists between employees. Employees feel good about each other and feel that they are doing their job well at the same time.

1-2. Academic emphasis: refers to the emphasis of the organization on the learning of the employees. The Academic goals are set as high level but achievable for the employees. The learning environment is orderly and serious.

2. Administrative-Management Level: it is a mediator system's internal efforts and controls them, which include:

2-1. Consideration: it is the manager's behavior which friendly and supportive. Consideration is not a reflection of behavior based on respect, mutual trust, cooperation, and in other words, it does not mean fake and false kindness and friendliness. It rather means sincere attention given to employees as professional colleagues.

2-2. Initiating structure: It is a behavior that the manager sets out the work expectations, performance standards, and procedures in a clear way. Initiating structure refers to the behavior of the manager which is task-oriented and success-oriented.

2-3. Resource Support: The degree of preparation of materials and equipment required and requested by employees. Resource support refers to the organization that has the necessary materials and resources.

3. Institutional Level: At the institutional level, the organization relates to its environment and includes:

3-1. Manager's influence: It is the ability of the manager to influence the decisions of superiors. An influential manager is persuasive and works effectively with his superiors but at the same time, he is independent in his thinking and actions.

3-2. Institutional integrity: It is the ability of the organization to adapt to the environment and compromise with methods that preserve the health of the organization's programs (*Hoy and Miskel, 2011*).

It is also important to know that if these factors ultimately lead to employer brand attractiveness, they can also play an effective role in creating other valuable outcomes; such as a sense of commitment, satisfaction, organizational reputation.

As shown in a study by Neslihan Onur and her colleagues conducted on employees of 5-star hotels in Manavgat, one of the most popular tourist destinations in Turkey, there is a positive relationship between the attractiveness of the employer brand and organizational commitment, and in fact, an employee who is loyal

to the company he serves and has a sense of commitment significantly reduces the turnover rate of employees (Onur *et al.*, 2024).

In a study by Pantius D. Soeling *et al.*, which was obtained by distributing a questionnaire to 425 senior students from public universities in Indonesia, it was shown that employer brand attractiveness significantly affects organizational reputation, because organizational reputation is an intangible and valuable source of competitive advantage that reflects the work climate in the organization. It is worth noting that by using similar studies, organizations can learn how to design programs that improve employer brand attractiveness, especially among new generations (Soeling *et al.*, 2022).

In fact, employers pursue two goals in creating the appeal of their brand from the point of view in Spoljaric and Dosen (2023): 1) promoting themselves as an employer that employees are interested in choosing, and 2) retaining these employees in the organization after hiring. Employer brand is a concept first described by Ambler and Barrow as a set of perceived benefits when employed by a particular organization. These benefits may be functional, economic, or psychological, and are perceived by current and potential employees and, to a lesser extent, by the general public.

This study combines different models on organizational health dimensions in accordance with the realities of the statistical population under study, and the components of institutional integrity, manager's influence, consideration, initiating structure, academic emphasis, morale and resource support are considered as dimensions of organizational health. One of the important issues that are often ignored in private companies, especially in FANAP Company, is the use of employer branding as a means to ensure access to a skilled and qualified workforce and also increase the commitment and loyalty of current employees of the organization. Also, given the perspective of the FANAP Company, especially in the employee section, finding useful and competent human resources is essential. Thus, employer brand attractiveness can be recommended as a very useful tool for achieving competent and efficient human resources.

3. Research Background

Miir Farooq (2019), in his study, examined the relationship between talent management and organizational transformation with organizational health at Uganda Universities. 820 respondents were used in this study to obtain the data. The findings reflected that talent management and organizational transformation are valid and reliable predictors of organizational health and have both direct and indirect casual influence towards one another. Teimouri *et al.*, (2019), investigated the relationship between individual and organizational adaptability in Isfahan University. Variables such as workplace coordination, knowledge/skills/abilities coordination, goal coordination, value coordination, and personality adaptation, were examined as the dimensions of individual and organizational adaptability. The results indicated a significant relationship between the dimensions of individual and organizational adaptability.

Singh & Sumi (2017), in a study, examined the impact of employee participation in organizational health as a fundamental mechanism in developed companies in India. 441 questionnaires were distributed among the developed companies. The results showed that there is a positive and significant relationship between employee participation and organizational health of developed companies in India.

Teimouri *et al* (2017), in his study, examined the impact of intellectual capital on organizational health through the empowerment of employees. Data obtained from the statistical population of 200 participants, were analyzed based on the dimensions of intellectual capital (human capital, structural capital and customer capital). The reason for the attention on the empowering human resources is that the dissatisfaction with the quality of working life is a problem that harms people and then the organization regardless of their organizational status. This problem can be prevented with special attention to intellectual capital.

Hog (2016), in his study titled as Investigation of the Relationship between Managers' Performance and Organizational Health, investigated the effect of managers' performance on organizational health among employees and managers. The results obtained from this study showed that there is a significant relationship between each of the components of managers' performance and organizational health. Managers' performance regarding communication and decision-making tasks is higher than average, but it is moderate in the field of information tasks.

Woofolk (2015), in his study, examined the relationship between teaching effectiveness of the teachers the seven dimensions of organizational health in 30 schools in Ukraine. He found that only two factors among the dimensions of organizational health, including institutional integrity and morale of the teachers are related to the teaching effectiveness of the group of teachers and it increases this effectiveness.

Spence (2014), in a study, examined the organizational health of the university from the perspective of the employees and found that, in terms of organizational health and dimensions of growth and changes of intra-organizational processes, the university is at an intermediate level. Also, in terms of gender and experience of employees, a significant difference was found between the mean scores of organizational health and the dimensions of intra-organizational processes.

