



# Abstract

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## Employer Attractiveness Factors influencing the work attractiveness

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**Keywords:** corporate culture, employer branding, employee retention, human resource, company social benefits, job attractiveness

**Background/ objective:** A high degree of attractiveness is crucial for the future of the company, especially in times of demographic change. In employer branding, it is important to choose the right measures to strengthen employee loyalty and securing skilled workforce. The influencing factors, especially employer-funded social benefits, are to be explored in the present.

**Methodology:** Companies in Germany were invited by e-mail and the social networks to our survey (N = 1,100). The survey included both executives and employees. The online questionnaire asked for satisfaction with the work situation, the offered occupational social benefits, the commitment/ employee retention and the perception of leadership. Mostly 4-level Likert scales from 1 "very good" to 4 "very bad" were used. The 18 question blocks included demographic information. The response rate was around 46% (n = 507). The analysis was performed with IBM SPSS. A binary logistic regression with the recommendation behavior (UV: employer is recommended to friends) was carried out.

**Results:** The overall work situation is primary rated as good. The work activity is perceived by 84.1% (123) as responsible and varied. In the working atmosphere, there is often a culture of mutual support and assistance between colleagues. A good compatibility of work, family and leisure has been achieved in 76% (381) of the companies. Furthermore, the majority of companies are satisfied with the company offers. However, there is room for improvement in the stress competence of employees, in conflict management, as well as in the information and participation policy. 40.8% (206) respondents say they have insufficient information and co-determination in the workplace.

Concerning social benefits, it is noticeable that for 41%, a workplace health management (WHM) is already a fixed part of the company. Many companies, that is 33.9% (172), only offer project-based health promotion. However, the regression model showed, that classical company health services are not as relevant to employer attractiveness as they are assumed to be. Financial Benefits and Grants for employees, the private use of business phones, company tablets and so on, as well as the offer of free drinks play a role. The regression analysis shows that leadership is extremely important. Leadership is linked with attractiveness. If managers are aware of their role and responsibility, employees recommend the company to friends and family almost twice as often. Also the security of the own job, the offer of permanent employment contracts, is crucial for employer-attractiveness.

**Diskussion:** As a monolingual cross-sectional study in Germany, the representativeness is debatable. The current state of research could be expanded to include findings on social benefits. The importance of good employee-oriented leadership could be confirmed. However, the occupational health offers have surprised. In addition to the expansion of the usage possibilities of electronic business devices and the offers of free employee drinks, the promotion of leadership skills can be recommended to practice. The information & participation culture needs improvement too.

Further research on the impact of health services and qualitative research, especially on the perspective of human resource managers and senior executives, is highly desirable across Europe.