Jackson & Tikoo (2013), in a study titled Managers' Creativity, Organizational Health and Productivity of US University Employees, examined the relationship between managers' creativity and organizational health with employee productivity at university. The results indicated a relationship between organizational health and productivity. A significant inverse relationship was found between organizational health and managers' creativity.

4. Method of the Study

In terms of purpose, this study is applied research. Regarding the data collection (research design), it is placed in the descriptive-survey (non-experimental) category. The statistical population of this study consisted of all the managers and experts of Pasargad Arian Information and Communication Technology Company (FANAP) which were 325 people in 2018. It should be noted that the number of managers was 140 and the number of experts was 185. Stratified random sampling was used relative to the sample size, for obtaining the sample of the study. The sample size that is chosen in this study is used by the formula $5q \leq n \leq 15q$ where q is the number of questions in the questionnaire. The total number of questions in the questionnaires is 65, which according to the mentioned formula the sample number is $325 \leq n \leq 975$. The researcher distributed 325 questionnaires and 280 of them were returned (115 managers and 165 experts).

Questionnaires were used as data collection tools in this study and the two researcher-made questionnaires of organizational health and employer brand attractiveness are used.

Organizational Health Questionnaire:

Organizational Health Questionnaire of Hoy and Feldman (1996), was used for the measurement, which consists of 44 questions on a five-point Likert scale (1=always, 2=often, 3=sometimes, 4=rarely, and 5=never). The questionnaire consists of three levels (technical, administrative and institutional) in 7 dimensions of morale, academic emphasis, consideration, initiating structure, resource support, manager's influence, and institutional integrity.

Employer Brand Attractiveness Questionnaire:

The employer brand attractiveness questionnaire of Burton et al. (2005) was used for the measurement. It includes 21 items in 6 dimensions of innovation value, social value, humanitarian value, personal development value, educational value, and economic value; as it refers to part of employer brand equity (EmpAt) scale (Noailles & Viot, 2021). In this questionnaire a five-point Likert scale (1=strongly disagree, 2=disagree, 3= no idea, 4=agree, and 5=strongly agree) has been used.

Face validity and construct validity were used to measure the validity of the study. Considering that the operating loads were obtained higher than acceptable (0.5), the validity of both questionnaires was confirmed. Also, the reliability of the questionnaire was obtained as 0.86 using Cronbach's alpha coefficient which indicates the reliability of the questionnaire. SPSS software was used to analyze and apply the one-sample t-test for normality. Amos software was used for modeling the structural equations.

4-1. Findings of the Research

According to the results of calculation of the mean and standard deviation for each of the organizational health components (and also seven related components) and employer brand attractiveness, the component of initiating structure has achieved the highest mean. It also has a better position compared to the other variables. The variable of Institutional integrity is at a weaker position based on the respondents' opinion. The Kolmogorov-Smirnov statistic also indicates whether the data is normally distributed or not. If the data are confirmed to be distributed normally, parametric tests as well as the maximum likelihood method can be used in the structural equations. The results of the normality test of the variables are shown in Table 1.

Table 1: The results of normalization test of variables

Variable	Standard	Z Statistics	Significance
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	Deviation		Level
Institutional Integrity	0.62	0.87	0.42
Manager Influence	0.65	1.2	0.11
Consideration	0.83	0.91	0.37
Initiating Structure	0.90	1.11	0.16
Resource Support	0.81	1.06	0.2
Mood	0.85	1.19	0.19
Scientific Emphasis	0.81	0.74	0.61
Organizational Health	0.72	0.79	0.55
Employer Brand Attractiveness	0.78	1.08	0.18

Based on the results of table 1, given that the significance level of the test was higher than 0.05, the normal claims of questionnaire questions were accepted and can be used for parametric tests and structural equation modeling.

In this section, according to the data obtained from sampling, using a questionnaire to test hypotheses was used through structural equation Modeling (SEM) and AMOS software. As a result of a confirmatory factor analysis of the organizational health variable and also a variable of the employer's brand attractiveness, it can be observed that all of the operating loads have the values greater than 5.0. Table 2 also indicates the fit indices of the measurement models.

According to table 2 and comparing the values of each index with its proper fit, it can be concluded that all indicators are of acceptable values.

Table 2: Fit indices of measurement models

Name of Model	CMIN/ DF	GFI	CFI	RMSEA
Organizational Health	2.71	0.93	0.95	0.05
Employer Brand Attractiveness	1.85	0.94	0.96	0.07
Proper Fit	<3	>0.9	>0.9	<0.1

After testing the fit of each measurement model, the structural model of the research hypotheses was investigated. In Figure 1, the structural model of the research has been shown.

In table 3, the structural model fit indicators are shown.

Table 3: Fit indices of research structural model

Name of Model	CMIN/ DF	GFI	CFI	RMSEA
Structural	2.28	0.93	0.95	0.06
Suitable Fit	<3	>0.9	>0.9	<0.1

According to table 3 and comparing the values of indicators with appropriate fitting, it can be concluded that the indices are of acceptable values.

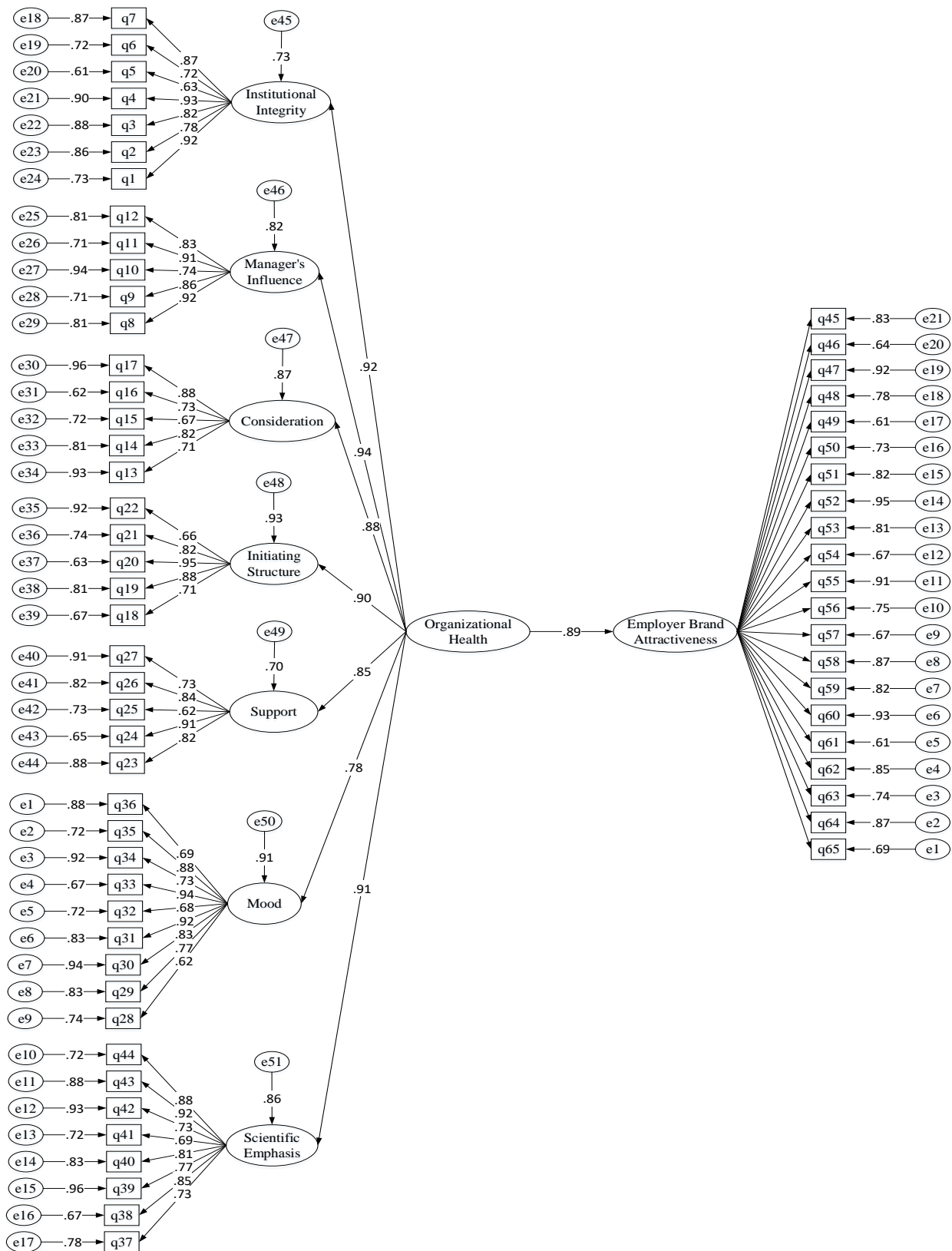


Figure 1: Research structural model

4-1-1 Main Hypothesis

There is a relationship between organizational health and the attractiveness of the employer's brand in FANAP company. In table 4, the test result is shown to be the main hypothesis.

Table 4: Test result of main hypothesis

Route	Beta coefficient	Critical value	P	Result
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There is a relationship between organizational health and employer brand attractiveness at FANAP	0.89	5.68	0.001	Confirmed
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Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the main hypothesis of the research is confirmed. In other words, the organizational health has a significant relationship with the amount of 0.93 in the company's brand attractiveness.

4-1-2 Sub-Hypotheses

First hypothesis: There is a relationship between the mood and the attractiveness of the employer's brand. In table 5, the test result of the first sub-hypothesis has been shown.

Table 5: Test result of the first sub-hypothesis

Route	Beta coefficient	Critical value	P	Result
There is a relationship between the mood and the attractiveness of the employer's brand.	0.76	4.34	0.001	Confirmed

Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the first sub-hypothesis of the research is confirmed, in other words, the mood with the value 0.76 has a significant relationship with the employer's brand attractiveness.

Second hypothesis: There is a relationship between scientific emphasis and attractiveness of employer's brand. Test result of the second sub-hypothesis is shown in table 6.

Table 6: Test result of the second sub-hypothesis

Route	Beta coefficient	Critical value	P	Result
There is a relationship between scientific emphasis and attractiveness of employer's brand.	0.65	5.63	0.001	Confirmed

Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the second sub-hypothesis of the research is confirmed, in other words, the scientific emphasis with the amount of 0.65 has a significant relationship with the employer's brand attractiveness.

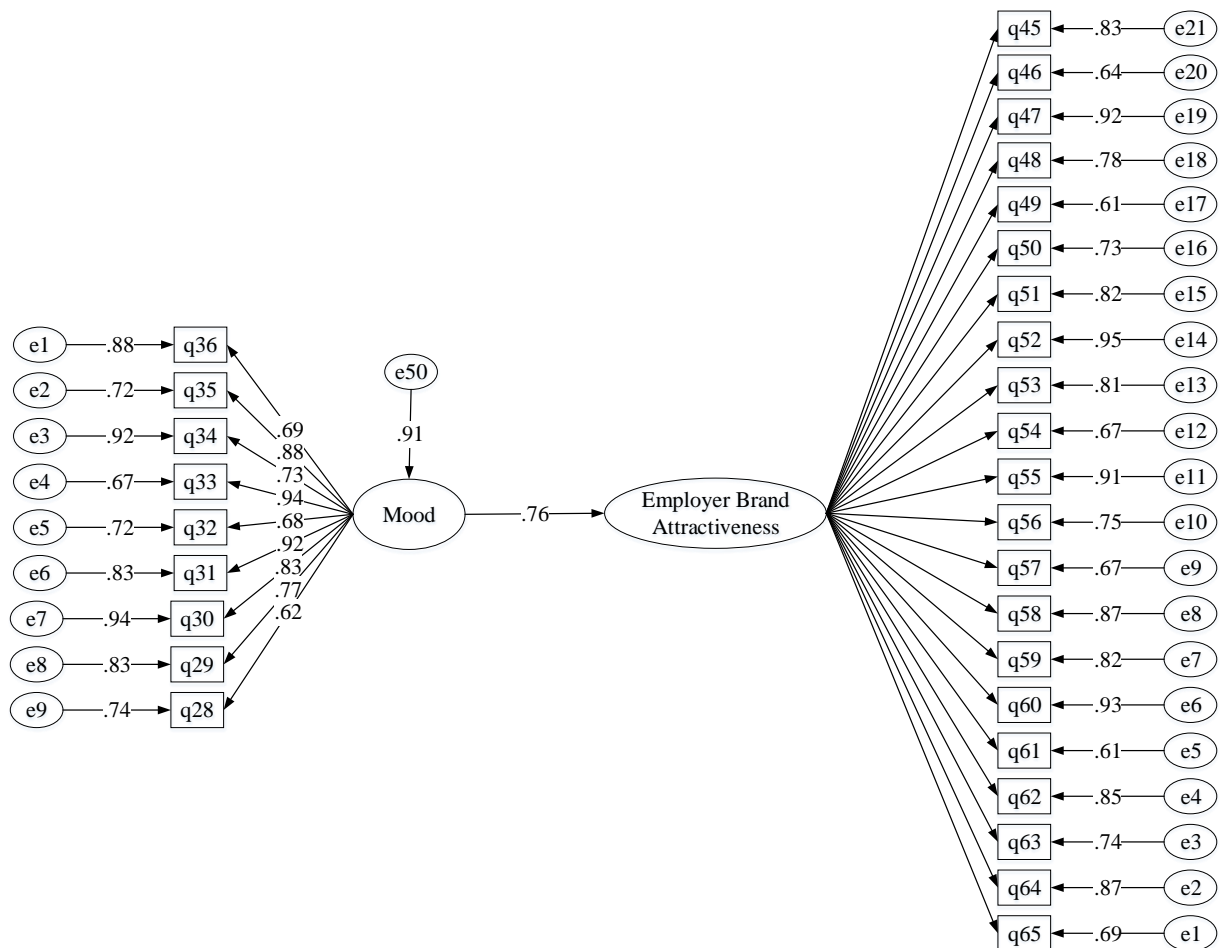


Figure 2: Structural model of the first sub-hypothesis

Third hypothesis: There is a relationship between consideration and employer brand attractiveness. Test result of the third sub-hypothesis is shown in table 7.

Table 7: Test result of the third sub-hypothesis

Route	Beta coefficient	Critical value	P	Result
There is a relationship between consideration and employer brand attractiveness	0.83	6.15	0.001	Confirmed

Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the third sub-hypothesis of the research is confirmed, in other words, the consideration with the amount of 0.83 has a significant relationship with the employer's brand attractiveness.

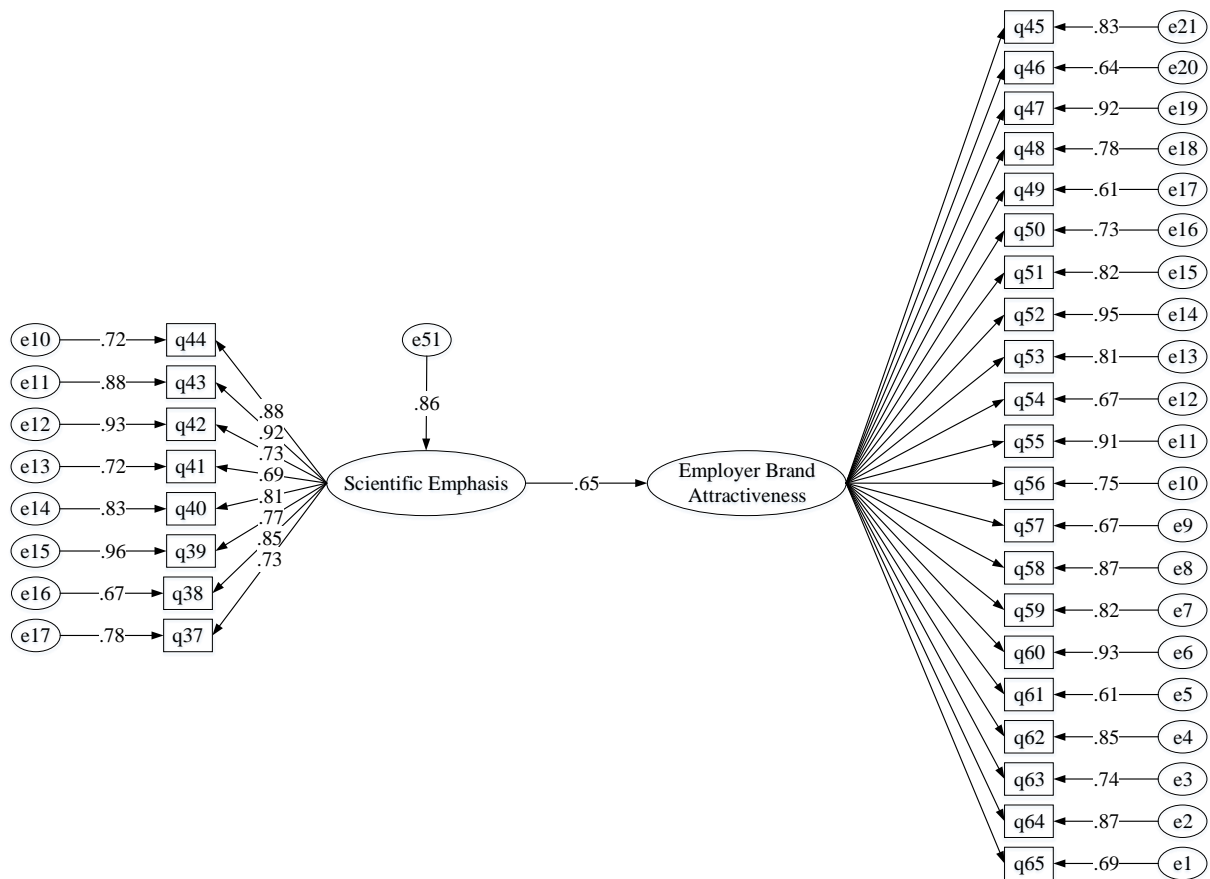


Figure 3: Structural model of the second sub-hypothesis

Fourth hypothesis: There is a relationship between the initiating structure and attractiveness of the employer's brand. Test result of the fourth sub-hypothesis is shown in table 8.

Table 8: Test result of the fourth sub-hypothesis

Route	Beta coefficient	Critical value	P	Result
There is a relationship between the initiating structure and attractiveness of the employer's brand.	0.70	5.63	0.001	Confirmed

Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the fourth sub-hypothesis of the research is confirmed, in other words, the initiating structure with the amount of 0.70 has a significant relationship with the employer's brand attractiveness.

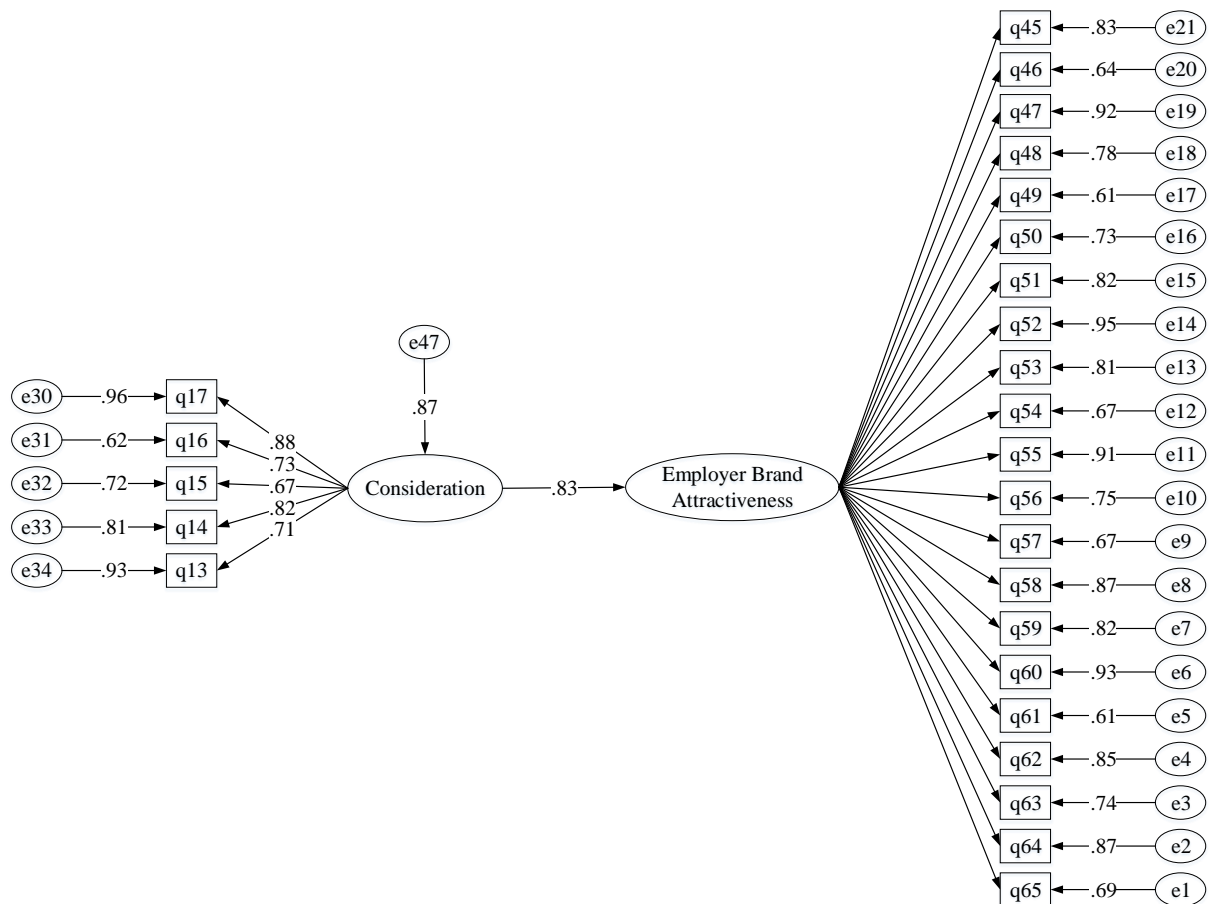


Figure 4: Structural model of the third sub-hypothesis

Fifth hypothesis: There is a relationship between the support and attractiveness of the employer's brand. Test result of the fifth sub-hypothesis is shown in table 9.

Table 9: Test result of the fifth sub-hypothesis

Route	Beta coefficient	Critical value	P	Result
There is a relationship between the support and attractiveness of the employer's brand.	0.86	4.56	0.001	Confirmed

Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the fifth sub-hypothesis of the research is confirmed, in other words, the support with the amount of 0.86 has a significant relationship with the employer's brand attractiveness.

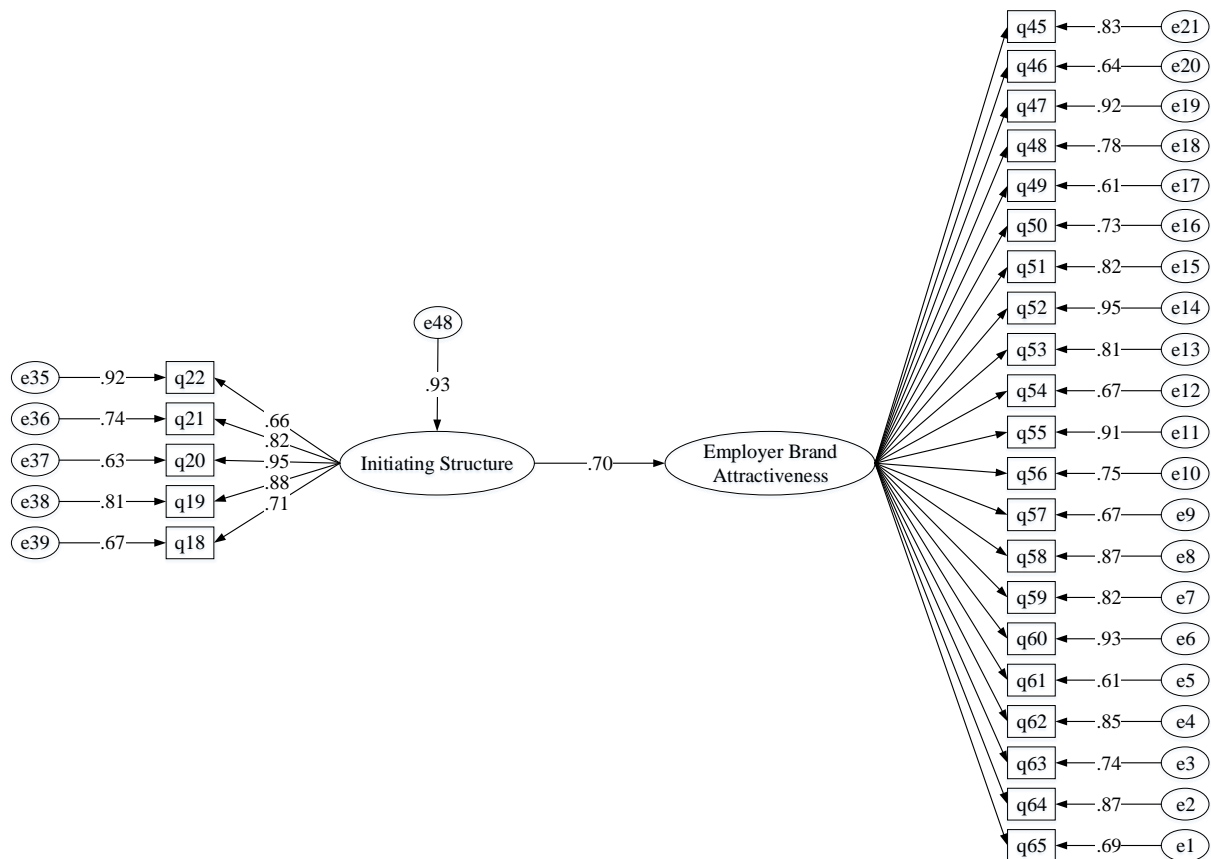


Figure 5: Structural model of the fourth sub-hypothesis

Sixth hypothesis: There is a relationship between manager's influence and the brand attractiveness of the employer. Test result of the sixth sub-hypothesis is shown in table 10.

Table 10: Test result of the sixth sub-hypothesis

Route	Beta coefficient	Critical value	P	Result
There is a relationship between manager's influence and the brand attractiveness of the employer.	0.68	5.71	0.001	Confirmed

Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the sixth sub-hypothesis of the research is confirmed, in other words, the manager's influence with the amount of 0.68 has a significant relationship with the employer's brand attractiveness.

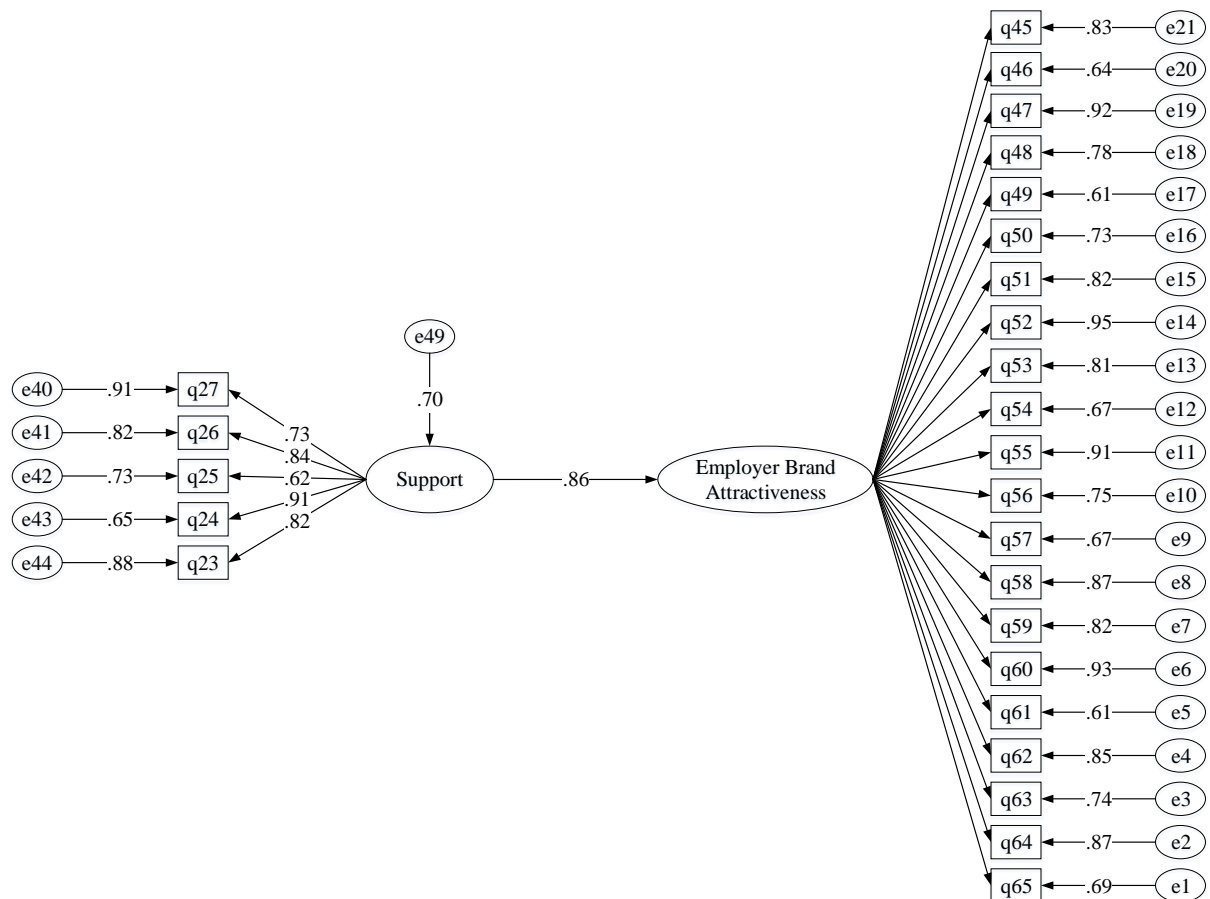


Figure 6: Structural model of the fifth sub-hypothesis

Seventh hypothesis: There is a relationship between institutional integrity and the attractiveness of the employer's brand. Test result of the seventh sub-hypothesis is shown in table 11.

Table 11: Test result of the seventh sub-hypothesis

Route	Beta coefficient	Critical value	P	Result
There is a relationship between institutional integrity and the attractiveness of the employer's brand.	0.80	4.95	0.001	Confirmed

Based on the results of the above table, since the calculated test statistic is significant, it can be concluded that the seventh sub-hypothesis of the research is confirmed, in other words, the institutional integrity with the amount of 0.80 has a significant relationship with the employer's brand attractiveness.

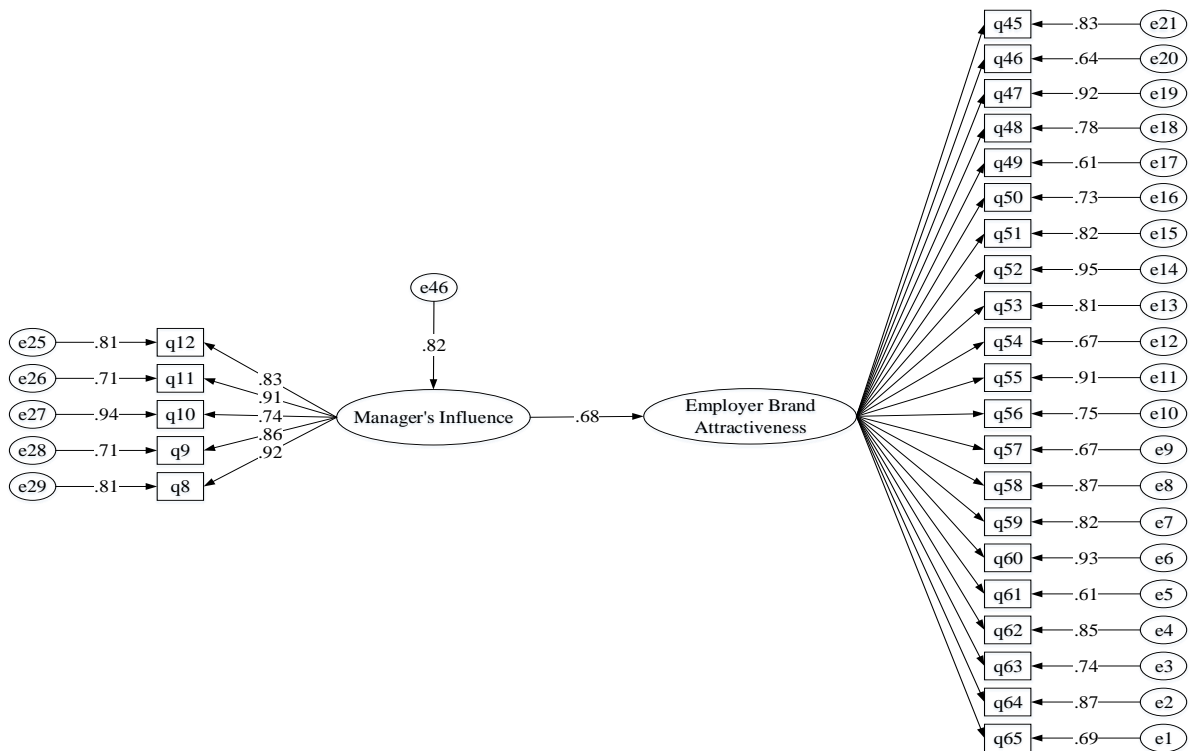


Figure 7: Structural model of the sixth sub-hypothesis

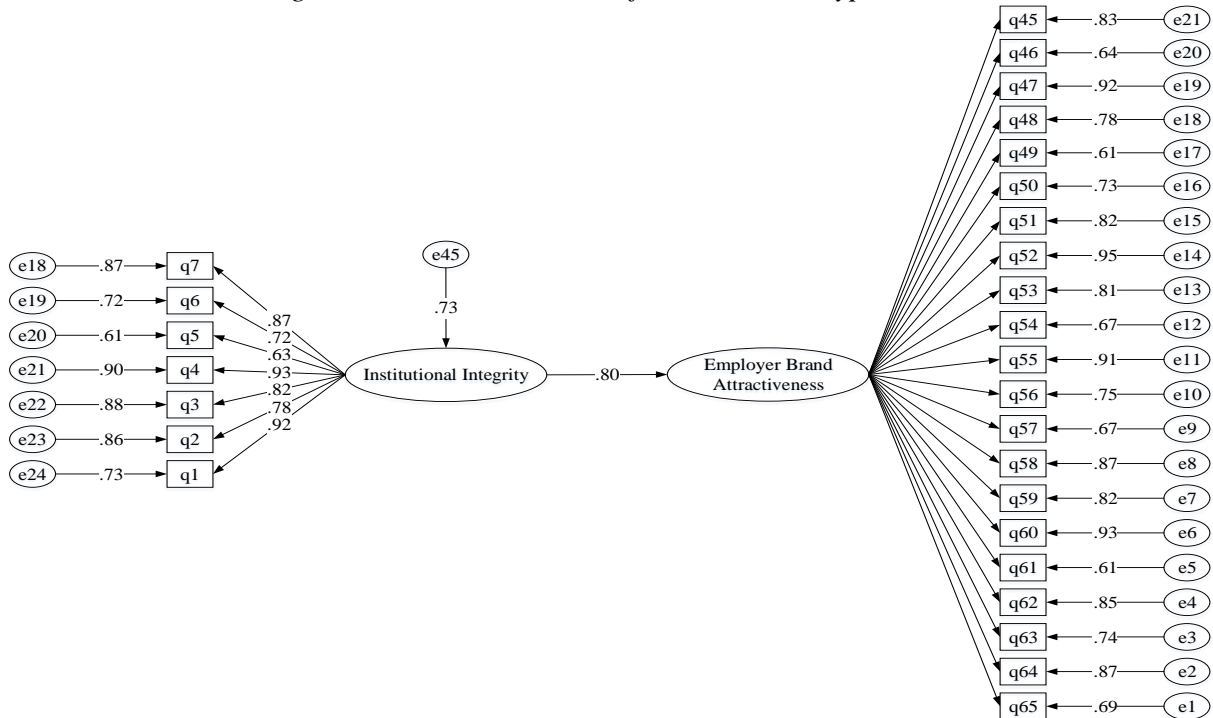


Figure 8: Structural model of the seventh sub-hypothesis

5. Discussion & Conclusion

The findings based on main hypothesis

According to the results of the main hypothesis test, there is a significant relationship between organizational health and the attractiveness of the employer's brand in FANAP company which this relationship is matched with the results of Hog (2016) and Spence (2014) research.

The findings based on sub-hypothesis

According to the results of the sub-hypothesis test, it is observed that there is a significant relationship between each of the seven components of the organizational health i.e. mood, scientific emphasis, consideration, initiating structure, support, influence of director and institutional Integrity with the

company's brand attractiveness in FANP (each individually); which this finding is matched with the results of Hog (2016), Spence (2014), Sing and Sami (2017), Woofolk (2015) and Jackson and Tiko (2013).

Practical Suggestions

- 1) According to the results, the morale dimension in the company is lower than average. Therefore, it is suggested that managers are able to create a safe environment with morale and motivation among employees in order to provide the staff with the proper use of power resources and accurate philosophical mentality, so that employees have a strong relationship with each other, and do not have the strength of their work with passion.
- 2) According to the results, the scientific emphasis on the company is lower than average. Perhaps the reason for this is that paying attention to scientific emphasis requires time and expense, and FANAP has a special restriction from both dimensions. Therefore, it is suggested to managers to determine the high level criteria in the organization so that employees can have a more appropriate accountability than the client, and to respect the client in return for the good response they receive, as well as employees believe that they have ability to progress.
- 3) According to the results obtained after the result of the study, the company is significantly lower than the average in FANAP. Considering the reflection of showed behavior is a respected, mutual trust, cooperation and support. It is not considered as a means of artificial and not considered a synthetic, but is an honest consideration of employees as professional cooperation. Therefore, it is suggested that managers are careful about the personal welfare of employees, to treat them with them, to offer a listen to the employees and conduct their employees as their counterpart.
- 4) According to the results, the production dimension of FANAP is lower than average. Therefore, it is suggested that managers to schedule their own opinion, tell their employees what to expect from them, and to determine their specific criteria for better ranking.
- 5) According to the results obtained then the support of resources in the company is less than average. Therefore, it is recommended to managers, given that after the support of resources in maintaining the staff is highly effective, the necessary measures to improve the support of the resources in the company, for example, when they request the staff to receive additional materials and information, and supplement packages Training encountered, shows and provides essential items immediately.
- 6) According to the results obtained after the influence of the manager in FANAP, the company is far lower than the average. Therefore, it is recommended to create space managers who can communicate well with the head of the upper hand and at the same time affect the actions of the partners under their hands.
- 7) based on the results obtained then the institutional integrity in the company is far lower than the average. Therefore, it is suggested that managers should support employees against unconscionable demands and reduce environmental damage.

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